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High Performance criteria are identified at the end of each section. They are denoted by an "HP" and a number and letter corresponding to the High Performance guidelines. Each number signifies a Criterion, and letters are used to signify bullet points, in sequence.

SECTION 1: CSB-WIB'S VISION AND GOALS

Business and Industry Goal: Meet the workforce needs of high demand sectors of the regional economy.

1.a Vision for Collaboration

The City of San Bernardino Local Workforce Investment Board (CSB-WIB) members are appointed by the Chief Elected Official. CSB-WIB brings together business leaders including those from priority industry sectors, labor organizations, educational partners, adult education, colleges, community based organizations, economic development and other key stakeholders. Members work to address how we can effectively work together to proactively address economic issues by ensuring resources, goals, and objectives are aligned.

CSB-WIB understands the need to develop innovative strategies and solutions while leveraging resources to address regional workforce challenges. Economic hurdles and shrinking budgets have dictated that the CSB-WIB forge a new path to address the regional economy. CSB-WIB has established a collaborative and flexible workforce development system that fully engages stakeholders, private public sectors, business and community based organizations. CSB-WIB's vision supports and is aligned with the Governor's vision.

CSB-WIB is focused on effectively addressing employer's needs for a high quality, appropriate skilled workforce. CSB-WIB's workforce development system provides services to produce workers who will meet the needs of the employers in growth industries and sectors that are vital to a local healthy economy. Aligned with the Governor's vision, CSB-WIB will continue to:

1. work closely with businesses, organized labor, economic development, and other stakeholders in support of regional economic development;
2. collaborate and partner with the local educational system in order to train individuals for employment in growing industry sectors; and
3. leverage resources to maximize to use of public and private resources.

► **HP – The response above also meets High Performance criteria HP 1.b**

1.b Actions that Support State Priorities

(i.) Preparing Skilled Workers for Employment in Competitive and Emergent Regional Industry Sectors and to Fill Skill Gaps Created by Retirements

SBETA is preparing skilled workers in both competitive and emergent regional industry sectors (see Table 1 – Preparing Skilled Workers for Competitive and Emergency Regional Industry Sectors). Additionally, cross-sector services are provided to improve basic skills and remediate education deficits which employers identified as a priority item in the Brandt study.¹ The City of San Bernardino Skills Gap Survey, now underway, will identify sectors requiring more skilled workers, and additional actions will be taken based on that outcome.

¹ Brandt Information Services, City of San Bernardino Employment and Training Agency Labor Market Survey, December 2011

TABLE 1 PREPARING SKILLED WORKERS FOR COMPETITIVE AND EMERGENT REGIONAL INDUSTRY SECTORS		
INDUSTRY	ACTION	COLLABORATORS
Healthcare	<p>RN OJT. Job-specific training for graduated RNs in a hospital setting.</p> <p>Support Positions. Training is available for CNAs, pharmacy technicians, LVNS.</p>	<p>SB Valley College Community Hospital SB Community College ROP SB City School District – Adult Ed.</p>
Transportation/Logistics	<p>Truck Driving. Filling the greatest need in this cluster,² Class A truck driving is offered by several schools in the region.</p> <p>Certified Logistics Technician. Training offered to meet warehousing needs.</p> <p>Forklift Training. Training offered to meet frequent requests.</p> <p>Event: Southern California Transportation & Logistics Summit. SBETA was a sponsor of and consults with the coalition.</p>	<p>Private schools on ETPL</p> <p>SB Community College District</p> <p>SB Community College District Private Training Providers</p> <p>Dist. Mgmt. Assoc. of So. California Council of Supply Chain Mgmt. Prof. Int’l. Warehouse Logistics Assoc. California Trucking Assoc.</p>
Energy/Green	<p>Water. “Earn and Learn” program provides stipends to unpaid interns completing required OJT for Water Supply Technology Certificate.</p> <p>Green Construction. Green training in carpentry, electrical, landscape, plumbing, tile setting, and welding practices.</p> <p>Green Deconstruction. Demolition of obsolete low-income housing developments, with recycling/reusing of materials and construction of new multi-income housing.</p> <p>Green Jobs. Training programs in “green jobs” fields; solar and wind energy are particularly good matches in Southern California.</p>	<p>SB Community College District SB Water Department</p> <p>Inland Empire Job Corps Center</p> <p>SB County Housing Authority Technical Employment and Training</p> <p>Local colleges Private schools on ETPL Inland Empire Job Corps</p>
Manufacturing	<p>Vocational training. SBETA provides training, mainly in welding and CNC machining.</p> <p>OJT/Earn and Learn. Welding, assembly, mechanics.</p> <p>Certification. Machine operator</p> <p>Event: 2012 Inland Empire Manufacturing Summit. Brought public and private entities together.</p>	<p>SB City Unified School District</p> <p>Global Environmental Products</p> <p>Technical Employment and Training Manufacturers’ Council</p>
Construction	<p>Veterans. Retraining transitioning military personnel for careers in construction. (see also: Energy/Green actions, above.)</p>	<p>Helmets to Hardhats</p>

² ERISS Corporation, San Bernardino County California Workforce and Cluster Analysis, 2012

TABLE 1 PREPARING SKILLED WORKERS FOR COMPETITIVE AND EMERGENT REGIONAL INDUSTRY SECTORS		
INDUSTRY	ACTION	COLLABORATORS
Cross-Sector	<p>Basic Work Skills. The most frequently cited deficit cited by regional businesses.³ SBETA is approaching partners to develop basic skills training and expand capacity.</p> <p>Remedial Services. For applicants with barriers to employment.</p> <p>GED. Required by employers, even in low-skill positions, such as warehousing.</p> <p>Degrees, Credentials. SBETA is working with partners to expand offerings in priority sectors.</p> <p>Apprenticeships & Pre-apprenticeships. Including nursing, construction, manufacturing skills.</p> <p>Event: Opportunities Knocking Career and Entrepreneur Fair. 2012 event attracted 60 companies, 1,100 job seekers or entrepreneurs.</p>	<p>SB Superintendant of County Schools Regional Occupational Program</p> <p>Inland Empire Job Corps Rolling Start</p> <p>SB City Unified School District – Adult Education</p> <p>SB Public Library</p> <p>SB City Unified School District – Adult Education</p> <p>SB Community College District</p> <p>SB City Unified School District Superintendent of County Schools</p> <p>Various labor unions</p> <p>SB City Unified School District</p> <p>EMPACT</p> <p>Southern California Edison</p>
Note: As a space-saver, SB = San Bernardino.		

► **HP – The response above also meets High Performance criteria HP 1.a, HP 1.c, HP 2.c, HP 2.d, HP 3.b-HP 3.d**

(ii.) Supporting the Creation of Regional Workforce and Economic Development Networks that Address Workforce Education and Training Priorities

While the City of San Bernardino faces deeper economic and educational challenges than the county or region as a whole, we share many of the same goals in terms of workforce development for priority industries. Resources are stretched thin and it is absolutely essential that we form strategic alliances within the region and in the greater Inland Empire area for greater efficiency.

As shown in Figure 1, and throughout this plan, CSB-WIB collaborates with a vast array of organizations from the public and private sectors, for both planning and service delivery. Participation in the following networks has provided particularly valuable firsthand insight into industry priorities for workforce education and training:

- **Building Industry Association (BIA) and California Building Industry Association (CBIA).** Learning the needs of builders, developers, contractors in traditional and green construction.
- **Healthcare Council.** The County of San Bernardino is investigating the formation of a Healthcare Council. The CSB-WIB will support and actively participate in this effort.

³ Brandt Information Services, City of San Bernardino Employment and Training Agency Labor Market Survey, December 2011

- **Inland Coalition.** This group convenes healthcare stakeholders from Riverside and San Bernardino counties and the Pomona Valley.
- **Manufacturers' Council of the Inland Empire.** SBETA provides trained workers to manufacturers in the area through on-the-job training and vocational training; participation in this council and in the 2012 Manufacturing Summit has provided insight into new training needs, such as welding and CNC machining.
- **National Employment Advocacy and Training (NEAT).** Collaboration among schools, WIBs, nonprofit agencies, employers, and HR staffing organizations. Job orders start with the employers and then collaboration occurs to provide customized training that meets the employer's specifications. The housing deconstruction program of San Bernardino was one result of this collaboration.
- **San Bernardino Valley Business Impact Group (SBV-BIG).** This new organization is seeking to provide insight into the needs of local employers.
- **Transportation Council.** Provides insight into the staffing and training needs of businesses in transportation including trucking, warehousing and logistics.

➤ **HP – The response above also meets High Performance criteria HP 1.d, HP 4.a-4.g**

FIGURE 1

LINKAGES CREATED TO IDENTIFY CHALLENGES, DEVELOP STRATEGIES, AND LEVERAGE RESOURCES



NOTE: SB used for San Bernardino to save space

1.c High-growth, High-demand Industry Sectors and Occupational Clusters

The CSB-WIB has identified the following industry sectors and occupational clusters that meet State priorities, based on a workforce and cluster analysis conducted in 2012⁴, a regional labor market survey from December 2011⁵, and earlier research. These industries have the potential to provide sustainable family incomes while also matching the education and skill levels of the population (see Table 2 – Priority Industry Characteristics). A skills gap survey is underway that will provide additional analysis specific to the City of San Bernardino’s workforce needs. It is scheduled to be completed in 2013. The City of San Bernardino’s priority industries are:

- Health Care
- Transportation and Logistics
- Energy and Green Jobs
- Manufacturing
- Construction

TABLE 2 Priority Industry Characteristics (MSA)						
	Employer Size	Wages	Skill Level	Multiplier (Output)	Multiplier (Jobs)	10 Yr. Emp. Growth (%)
Health Care Services	large	high	mixed	1.68	1.64	25.9
Transportation/Logistics	large	high	mid	1.63	1.71	29.6
Utilities/Energy [a]	large	low to high	mixed	1.19	2.17	10.3 [b]
Manufacturing	large	high	mid	1.26	1.82	3.9
Construction	large	high	mid[b]	1.49	1.65	16.1

Source: ERISS Corporation, San Bernardino County California Workforce and Cluster Analysis, 2012, p. 7 (employer size, wages, skill level); Applied Economics, 2013 (city-level data is unavailable), interview (multipliers); California EDD, Labor Market Information Division, 2010-2020 Industry Employment Projections, August 2012 (10-year employment growth)

Multiplier Explanation: For every \$1 in gross revenues produced by healthcare (for example) an additional 68 cents in revenues will be created at other businesses in the county based on supplier demand from the healthcare industry and on consumer demand from the healthcare employees. Similarly, for every 1 direct job in the healthcare industry, an additional 0.64 jobs will be supported in other local industries.

[a] The actual priority sector is “Energy/Green.” Utilities/Energy is part of that cluster. Green building, another component, overlaps with construction.

[b] Utilities (part of Energy and Green Jobs cluster)

Health Care. As the general population continues to age, the need for health care workers will continue to increase. San Bernardino City is home to San Bernardino Community Hospital and St. Bernadine’s Hospital, as well as numerous nursing homes and convalescent hospitals. The Loma Linda Hospitals, both Fontana and Riverside Kaiser Hospitals and clinics, Arrowhead Regional Hospital, Redlands Community Hospital and the Veteran’s Hospital are well within the labor market commuting area. In the near term, health care in San Bernardino will be focused on delivery of services due to the demographics of this area.

⁴ ERISS Corporation, “San Bernardino County California Workforce and Cluster Analysis,” 2012

⁵ Brandt Information Services, “City of San Bernardino Employment and Training Agency Labor Market Survey,” December 2011

Issues affecting Health Care:⁶

1. Affordable Healthcare Act will provide more individuals access to healthcare
2. Changes in law are changing the way hospitals are operating and the demand is shifting from Licensed Vocational Nurses to Home Health Aides and Residential Aides
3. Training capacity issues
4. Lack of soft skills and necessary work ethics
5. Schools are training individuals that lack compassion necessary for the job

ERISS reports that there will be a requirement for both skilled and unskilled jobs in healthcare delivery.⁷ With only 12.8 percent of the city's population possessing a bachelor's degree or higher, and 60 percent having never attended college, health care services offers a full spectrum of occupations that provide livable wages for the 60 percent or place can place them in entry level positions that will start them on the career ladder toward sustainable employment. An analysis of the health care industry in the Inland Empire⁸ found that in the region as a whole:

- Employment of registered nurses in hospitals is expected to grow 16% in a five-year period.
- The ratio of health care workers to residents (1:34) is much lower than surrounding counties.
- The ratio of Registered Nurses to 100,000 in the population is only 515 in the region, compared with 860 nationwide.
- The number of insured individuals in the region will increase by 500,000 by 2014.
- That ratio will be affected by an aging population and retirements. An estimated 16% of registered nurses are expected to retire by 2015; high retirement is also predicted among clinical lab scientists, respiratory therapists, and pharmacists. In focus groups it was revealed that registered nurses had delayed retirement due to the recession.

The health care report also predicted that health care occupations requiring short-term on-the-job training would be the fastest growing segment (but also the lowest paying). Jobs requiring an associate's degree are expected to have the most job openings and provide a livable wage.⁹ Occupational needs are discussed further in sections 2.c and 2.e.

Transportation and Logistics. Logistics accounted for 27.2 percent of San Bernardino County's growth between 2000 and 2010.¹⁰ The growth was driven by lower land costs than surrounding Orange and Los Angeles counties, as well as a solid transportation infrastructure. The City of San Bernardino sits at the junction of the I-215 north-south corridor and the I-10 east-west corridor; both are undergoing major improvements that will serve to increase the load capacity of these freeways. The BNSF railway yard carries rail and truck containers in from the port of Los Angeles and from points east into the numerous warehouses now located in the area of San Bernardino International Airport, including Kohl's and a new 950,000 e-fulfillment center for Amazon. Air freight destined for these businesses offloads at the International Airport.

⁶ Based on qualitative observations of CSB-WIB staff and industry research

⁷ ERISS, p. 4

⁸ Sanchez, Lori and Zhenya Lindstrom, "Labor Market Study: Healthcare Industry Occupations In the Inland Empire", Center of Excellence, May 2012

⁹ Sanchez, p. 18

¹⁰ San Bernardino County, "County of San Bernardino Comprehensive Economic Development Strategy (CEDs) 2012 Five-Year Plan"

This occupational cluster includes trucking and warehousing, as well as customer service through the fulfillment of orders in the various retail and wholesale headquarters. ERISS stated that because this cluster is well-established, there is an ample supply of skilled labor in the area. At the time of the Brandt employer survey (late 2011), the occupation with the highest number of vacancies in the city was Laborers and Freight, Stock, and Material Movers, Handlers.¹¹

Issues affecting Transportation and Logistics:¹²

- Costly government mandates
- Training incumbent workers in new technology
- Aging workforce in some sectors
- Industry is not appealing to the younger generation
- Schools have a difficult time keeping up with training in new technology due to the cost of the equipment
- Lack of trained mechanics for industrial equipment and no formal training programs
- Lack of truck drivers¹³

One trend that could affect this industry in the future is rising energy and fuel costs, which could shift shipping preferences away from air and highway to water and rail, and which will also reward regions that form clusters with manufacturing to lessen the need for long-distance shipping.¹⁴ Rising port activity in Southern California appears to be a positive sign for surrounding warehousing and logistics enterprises.¹⁵

Occupational needs are discussed further in sections 2.c and 2.e.

Energy and Green Jobs. With the rapid growth of California's population in recent decades, the demand for energy has been steadily increasing. At the same time, the concern over greenhouse gas (GHG) emissions as a result of using fossil fuels for power generation has been gaining momentum. This sector plays a critical role in reconciling these two trends.¹⁶

Green energy generation accounted for about 46,600 jobs in California in 2010. Almost three-fourths of all green energy generation jobs were installation and manufacturing (34,800 jobs), followed by services (7,500 jobs). Among the renewable energy segment, wind and solar have been rapidly increasing their share in California's power mix. The amount of power generated using wind has increased by 252 percent from 2006-2010, making it the number one source of renewable energy in the state.¹⁷

Energy and Green Jobs is considered to be an emergent sector for the City of San Bernardino. As described in the countywide ERISS analysis, "With the exception of solar, wind, and hydropower, the County does not possess the same level of natural energy resources that its neighbors do. However, the resources it does have are considerable and are future-oriented. Moreover, its position in the very middle of some California's most important energy assets dovetails with its strengths in Transportation/Distribution/Logistics (TDL) to recommend energy transportation and shipping."¹⁸

¹¹ Brandt, p. 49

¹² Based on qualitative observations of CSB-WIB staff and industry research

¹³ ERISS, p. 28

¹⁴ ERISS, p. 35

¹⁵ Beacon Economics, LLC, "2012 Riverside/San Bernardino Economic Forecast," December 2012

¹⁶ Economic and Workforce Development through California Community Colleges, "Sector Profile: Energy & Utilities," Doing What Matters campaign, 2012

¹⁷ Next 10 and Collaborative Economics, "Many Shades of Green 2012: California's Shift to a Cleaner More Productive Economy," 2012

¹⁸ ERISS, p. 27

CSB-WIB has forged several partnerships related to water and wastewater technology and found success in helping individuals achieve their certification in this field. A California Community College profile reported that electronic maintenance technicians and water distribution operators are the most difficult water/waste water positions to fill in the Inland Empire.¹⁹

In addition to energy and water resources, workforce requirements in this industry cluster overlap with manufacturing and construction. Besides solar panel installation and manufacture, the City of San Bernardino will focus its efforts toward reuse and recycling of construction materials from the deconstruction of HUD/Housing Authority Units. The aging public housing units are being deconstructed and then rebuilt into an energy-efficient mixed income housing community. Occupational needs are discussed further in sections 2.c and 2.e.

Issues affecting Energy and Green Jobs:²⁰

- Lack of skilled workers
- Lack of workers with certification in Leadership in Energy & Environmental Design (LEED)
- Aging workforce

Manufacturing. Due to the recent economic recession, California manufacturing firms across all industry clusters had to cut employment, except for biotechnology and food processing. San Bernardino was no exception.²¹

While manufacturing growth has been negative or flat in recent years, it is considered a priority industry for several reasons. Wages are high, and there is a strong multiplier effect for creating additional jobs. There is a strong overlap with the Transportation/Logistics and Energy/Green clusters. Furthermore, San Bernardino is attractive to manufacturers due to lower real estate costs combined with proximity to urban areas and international shipping.

In its analysis of the countywide potential for manufacturing, ERISS identified the following sub-clusters as particularly strong:²²

- Fabricated Metal Products
- Plastics Products
- Plastics and Rubber Products Manufacturing
- Concrete and Cement
- Concrete and Brick Building Products
- Nonmetallic Mineral Products
- Nonmetallic Construction Components
- Furniture and Household Items
- Wood Products and Furniture
- Appliances
- Breweries and Distilleries
- Soft Drinks

Issues affecting Manufacturing:²³

¹⁹ Lindstrom, Zhenya and Audrey Reille, "Environmental Scan: Water & Wastewater Occupations in Southern California," Center of Excellence, May 2011

²⁰ Based on qualitative observations of CSB-WIB staff and industry research

²¹ Economic and Workforce Development through California Community Colleges, "Sector Profile: Advanced Manufacturing", Doing What Matters campaign, 2013

²² ERISS, p. 30

²³ Based on qualitative observations of CSB-WIB staff and industry research

- Aging workforce
- Unable to find qualified talent
- New hires are lacking in problem solving skills, basic technical training, basic employability skills, math, and reading skills (in this order)
- Manufacturing is not appealing to the younger generation
- Skills gap are affecting production, quality, and maintaining production levels
- Reform of CEQA-California Environmental Quality Act

SBETA has partnered with the Manufacturers' Council of the Inland Empire in determining the workforce needs of local manufacturing enterprises. A statewide report predicted that most job openings in manufacturing will be the result of an aging workforce.²⁴ Locally, we expect to see shortages in such specialized fields as machinists when baby boomers retire. CSB-WIB provides trained workers to manufacturers in the area through on-the-job training and vocational training, mainly in welding and CNC machining. ERISS recommended focusing training on transferrable skills, rather than specialized skills associated with manufacturing sub-clusters.²⁵ Occupational needs are discussed further in sections 2.c and 2.e.

Construction. Houses, apartments, factories, offices, schools, roads, and bridges are only some of the products of the construction industry. Per a careers.org Construction Industry Profile²⁶, the construction industry is divided into three major segments:

- The construction of building segment includes contractors, usually called general contractors, who build residential, industrial, commercial, and other buildings.
- Heavy and civil engineering construction contractors build sewers, roads, highways, bridges, tunnels, and other projects.
- Specialty trade contractors perform specialized activities related to construction such as carpentry, painting, plumbing, and electrical work.

This sector was one of the hardest hit by the housing bust, but construction is on the rebound. At the end of 2009, the foreclosure rate was 54.9 percent; it had dropped to 35.7 percent by the first quarter of 2013. New home sales are still flat, but the sale of existing homes is beginning to pick up as foreclosures decrease. A positive sign is that the value of non-residential permits in the City of San Bernardino increased from \$23.9 million in 2011 to \$38.6 million in 2012, and for the Riverside-San Bernardino region taken as a whole, the value of nonresidential permits reached their highest point since 2008, outpacing Los Angeles and Orange counties.²⁷

Issues affecting Construction:²⁸

- Advancement in technology creating a need for new skills
- Aging workforce
- Attracting younger generations to the trades
- New regulations requires new skills and training
- During the downturn skilled workers left the construction industry

²⁴ Economic and Workforce Development through California Community Colleges, "Sector Profile: Advanced Manufacturing", Doing What Matters campaign, 2013, p. 4

²⁵ ERISS, p. 32

²⁶ <http://industries.careers.org/topic/268-construction> (visited June 2013)

²⁷ Beacon Economics, LLC, "2012 Riverside/San Bernardino Economic Forecast", December 2012, p. 88

²⁸ Based on qualitative observations of CSB-WIB staff and industry research

The ERISS Workforce and Cluster Analysis recommended this cluster most highly, describing it as a “perfect target for the workforce development system”.²⁹ This sector provides relatively high-paying jobs for relatively low-skilled workers. ERISS also pointed out that the industry is one of the most willing to hire from special populations such as ex-offenders. There is an overlap with the Green Jobs sector; for example, the local HUD Deconstruction Projects where obsolete housing projects are being demolished, the usable components saved, and the projects rebuilt.

➤ **HP – The response above also meets High Performance criteria HP 2.a**

²⁹ ERISS, 2012, p. 6

SECTION 2: ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

System Alignment and Accountability Goal: Support system alignment, service integration and continuous improvement, using data to support evidence-based policymaking.

2.a Method of Analysis and Review

Three significant reports related to local and regional workforce needs and industry trends have been completed in the last year and a half. Additionally, a skills gap survey is currently underway.

Brandt Labor Market Survey (December 2011). SBETA contracted with Brandt Information Services to conduct a labor market survey which was completed in December 2011.³⁰ The survey gathered information that is not available from any other federal or state data source, including job vacancy data, hiring practices, jobseekers' skills, future hiring plans, training preferences, and markets served in an eight-city area (Colton, Fontana, Grand Terrace, Highland, Ontario, Rialto, Riverside and San Bernardino). It consisted of two major parts: 1) a survey of employers, and 2) a labor market and demographic overview of the eight-city area, the counties and the metropolitan area. About 2,800 employers were randomly selected for inclusion in the survey. These employers represented each of the eight cities in the survey design. The response rate for the survey was 71 percent.

ERISS Workforce and Cluster Analysis (2012). A workforce and cluster analysis for San Bernardino County was prepared by ERISS Corporation in the first quarter of 2012 on behalf of the San Bernardino County Workforce Investment Board.³¹ The purpose was to identify industry clusters with growth potential. ERISS used industry surveys of employers throughout the county as well as secondary quantitative research, and "significant qualitative research". Overall, ERISS recommended seven industry clusters with growth potential for the county (Health Care, Transportation / Distribution / Logistics, Energy and Utilities, Manufacturing, Military-Servicing Industries, Tourism, and Construction). At the city level, we are focusing on five priority industries that CSB-WIB determined best match our local assets; military-servicing and tourism did not align with city needs. ERISS also addressed some of the unique challenges facing the county, as well as skills gaps and assets.

2012 Riverside/San Bernardino Economic Forecast. This document³² analyzes data related to employment, business activity, residential and commercial real estate, demographics and quality of life.

Skills Gap Analysis (to be completed in 2013). A new skills gap survey was recently launched under contract to CSB-WIB for the City of San Bernardino. The survey is to be completed by November 2013. If the information contained in the new report significantly differs from that in the Brandt Survey we will amend our plan as appropriate.

Primary Performance Data. As a supplement to the studies mentioned above, both quantitative and qualitative information is gathered continually by CSB-WIB. Trend-tracking is one of the most valuable methods of verifying the effectiveness of data-driven strategies and, if necessary, making adjustments mid-course. A recent example occurred when we observed that LVN trainees were not getting placed as expected. We placed a moratorium on enrollments and followed up with employers to determine whether the problem was with the training, the trainees, or shifting employment needs. It was determined that industry changes resulting from the Affordable Healthcare Act meant hospitals were no longer employing LVNs and were instead shifting to home healthcare workers. A different issue occurred

³⁰ Brandt Information Services, "City of San Bernardino Employment and Training Agency Labor Market Survey", December 2011

³¹ ERISS Corporation, "San Bernardino County California Workforce and Cluster Analysis", 2012

³² Beacon Economics, LLC, "2012 Riverside/San Bernardino Economic Forecast", December 2012

in water technology training. This is a lucrative field, but many of the available jobs require transportation or relocation, which was a barrier to some early trainees. With that knowledge we are able to screen applicants prior to training. Trend tracking is accomplished through contacts with our customers and schools; data is maintained in a spreadsheet, and follow-up research (e.g., contact with employers) is guided by supervisors. In addition, CSB-WIB uses I-Train to track contact with different populations and industries.

Supplementary Data. Rounding out the data referenced in this plan is the most recent secondary data available from the U.S. Census Bureau, California Employment Development Department, California Department of Finance, California Community Colleges, and California Department of Education. These figures were used to place the analysis in context (for example, showing educational attainment figures in relation to the needs of local employers). Multiplier information for the priority sectors in San Bernardino County was obtained from Applied Economics in Phoenix.

2.b Current Economic Situation and Projected Trends

An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors.

Regional Overview. The City of San Bernardino is located in the Riverside-San Bernardino Metropolitan Statistical Area (MSA) commonly known as the Inland Empire, one of the fastest growing regions in the nation. In area, San Bernardino is the largest county in the United States, encompassing 20,000 square miles. The City of San Bernardino serves as the county seat and is the largest city in San Bernardino County. It spans 81 square miles with a growing population of approximately 210,000.

Geographic Assets. As the Brandt report noted, “The area is situated to expand greatly in the future due to the global economy and the ability to serve both the Pacific Basin and Latin American Markets.”³³ The Inland Empire already serves as a transportation hub for San Diego, Los Angeles, and Long Beach, and the city boasts several large warehousing concerns, such as Amazon.com. San Bernardino County’s proximity to these major markets also makes the area a candidate for future R&D activity in the healthcare field, according to ERISS.³⁴

Challenges. As Brandt noted, “Of the eight cities in the study area, San Bernardino clearly stands out with the most challenges. It had the highest unemployment rate in 2010 (18.9 percent), the most inequitable distribution of income, and the lowest labor force participation rate (56.8 percent).”³⁵ The unadjusted unemployment rate has since dropped to 13.0 percent as of April 2013, but it is still significantly higher than the region as a whole.³⁶

The city has experienced several recent challenges to full employment:

- **Housing Bust.** During the downturn in the housing market the city has experienced some of the highest home foreclosure rates in the county, and the county rate was much higher than the state or national rate.³⁷
- **Recession.** Only two major industries in the Riverside-San Bernardino-Ontario MSA showed growth during the pre- and post-recession: information/education and health services.³⁸ On a

³³ Brandt, p. 28

³⁴ ERISS, p. 4

³⁵ Brandt, p. 27

³⁶ California EDD, Labor Market Information Division, May 2013

³⁷ Brandt, p. 25

³⁸ Brandt, p. 14

more positive note, ERISS found that by early 2012 more employers in San Bernardino County planned to expand or relocate in the county (20%) than planned to downsize (5%).³⁹

- Earlier Impacts. Predating the recession and housing bust were a series of blows to the economy dating back as far as 1992. The closing of Norton Air Force Base, Santa Fe Railroad’s transferring most of its workers to Topeka, Kansas, in 1992 and the closing of the Kaiser Steel in Fontana all contributed to the city’s declining employment. Real estate, groceries, restaurants, car sales, and retail sales, were just some of the industries negatively affected by the loss of buying power by dislocated workers. The loss of sales and resulting loss of jobs in the private sector, along with declining property values, reduced taxes flowing into the City’s coffers and were contributing factors leading up to the City’s bankruptcy.

Industry Characteristics. The city has a total of over 20,000 businesses, of which 4,750 (24%) are small businesses. Of the small businesses, 2,565 (54%) have 0-10 employees. Government, retail, and service industries dominate the City of San Bernardino economy.⁴⁰

Priority Sectors. The ERISS report confirmed that CSB-WIB’s five priority sectors (Health Care Services, Transportation/Logistics, Energy/Green, Manufacturing, and Construction) are strong choices for workforce development in terms of employer size, wages, and skill levels. Growth projections for employment sectors are available at the two-county MSA level only. Based on the regional data, Transportation/Warehousing and Health Care Services are poised for the greatest growth in employment among the targeted industry clusters (see Table 3, Employment Projections for Priority Industries, 2010-2020). Characteristics and trends of the five priority industries are described in greater detail in Sections 1.c, 2.c and 2.e.

TABLE 3 EMPLOYMENT PROJECTIONS FOR PRIORITY INDUSTRIES (2010-2020) RIVERSIDE-SAN BERNARDINO-ONTARIO MSA (RIVERSIDE & SAN BERNARDINO COUNTIES)					
NAICS		Annual Avg. Employment		Employment Change	
		2010	2020	Numerical	Percent Change
62	Health Care and Social Assistance	118,200	148,800	30,600	25.9
48-49	Transportation and Warehousing	60,900	78,900	18,000	29.6
484	Truck Transportation	20,500	26,900	6,400	31.2
493	Warehousing and Storage	18,500	26,900	8,400	45.4
22	Utilities (part of Energy/Green)	5,800	6,400	600	10.3
31-33	Manufacturing	85,100	88,400	3,300	3.9
332	Fabricated Metal Product Mfg.	11,700	13,500	1,800	15.4
23	Construction	59,700	69,300	9,600	16.1

Source: California EDD, Labor Market Information Division, 2010-2020 Industry Employment Projections, August 2012

► **HP – The response above also meets High Performance criteria HP 2.a, HP 3.a**

³⁹ ERISS, p. 8

⁴⁰ City of San Bernardino, Finance Department, “Comprehensive Annual Financial report”, year ended June 30, 2010

2.c Required Workforce Skills and Knowledge in Priority Sectors

Over the next decade, we need to prepare city residents for upcoming middle-skills jobs that require education beyond a high school diploma but not a bachelor's degree. Fully 60 percent of the city residents have only a high school diploma or less.

Health Care Services. Health care occupations have the advantage of accommodating a wide range of educational levels, with a fair number requiring only a high school degree. Entry level positions at the low end of the education spectrum in this field pay low initial wages but provide opportunities to climb the career ladder.⁴¹ Employment opportunities in the Inland Empire are greatest at the associate's degree level.⁴² In nursing, demand is shifting from LVNs to HHAs and RAs. Retiring RNs are creating a shortage of skilled employees at this level (see section 2.e), but other positions can be filled without work experience. In addition to preparing the workforce with skills directly related to the health care field, there is also a need for development of soft skills such a work ethic and showing compassion toward patients. A fair amount of on-the-job training is required. The fastest growing occupations in health care include:

- Home Health Aides
- EMT and Paramedics
- Diagnostic Medical Sonographers
- Medical Secretaries
- Physical Therapist Aides

To prepare this workforce, CSB-WIB utilizes the training available through the San Bernardino Community College District, the Regional Occupational Programs and the San Bernardino City Schools–Adult Education programs as well as private schools listed on the ETPL.

Additional priority industry information can be found in sections 1.c and 2.e.

Transportation and Logistics. There is an ample workforce qualified to fill most positions in this sector, but truck driving positions were identified as hard to fill in the ERISS survey of county employers;⁴³ Class A Truck driving training is available through several local schools on the ETPL and continues to be a viable pathway into employment. Truck drivers require work experience to be hired further hampering efforts to fill this gap.

Warehousing is an expanding field in the San Bernardino area due to the influx of new businesses such as Amazon. These positions frequently do not require formal training but many employers prefer to hire individuals with a high school diploma or GED. Unfortunately, many of the warehouse worker positions offer little chance for advancement. Overall, approximately one-third of the transportation-related vacancies require a high school level of education.⁴⁴

Other occupations showing fast growth in this field include:

- First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand
- Transportation workers, other
- Avionics Technicians
- Laborers and Freight Stock, and Material Movers, Hand

⁴¹ Sanchez, Lori and Zhenya Lindstrom, "Labor Market Study: Healthcare Industry Occupations In the Inland Empire", Center of Excellence, May 2012, p. 16

⁴² Sanchez, p. 18

⁴³ ERISS, p. 34

⁴⁴ Brandt, p. 52

The San Bernardino Community College District offers training to become a Certified Logistics Associate or a Certified Logistics Technician. Forklift operators are frequently desired and CSB-WIB has the ability to assist customers in obtaining that certification.

Additional priority industry information can be found in sections 1.c and 2.e.

Energy and Green. This cluster includes traditional and renewable energy and water/wastewater positions, and it also crosses over into the green and sustainable side of manufacturing and construction. Occupational requirements for energy related fields are described here, and manufacturing and construction are described under those main headings.

Jobs in this sector are expected to be in high demand in the next three years and represent various levels of required education and skills. Half of the top ten occupations in this sector require either on-the-job training or a vocational *certificate or credential*, with civil engineers and electricians having the most job opportunities. Based on job advertisements in California for energy and utilities firms, the following entry-level occupations will require community college credentials:

- Solar Sales Representative
- Sales Representatives
- Construction Managers
- Electronics Engineering Technicians
- Construction and Building Inspectors
- Solar Photovoltaic Installers
- Heating & Air Cond. Mechanics/Installers
- Energy Auditors

In the Riverside-San Bernardino-Ontario MSA, a number of energy / green occupations require long-term on-the-job training. This has made it difficult to fill some positions, even though the pay is generous. To help alleviate this problem, CSB-WIB has initiated partnerships with water providers to assist trainees in obtaining the hours they need for certification.

Additional priority industry information can be found in sections 1.c and 2.e.

Manufacturing. Jobs expected to be in high demand in this sector over the next three years represent a mix of occupations requiring some level of vocational training, work experience. This underlines the importance for community colleges to train an entry-level workforce to meet the challenges of advanced manufacturing and also prepare students for higher-level careers in this sector.

Based on job advertisements in California for manufacturing firms, the following occupations were identified:

- Computer Support Specialists
- Electronic Engineering Technicians
- Maintenance and Repair Worker
- Machinists
- Inspectors, Testers, Sorters, etc.
- Industrial Engineering Technicians
- Industrial Machinery Mechanics
- Biological Technicians

Despite minimal recent growth in the industry as a whole, certain manufacturing occupations are projected to grow more rapidly in the Riverside-San Bernardino-Ontario MSA.

These include:

- Metal-Refining Furnace Operators and Tenders
- Industrial Machinery Mechanics
- Computer Controlled Machine Tool Operators, Metal and Plastic
- CNC Machine Tool Operators
- Electromechanical Equipment Assemblers
- Welders, Cutters, Solderers, and Brazers
- Machinists

The educational requirements for most of manufacturing occupations are minimal, but they do require a fairly significant degree of on-the-job training. And while the projections indicate that few applicants require work experience to be hired, we are aware that local manufacturers are in need of experienced employees with specialized technical skills, as described in section 2.e. Additionally, local employers have expressed concern that new hires often lack problem solving skills, basic technical training, basic employability skills, and math and reading skills.

Additional priority industry information can be found in sections 1.c and 2.e.

Construction. Construction is on the rebound within the City of San Bernardino. The ERISS report highly recommended this sector, describing it as a “perfect target for the workforce development system”.⁴⁵ This sector provides relatively high-paying jobs for relatively low-skilled workers. In fact it is one of the few industry sectors with many occupations requiring less than a high school diploma. However, there is extensive on-the-job training, including apprenticeships in a number of fields. CSB-WIB has forged partnerships with labor unions to place trainees in apprentice positions.

Construction overlaps the Green sector, as well as manufacturing. As construction picks up in the Riverside-San Bernardino-Ontario MSA, these occupations are growing fastest:

- Helpers-Carpenters
- Helpers – Pipelayers, Plumbers, Pipefitters, and Steam fitters
- Pipelayers
- Paving, Surfacing, and Tamping

The following construction occupations, and others, will be considered by CSB-WIB based on demand:

- Project/Construction Manager
- Construction/Building Inspector
- HVAC Installers and Service Technician
- Plumber
- Estimator
- Electrician
- Masonry

Additional priority industry information can be found in sections 1.c and 2.e.

► **HP – The response above also meets High Performance criteria HP 2.a, HP 2.b, HP 3.a**

⁴⁵ ERISS Corporation, “San Bernardino County California Workforce and Cluster Analysis,” 2012

2.d Characteristics and Employment Related Needs

CSB-WIB generally serves the diverse individuals in our area without targeting specific populations unless funding requires that it be spent on certain categories of individuals; for example, offenders. However, veterans and their eligible spouses receive expedited services. After veterans, priority goes to those most in need. CSB-WIB has Memorandums of Understanding with the Department of Rehabilitation and Rolling Start Inc., providing an opportunity for us to refer customers for additional services and reach out to individuals with disabilities. Low income individuals 55 years old and older receive assistance from the Senior Community Service Employment Program located in our One-Stop.

DEMOGRAPHIC CHARACTERISTICS

Unemployment. As noted in section 2.b, San Bernardino’s unadjusted unemployment rate averaged 16 percent in 2012. It had dropped to 13.0 percent as of April 2013 but still remained higher than the county as a whole.⁴⁶ This percentage represents the total of unemployed and counted (receiving unemployment insurance benefits) in the city’s labor force. It should be noted that this figure underestimates the true number of individuals unemployed. It excludes individuals marginally attached to the laborforce, those employed part-time for economic reasons, and discouraged workers. The Bureau of Labor Statistics, using the “Alternative Measures of Labor Underutilization for States, Second Quarter of 2012 through First Quarter of 2013”, shows the California average U-6 rate at 18.8 percent. The unemployment rate, in addition to the U-6 rate, provides a clearer picture of the city’s present economy.⁴⁷

Income and Poverty. A report distributed by the Human Services Department of the County of San Bernardino⁴⁸ indicates that 47.8 percent of the population of the City of San Bernardino is receiving some sort of aid. This means that 101,197 out of 211,674 individuals require some sort of county government assistance to provide for their basic needs. Comparing this figure with the lowest city in the county – Chino Hills at 5.8 percent of people on Aid – demonstrates how significant an issue this is for the City of San Bernardino. The poverty rate, at 28.6 percent, is almost double that of the state (see Table 4, Demographic Comparison). This is a challenge that SBETA and WIB have dealt with for many years.

Language and Cultural Diversity. Nearly half the population (43.2%) speaks at least one language other than English. Spanish is the most frequently cited alternate language (28.6%) followed by Asian and Pacific Islander languages (9.5%).⁴⁹ Brandt pointed out that the city’s ethnic and language diversity is an asset: “Multi-cultural areas like the eight cities surveyed can benefit from the Global Economy and are well placed geographically for international trade with Latin America and the Pacific Basin”.⁵⁰ On the flip side, a potential barrier to hiring is the number of people who speak English less than “very well” (22.8%). CSB-WIB has bilingual staff members who ensure that our services are accessible to all individuals.

⁴⁶ California EDD, Labor Market Information Division, May 2013

⁴⁷ Bureau of Labor Statistics (<http://www.bls.gov/lau/stalt.htm>) (visited April 26, 2013)

⁴⁸ County of San Bernardino, Human Services Department, “2012 Report: County Residents Receiving Aid Distribution by Cities,” 2012

⁴⁹ U.S. Census Bureau, 2007-2011, American Community Survey

⁵⁰ Brandt, p. 9

TABLE 4 DEMOGRAPHIC COMPARISON			
	City of San Bernardino	San Bernardino County	State of California
Population (2013)	212,639	2,076,274	
Labor Force (2013)	84,000	861,400	
Median Age (2007-2011)	28.5	31.7	35.2
Civilian Veterans (2007-2011)	6.3%	7.3%	9.6%
Speak English less than “very well” (2007-2011)	22.8%	17.5%	19.7%
Poverty Rate, all people (2007-2011)	28.6%	16.0%	14.4%
Per Capita Income (2007-2011)	\$15,762	\$21,932	\$29,634
Median Household Income (2007-2011)	\$40,161	\$55,853	\$61,632

Source: State of California DOF, Demographic Research Unit, Jan 2013 (Population); State of California EDD, LMID, May 2013 (Labor Force); U.S. Census Bureau, 2010 (median age); U.S. Census Bureau, 2007-2011, American Community Survey (Poverty rate, Income)

Educational Attainment. The City of San Bernardino is especially challenged by the limited educational levels of its citizens. Nearly one-third of the adult population lacks a high school diploma, and only 12.7 percent (less than half the state average) have a bachelor’s degree or higher.

Brandt reported that half of the employers surveyed in the eight-city San Bernardino area had no educational requirements in hiring; however, another quarter required at least a high school diploma or GED.⁵¹ With few jobs available and many applicants for every opening, local employers have the ability to demand more in the way of education and training than they may have in the past. For example, jobs that previously did not require a high school diploma or GED now may list that as a requirement. This serves to “screen out” a large number of our local population. Adults who dropped out of school decades ago find it hard to obtain employment and are intimidated by the thought of having to obtain a GED before they can be considered for jobs or training. With 60 percent of the city’s population having a high school education or less, remedial education will be needed to enable applicants to be able to succeed in today’s demand occupations.

SUB-POPULATIONS

Youth. At 28.5 years old, the median age of city residents is nearly 7 years lower than the state as a whole. Brandt identified this as a challenge, because new labor force entrants have a more difficult time entering the labor market.⁵² A high drop-out rate is one of the biggest challenges to local youths’ entry into the labor force. CSB-WIB addresses the drop-out challenge in two ways:

- **At-risk youth.** CSB-WIB works with the school district to provide supportive services (e.g., bus passes, offsetting fines, tutoring) to remove barriers to attendance and graduation and also provides work experience to this group of students.
- **Drop-outs.** CSB-WIB first assists young drop-outs with GED Acquisition. Guidance is then provided all the way through to the most suitable outcome (soft skills, a job or vocational training through co-enrollment in the adult program, and financial aid assistance for college education).

⁵¹ Brandt, p. 52
⁵² Brandt, p. 7-8

TABLE 5 CHARACTERISTICS OF YOUTH CLIENTS ENROLLED IN GRANT 301, 07/01/2011 TO 06/30/2012 CITY OF SAN BERNARDINO	
Factor	Percentage
Female	42.74
Male	57.26
19-21 years old	33.06
14-18 years old	66.94
From Low Income Family	96.77
Basic Skills Deficient	75
High School Dropout	23.39
Homeless	3.23
Pregnant/Parenting Youth	9.68
Offender	5.65
Foster Child	1.61
Runaway Youth	0.81
Source: CSB-WIB, June 2013	

Veterans. Veterans comprise about 6 percent of the population. They and their eligible spouses are provided priority services by CSB-WIB. While the depressed job market does have an impact on veterans, they are frequently favored by employers for OJT positions due to their good work habits established while in the military. These include:⁵³

- Leadership/teamwork skills
- Structure and discipline
- Effective decision-making skills in fast-changing environment
- Resilience while working in new or difficult environments
- Character (trustworthy, dependable, strong work ethic)
- Loyalty (leading to longevity with the company)

Still, some veterans do face barriers to employment due to the misperceptions of some employers, including:⁵⁴

- Misunderstanding the veteran’s duties during service and thus failing to understand how those skills transfer to civilian employment
- Negative stereotypes about post traumatic stress
- Concern that the veteran will be too rigid
- Concern about future deployments

⁵³ New American Security, “Employing American’s Veterans, Perspectives from Businesses,” June 2012

⁵⁴ New American Security, “Employing American’s Veterans, Perspectives from Businesses,” June 2012

Ideal occupations for veterans vary depending on what position they held while in the military, but the soft skills described above have made veterans valued by employers in wide-ranging fields including home improvement stores, customer service positions, and solar installation.⁵⁵

Individuals with Disabilities. In the City of San Bernardino, 14 percent of the non-institutionalized population reported a disability in 2011. CSB-WIB partners with the Department of Rehabilitation to *meet the specialized employment needs of these individuals*.

The employment needs of each disabled person vary due to differences in the type of disability, degree of disability, combination of disabilities, education, experiences, and so on. Because each person is unique and often has more than one disability, services related to specific disabilities (e.g., visual impairment, learning disability, etc.) are not tracked. Barriers to employment that are common among persons with disabilities include a physical disability, lack of education or training, lack of transportation, and need for special *accommodations*. Nationally, half of those with a disability were not employed as of May 2012.⁵⁶ Employers *may* also exhibit an attitudinal barrier that could prevent them from employing a person with a disability or may result in a negative work environment.

The CSB-WIB is committed to ensuring that the One-Stop Career Center's premises and programs are accessible and responsive to the needs of individuals with disabilities. From providing easily accessible parking spaces closest to the building entrance and computer terminals accessible for use by individuals with mobility challenges to ensuring that sign language interpreters are available for individuals not just applying for our programs but also applying for employment through job recruitments in our office.

Older Workers. While the City of San Bernardino has a younger population than the state, that age is rising, and this affects the workforce in two ways:

- **Retiring Workers.** As discussed *previously*, some of our priority industries (healthcare, manufacturing, transportation) are experiencing skills gaps and employment shortages as experienced workers retire and leave the workforce.
- **Older Workers Returning to or Remaining in the Workforce.** Due to the downturn in the economy many older workers are postponing retirement or are returning to the workforce out of financial necessity. This dire financial situation is reflected in the fact that 18.4 percent of San Bernardino residents over 65 live in poverty.⁵⁷ The CSB-WIB's partner, the San Bernardino County Department of Aging (SBCDA) has a representative located at the One-Stop, to provide services to mature workers including short term work assignments to help them re-enter the workforce.

Offenders. Offenders are one of the most challenging groups to place. During the economic downturn, jobs in some fields formerly open to them – truck driving, in particular – have been filled by others with no criminal record. Two fields in which local employers have remained open to hiring offenders are manufacturing and water technology (which falls into the Energy/Green priority industry). Training programs in CNC machining and welding have seen successful placements due in part to relationships forged between CSB-WIB and employers; for example, a welding instructor with union membership makes referrals for successful trainees. Also, as noted by ERISS, “Construction is arguably the most willing of all sectors to hire workers from special populations, especially ex-offenders”.⁵⁸

⁵⁵ CareerCast.com, 2013; GIJobs.com, 2013; GRID Alternatives, 2013

⁵⁶ U.S. Bureau of Labor Statistics, news release: “Persons with a Disability: Barriers to Employment, Types of Assistance, and Other Labor-Related Issues – May 2012,” April 24, 2013

⁵⁷ U.S. Census Bureau, American FactFinder 2007-2011

⁵⁸ ERISS, p 31

Dislocated Workers. The weak economy, combined with the City of San Bernardino’s economic difficulties, has resulted in a number of significant layoffs in recent years. This sub-population is unique because skills and needs fluctuate depending on the type of companies closing or downsizing. Many of the layoffs within the last year could be characterized as “white collar” employees who possess more education than the local population as a whole. For example, most of the Safeguard Property Maintenance employees had a college education or were close to a degree. Many chose to go back to school and retrain for a new career. Retraining of dislocated workers has been concentrated in these fields:

- Certification in accounting, business administration, computers, web design, MS Office (cross-sector)
- Truck driving (5-week program) (Transportation/Logistics)
- HVAC training (Energy/Green and Construction)
- Water technology (Energy/Green)

► HP – The response above also meets High Performance criteria HP 3.a

2.e Skill and Education Gaps

Education. With 60 percent of the population having a high school degree or less and only 12.8 percent possessing a bachelor’s degree or higher (see section 2.d), there are limitations on the type of industries that can operate efficiently in the city. As local industries become more technically advanced, the demand for greater education is increasing. Our industry targets were selected, in part, because they can accommodate a range of education levels, as shown in section 2.c. However, the entry level positions offered to those with very low education, warehouse workers, for example – are also low-wage positions that challenge the individual’s capacity to earn a sustainable wage. We have introduced a number of measures to reduce the drop-out rate among youth, as well as open up opportunities for adults to obtain their GED or further their college education.

Skills. The Brandt Labor Market Survey⁵⁹ and the ERISS study⁶⁰ both surveyed employers about skills gaps among their job applicants, addressing the topic on a high level. As indicated previously, a skills gap survey for the City of San Bernardino, to be completed in November 2013, should shed further light on the skills needed for specific occupations. Beyond these local surveys, CSB-WIB’s participation in industry councils (see Section 1.b) and other conversations with employers through the community colleges has provided firsthand qualitative information to assess skills gaps. Industry profiles prepared by the California Community College system have also provided clues about skills gaps that should be addressed through training to remove barriers to employers finding qualified job applicants.

Brandt found that basic work habits, followed by customer service, and then technical skills, were the major skill deficiencies of jobseekers in the area. Associated with these basic skills, employers are reporting to us that candidates often lack life skills, such as punctuality and reporting to work on time. The ERISS study found employers were more likely to turn down job applicants for lack of “industry-specific skills” as opposed to general skills.⁶¹ The report did not detail the specific skills that were lacking for each industry, but it did show evidence that an understanding of each industry’s needs is important for workforce preparation. Reinforcing the ERISS findings, we have also heard from employers who find job applicants lack experience with technologies specific to the industry. With such a wide array of

⁵⁹ Brandt Information Services, “City of San Bernardino Employment and Training Agency Labor Market Survey”, December 2011

⁶⁰ ERISS Corporation, “San Bernardino County California Workforce and Cluster Analysis”, 2012

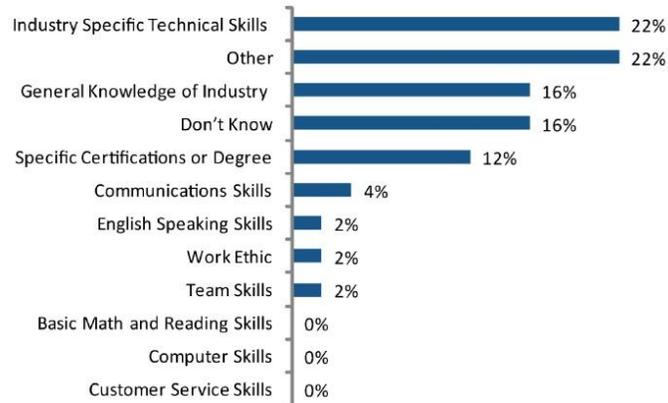
⁶¹ ERISS, pp. 9 and 12

occupations and positions it is not surprising that gaps in basic skills would be the priority for some employers while industry-specific skills would be problematic for others.

A running theme among most of the industries, particularly manufacturing and nursing, is that a skills gap will be created by retiring baby boomers. These workers possess skills that can only be acquired through experience on the job.

FIGURE 2
ERISS STUDY FOUND INDUSTRY-SPECIFIC SKILLS MOST NEEDED

Graphic 1. Share of respondents citing various skill deficiencies



Source: ERISS Corporation, "San Bernardino County California Workforce and Cluster Analysis", 2012, p. 90

Health Care Services. A labor market study of the health care industry in the Inland Empire⁶² provided detailed skills gap information for this rapidly growing sector. As discussed in Section 1.c, retirement of registered nurses will create an even larger shortage of experienced health care professionals. The gap analysis said these occupations would be in undersupplied:

- Nursing assistants
- Physicians and surgeons
- Medical transcriptionist
- Medical and clinical lab technicians
- Medical and health services managers

Conversely, the gap analysis found that medical assistants, LVNs, pharmacy technician and dental assistants were some of the occupations that would be over supplied in the region. Additional information about Health Care Services can be found in sections 1.c and 2.c.

Transportation/Logistics. ERISS⁶³ stated that there was an adequate supply of skilled workers in this industry cluster, with the exception of candidates with truck driving skills. As an aging workforce leaves this field, the younger generation lacks interest in pursuing employment in this industry. We have also found that applicants in the trucking field often lack adequate reading and math skills, as well as English skills in both written and spoken form to meet the minimum requirements in the trucking field. ERISS also described the need for English as a Second Language as a "critical skill gap". Beyond driving skills, trucking also requires a certain temperament, and this necessitates a system to attract the right people

⁶² Sanchez, Lori and Zhenya Lindstrom, "Labor Market Study: Healthcare Industry Occupations In the Inland Empire," Center of Excellence, May 2012, pp. 33-34

⁶³ ERISS, p. 28, 37

who will stay with it after the training. Additional information about Transportation/Logistics can be found in sections 1.c and 2.c.

Energy/Green Jobs. Energy occupations are becoming more automated and require greater technical know-how than in the past. For example, with the introduction of smart meters, there is a reduced need for meter readers but an increased need for people to conduct maintenance on the equipment. Employers face the choice of retraining existing employees or hiring new workers with different skills.

CSB-WIB has supported training of water/wastewater treatment plant operators because the certification program requires so many hours of internship that it creates a burden on the new entrants to the field. At least half the Inland Empire water/waste water employers had difficulty finding employees in the following occupations:⁶⁴

- Electronic Maintenance Technician
- Water Distribution Operator
- Mechanic/Machinist/Plant Technician
- Electrician/Electrician Technician
- Water Treatment Operator

There is also a lack of local workers with LEED certification (Leadership in Energy & Environmental Design). Additional information about Energy/Green jobs can be found in sections 1.c and 2.c.

Manufacturing. Manufacturers have begun hiring again, following the Great Recession, but employers are finding that those workers who survived are reaching retirement age. Many of these senior employees possess vital technical skills that can only come from experience. The pipeline to replace those workers – machinists, tool makers, and others – is inadequate. Particularly critical are highly skilled technicians to maintain, monitor and adjust precision machines.⁶⁵ There is also an identified need for welders and CNC operators. Training is sometimes limited by lack of access to the specialized equipment used by the company. To address these needs, we have provided some on-site training with the Employment Training Panel, and we have also partnered with Chaffee College to close this gap. A related challenge to the aging manufacturing workforce is that young applicants simply lack an interest in manufacturing. Youths are not exposed to industrial arts in the high schools the way they once were, and they are more drawn to computer-related fields. Additional information about Manufacturing can be found in sections 1.c and 2.c.

Construction. As construction jobs dried up during the housing downturn and recession, many experienced construction workers moved on to employment in other fields. Local unions have reported some difficulty attracting experienced people. Another concern is that as the green building and clean energy industries grow, specialized technical skills will be required of some employees in the construction field, including solar installation and building to LEED standards. Additional information about Construction can be found in sections 1.c and 2.c.

► **HP – The response above also meets High Performance criteria HP 1.a**

⁶⁴ Lindstrom, Zhenya and Audrey Reille, "Environmental Scan: Water & Wastewater Occupations In Southern California," Center of Excellence, May 2011

⁶⁵ San Bernardino County, "County of San Bernardino Comprehensive Economic Development Strategy (CEDs) 2012 Five-Year Plan"

2.f Underemployment and Jobs

Self-Sufficiency Defined. The CSB-WIB utilizes the California Economic Development Department (EDD) Standard for Achieving Self-Sufficiency in the Local Workforce Investment Area as its measurement tool for determining self-sufficiency. This determination of self-sufficiency in the local area is based on how much income is needed for a given family to secure food, shelter, child care, pay taxes, have transportation, health care, and other necessities. CSB-WIB staff uses the Lower Living Standard Income Level (LLSIL) to determine low-income status. The City of San Bernardino falls under the Los Angeles/Riverside/Orange County Metropolitan Statistical Area for the LLSIL consideration. Using this table, a family of 3 would need to have an income of \$24,555 annually or approximately \$11.81 hourly if one family member was employed in order to be considered economically self-sufficient if residing in the San Bernardino area. Any training selected by a SBETA customer must lead to a path of self-sufficiency as determined by the LLSIL.

Entry Level Positions. The San Bernardino County area has been a magnet for large distribution centers. The area has large industrial parcels of inexpensive land, which is cheaper than surrounding areas. The distribution centers hire a large number of individuals into entry-level positions that normally pay minimum wage, or they work with staffing agencies to supply their workforce. Oftentimes these are part-time jobs that do not have any growth potential. For a family of more than one, minimum wage does not meet the self-sufficiency level. However, these jobs are often a first step in an individual gaining employment and serve as a starting point for those who have little to no skills and/or for individuals who have been long-term unemployed and relying on public assistance.

Underemployment. During the economic downturn CSB-WIB Career Managers have worked with many individuals whose education levels were beyond high school level but who were willing to take employment for wages that did not provide self-sufficiency. This underemployment was due to the lack of jobs available that could utilize the skills from their prior employment.

There are many jobs in our targeted industries that provide economic security and self-sufficiency. Those entry level jobs will serve as a starting point for those who have few or no marketable skills as they move through their career-pathway.

► **HP – The response above also meets High Performance criteria HP 3.a**

2.g Challenges with Attaining Education, Skills, and Training

As has been set forth above, the citizens of the city of San Bernardino face a myriad of challenges in their journey to employment offering self-sufficiency. These challenges range from a lack of education to the lack of specific technical experience required by some employers. For many, the journey will have to begin with basic adult education, for others, their entry into the career pathway will begin where their prior education and work experiences left off.

Cost of training, cost and availability of child care, basic food and shelter, and access to transportation are all barriers that must be overcome for individuals who wish to attend training or get to work. It is the intent of the CSB-WIB to help the job seeker overcome these barriers. In addition to providing links to training and educational providers, SBETA staff provides customers with referrals to community resources for assistance in other areas.

Employers Lack Confidence in Economy. Employers are in a retrenchment mode. In general, CSB-WIB finds that many employers are not ready to hire additional staff until their business picks up or until they obtain enough working capital to grow their business. In order to better serve our local business community, CSB-WIB has been providing more business services, such as: recruitment and staffing

services; outplacement services; information/resources; layoff aversion and On-the-Job training (OJT). The CSB-WIB will continue to assess and meet the needs of the business community.

Strains on Public Schools. Traditionally, the City of San Bernardino dropout rate is one of the highest in the Inland Empire. This is reflected by nearly one-third of the city's adult population lacking a high school diploma. San Bernardino's K-12 schools have faced budget cuts, and therefore have been forced to cut back on programs. The school district has been seeking new funding sources to tackle issues such as reducing the drop rate. In furtherance of that goal, San Bernardino City Unified School District has implemented a credit recovery program and invested \$57 million of federal School Improvement Grants to reduce the high dropout rate. This program makes it possible for students to arrive early or stay late on school days and use technology to make up classes they need to pass in order to receive their diploma.

► **HP – The response above also meets High Performance criteria HP 3.a**

2.h CSB-WIB's Workforce Programs' Ability to Meet Skill Needs

The CSB-WIB embraces its mission to prepare workers to meet the workforce needs of business and industry in the 21st century. Because of the local economic conditions, it is imperative that individuals are trained and educated to be able to compete in the workforce. CSB-WIB is working to prepare the job seeker for careers in industries and sectors that are most vital to the health and growth of the economy. In order to achieve this, CSB-WIB will continue to: (1) work closely with business and industry representatives to determine their needs and identify skill gaps that must be addressed by training or education ; (2) collaborate and partner with the local educational system to develop programs that will focus on providing the skills needed by employers in the priority sectors; (3) target resources to provide individuals with training and education that close the skills gaps for jobs in the priority sectors; and (4) maximize the effective utilization of public and private resources invested in workforce development through braiding and leveraging of various funds.

SBETA has established a strong partnership with the SB Unified School District and utilizes its Adult School programs for vocational training and ESL classes and GED attainment. Adult Basic Education skills are offered by the Jack L. Hill Lifelong Learning Center.

Our Skills Gap Analysis which will be available in 2013 will provide additional insight into specific skills needed by our local employers. This information, along with what we obtain from the priority sector employers will be communicated to the vocational and educational institutions and used to create training pertinent to those skills. Employers have indicated the need for a pipeline of qualified, skilled workers. We will work collaboratively to create career pathways to meet that need.

Because the economy of the Inland Empire, which includes the City of San Bernardino and the counties of San Bernardino and Riverside, is so closely connected, we will seek additional ways to work with those counties and regional representatives to better utilize the available resources and gather information regarding industrial and occupational sectors.

► **HP – The response above also meets High Performance criteria HP 2.d, HP 3.b**

SECTION 3: BUSINESS SERVICE PLAN

Business and Industry Goal: Meet the workforce needs of high demand sectors of the state and regional economies.

3.a Sub-committee that Develops Recommendations for the Business Service Plan

CSB-WIB's 39-member Board has 20 private sector members representative of leading industries and employers. This board meets quarterly and is responsible for overseeing and setting policy for One-Stop services. In addition to these duties, this board serves as the CSB-WIB's business service committee, providing the full CSB-WIB and staff (SBETA) with industry intelligence and trending business data. Information gathered and analyzed by this board is shared with CSB-WIB partners and incorporated into our Business Services Plan and into education and training decision-making. The board has formed adjunct ad hoc committees composed of a broader reach of business and industry leaders to assist when needed to advise on specific business issues and opportunities.

With the adoption of this strategic plan, the CSB-WIB will formalize a business service sub-committee composed of CSB-WIB private sector representatives and other business and industry representatives from targeted sectors. The CSB-WIB Executive Board will be responsible for identifying additional subcommittee members, including members from demand industry sectors, the formal subcommittee structure, responsibilities, resources and milestones will also be determined. The CSB-WIB Bylaws will be amended in accordance with [UI Code Section 14200(c)(9)(C)] to include the formation and duties of this subcommittee in the WIB's bylaws.

➤ **HP – The response above also meets High Performance criteria HP 1.b**

3.b Services the Local Board Offers to Businesses

(i) Business Services Offered.

The CSB-WIB has developed and offers a full range of services designed to increase the competitiveness of local business and industry. These services are available to all businesses in our service area; however, particular emphasis on outreach is given to businesses within the high growth targeted industry sectors. Business services include:

BUSINESS SERVICES

No-Cost Human Resource Services

- Organize recruitment campaigns
- Screen Resumes
- Administer skills, interest and aptitude assessments
- Pre-Screen qualified applicants
- Outplacement Services
- Use of computers, internet, fax machines, copiers, telephones
- Employee Training Modules, books, videos, software, etc.

Staff Development

- Business communication
- Management strategies
- Conflict Resolution
- Problem Solving
- Team Building
- Leadership Training

Skill Enhancement through E-learning for Incumbent Workers

- Management
- Customer Service
- Desktop applications
- Computerized accounting
- Information technology
- Sales and Marketing
- Medical CEU's
- ISO 9000

Business Development

- Business Consulting services
- Compliance workshops
- E-learning business development courses
- Tools for Business Success
<http://sbeta.toolsforbusiness.info>

Training and Tax Incentives

- On-the-job training funds
- Hiring tax credits
- ETP assistance

It is the CSB-WIB's Business Services Team (BST) that is responsible for the outreach and delivery of these services. The BST Business Service Representatives (BSR) provides an array of services that help businesses save time, improve productivity, increase profitability, and enhance their competitive edge. The BST post jobs, screen resumes, administer skill, interest, and aptitude assessments, and pre-screens candidates to ensure applicants meet the needs of the employers. In addition, BST members assist in organizing small and large onsite recruitment events.

The BST team has served as the primary contact for large developers such as Hillwood Investment Properties in providing initial and ongoing recruitment support for newly developed businesses such as Mattel, Pep Boys, Family Dollar, Kohl's distribution, and Kohl's E-fulfillment Center. New business developments require a large amount of support until their human resources staff is hired and their facilities are built. Our One-Stop serves as their recruitment location and BSR's provide the necessary support to quickly hire large numbers of new employees, for these newly established businesses. The One-Stop conference rooms are available.

During this Great Recession CSB-WIB has witnessed the negative impact of the economy on local businesses and their workforce. In response, the CSB-WIB added professional business seminars and one-on-one business consulting to the business menu of services as an additional way to support job retention and expansion. CSB-WIB employed this strategy of enhanced assistance as a proactive way to help companies identify opportunities for growth, identify cost saving measures, and ultimately increase job growth and avert layoffs.

The professional business seminars range in topics and address various workforce needs and issues such as business management, human resources, marketing, customer service, management and leadership. Attendance at these workshops is always at capacity. The CSB-WIB began utilizing technology to provide access to the workshops by live streaming.

One-on-one business consulting is provided by CSB-WIB contracted business consultants. The BST and consulting firms reach out to the business community and identify and assess whether companies are in the position to benefit from layoff aversion services. The consultants provide assistance in everything from management to financing to sales, marketing and succession planning to optimize performance of companies. CSB-WIB employed this strategy of assistance as a proactive way to help companies identify opportunities for growth, identify cost saving measures, support regional economic development, and ultimately increase company employment and avert layoffs. Moreover consulting firms assist businesses in leveraging Employment Training Panel (ETP) funds to assist in the upgrading the skills of their workers.

Skill enhancement through e-learning is offered to assist business with upgrading of skills for workers by utilizing the Metrix Learning e-training platform. The Metrix Learning platform provides access to over 6000 online courses that allow users to select a desired career path or certification track to create training plans. Technology based learning is a cost effective solution to training that is flexible for individuals whose schedule does not fit into a classroom based model of training and ideal for continuous learning.

CSB-WIB has emphasized earn and learn programs as the preferred mode of training. As a result business services representative place a high priority on identifying businesses to partner with for on-the-job-training. By Partnering with the business on providing training the business is able to fill a need for an employee, save costs on training, and train the individuals according to their specifications and standards. The employee also is at an advantage because they are able to earn an income while gaining skills for the job.

Business services representatives are also charged with educating businesses on the available Work Opportunity Tax Credits (WOTC), San Bernardino Valley Enterprise Zone, Local Agency Military Base Recovery Area (LAMBRA) tax credits, Foreign Trade Zone benefits, and energy assistance programs. Business services representatives are also knowledgeable of the many services partner agencies are able to provide to support businesses in the area. Some the partner agencies that SBETA representatives often rely on and refer business customer to:

- Inland Empire Small Business Development
- Inland Empire SCORE
- California Manufacturing and Technology Consulting
- Small Business Administration
- Inland Empire Women’s Business Center
- Team California

The CSB-WIB also funds the Tools for Business website that is constantly updated with current business information on topics such as business loan and funding programs, federal and state contracts open for bid, disaster planning, and international trade, and business start up information. This website is one of the online tools that are used for business assistance along with sites such as state sponsored site such as Go Biz. In addition, a monthly e-newsletter “Workforce Connection” is distributed to business customers and contains practical business information and the services the CSB-WIB has to offer.

SBETA staff works with the San Bernardino County WIB staff to coordinate services in the local area. Both agencies keep each other abreast on the service offerings and refer clients when necessary.

➤ HP – The response above also meets High Performance criteria HP 1.c.

(ii.) Identifying Employer Needs.

The needs of local businesses and employers are identified through regional surveys, association with industry groups, chamber of commerce meetings and events, relationships with developers, and site visits conducted by CSB-WIB’s Business Service Representatives (BSR). Business visits are tracked through a through a customer relations management system. SBETA keeps contact information and makes notes and sets timeframes for follow up times.

BSR’s are responsible for fulfilling the goals of the CSB-WIB’s outreach plan by developing long-lasting client relationships through personal attention and follow-up. BSR’s are tasked with developing a good understanding of each targeted industry sector and the needs of local businesses within each sector. This includes knowledge about industry sector expansion and contraction trends and how these trends are affecting local businesses.

BSR's conduct business needs-assessment surveys, both electronically and through field visits; they listen to employers about what training and education skills are needed to support the growth and development of their business. In addition, BSR's are skilled in identifying the early warning signs of impending layoffs or business closures that negatively impact the economy of the region. Their frontline analysis provides the CSB-WIB with valuable, relevant, and current information that serves as a planning tool to assist in developing policies and procedures to guide CSB-WIB in the delivery of workforce and economic development services to jobseekers and employers.

BSR's attend industry group meetings such as the Manufacturing Council of the Inland Empire and the Transportation Council. The groups include representatives' from the business, education, and local investment boards. These groups were formed as a collaboration to assist the businesses within the demand industry clusters in filling a shortage of skilled workers. These groups have successfully worked together to ensure the schools are providing relevant training and leveraging Workforce Investment Act and Employment and Training Panel dollars to help train new and incumbent workers. The groups are key in providing current and relevant information to the involved local workforce investment areas.

The skills gap study that will be completed in November will be another tool that is used to help the CSB-WIB in identifying employer needs.

Metrics used to gauge the effectiveness of business services includes the key metrics used to gauge the effectiveness of programs are business surveys, tracking of event attendance, and increase use of services.

► **HP – The response above also meets High Performance criteria HP 1.d**

(iii.) Business Services Integration.

Business Services including Wegner Peyser Act Services are an integral part of the One-Stop Delivery System. Business are a primary customer and the CSB-WIB has increased support to the business community, recognizing that healthy businesses are required to increase employment in the local area. The following services are offered at the One-Stop Center:

- Business workshops
- Business Resource Center with training materials and business resource books
- One-One business consulting
- Access to conference room and business meeting rooms
- Information on partner agency resources
- On-site recruitment services
- Assistance with hiring tax credits

(iv.) Resource Braiding Strategy.

CSB-WIB leverages resources through partnerships with education, businesses, and other government agencies. In addition, the CSB-WIB has assisted businesses with incumbent worker training and through grant funds employment and training panel, economic development and industry associations to support OJT and other customized training. Braiding of resources is an effective tool to leverage WIA funds and expand our ability to serve more businesses and job seekers.

Examples of resource braiding include:

Training: CSB-WIB continually seeks ways to leverage training dollars. Earn and learn is a very effective program for training and allows us to leverage funding from businesses, ETP and apprenticeship programs.

Incentive Tax Credits: Work Opportunity Tax Credits (WOTC), San Bernardino Valley Enterprise Zone, Local Agency Military Base Recovery Area (LAMBRA) tax credits, Foreign Trade Zone benefits, and energy assistance programs. The CSB-WIB actively promotes these tax saving incentives to eligible local businesses. In many cases, we package our programs together to show a menu of savings (OJT, tax credits, and technical assistance).

Partner Business Service Programs: BSR's are knowledgeable of the many services offered by our business partners (i.e. business counseling and technical assistance, financing, mentoring, etc.). Business partners include: Inland Empire SBDC, Inland Empire SCORE, SBA, California Manufacturing and Technology Consulting, Inland Empire Women's Business Center.

The CSB-WIB is ensuring it is aligned with the regional strategies for economic development and training services in the area. WIA funds will be used to support the regional efforts of the area. The CSB-WIB is already engaged in partnerships that are supporting the efforts with education, corrections, housing authority, amongst other programs.

► **HP – The response above also meets High Performance criteria HP 4.b, HP 4.b, HP 4.c**

3.c Methods to Identify Barriers, Needs, and Industries

(i.) Identify barriers that hinder job creation.

CSB-WIB understands that there are many ways to identify training and educational barriers that hinder job creation in the regional economy. Historically the CSB-WIB has contracted with ERISS and Brandt Information Systems to conduct labor market surveys to identify skill gaps, training and educational barriers, and training for priority sectors. Additionally, the CSB-WIB has utilized partner agency studies to further validate and identify training and educational barriers. Information derived at partner meetings is provided to board members to keep abreast of training issues that require advocacy and action. Some of the challenges that have been identified are capacity issues, affordability of courses, accessibility of training, and lack of basic skills. This information has been obtained through some of the following avenues:

- School District program advisory meetings
- Industry sector meetings
- Community partnership meetings
- Business Services field reports
- Centers of Excellence
- One-stop Center staff reports

The CSB-WIB is committed to continuing these practices and identifying other sources of valuable information regarding educational barriers that can guide the CSB-WIB in decision making.

(ii.) Identify skill gaps that contribute to business loss of competitiveness.

The CSB-WIB uses tools such as economic studies, staff reports, business intelligence, and other resources to identify skills gaps. SBETA staff closely monitors performance outcomes of individuals receiving training. For example, did the trainee get a job in the training field, get a job outside of the training field, or fail to get a job? The tracked information allows SBETA program staff to monitor changes in local business demand for skills and skill levels. This information is used by the CSB-WIB to adjust investments in training and educational programs to more closely align with business needs. In addition, the BSR's provide reports to the CSB-WIB on the information garnered from attending industry

group meetings and through business site visits. The reports keep the board informed about the pulse of the business community and trends that are emerging.

The CSB-WIB has contracted with Beacon Economics to conduct a more in depth regional skills gap survey to assist the CSB-WIB in identifying effective training opportunities and programs. The CSB-WIB has established a five member advisory board to assist with the study. The advisory board is composed of representatives from: UCLA urban planning, attorney and former director of EDD, UC Irvine Economics and Public Policy department, and senior economist with the CCSCE in Palo Alto, plus a member of the board.

The goal of the study is to not only ascertain gaps in the existing labor force that takes into account the supply forecasts but to present a new best practice for the broader workforce community. Beacon Economics will use several metrics to determine the gaps, such as location quotient, relative staffing patterns, and wage quotient. The final model will be validated and the study design and results will be shared with the advisory board and key stakeholders.

► **HP – The response above also meets High Performance criteria HP 1.a**

(iii.) Identify priority sectors that contribute to job growth with added investment.

The CSB-WIB identifies industry sectors that would likely contribute to job growth in the local area and regional economy through labor market studies, feedback from SBETA staff, and industry sector meetings.

The CSB-WIB will continue to monitor the local and regional economy to continuously ensure that investments in training are targeted in priority sectors. The CSB-WIB sees this strategic plan as a living document and it will be evaluated at a minimum on an annual basis to ensure the direction outlined is still relevant.

3.d Methods to Accomplish State-Designated Objectives

(i.) Partner with priority-sector employers to develop potential OJT and other customized training strategies.

The CSB-WIB places a high emphasis on the OJT program and customized training strategies. Both of these approaches to training start with employer’s workforce needs. The employer is engaged throughout the process from identifying the criteria for identifying trainees, developing training plans, and delivering the training according to the company’s needs. BSR’s through business outreach work to identify organizations that pay a sustainable wage to partner with in priority sectors.

In addition, BSRs work with targeted industry sector businesses to develop OJT and customized training opportunities. The Manufacturing Council of the Inland Empire is a collaborative that has resulted in several priority-sector OJT and customized training opportunities that have helped move individuals through training and into employment that has often provided the trainee with higher than average wages. The Manufacturing Council is composed of businesses, community colleges, and County and City Workforce Development staff. The CSB-WIB will continue to ensure resources are budgeted to support the development of these types of earn and learn programs. The CSB-WIB will work to strengthen industry collaborative by expanding our outreach to employers and ensuring they understand the benefits of the OJT and customized training programs.

BSR works to identify businesses that have a need for training through business visits, industry events, chamber meetings, and other business events. Our business consultants also serve as ambassadors to connect businesses to additional services such as OJT, customized training, and ETP funding. Often times

the business to business approach has convinced critics of the program to try it. The consultant's efforts have greatly increased employer interest in the OJT program.

The CSB-WIB recently completed the re-design of the business services marketing material. The new collateral captures the importance of how the CSB-WIB services can help a business improve productivity, increase profitability, and save time. These are concepts that are valued by business owners. The next step in the marketing plan is to capture business testimonials through print and video and use them to champion the value of the services that is offered by the CSB-WIB. The testimonials will be highlighted in our monthly business newsletter, on the SBETA website, and in business presentations. This phase of our marketing plan will go into effect during the new fiscal year, 2013.

(ii.) Encourage business partners to help drive demand-driven strategy.

A consistent message of collaboration and cooperation has been conveyed across San Bernardino County by leaders in educational institutions, workforce development organizations and agencies and local businesses. The CSB-WIB has embraced this message and will continue to advocate for programs that are aligned with this strategic plan and advocate for the realignment of educational and workforce programs toward demand-driven systems. The CSB-WIB leaders will maintain a consistent focus on educating the business community about the value of their input in the development of competency and curriculum development, and their appropriate training lengths. The CSB-WIB will sponsor more forums that allow businesses to give their input and be a part of the development process.

With the formation of our Business Services subcommittee (see subsection a), our relationship with business will be stronger enabling us to more fully understand and respond to their workforce needs.

The CSB-WIB works with other local boards to provide businesses support within the local area. The One-Stops serve as the experts in knowing the available resources that can assist employers. The CSB-WIB is working on a resource book that contains all contact information for all of the regional resources that are available to serve employers.

► HP – The response above also meets High Performance criteria HP 3.a

(iii.) Work collaboratively with business and industry and education community to develop strategies to overcome barriers to skill achievement and employment.

The City of San Bernardino faces many economic challenges and the lack of a strong academic foundation and technical skills amongst residents is a challenge that the CSB-WIB works to address with partners. Engaging in strategic partnerships and collaboration with employers is necessary to improve education opportunities for residents. Employers today need workers with higher levels of education and more advanced skills that require training beyond the high school level. In addition, increasing the knowledge and skills of existing workers is also paramount, particularly for low wage earners.

The CSB-WIB will work to forge a future of promise by developing a system that ensures career pathway programs transition students through educational systems. With business, educational, community based programs, and other partners, the CSB-WIB will work to identify and overcome barriers with innovative program design. In the 2013-2014 program year the CSB-WIB will continue discussion with businesses and partners to identify how we better serve the business community in their workforce needs in the healthcare, manufacturing, construction, green/energy, and transportation and logistics industries.

(iv.) Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs.

The CSB-WIB has supported various earn and learn models and sees these models as the preferred method of training when working with populations that have multiple barriers to employment. Earn and learn training programs such as apprenticeships offers the support, skills attainment, and career advancement and the assurance of a sustainable wage. Historically the CSB-WIB has recognized apprenticeship programs as employer driven with a high probability of success. Efforts to work with the labor representative on the CSB-WIB board will resume as the recovery in the economy offers more opportunities to expand apprenticeship training. The CSB-WIB will implement AB-554 to ensure collaboration between workforce, community colleges, and DIR-DAS approved apprenticeship programs. The CSB-WIB will use WIA funding to support and collaborate with regional apprenticeship programs and pre-apprenticeship programs that are aligned with high growth industry targets.

The CSB-WIB will:

- Strengthen referral process
- Co-sponsor apprenticeship forums that connect individuals to apprenticeship programs
- Include Apprenticeship program offering to business customers as an option to addressing training needs
- Explore how the collaborative can leverage ETP funding for apprenticeships
- Support local colleges in their efforts to provide for credit training programs for the Trades
- Work with local colleges and trades to ensure all future training programs meet DIR-DIS approved/registered apprenticeship programs

(v.) Use innovative training strategies to fill skills gaps.

The CSB-WIB will continue to utilize innovative training strategies to fill the skills gaps that have been identified by employers in the targeted industries. The CSB-WIB will work with all regional partners to help fund training and apply for grant funding to move collaborative projects forward. The CSB-WIB will continue to work with industry groups such as the Manufacturing Council of the Inland Empire and the Transportation Council to ensure the training meets the specifications of the business and address their needs. The CSB-WIB will continue to work with the community colleges and industry partners to address training needs in an effort to maximize the use of Individual Training Accounts. The community college programs are a more affordable option and allows the leveraging of other federal dollars to fund training programs.

The CSB-WIB will work to increase the following types of training:

- Cohort based training programs
- Incumbent worker training/leverage ETP funding
- Procurement of direct training classes that have been developed through business collaborations
- Customized training
- Apply for grant funding to support collaborative training programs
- Demand Driven Training

The Manufacturing Council of the Inland Empire is one example of a priority industry partnership that includes employers, community colleges, other educational organizations, and City of San Bernardino and San Bernardino County workforce representatives. This group has worked to address the skills gap in the region by working with education to customize training programs for the business community to

train individuals that could serve as a pipeline to available jobs. In addition, the group has utilized ETP funding to training incumbent workers for hard to fill positions that require more specific skills.

The group deals with the specific issues their companies are facing and other companies in the industry face. Representatives provide workforce and education with information that allow us to work on clearly defining career pathways that will in the long run help businesses remain competitive in today's global market.

The group relies on the studies perform by the workforce agencies involved to provide labor market information.

► **HP – The response above also meets High Performance criteria HP 2.a-2.c**

(vi.) Promote Rapid Response as a proactive intermediary for priority industry sectors.

The CSB-WIB understands the need to continuously upgrade worker skills to maintain a competitive workforce and to provide workers with access to enhanced career opportunities and pathways. Incumbent worker training has proven to be an effective layoff aversion strategy. CSB-WIB will continue to support this effort by utilizing WIA funding and leveraging ETP funding. If it is determined proactive services are not able to stabilize a company the company is made aware of rapid response employee outplacement services. Employers are encouraged to team up with SBETA in helping their employees' transition to new positions, as soon as they anticipate layoffs will occur.

One of the proactive measures the CSB-WIB has taken is to provide business consulting services. One of the priority sectors that the CSB-WIB focused on is manufacturing. The California Manufacturing Technology Consulting reached out to local manufacturers to determine their needs and assist in streamlining process, identifying opportunities for business expansion, and providing other business support in an effort to help them retain and/or grow their business.

SBETA Rapid Response Representatives participate in the monthly Regional Rapid Response Coordinator Roundtables. These meetings are planned for the purpose of sharing best practices regarding business services. These services are presented at meetings so the coordinators can be educated on various potential layoff aversion/business service strategies.

SBETA Business Service Representatives work together with local business outreach consultants to identify businesses that may be having problems that will result in layoffs or closure. Identified business will be provided an assessment of potential problems and a plan for remediation of those problems, such as business analysis, planning, process improvement, technology implementation, human resource development, growth strategies and identification of government programs for assistance in executing solutions.

SBETA Business Service Representatives will inform and educate local Chambers of Commerce, business groups; community based organizations as well as City and County business inspectors and SBETA partners of the services that can be provided to struggling businesses. These groups can provide additional outreach to the business community and focus on early detection and intervention.

Upon receipt of a WARN notice from the State regarding the impending mass layoff or closure of a local big business, SBETA Rapid Response Representatives coordinate with EDD, the employers' Human Resource Department and neighboring WIB's to ease the transition of affected employees into re-employment. The program is designed to minimize the length of time affected employees are unemployed and maintain their self-sufficiency.

(vii.) Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.

Rapid Response services are made available to workers displaced as a result of TAA. The SBETA Rapid Response Team works with an EDD TAA specialist to ensure the company understands the TAA process. If the company does not apply for TAA assistance we will assist laid off employees with filing for assistance. SBETA will work closely with the TAA Coordinator to ensure that impacted applicants are co-enrolled into the WIA program for core and intensive services, as needed.

SECTION 4: ADULT STRATEGIES

Adults Goal: Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

4.a Introduction, Vision and Goals

The CSB-WIB understands the changing dynamics of the local, regional, and national economy. These changes have dramatically altered the landscape of our working environment. Today, our workers face very different challenges to employment. These challenges include increased demand for educational competency, clearly defined skills sets that are transferable to various jobs and industries, and above-all flexibility.

Our commitment to our clients (job seekers and employers), and our partners, has been updated, clarified, and redefined in this strategic plan. The Governor has provided us with a blueprint and we are in the process of realigning our workforce system to mirror the vision, goals and objectives of California's Strategic Workforce Development Plan.

The CSB-WIB has been diligently working with local and regional partners to ensure that this vision of realignment is embraced by all key stakeholders. And, we are happy to report that all of our partners, including education and training providers, economic development organizations and the business community are on board and embrace this change. As the CSB-WIB moves forward with this strategic plan, our partners are engaged in similar planning efforts to realign their plans, policies and actions to meet the needs of today's job seekers and industries. We have been convening with these partners to create new kinds of programs that build clearly visible career pathways based on the needs of our local business and industry. We have identified our strong industry clusters and job growth companies and will continue to dialogue with them about specific job skills in demand and what we need to do to make our customers their employees.

Our vision is aligned with the Governor's strategic plan to: Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, and other at-risk populations.

4.b Career Pathways and Demand Industries

For over thirty years, the CSB-WIB has successfully connected our local citizens with vocational training; work experience and on-the-job training, thereby helping them meet the goal of attaining self-sufficiency. The linkages the CSB-WIB and SBETA have forged with public and private schools as well as professional organizations and businesses over those years are invaluable in meeting the needs of today's workers. The CSB-WIB remains committed to providing a full-range of WIA services regarding employment, training, and education, to all individuals eligible for these services, including the unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, older workers and other at-risk populations.

Today's economic situation creates a need for new avenues of communication with old and new partners in order to more effectively provide services to our customers. In furtherance of that goal, the CSB-WIB and SBETA is actively involved with a number of organizations dedicated to ensuring that pathways exist, or are being created that will lead to employment in priority sector occupations. The CSB-WIB is using the industry-based career pathways approach. The goal of this model is to create

seamless pathways of education and other services that workers can use to continually develop their skills and access the demand jobs in the community. Career pathways also provide opportunities for residents to achieve work with a sustainable wage leading to economic security.

We are particularly focused on the identified demand industry targets, which include: Transportation and Logistics, Health Care, Energy and Green Jobs, Construction and Manufacturing. It is these identified industry sectors that hold the most promise for job growth in our city, county and region. We have been working with representatives of these industry sectors to strengthen our relationship. Though enhanced involvement we have been listening to their workforce challenges and needs and working with them to address these needs. We are dedicated to broadening our reach to create effective, scalable practices across workforce platforms and programs. What we heard is that employers need a pipeline of qualified, skilled workers and we need to create robust career pathways to meet that need. Working with our industry partners we plan to:

- Identify and articulate current and anticipated skill needs within the industry;
- Map out and establish career pathways in the targeted industry sector;
- Integrate programs and “braid” funding streams along career pathways,
- Provide supportive services for underprepared students and workers;
- Develop training curriculum and/or adjust existing curriculum;
- Develop common systems to track participant success;
- Provide students and workers with industry valued skills certifications, credentials, and degrees at multiple points along career pathways; and
- Develop other strategies to support industry workforce needs and worker career advancement.

Our Partners Include:

Workforce, Education and Training

- San Bernardino Community College District
- San Bernardino Adult School
- San Bernardino City Unified School District
- San Bernardino Regional Occupational Program
- California State University, San Bernardino
- Riverside County WIB
- San Bernardino County WIB

Demand Industry Sectors

- **Manufacturers Council of the Inland Empire:** The CSB-WIB is a member of the Manufacturer's Council of the Inland Empire and was one of the sponsors of the 2012 Inland Empire's Manufacturing Summit which brought together private businesses, colleges, technical schools, consultants and local government. The work of the Council has resulted in education and training programs that are directly tied to the needs of area businesses.
- **Southern California Transportation & Logistics Summit:** This summit is hosted by a coalition of industry associations and agencies and includes the Distribution Management Association of Southern California, Council of Supply Chain Management Professionals, International Warehouse Logistics Association, Warehousing Education and Research Council, California Trucking Association, and the Inland Empire Transportation Council. CSB-WIB was a sponsor of this Summit and consults with the coalition on issues related to the sector industries.
- **Building Industry Association (BIA) and the California Building Industry Association (CBIA):** Both organizations provide access to the region’s developers, builders, consultants and contractors and green building programs.

- Energy and Green Jobs: Are present in all of our targeted sectors. The CSB-WIB will look to the work of the State Board's Green Collar Jobs Council and the California Energy Workforce Consortium for assistance in creating new pathways into additional Green Jobs across all industry sectors, with emphasis on our demand industry clusters.
- Health Care
 - Inland Coalition – Convenes the stakeholders in health care from Riverside and San Bernardino Counties and the Pomona Valley. The Coalition goal is to achieve a health care workforce that is diverse and community responsive, to work collectively to identify and facilitate solutions to the educational, social and environmental barriers to a seamless health pipeline and to support coalition members through information dissemination, training/technical assistance, research and evaluation, policy development, advocacy and coalition building. Coalition members include: k-12 educators, community college and university faculty, hospital and health care agency representatives, county office of education staff and interested professional organizations and community agency representatives.
 - Healthcare Council – The County of San Bernardino is investigating the formation of a Healthcare Council. The CSB-WIB will support and actively participate in this effort.

Economic Development

- Inland Empire Economic Partnership (IEEP)
- Chambers of Commerce (San Bernardino, Colton, Highland and the Black Chamber of Commerce of Inland Cities East)
- San Bernardino Valley Business Impact Group (SBVBIG)

Unions

- A Philip Randolph Institute (APRI)
- California School Employee Association, AFL-CIO
- United Food and Commercial Workers #1167
- United Association of Pipe and Refrigeration Fitters
- Central Labor Council, AFL-CIO SB and Riverside Counties
- United Plumbers, Pipefitters and Refrigeration
- Ironworkers Local 416
- International Union of Operating Engineers(IUOE)
- United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry (UA)
- International Brotherhood of Electrical Workers(IBEW)
- Carpenters and Joiners of America(OA)
- International Union of Painters and Allied Trades
- Laborers International Union
- International Brotherhood of Boilermakers
- Iron Workers Union
- Cement Masons Local
- Roofers and Waterproofers
- Amalgamated Transit Union
- International Brotherhood of Teamsters
- United Transportation Union
- Service Employees International Union (SEIU)
- International Associations Of Machinists And Aerospace Workers (IAM)

Through the development of this strategic plan, working with our partners, we will solidify the previously informal processes and procedures to create and enhance career pathways and ladders. We are creating a shared vision and integrating agency and organizational goals into each other's strategic planning processes. The WIB, through its one-stop staff, will work with the local educators and schools to facilitate the broad dissemination of career pathway information that is easily understood and

provides the learner with clear directions on how to proceed towards attaining the training required for their chosen career.

The CSB-WIB views the connection between its programs and the educational system as essential for the development of career pathways for the benefit of our local customers and employers. Our ability to assess employer demand, skills shortages and surpluses will be greatly enhanced with the completion of the Skills Gap Survey (targeted completion date is November 2013). This study will survey local businesses to identify any skills gaps that may exist in the labor force and will reveal other information about employers needs and the workforce and will include an employment forecast designed to help CSB-WIB determine our educational system's ability to meet local employer education and skill demands. The study will include:

- Three traditional metrics to measure shortages: location quotient, relative staffing patterns, and wage quotient. The wage quotient is calculated and used in the same way as the location quotient. Occupations with high wages, when compared to the state or nation, may be shown to be experiencing a shortage in our area. Staffing patterns, when compared across regions, can also be telling, and can help point to shortages in particular industries. Additionally, we will be looking at staffing patterns to illuminate occupations that can be substituted for one another. For example, if the local healthcare industry has a low percentage of nurses, but a high percentage of physician assistants (PAs), it may indicate that there is a shortage of nurses and that employers are filling the void by hiring more PAs.
- Comparison of local job growth to graduation rates: If employment in an occupation is growing faster than graduates in that occupation are being produced, it may be because too few local residents are being trained. Similarly, if graduates are growing faster than employment, there may be a local surplus, causing people to leave the area for work (or not finding work at all).
- Employer focus groups and surveys: Preliminary study results will be validated by local employers. Focus groups, surveys, and other forums can determine if the technical process coincides with what businesses and employers are actually seeing and experiencing around them.
- Strategic plan: The plan will include guidance and tools for case managers, job developers, and other stakeholders to meet projected gaps in the local labor force. The goal is to present a new best practice for the broader workforce development community.

Once the preliminary findings are completed, we will re-engage our partners in this strategic planning process to ensure alignment and linkages with them. When completed, the results of this survey will be provided to the local educators and training providers (public and private) for their use in developing career pathway programs for demand industries. The CSB-WIB looks forward to working with the educational system and training providers to facilitate the development of programs designed to meet the needs of today's and tomorrow's local workforce. With our partners, we plan to use the data and strategies developed to remedy the challenge of great jobs going unfilled even though we have many unemployed job seekers due to the gap in our qualified job seeker pipeline. Once gaps are identified, we plan to develop and/or realign curricula with pathways to train workers in our demand industry sectors.

The CSB-WIB will also continue to seek out collaborative opportunities to address employer needs and the needs of our workforce for sustainable wage careers. We will build on and expand on the career pathway work we have already started including:

- **SBVC Water Supply Technology Certificate Programs (WSTCP):** The SBMWD WRP is staffed 24 hours a day by certified operators licensed by the State of California Water Resources Control Board. Certification is required to ensure operators have received the education and training necessary to effectively operate the facility to meet regulatory and discharge requirements. The number of certified operators expected to leave the workforce over the next few years (due to retirement) is expected to increase. This anticipated shortage led the SBMWD to explore the feasibility of developing a program to provide the training necessary to adequately prepare those interested to fill the anticipated vacant positions.

Following numerous meetings, the San Bernardino Municipal Water Department (SBMWD), in partnership with the San Bernardino Valley College (SBVC), CSB-WIB, and the City of San Bernardino Water Department developed a Water Supply and Technology Program (a green technology) in Operator in Training (OIT) program and curriculum to provide the necessary experience for potential wastewater treatment plant operators. The SBMWD Operator Training Program was developed as an applied field training course to augment the WSTCP currently offered by SBVC. Practical knowledge gained through coursework completed at SBVC is put to immediate use during the training program. The experience received during the OIT program is invaluable as the students confirm the lessons received in the classroom.

The CSB-WIB assists students with supportive services, training costs, and a stipend while they are in a 2080 hour unpaid internship with the City of San Bernardino or other local water/wastewater agency. The goal is to support the individual throughout the training so that they are able to complete the program. The number of internship hours required for this program makes it a difficult program to complete. As Operators in Training (OIT) at the Water Department, they also become eligible to take the State Wastewater Treatment Plant Operator certification examinations after completing 2080 hours of OIT experience.

Those selected to participate in the program are afforded the opportunity to use this knowledge in a real world setting where decisions and the corresponding actions immediately impact the SBMWD WRP. The training includes a rotation through various treatment processes of the wastewater treatment facility to gain a better understanding of each of the responsibilities necessary to operate and maintain the wastewater treatment plant. Students currently enrolled in one of the SBVC Water Supply Technology Certificate Programs (WSTCP) are invited to submit an application to participate in the SBMWD OIT Program. Those that successfully complete the OIT Program will be well positioned to become the next generation of wastewater treatment plant operators.

The SBETA has enrolled 20 students into the San Bernardino Valley College Water Supply Technology program. Of the 20 enrolled, 6 have completed training and have entered employment with average starting wage of \$17.00, 4 are in job search, and 10 are in training. The job outlook for Water Treatment positions is good. An increased focus on environmentally sustainable business practices are expected to boost demand for water and wastewater treatment services. Projected growth for Water Treatment in the Inland Empire is 12.8 percent. (EDD) In California, an average of 100 new job openings per year is expected, plus an additional 250 openings due to replacement needs. Occupations related to Water Treatment include Chemical Equipment Operators and Tenders, Chemical Plant and System Operators, Gas Plant Operators, Pump Operators.

- **Technical Employment Training (TET):** The CSB-WIB partnered with in 2010, in collaboration with business, education, and workforce development to provide certified employment skills training and job placement assistance to enhance the employability of job seekers, facilitate

career growth opportunities for employees and assist employers in acquiring an exceptionally qualified workforce. Training programs offered by TET includes: Machine Operator, Computerized Numerical Control (CNC) Operator, CNC Router.

The CSB-WIB has partnered with the Housing Authority of the County of San Bernardino (HACSB) and TET to train individuals in building deconstruction, which is the selective dismantlement of building components for re-use, recycling, and waste management. Deconstruction focuses on giving the materials within a building a new life once the building as a whole can no longer be utilized. Deconstruction is a method of harvesting what is commonly considered “waste” and reclaiming it into useful building material. Those persons who participate in this deconstruction training receive the National Center of Construction Education in Reconstruction certificate, which is an industry recognized certificate. They also receive the OSHA 10 card which recognizes that the holder of the card has been trained in OSHA standards, safety awareness and can contribute to reducing the risk of job site hazards.

The Housing Authority will be deconstructing Housing Authority-owned homes that are in excess of 70 years old. These units will be replaced with more modern and energy efficient homes. Several individuals in the program are housing authority residents that are participating in their Moving to Work initiative. SBETA participated in the program by advertising and recruiting program participants, conducting skills and aptitude testing, and organizing interviews. Technical Employment and Training is a non-profit school that is providing the training. The first cohort of 13 students completed training mid-May, 2013 and the second cohort of 17 students is currently in training. These individuals will be hired through a staffing agency that the Housing Authority has contracted with to work on deconstruction and reconstruction of the homes, and eventually the maintenance of the homes.

In accordance with the CSB-WIB’s direction, absent circumstances indicating a strong probability of an individual obtaining employment (e.g. a verifiable offer of employment if training is obtained) training is generally not granted for non-priority sector occupations or occupation in demand.

In order to ensure compliance with SB 734, SBETA tracks all expenditures and monitors spending for training services in relation to the minimum 25 percent requirement. In addition to leverage funds that would count toward the 25 percent minimum requirement. SBETA expects training to be completed and customers to become employed in related occupations after training and has communicated these requirements to the training providers. To this end, our Individual Training Account (ITA) contracts have four payment points: Enrollment, Midpoint, Completion and Placement. SBETA also tracks performance of schools by their placement rates. This allows SBETA to identify and utilize schools providing our customers with a high quality education that prepares them to enter employment in a position related to their chosen career pathway.

Training providers, whose performance in the areas of credential attainment and relevant employment outcomes is found to be substandard, may be removed from the active schools list until they can provide documentation of remedial measures taken and improved performance sufficient to satisfy the CSB-WIB that SBETA participants will be provided with consistently high quality training that will lead to an industry recognized certificate or credential and employment in a related occupation.

The goal of increasing the number of Californians who obtain a marketable and industry-recognized credential or degree is becoming increasingly challenging for many of our customers due to the high cost of education and training programs. While programs through the state and local educational systems are generally the most cost effective, they are sometimes limited in the variety of their offerings. CS-WIB will continue to work with the local school district and community colleges as well as

private schools on the ETPL to explore expanding the offerings related to jobs in the priority sectors. In addition to WIA funding, SBETA encourages its customers to explore all types of financial assistance that may be available to them so they may achieve their training and employment goals.

SBETA works with local training providers to increase availability of needed training programs. The vast majority of our adult school and community college career technical education (CTE) programs are on our local Eligible training Providers List. We will be working with our CTE partners to provide greater access to high-quality CTE programs, especially for displaced workers and veterans. Our goal will be to link coherent career pathways and place priority on sequencing lower-to-higher credentials within a field.

Union apprenticeships provide well established pathways to good paying careers in several of our priority sectors. In order to provide our customers with a pathway to these apprenticeships, SBETA will continue to nurture and enhance our relationship with local union organizations to strengthen our referral process for individuals interested in their apprenticeship programs and inform them of the supportive services we can provide to eligible participants while they are in training.

The San Bernardino City Unified School District's Adult Education Program offers a pre-apprenticeship program in the area of welding and apprenticeship programs in Barbering, Vocational Nursing, Brick Masonry and Meat Cutting. In SBUSD's Strategic Five Year Plan (adopted 3/5/2013) it states "We will provide college and career pathways that focus instruction on industry standards and 21st century demands." Further, SBUSD is planning assessment of "systemic pathway approaches to learning" and to "conduct a needs and capacity assessment for developing a system of pathways". They will create a "graduate profile that defines what all students should be able to do by the time they graduate from high school to demonstrate that they are ready for success in college, career and life." They will be considering "inclusion of the four domains of college and career readiness: knowledge, skills, productive dispositions and behaviors, and engagement strategies." Their Specific Results indicate that: "By 2017, 100 percent of District students will participate in high quality pathways that focus instruction on academic and industry standards, as well as 21st century demands, and are equitably accessible to any interested student.

► **HP – The response above also meets High Performance criteria HP 2.b, HP 2.d-2.e, HP 3.a-3.b**

4.c Transitioning Adult Basic Education Students

The City of San Bernardino is especially challenged by the limited educational levels of its citizens. In a report by Beacon Economics in 2012, while the State of California had 18.9 percent of its citizens with less than a high school education, the City of San Bernardino's rate was 30.9 percent. Similarly, the State shows 19.2 percent of its citizens holding Bachelor's degrees while the City of San Bernardino has only 7.2 percent. The educational disparity also continues into the holding of graduate degrees, with only 4 percent of city residents attaining that level compared to 11.1 percent statewide. With 60 percent of the City's population having a high school education or less, transitioning adults into post secondary education, training and employment is a real challenge that our community faces and will continue to face into the foreseeable future. Our transition out of remedial education is a steeper climb than the rest of the State.

Utilizing the information from the new Skills Gap Survey, our education partners will be provided with critical data to determine the current basic skills required by the local workforce and integrate those skills into their adult basic education training, thus enabling the students to successfully transition into postsecondary education, training or employment in the future. Presently, Adult Basic Education

(reading and writing skills up to the 8th grade level) in the City of San Bernardino is offered at the Jack L. Hill Lifelong Learning Center at the San Bernardino Public Library through a grant from the Department of Education. Integration of the required skills into the ABE program would reduce the time students need to spend in remediation and prepare them for the requirements of vocational training in priority sector jobs through career pathway programs. SBETA will work cooperatively with the local schools to facilitate the transition between adult basic education and career training for students by referring students to the Adult Education programs and seeking referrals from them when students are ready for vocational training.

Our purpose is to not only provide an educational on-ramp for adults that would allow them to compete in the job market, but to also build additional adult education and postsecondary capacity. In order to prepare many of our residents for advanced vocational training, and help them meet the minimum qualifications set by many employers, we need to increase the capacity of both Adult Basic Education (ABE) and GED or high school diploma preparation. In order to do this, the CSB-WIB will partner with the school district and community colleges to explore ways to increase the number of students to be served in these programs. Additionally, the CSB-WIB will seek to establish a referral process whereby students who have obtained the basic skills necessary for advanced education or training are referred back to SBETA for interest and ability assessment, career counseling and vocational training as the next steps in their journey towards a career.

Possible actions to reinforce these connections would be for CSB-WIB staff to visit the high school and adult education campuses and present on-site orientations providing students with information on how to proceed to the next step in their pathway. The CSB-WIB will also consider creating new brochures specifically aimed at individuals who are graduating from high school, obtaining a GED or completing academic remediation, informing them of the services and career pathways available to them and encourage them to visit the One-Stop and utilize our services. Coordinating efforts with the schools and other agencies to provide students with the information and assistance they need to stay on the pathway will require a continuing dialogue with the partners to remain current and meet the changing needs of the area employers.

The CSB-WIB will also develop new targeting programs to reach individuals who have been out of the educational system for some time and may or may not have acquired skills from prior employment. These individuals would be entering the career path at a different point but will have the same goal of obtaining the skills/education necessary to successfully compete in today's job market.

Our Earn and Learn program is also a fast-track to employment (see subsection f).

A goal for the next five years is to create a centralized referral system that will allow us to track individuals through completion of their career pathways. Our first step will be to determine the special tracking capabilities available through our present client management software and, if it is suitable for our needs, train SBETA staff in its use. The next step will be to establish a contact or contacts at all of our partners give them access to the system and train them in its use. Being able to receive information on an individual's progress or problems can allow us to intervene and suggest modifications or changes to keep the participant interested and engaged in the education or training program.

Another challenge SBETA faces are the high number of ex-offenders and parolees requesting assistance. San Bernardino is the home to the Cal State San Bernardino Reentry Initiative, (formerly known as The Foundation of California State University San Bernardino's Day Reporting Center (DRC). SBETA staff are an integral part of the services provided by this organization that serves recently released parolees who are at risk of violating their parole and being returned to custody. Another way that SBETA connects with this population is through participation in the Parole and Community Team (PACT) that connects

community organizations, employers and parolee's to help bridge the gap from prison, to life in the community.

SBETA's staff provides information regarding vocational training opportunities, training in resume writing, job search and soft skills helping to prepare these individuals to rejoin the workforce. SBETA has also operated programs under "New Start" funding which provided ex-offenders with soft skills, landscaping and entrepreneurial training, as well as job seeking assistance. Re-entry of these individuals into the workforce is essential to reduce recidivism and enable them to again become productive members of society.

4.d Preparing Job Seekers and Displaced Workers for Education, Training and Careers

Utilizing the information obtained from the Skills Gap Survey, our partnerships with local business and labor organizations, and employers, the CSB-WIB determines the priority industry sector occupations in which training would be appropriate. The CSB-WIB's goal for someone completing vocational training is that they will be able to use their industry recognized degree, credential or certificate to obtain a position with a sustainable wage in a priority sector occupation making them self-sufficient and economically secure.

After attending orientation, all applicants for training begin their career pathway at SBETA by taking an online vocational personality/interest/values assessment to allow them to focus their job/training search in areas that conform to their individual characteristics and the approved priority industry sector occupations. They next meet with a career manager, and if appropriate, vocational aptitude assessments can be administered to determine their probability of success in various types of careers. Should an individual appear deficient in the education or aptitudes necessary for their chosen career, the career counselor will, at the customer's preference, either counsel them regarding career opportunities in line with their current abilities or refer them to the appropriate agency/school for them to obtain the basic skills that will allow them to pursue their preferred career.

SBETA will continue to utilize the Labor Market Information available on the Employment Development Department's website as well as our local surveys to help customers identify demand occupations and industries for possible training opportunities. The CS-WIB will monitor the local economic trends and make adjustments to the approved priority sector occupations as necessary to adapt to the changing needs of the local employers.

SBETA works with our local educational institutions such as the California State University- San Bernardino, San Bernardino Valley College and the community college district, San Bernardino City Unified School District Adult School and the Colton- Redlands- Yucaipa Regional Occupational Program to achieve this goal. Students will be encouraged to utilize the specialized services provided by the educational institutions, such as the Student Success Center at San Bernardino Valley College, (that provides free tutors), as well as their Reading Lab and Writing Center to supplement their career training when they are deficient in basic academic skills. Applicants lacking a high school diploma or GED will be encouraged to utilize all programs available to them to achieve that minimal competency level as a building block towards more advanced training.

► **HP – The response above also meets High Performance criteria HP 2.a, HP 2.f**

4.e Layoff Aversion and Rapid Transition Strategy

CSB-WIB contracted with business consultants to provide one-on-one business consulting services to small to medium size businesses including manufacturing companies in the City of San Bernardino. These services are designed to provide employers with lay off aversion and job retention strategies. They include, but are not limited to; business analysis, planning, process improvement, technology implementation, human resource development, growth strategies and identification of government programs for assistance in executing solutions. These business consulting services have been effective in helping some of our local businesses retain employees and in some cases to increase the number of employees.

In addition to receiving intelligence on at risk businesses from the consultant, SBETA receives early warning on impending closures from its membership on the Manufacturing Council and through our connections with the local area chambers of commerce. Lastly, our business service representatives outreach to the community to provide business service information and identify early warning signs of businesses that are struggling.

CSB-WIB's Rapid Response Team offers employees, impacted by a business closure or reduction in force, services including but not limited to; information on resume writing and interviewing and job searching skills as well as opportunities for classroom or on-the job training and supportive services. Dislocated workers are encouraged to apply for our services as soon as they receive a lay-off notice and their applications are expedited to help them get the training they require to update their skills or to learn a new career, enabling them to minimize their period of unemployment.

For those businesses with a WARN notice, the Rapid Response Team makes contact with the employer to offer our services and sets a time to meet with impacted employees. At the meeting, the Rapid Response Team provides an on-site orientation and assists the employees with completion of the SBETA application. This allows us to expedite services to these dislocated workers and immediately pair them with a career manager who will assist them with creation of a new resume, interviewing skills, job searching, and if necessary exploration of vocational training. EDD is an integral partner of the Rapid Response Team to provide information on UI process and benefits.

For businesses too small to be covered by the WARN notice requirements, SBETA staff is always on the lookout for indications such as "going out of business sales" and sends a staff member to these businesses offering our services to them and their employees.

CSB-WIB will continue to explore additional ways of helping struggling businesses find ways to succeed and avoid lay-offs. These may include activities such as incumbent worker training should this appear to be a feasible way of assisting a local business to reverse a negative trend and become viable. The possibility of braiding or leveraging with the Employment Training Panel for this purpose will be explored as a way of funding such an endeavor.

4.f Use of Earn and Learn Model

Through our Earn and Learn program SBETA provides work experience to individuals with little or no work experience. Work-based learning allows participants of the program to be introduced to the workplace, and gain valuable employment skills while earning an income. SBETA provide OJT to new hires of companies to cover the costs of training the employee. This program not only allows an individual to gain the skills needed while earning an income, it also allows the company to reduce training costs. We are constantly reaching out to employers in an effort to identify businesses that are willing to take advantage of this and similar programs. To demonstrate the diversity of this program we:

San Bernardino Employment and Training Agency

- Partnered with Global Environmental Products to train individuals in the manufacturing of large street sweeping equipment. Training was completed in-house for mechanical engineers, shop helpers, welders, assemblers and mechanics.
- Partnered with San Bernardino Valley College and San Bernardino Community Hospital to transition recent nursing graduates into on-the-job training for hands on training.
- The Water Supply Technology Program and the Deconstruction-Construction programs are other examples of the effectiveness of our Earn and Learn programs (further detail provided in subsection b).

The CSB-WIB will continue to support pre-apprenticeship and apprenticeship training with one or more apprenticeship program registered by the U.S. Department of Labor Employment Training Administration (DOLETA and/or approved by the California Department of Industrial Relations Division of Apprenticeship Standards (DIR/DAS) for the occupation and geographic area pursuant to the requirements of CUIA Section 14230(AB 554). Generally, support for these programs will be in the nature of supportive services including; transportation, uniforms, tools, etc. However, SBETA also partners with the San Bernardino City Unified School District's Adult Education Program and utilizes their pre-apprenticeship training program in the area of welding and apprenticeship programs in Vocational Nursing and Brick Masonry. In the next five years CSB-WIB's goal will be to strengthen the connections with the local apprenticeship programs and the local community colleges, supporting them and entering into memorandums of understanding to formalize these relationships. Emphasis will be to expand enrollments in the apprenticeship programs providing training in our priority sectors.

Integral to the success of the "Earn and Learn" models is the engagement of our local employers. CSB-WIB offers an array of services to help businesses save money, improve productivity and develop a competitive edge. For several years now SBETA has been offering employers the opportunity to improve their business management skills through a series of professional seminars and individualized business consulting services. CSB-WIB plans on continuing these services and expanding their offerings to meet the future needs of the employers. These seminars expand our visibility in the business community and encourage local employers to utilize the OJT and customized training services that we can offer. Additionally, CSB-WIB partners with the San Bernardino Chamber of Commerce and the San Bernardino Valley Business Impact Group (SBVBIG), a new organization that is seeking to provide insight into the needs of local employers, to assess the needs of local businesses. Another way CSB-WIB is connecting with the local business community is through free monthly Fred Pryor business seminars in our office. Business representatives attending these seminars are exposed not only to the subject matter of the seminar but also WIA programs for individuals and the assistance we can provide them as employers.

CSB-WIB provides recruitment services for local businesses, connecting them to a large pool of local applicants. In 2012 CSB-WIB hosted the Opportunities Knocking Career and Entrepreneurial Fair connecting 60 companies with over 1,100 job seekers and potential entrepreneurs. Additional services available to businesses include, but are not limited to; administering pre-hire interest and aptitude examinations, listing and maintaining job orders, providing labor market information, employment and labor law information, information regarding tax incentive programs, free e-learning services through Metrix for incumbent workers, customized and on-the-job training, and outplacement services for companies that are restructuring, downsizing or ceasing operation.

The CSB-WIB will continue to identify and seek to provide training in priority sectors that will lead to self sufficient wages and jobs including apprenticeships, and paid internships.

In addition to the various partnerships the WIB has with our local agencies, designed to obtain, leverage, or braid resources to further the goals of the plan; the City of San Bernardino is excited to have been invited by the White House Council on Strong Cities, Strong Communities (“SC2”) to apply for a SC2 Community Solutions Team (CST). This federal program will provide selected communities with federal personnel to “help build the capacity of local government, encourage partnerships across sectors, help leverage existing federal investments and improve economic and community revitalization outcomes...” SC2 will help communities develop partnerships that focus on job creation, workforce improvement and economic development with key local and regional stakeholders. It can customize support for the community’s efforts in creating new jobs and the revitalization of the local economy. It can also, among other things, offer assistance and support in areas such as crime reduction, access to healthcare, and development of a “cradle to career system”. These efforts to improve employment and educational outcomes for youth and adult populations, including those individuals with special needs, and to support the development of small businesses strategies are in line with the goals of our local plan. The CSB-WIB will work to finalize a written plan that outlines how we will leverage or braid resources.

The board emphasizes training in sustainable wage jobs that provide economic security. The CSB-WIB currently utilizes the 70 percent LLSIL and Poverty Guidelines for 2013 issued by EDD, for determining the wage necessary for self-sufficiency. The CSB-WIB is taking upon review the request to utilize the Family Economic Self-Sufficiency calculator for San Bernardino County created by Insight Center for Community Economic Development. This calculator measures the minimum income necessary to cover all of a non-elderly (under 65 years old) individual or family’s basic expenses – housing, food, child care, health care, transportation, and taxes – without public or private assistance. This calculator is believed to better economic self-sufficiency.

In some circumstances the board understands that it is necessary to provide training in jobs that are not paying a self-sufficient wage. Often times this type of training is provided to individuals who have never been employed or have been unemployed long-term. These jobs may be the first step in moving individuals off of public assistance and starts them on a path to a sustainable wage jobs.

► **HP – The response above also meets High Performance criteria HP 1.a, HP 2.g and HP 4.a**

These additional responses are provided in relation the High Performance criteria:

In order to ensure that SBETA meets or exceeds the required levels of expenditures in the training of individuals eligible for services under the Adult and Dislocated Worker categories SBETA has instituted a tracking system. For each Adult and Dislocated Worker enrolled in training, an Individual Training Account (ITA) is created which, among other information, records the cost of the training. The original of this document is placed in the participant’s file and a copy is given to the fiscal department. The fiscal department records the amount obligated and tracks as payments are made to the training provider. This information is provided to management monthly, who review the data to ensure that we are on track to meet the requirements.

► **HP – The response above also meets High Performance criteria HP 2.c**

SECTION 5: YOUTH STRATEGIES

Youth Goal: Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.

5.a Increasing Educational, Training and Career Attainment of Youth

The CSB-WIB will continue to pursue and sustain meaningful networks of allies and alliances that share the Governor’s vision for the future of our youth; that vision being our common goal of increasing the number of high school graduates that leave high school with the knowledge, skills and proficiencies required for postsecondary vocational training, further education, and/or a career.

The vision of the CSB-WIB embraces five quality elements for youth services. Each of these elements is in place to provide services that support our youth and ensure their success as they transition into adulthood, employment, and a sustainable career. The five elements of this comprehensive youth-serving system are:

- **Academic Excellence.** The promotion of academic excellence where youth are engaged in learning in the classroom through the integration of academic study with active service to be accomplished by collaboration with schools and community; through encouraged civic engagement; promotion of personal growth; and the fostering of an attitude of social responsibility.
- **Career Preparation.** All youth are engaged in learning about the world of work and career pathways through the development of programs that will engage and support all youth in transitioning successfully to adulthood. Programs will be tightly linked to secondary and post-secondary education and will integrate education, training, work-readiness and youth development principles. Employers will be connected to training providers, public schools, post-secondary institutions, unions and community-based groups in order to create a pipeline of qualified youth for available jobs.
- **Youth Development and Support.** All activities and services will incorporate a youth development approach and will have strong adult and peer connections, will foster personal identity, and will address individual needs.
- **Youth Leadership.** All youth are visible and active in leadership roles both in school and in the community and will themselves be actively engaged in planning for their transition into adulthood
- **Comprehensive Approach.** A formal network of alliances that provides the foundation for an equitable, coordinated system of services that will be responsive to emerging and changing needs.

Turning these “elements” into outcomes is achieved through collective efforts, both formal and informal, by families, organizations, and institutions. These positive outcomes achieve well-being for the community with our youth choosing healthy behaviors, succeeding in school, and successfully transitioning into employment and careers.

5.b Youth Population and Special or Specific Needs

Providing comprehensive year-round services to San Bernardino’s high-risk youth population is a priority for the CSB-WIB. Many schools in the San Bernardino City Unified School District (SBCUSD) have been

designated as California Distinguished Schools. High standards with emphasis on mastering the fundamentals resulted in the SBCUSD's steady improvement on standardized test scores. Graduation rates in San Bernardino City Unified School District remain low for many schools, but the 2011 rates are higher than 2010's. The district's graduation rate went up 6 percent, to 68 percent. Dropout rates fell 7.6 percent to 20 percent.

While improvement is evident in the numbers, the negative impact of the many challenges and barriers local youth face is still evident in the classroom. These challenges include:

- **Poverty.** Only 42 percent of students identified as economically disadvantaged tested "proficient" in English/Language Arts and 41 percent tested "proficient" in math. Comparatively, 66 percent of youth identified as **not** economically disadvantaged tested "proficient" in English/Language Arts and 56 percent tested "proficient" in math. According to EDD (2012) 31.4 percent of families with children 14-21 years of age were living below the poverty level which is the second highest concentration of youth living in poverty in the state.
- **Youth homelessness.** Within the San Bernardino City Unified School District there are approximately 2,519 homeless students.
- **Gang activity.** The City of San Bernardino has 32 identified gangs with an estimated 3,800 gang members. The numbers are staggering, and research indicates that youth gangs negatively impact the academic environment and culture of the school as a whole.
- **Criminal activity.** As of 2009, San Bernardino County ranked 6th in Average Juvenile Misdemeanor Arrest Rates in the state. The 2010-11 San Bernardino County bookings reflect the following: 10-13 years/263 bookings, 14-15 years/1,203 bookings, 16 years/1,011 bookings, and for 17 years olds the bookings were 1,298. There are 1,553 juveniles declared a WIC 602 Ward of the Court who are currently under San Bernardino County Probation supervision. Of these, 1,162 (74.8%) are enrolled in school.
- **Drop-outs.** In San Bernardino County, the 4-year derived dropout rate is 22.5 percent, above the state average of 18.9 percent (roughly 1 of every 4 students).

Additional factors that contribute to challenges and barriers faced by local youth include: parental unemployment, seasonal and single parent households, English as a second language, native language illiteracy, transience, youth aging out of foster care, high teen pregnancy rates, high dropout rates, insufficient parental supervision, indifference toward education, parent's lack of involvement in the youth's school attendance, domestic violence, drug and/or alcohol abuse and generational gang involvement.

In addition to the mandated 5 barriers to employment for youth, and in order to serve a broader scope of youth, the CSB-WIB developed a comprehensive list for the sixth barrier that is based on local conditions and is consistent with the challenges faced by youth who reside within the City of San Bernardino and its surrounding area.

- Lack of transportation
- Lack of Child Care
- Need for Literacy/Occupational ESL
- Need for Tools/Equipment
- Family Criminal History
- Substance Abuse

- Lack of Job Skills/Older Youth that has Never Held a Job
- Lack of Social/Personal/Work Maturity/Independent Living Skills
- At Risk of Court Involvement
- Gang Involvement
- At Risk of Gang Involvement
- Resides in a Gang Area
- Resides in a non-traditional family setting

5.c Youth Activities Available in the Local Area or Region

For more than 30 years the CSB-WIB has focused on activities for local youth that support their education and development. The SBETA implements effective year-round youth programs that support academic achievement, civic involvement, and a smooth, successful transition into Post Secondary Education as well as the world of work. These services are supported by strong partnerships with the local high school district, County Schools, and many other community organizations. Following is a list of SBETA partners that provide services to our youth:

The CSB-WIB collaborates with partners to identify at risk students and develop interventions to keep students engaged in school, training and jobs. These partners include:

- **San Bernardino County Superintendent of Schools (SBCSS) Regional Occupational Program (ROP).** Partners with the CSB-WIB to provide our youth with a comprehensive blend of basic academic instruction, career preparation, personal development, and mentoring designed to increase the student's basic skills levels, prepare students for post-secondary education, and/or entry into the world of work. The SBCSS/ROP provides GED classroom training on-site at the SBETA. In addition to the GED program, ROP has incorporated Roadtrip Nation to the classroom experience. Roadtrip Nation is a nonprofit organization that helps students explore career pathways that they did not know existed. Career exploration is done through programs and resources focused on self-discovery. The Roadtrip Nation Experience empowers students to map their own interests to future pathways in life. The heart of this experience is students exploring their communities and speaking with local leaders to learn the steps that they took to get to where they are today. The ROP also engages the student in soft-skills development. The student can earn a certificate in Customer Service, Workplace Ethics, and Effective Decision Making in the Workplace. These soft-skills training opportunities are essential for the youth to succeed on-the-job.
- **Drop Out Program.** The SBCSS and the CSB-WIB with other education and community leaders have stepped up efforts to bring down the high number of high school dropouts in San Bernardino County through "A Call to Action: Fighting the Drop Out Rate". This outreach program will determine why the San Bernardino County drop-out rate is so high. It was determined by the SBCSS office that within a period of four years 22.5 percent of the county's high school students fail to graduate. Since the inception of the Call to Action program 2 years ago, there has been a 1% decline in the County dropout rate. (The State suffered a 3% increase.) Through this drop-out intervention, stakeholders will work to ensure there is a system in place for keeping track of kids as they move between schools; teachers will be trained in keeping content relevant and know how to work with students when they see signs of disengagement. In addition, a study released by the Santa Barbara-based California Dropout Research Project shows high school dropouts cost California \$1.1 billion annually in juvenile crime costs. When enrolling a youth for GED services, in an effort to garner insight, the SBETA career manager (CM)

will ask the youth about the reasons they left school. Their insights and personal stories will help administrators and other stakeholders identify what needs to be done to keep kids from leaving school. The CSB-WIB's participation in the "A Call to Action" project will be an ongoing effort to keep kids in school. As succinctly stated by County Superintendent of Schools Gary Thomas, "The dropout rate is simply too high and the economic liability to the region will be at stake here unless our students are prepared to take the jobs of the future."

- **District Attorney's Truancy Abatement Collaborative.** The CSB-WIB participated with the County DA's office Truancy Abatement Collaborative, meeting to explore the best methods of keeping kids in school. The Truancy Abatement Collaborative has been replaced by the, School Attendance Review Board (SARB), which is composed of representatives from youth-serving agencies. Efforts of the SARB are directed to helping truant s and their parents/guardians improve school attendance and behavior through available resources. The CSB-WIB recognizes that there are a variety of reasons for a youth not attending school besides academic problems. The student may be a victim of bullying; there may be family needs such as caring for a sibling, ill or disabled family member and these issues require individualized response. Both truancy and dropping out can be the result of broader conditions.
- **Starshine Foster Services Agency.** The Starshine Foster Services Agency and the SBETA-WIB work closely to assist foster youth in preparing for independence as they age out of the foster care system. The Starshine Agency refers their foster youth to the SBETA for work experience training designed to provide hands on work experience that will assist them with securing employment and keeping the job, while also teaching them civic responsibility and community pride. It is the goal of this partnership that through work experience each student will develop creativity through the mastery of fundamental knowledge and applied skills. There are thousands of children in foster care, group homes and kin-ship care in San Bernardino County. The CSB-WIB and Starshine are intent that these youth will not "slip through the cracks" of the child welfare and education system. With only an approximate 50% of foster youth graduating from high school, it is clear that much support is needed by this unique youth population.
- **County of San Bernardino Probation Department.** The CSB-WIB with the County of San Bernardino Probation Department endeavors to provide youth on probation with WIA services that will assist them in redirecting their lives therein enabling them to become productive members of society. Through case management, the SBETA career manager creates an atmosphere of mutual respect and trust. Career and education counseling is provided to this unique population with a strong belief in the potential of individuals to adopt positive behavior. An Individual Service Strategy is developed for the youth participant and lays the foundation for determining which WIA services will best meet the needs of the youth. Activities such as basic skills instruction, vocational training, work experience, On-The-Job training are implemented strategies that will provide the youth with an attachment to the labor force that will steer the youth away from possible criminal activity therein acting as an intervention method to head off negative interaction between the youth and law enforcement. The CSB-WIB recognizes the youth offender's ability to change and grow, and to adapt to the demands of the world of work and society as a whole. Every young adult has the right to prepare to achieve; to achieve in live and career. As a community, we cannot cast off such large segment of our population and commit them, the youth offender, to the margins of our society.
- **San Bernardino Police Department.** SBETA partners with the San Bernardino Police Department to provide at-risk youth with work experience that will offer them exposure to a positive career choice and replace possible negative perceptions the youth might hold about law enforcement

representatives. Several divisions within the Police Department have stepped up to assist San Bernardino's youth by providing work experience within the police department. Youth have the opportunity to work in the police financial unit, evidence room, and crime prevention department.

- **California Conservation Corp/AmeriCorps VISTA.** The CSB-WIB and the California Conservation Corps (CCC)/ AmeriCorps VISTA have long had a memorandum of understanding to provide career development and educational pathway exploration to corps members. SBETA and the CCC utilize a reciprocal referral system to serve those youth eligible for WIA services. "Before the C's I was not going down the right road but the C's gave me hope to keep going and to try in life," D. Siler of San Bernardino. The CSB-WIB and CCC work together to help at-risk youth become strong workers, citizens and individuals through their corps service.
- **Inland Empire Job Corps.** The CSB-WIB and the Inland Empire Job Corps have an ongoing relationship of many years. A reverse referral system is utilized to provide work experience, vocational training, and educational achievement to Job Corps enrollees. This alliance guarantees that the enrolled youth will receive the skills and education needed to succeed in today's workforce. The CSB-WIB and the Inland Empire Job Corps also partner to provide work experience to corps members at the SBETA facility. The work experience youth learns customer service skills, computer skills, office skills, communication skills, how to deal with diverse populations, test administration/proctoring/scoring procedures. The CSB-WIB with the Inland Empire Job Corps works to improve the quality of life for at-risk youth through career path exploration and technical and academic training Together we support the " mission of teaching eligible young people the skills they need to become employable and independent and placing them in meaningful jobs or further education."
- **San Bernardino City Unified School District (SBCUSD).** Two years ago, a district-wide credit recovery program began for students not making sufficient progress toward graduation. Low student academic performance and the lack of a high school diploma can create a future labor force that will be unprepared for the local job market, and will limit the individual to low-skilled and low paying jobs. The CSB-WIB has a strong partner in the SBCUSD. Our collaboration to serve at-risk youth has been in place for over 30 years. Accelerating Success Through Employment, Responsibility, Inspiration, Skills, and Knowledge (ASTERISK) is a SBCUSD program that provides high school students with the opportunity to participate in work experience during the summer while also attending workshops that present a host of topics such as Leadership, Vision, Team Building, Business and Personal Finance, Perceptions of Bias, Cal State San Bernardino Admissions Overview, Community Literacy, Life Experiences, Starting a Non-Profit, Sociology of Leadership, Tearing Down Barriers/Building Bridges, City of Readers Involvement, Community Involvement, Resilience/Self-Reflection, Soft-Skills. The CSB-WIB's vision for the future of our youth aligns completely with the objectives of the SBCUSD: "that each student develop and pursue an academic and career plan based on his/her interests; each student will demonstrate independent initiative, civic responsibility, and community pride; each student will develop creativity through mastery of fundamental knowledge and applied skills; each student will enjoy learning throughout life by learning how to learn." Those youth who are eligible for WIA services are assigned to a career manager who monitors the youth's progress through high school and into post-secondary education or employment, and then continues to monitor the youth's progress for a minimum of 12 months in order to provide any additional services the youth may need. The SBCUSD City of Readers program is a nationally renowned program that encourages all members of the San Bernardino and Highland communities to read for fun and

information. City of Readers began in 1997. A steering committee of the city's key decision-makers agreed that literacy would help unify our community with this common goal: to read for fun and information and the SBETA-WIB participation in this program allows at-risk youth become City of Readers Ambassadors. As Ambassadors, the youth assist with coordination of "City of Readers" events, promote reading and literacy to their on-campus peers, and present themselves as students with purpose at community events. This experience will offer the youth the opportunity to be a leader, to garner pride in performance through work experience, while at the same time sharing the message of the importance of reading and literacy with peers and community.

- **California Teacher Pathway (CTP).** The CSB-WIB has partnered with the California Teacher Pathway to help address the impending teacher shortage; the need to diversify the teaching workforce in California; the need to strengthen the afterschool/out of school time workforce; and to address post-secondary retention and completion strategies for at-risk students. 60 students of Los Angeles High School participated in The Urban Teacher Fellowship Pilot Los Angeles in 2008, which falls under the umbrella of the CTP program. 65% of those youth went to work in afterschool programs or were employed as Teacher Assistants. 90% were retained in post-secondary education. 31 students transferred with and A.A. degree to the California State University system. 12 have graduated with a B.A. and more are expected every semester. One student has entered a Master's program. One student was hired as a math teacher by the Los Angeles Unified School District in June 2012. The CTP is a collaborative model that relies on strong public-private partnerships between institutions such as the community college, California State University, community-based organization, Workforce Investment Boards, and After School Programs. Statistics for A.A. completion and transfers to the Cal State University system reflect an average of 75% over 3 years for the CTP and a State wide average for all Community College students of 24% over 6 years. The fiscal crisis has so severely damaged the pipeline for recruiting and training new teachers that teaching quality may be put at risk for years to come. The number of students enrolled in teacher preparation program in the state went from 64,753 in the 2004-05 school year to 42,245 in the 2008-09 school year. The CTP program is trying to deter this shortage by reaching out to those high school students in the community who have the desire to become a teacher. The SBETA-WIB is working with the CTP and the Extended Opportunity Program (EOP) of CSUSB to receive referrals for foster youth students for WIA services. Assistance will include supportive services and opportunities for work experience or OJT.
- **Arrowhead United Way Women's Leadership Council (WLC).** The SBC-WIB has partnered with the WLC to provide services to at-risk young women. The WLC has leveraged community funding from Bank of America and Macy's to provide these young women with Employment Preparation workshops. Other partners in this collaborative effort are the Inland Empire Job Corps, San Bernardino Valley College, Loma Linda University, Inland Valley Development Agency, Cal State University San Bernardino, Community Hospital of San Bernardino, and others. By June of 2012, thirty-one high school at-risk young women had participated in career pathway exploration which included such topics as healthy lifestyles, work ethics, resume writing, interview skills, and dressing for the interview. Through a partnership with CASA, the WLC offers training to female adults interested in mentoring these young women as they complete high school and prepare for post-secondary education or careers for an improved quality of life. The SBETA-WIB provides these students the opportunity to enroll for WIA services and assistance which may include supportive services, training, work experience, OJT, and tutoring.

- **Young Visionaries Youth Leadership Academy.** The CSB-WIB has partnered with the Young Visionaries Youth Leadership Academy, a nonprofit organization serving youth in need. The Young Visionaries' mission is to assist with the academic, social and financial development of at-risk youth and to increase their ability to attract and take advantage of educational and economic opportunities. Through innovative programs and interactive activities, the Young Visionaries encourage young people to choose excellence over mediocrity. This is accomplished by teaching the at-risk youth to recognize social ills that work against the youth's opportunity to grow. The CSB-WIB and Young Visionaries provide a character development leadership program which utilizes inspiring activities to help at-risk youth build core values. The program has a strong focus on goal setting, role modeling, character development and community service. Youth learn the meaning of empowerment. The Youth Violence Prevention component focuses on instilling self-respect, self-restraint, personal responsibility, and healthy choices. The Youth Violence Prevention component provides mental health and substance abuse awareness which is directed to giving the at-risk youth the best chance to avoid a destructive lifestyle. Also partnering with the CSB-WIB and Young Visionaries are Planned Parenthood and Command Labor Staffing Agency which provide assistance with Job Training, Job Search Skills, and Job Placement. This component teaches youth ethics, workplace behavior, how to complete a job application, and how to ace an interview. At the Young Visionaries Youth Leadership Academy, at-risk youth are also assisted with basic skills attainment, communication skills, technical skills, and team building. The Youth Advocacy Training is designed to reduce the number of incarcerated youth. This collaborative partnership provides the at-risk youth with help to improve areas of skills deficiency and therein ushering youth from school to the workplace as they learn to find, obtain, and maintain employment.
- **KVCR-TV Public Television.** The SBETA-WIB partnered with KVCR-TV for the American Graduate project. This project is funded by the Corporation for Public Broadcasting (CPB) and is intended to promote dropout awareness as well as act as a youth engagement initiative. The CPB funding will allow KVCR-TV with the CSB-WIB to create programming and activities that will provide education, skills training and information to at-risk students. Available to participating at-risk youth will be business mentors, soft skills training via the internet, and video tips about preparing for and getting jobs. The pilot video was provided to local schools for utilization in the classroom and to the CSB-WIB for youth workshops. In addition to developing materials for students, teachers and the business community that deal with the repercussions of dropping out of school, the collaboration's American Graduate website showcases programs, materials and opportunities available in the Inland area. Seventeen programs were produced to assist at-risk students in finding the support they need to complete their high school education. Town Hall meetings are held for teachers to meet and discuss innovative solutions that can be offered to the at-risk student. Youth interns maintain the fresh look of the American Graduate website. Student stories are used as examples of what is available to at-risk students who stay in school and gain skills. Students and graduates present job tips, academic tips, and encouragement. Business people, academic, and career advisors, and mentors are also welcome to provide insight.
- **C.A.S.A.** Count Appointed Special Advocates (CASA) is a strong supporter of the CSB-WIB's mission to serve foster youth, juvenile offenders and high-risk youth. The purpose of this partnership is to improve the long term labor market prospects of court involved youth as well as foster youth. Through positive youth development activities such as paid and unpaid work experience, OJT, internships, apprenticeships, unsubsidized employment, mentoring, and job search preparation, the CSB-WIB with CASA will improve the quality of life for our community's

most vulnerable youth. The goal of the CSB-WIB and CASA is to reduce the local recidivism rate of juvenile offenders and to assist the foster youth who are aging out of the foster care system. This will be accomplished through activities that will improve the youth's vocational and educational skills which will then improve their long-term employment prospects. By providing the juvenile offender with diversion activities and expungement services, we are assisting the youth with a successful re-integration into the community while also providing them with the tools and experience to become self-sufficient and productive. The same holds true for foster youth and other high-risk youth. This at-risk population must receive the enhanced learning experience they need to facilitate their successful transition into a contributing member of the community.

- **Youth Action Project (YAP).** Located on-site at the SBETA since 2009, YAP with the CSB-WIB, the SBCUSD, and Loma Linda University work together to bring positive change to the community by assisting youth with their effort to successfully complete high school and then transition to postsecondary training. Our efforts are intended to bring about positive change through tutoring, mentoring, work experience, soft-skills and leadership training. The CSB-WIB with YAP and partners are providing local youth with opportunities to learn the work skills they will need to compete, to gain confidence to facilitate positive choices, and to understand that they can achieve their goals through education and training.
- **Temple Community Outreach Center.** The CSB-WIB is partnered with Temple Community Outreach Center to provide a Youth Readiness program. The purpose of the program is to provide training to at-risk youth in job readiness skills. The program addresses career pathway planning, interpersonal skills, job search techniques, team work, leadership skills, labor market information, and cognitive apprenticeships. The curriculum used by Temple Community Outreach Center is modified from the general education Career Connections curriculum and is aligned with State requirements. Trained mentors are available for youth to meet with.
- **Growth, Excellence, Maturity (GEM).** The CSB-WIB has been partners with New Creation Development Corporation for more than 30 years. New Creation provides the GEM Leadership Development Program to SBETA's enrolled at-risk youth. This camp is held at the Cal State University San Bernardino campus. For twelve days the youth live in dorms on campus, create a micro-city, and elect the City's officials, which include a judge, public defender, banker, mayor, shop keeper, restaurant manager, and media department manager. The program provides Pre-Employment Skills Training, Remedial Education, and Customer Service Training which is provided by an ROP teacher and for which the youth receive a certificate from the Superintendent of County Schools. The mission of the program is to provide, through a series of lectures, exercises, and classroom trainings, employment readiness skills for program participants. By focusing on the behavioral and academic requirements for job entry and retention, any employment barriers relative to the individual youth will be minimized. The youth attendees are instructed that they have a responsibility to themselves and to those around them to make their community a productive, positive and pleasant place to live. They are encouraged to set the best possible standards for themselves, to exercise their mental and physical capabilities. After the program ends, each youth is assigned a SBETA career manager who will monitor them through high school graduation, assist them with entry into employment or postsecondary education, and then for 12 months, the case manager will continue to monitor the youth's progress, while providing any needed supportive services to said youth.

- **Housing Authority of the County of San Bernardino (HACSB).** The CSB-WIB has long partnered with the HACSB to provide academic and job search assistance to youth residing in public housing. This assistance takes the form of work experience, on-the-job training, GED classroom training, vocational training, and supportive services. The CSBA-WIB partnered with HACSB in their application for the Broadband Technology Opportunities Program (BTOP) Public Computer Centers grant project. Under this grant project, HACSB refers public housing residents (including youth) who are utilizing the Public Computer Centers to the SBETA for career counseling, job search assistance, supportive services, and/or training. The CSB-WIB provides job opportunities information to the Computer Career Centers regarding job fairs, recruitments, and other information pertinent to the job seeker. The No Child Left Unsheltered is a new partnership announced by the Housing Authority Board of Commissioners. The initiative's approach is one of intervention in the life of any homeless family in San Bernardino County and to resolve their situation through rapid re-housing strategies. A "safe quarters" and rapid re-housing approach is the key to the strategy which will engage families, transition them from unsafe and unstable settings. Education and employment are central elements to the approach. Of every 200 children in America, 3 will be homeless today and more than double that number will be at risk for homelessness. (National Data on Homelessness, 2009)
- **San Bernardino City Fire Department (SBFD).** The CSB-WIB and the SBFD have modeled the Fire Cadet Program after the Police Department's Cadet Program. The youth will be eligible for WIA services. Participants in the Fire Cadet Program are given advanced training opportunities and exposure to Fire Department operations that will prepare them for a career in the fire service. Additionally, participants are required to complete the college classes needed to meet the minimum job qualifications for firefighter. The CSB-WIB and SBFD also works with the SBCUSD, the Public Safety Academy, and the firefighters ABC program to create partnerships that will capitalize on existing resources to create a career pathway from these institutions to the Fire Cadet Program. Collectively, these partners will create a pool of at-risk youth who will be eligible for WIA services and the Fire Cadet Program. The objectives of the Fire Cadet Program are to increase interest among San Bernardino's at-risk youth in a fire service career; to create opportunities for said youth to obtain rewarding employment in the field of firefighting; to strengthen the connection between the SBFD and the community it serves; to teach character, professional attitude, community service, and job skills; to maximize the benefits of San Bernardino's diverse community by increasing diversity in the SBFD.

5.d Strategies to Promote Collaboration

The CSB-WIB has established a relationship with the school district's two alternative high schools for the purpose of providing dropout prevention and basic skills tutoring for high risk youth. This coordination includes paid and unpaid work experience opportunities.

The CSB-WIB presently has two career managers dedicated to working with youth with the sole focus of training and coaching at-risk youth on employability skills, team-building, academic success, and determination of their pathway to success. These career managers work with all of the service providers listed above to facilitate the academic and employment success of our youth. The CSB-WIB's coordinated approach includes:

- Personalized and individualized support to keep students engaged in their learning and focused on success.

- Multiple pathways and credit recovery programs through the school district and/ or career and work-based experiences to help students catch-up and keep-up academically, and to get back on track toward a high school diploma.
- Use of data and information to identify and respond to students at risk of failure, and assist with important transitions to high school and college.

A CSB-WIB career manager meets with the youth applicant to develop an individual education/career plan, a basic skills assessment, and a determination of supportive services needed to assist the youth with their academic and career goals. The career manager monitors the youth's academic progress through regular review of the youth's transcripts as well as scheduled meetings with the youth. If the youth falls behind academically, the career manager provides supportive services which may include, but are not limited to, tutoring opportunities, meetings with parents, housing assistance, mentoring referrals, as well as collaboration with school officials for the student's participation in the SBCUSD's credit-recovery program. The career manager continues to monitor the youth's progress for a minimum of 12 months in order to provide any additional services that may be needed.

The CSB-WIB and Youth Council support and has implemented cross-agency efforts to provide necessary services to youth in a combined effort to reduce the dropout rate while also engaging employers and community leaders to keep youth involved in the educational process. These partners also assist in developing strategies to re-engage disconnected youth and provide the delivery of a comprehensive set of services designed to assist youth who have already dropped out of school or are at risk of dropping out. The CSB-WIB has established a relationship with the school district's two alternative high schools for the purpose of providing dropout prevention and basic skills tutoring for high risk youth. This coordination also includes paid and unpaid work experience opportunities. This partnership presents a common clear message of the value of staying in school and importance of securing those skills that will lead to self-sufficient employment. CSB-WIB plans to develop metrics for dropout rate reduction in collaboration with school district administrators, youth committee members and parents.

► **HP – The response above also meets High Performance criteria HP 1.a, HP 1.b and HP 2.a-2.d**

5.e Organizations or Bodies Designed to Guide and Inform an Integrated Vision for Serving Youth

The CSB-WIB has an eleven member Youth Council that is a subgroup of the CSB-WIB comprised of the following organizations and agencies:

- San Bernardino Police Department
- Public Housing
- Job Corps
- WIA youth participant
- Private sector
- ROP
- High-risk youth parent/guardian
- Non-profit that serves youth
- Labor organization
- Center for Employment Training serving migrant and seasonal farm workers

The Youth Council has forged strong collaborative relationships with the local school district, adult education school, ROP, and vocational training institutions as evidenced above in the previous subsection. The Youth Council provides the CSB-WIB with insight into the needs of local at-risk youth and helps to develop policy that affects youth WIA training. The Youth Council representatives help establish linkages with local agencies that provide services to youth. It is also the responsibility of the Youth Council to analyze issues that are currently impacting local youth opportunities for employment.

Priorities for youth services are established in response to the evident issues local youth are facing. It is obvious that, based on available data, a large number of our youth are at risk of dropping out of school. In response to this issue, the SBETA works closely with our alternative schools to assist in meeting the needs of the alternative school student in an attempt to carry them forward to graduation. It is also evident, based on data, that there is a serious gang problem in San Bernardino. SBETA and partners are working on ways to implement gang intervention for those youth that are gang-involved or at risk of gang-involvement. Services for youth offenders are a high priority for the CSB-WIB and drive our strong relationship with the County Probation Department. It is the intent of the SBETA with the support of partners to provide these at-risk populations with the support net they need to facilitate their completion of high school and a successful transition into work and community.

Youth Council members understand that policy and programming cannot focus only on improving the skills of current and future workers. We also pay attention to what it takes for businesses to thrive, grow and create jobs. When businesses are successful and productive, workers are the beneficiaries in terms of increased opportunities and wages. These benefits ultimately lead to a higher living standard. And to that end, the CSB-WIB works closely with local youth agencies such as County of San Bernardino Children's Network, County Probation, the City Chamber of Commerce, Foster Youth Services, and the Mentoring Resource Taskforce the local school district and college district to guarantee that SBETA is establishing priorities and services for youth based on the needs of the local economy.

5.f Use and Development of Demand-driven Models with Business and Industry

The CSB-WIB has forged a strong bond with local employers for assistance in identifying industry skills needed to secure employment in the local region. In addition to partnerships with education representatives and local industry, the CSB-WIB Business Services Department secures information from employers regarding skills needed in the workplace. This collaboration allows employers input on curricula, evaluations assistance while oftentimes acting as a site for the youth to gain work experience. Historically the CSB-WIB has contracted with ERISS and Brandt information systems to conduct labor market surveys to identify demand occupations that will assist our youth in making career decisions. The CSB-WIB has utilized partner agency studies to further identify training and education barriers. Information secured at partner meetings is provided to board members so they are aware of training issues that require advocacy and action. To further our efforts to prepare local youth for entry into the workforce, the CSB-WIB will create a website portal where businesses may submit worksite requests for job shadowing, mentoring, internships, project/problem-based learning, and work experience opportunities. The website will be available after July 1, 2013.

The CSB-WIB partners with the Center for Employment Training (CET) to provide youth with training for occupations in the local high-growth industries/occupations. The contextual learning and competency-based skills training are key components of the CET model. Classrooms, shops and labs follow the industrial model that helps students adapt to the workplace environment. CET keeps pace with today's Inland Empire job market by incorporating in all of its training a "Green" element. CET conducts labor-market studies to ensure that a program is viable with a future for growth in career and in wages before the course is added to the class list. CET has an Industrial Advisory Board and Skill-Specific Technical Advisory Committee that inform training providers of the needs of business for specific skills and technical competencies. In addition, the CSB-WIB Skills Gap Survey currently underway will further help identify skills in demand.

The CSB-WIB partnered with CET for the Green Jobs Innovations grant project to equip workers with the knowledge, skills, and abilities to succeed in green industry jobs and to build sustainable green career pathways. The skills CET students learn will bring them into the local workforce pipeline and into the

demand fields of manufacturing and green technology, while also providing them with the industry-recognized credentials on which employers rely.

The CSB-WIB also works with The Southern California Logistics Technology Collaborative to provide youth with the opportunity to earn industry recognized logistics certification in Forklift Operation, Warehouse Safety Standards, Employability Skills, Logistics Technician, Mechanical Systems, Electrical Applications, the Certified Logistics Associate Degree, and other logistics and automation technology training options. This course of study provides basic knowledge and skills training that front-line workers in supply chain logistics need to succeed.

The SBETA-WIB will continue to work with the Youth Council, chambers of commerce, and other industry business councils to initiate dialogue with local businesses to facilitate a true engagement, a partnership in which everyone wins. It is our mission to execute a demand-driven workforce development system that meets the needs of our business community.

The CSB-WIB has partnered for more than twenty years with the SBCSS-ROP to provide GED classroom training for at-risk youth. The classroom is located on-site at the SBETA. The student not only studies for his/her GED, they can also obtain certificates in customer service, workplace ethics, and effective decision making in the workplace. Because many youth face daunting issues that contributed to their dropout status, each youth is provided with the support needed to reach their goal. And the goal is not simply to prepare for the GED but to help the youth prepare for entry into the world of work. During the interview and development of the Individual Service Strategy (ISS), the youth's career manager determines the reason the youth dropped out of school. The reasons range from the fact that they were simply behind in credits, they became pregnant, they were expelled, to the fact that the individual was being pressured to join a gang and knew of no other way to avoid the situation except to drop out of school and remove him/herself from the pressure to affiliate with a gang. . CSB-WIB is youth-friendly in that a primary youth provider, the ROP, is co-located within the One-Stop. All CSB-WIB youth providers and One-Stop career managers assist youth in completing applications for post-secondary education, financial assistance and scholarships.

The ROP classroom provides a nurturing atmosphere which so many of our dropout youth seem to need. And with the classroom being located on-site, the youth has easy access to his career manager for support and counseling. The ROP has a 95 percent GED completion rate and 100 percent Entered Employment Rate and 38 percent entered Post-Secondary or Training.

► **HP – The response above also meets High Performance criteria HP 4.a-4.c**

5.g Practices used to Ensure Continuous Quality Improvement

The CSB-WIB is proactive with regard to continuous quality improvement for youth services. Through weekly staff meetings, continuous improvement committee meetings, and management meetings, quality improvement for youth services is addressed. CSB-WIB staff is provided current professional development opportunities to strengthen their skill base and enhance their quality of service. Our data collection is continuous and programs are modified accordingly. Qualitative monitoring of our youth services is on-going. Modifications to services are implemented if and when necessary to ensure positive performance outcomes.

Continuous quality improvement includes grant applications which enhance our ability to provide quality services to our youth. Our Face Forward grant application to the U.S. Dept. of Labor is only one example of our pro-active approach to serving our youth that are or have been involved in the juvenile justice system. This grant will allow the CSB-WIB to increase services to this population by way of

expungement services, mentoring, basic and remedial instruction, life skills/soft skills development, and vocational/educational training leading to industry-recognized credentials for demand industries and occupations.

The SBETA has two trained and dedicated youth career managers who help youth with development of an educational/ vocational strategy, they assist with the issues that are unique to this age group, they provide the support needed to ensure each youth's successful completion of education and entry into the workforce.

5.h Ensuring Every Youth has the Opportunity for Developing and Achieving Career Goals

The CSB-WIB ensures the every in-school youth participates in the development of their Individual Service Strategy (ISS) where they and their career manager develop a strategy for achieving career, educational, and training goals. This service strategy is a living document that is fluid and open to revision as the youth customer grows and matures. The older out-of-school youth participates in the development of the Individual Employment Plan which, like the ISS, outlines their educational and employment objectives.

The CSB-WIB will continue to address the need for strong youth programs that will overcome current challenges facing our community as the number of young adults seeking to enter the workforce increases. The CSB-WIB will continue to develop local community partnerships, increase collaborations with stakeholders, pursue the sharing of resources, and seek alternative funding streams. Through strong relationships already in place with schools, foster youth agencies, the probation department, and other agencies serving our at-risk youth population, the CSB-WIB will continue to reach out to all youth in an effort to prepare the youth to meet the challenges of adolescence and adulthood. These efforts will be coordinated with our partners and will happen through a series of activities and experiences "which will help them to become socially, morally, emotionally, physically, and cognitively" ready. (NRCYD) We will focus on the broader developmental needs of the youth. With our partners and other key stakeholders we will be a united voice of advocacy for positive youth development.

In 2013-14, the CSB-WIB will strengthen our partnership with Sierra and San Andreas Alternative High Schools with the intent of increasing the opportunity for these students to successfully complete high school, transition to postsecondary education, apprenticeships programs, advanced training, or employment. The SBETA Youth Career Managers will work closely with the alternative high school career center technicians to ensure we are moving in the same direction in with development of a career path for the student. Together the career manager and the career center tech will ensure that the ISS outlines the tutoring, job readiness preparation, vocational opportunity awareness, and/or postsecondary registration assistance with financial aid assistance that the youth needs to assist him/her on their pathway to higher education or career.

In 2013, the CSB-WIB will adopt the Youth Incentive Plan to provide cash incentives to at-risk out-of-school and in-school who reach the required goals through youth program participation. Following is an outline of said goals and incentives:

TABLE 6 YOUTH INCENTIVE PLAN			
Performance Outcome	Amount	Overall Maximum Amount	Measurement Documentation
ACADEMIC			
Attainment of High School Diploma, GED	\$150	\$150	Copy of Diploma, GED, or Certificate of Completion
Attainment for Vocational or Advanced Training Certificate	\$50	\$50	Copy of Certificate of Completion
LITERACY / NUMERACY			
Literacy/Numeracy Increase	\$25	\$100	Copy of Pre-test and Post-test report indicating improvement
Career Development			
Career Readiness Workshops	\$25	\$50	Sign Off by Presenter
LEADERSHIP			
Completion of Leadership/Service Learning Project	\$50	\$50	Report Card

In 2013, the CSB-WIB will revise the sub recipient contract with the SBCSS ROP for training services to include services for in-school youth. The ROP Career Start Youth Program is a comprehensive blend of basic instruction, career preparation, and personal development designed to increase student’s basic skills levels; prepare students for post secondary education; and provide specific career training. The program offers the opportunity for enrollees to earn Certificates of Competency in Office Operations & Technology, Office Support Specialist, and Customer Service. Additionally, the ROP Career Start Youth program provides the following services:

TABLE 7 ROP CAREER START YOUTH PROGRAM	
Tutoring, Study Skills Training	The nationally recognized Complete GED computer based program is used to prepare students for GED exam
Work Experience	Students participate in work experience at local businesses in the career area related to the students ISS/IEP
Occupational Skill Training	Students may participate in skills training in the areas of Office Technology, Customer Service, Office Support Specialist and will receive industry recognized certification
Leadership Development	Students develop leadership traits through different modalities such as the AmeriCorps Program
Support Services	Students receive referrals to agencies for drug/alcohol abuse, counseling, medical needs, family counseling, teen pregnancy and parenting as provided the SB County Medical Health System
Mentoring	Students receive mentoring from the SBCSS ROP staff and the SBCSS employees
Guidance and Counseling	The ROP Transition Case Technician meets regularly with each student one-on-one to review the ISS/IEP to ensure that the student is on target to accomplish his/her goals
Summer Youth Program	The SBCSS ROP is actively seeking resources to fund summer employment opportunities and has partnered with the Dept. of Behavioral health to explore and obtain funding for a paid summer internship for those interested in a career in healthcare

TABLE 7 ROP CAREER START YOUTH PROGRAM	
Follow-Up Service	All students receive a minimum of 12 months of follow-up services that include but aren't limited to employment tracking, career guidance, counseling services, mentoring, connection to community services

The CSB-WIB will work closely with all High School Career Center Technicians in the adoption of the local high schools newly formed career pathways, participation in the incentive program, and awareness of the educational support programs at ROP. The CSB-WIB will continue to pursue the development of paid and unpaid work experience opportunities within designated career pathways.

➤ **HP – The response above also meets High Performance criteria HP 3.a, HP 3.b**

SECTION 6: ADMINISTRATION

State System Alignment and Accountability Goal: Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking

6.a Local Board Community Leadership

The City of San Bernardino Workforce Investment Board (CSB-WIB) is the community leader on workforce issues for the city and immediate environs. Members of the CSB-WIB are leaders in the community representative of business, labor, education, One-Stop partners and economic development. The CSB-WIB is supported by strong partnerships with key stakeholders in the region (education, training, economic development and business interests). These stakeholders typically meet on a monthly basis and much more frequently on an informal working basis. In addition to these meetings, the CSB-WIB sponsors and co-sponsors a number of forums, summits, and workshops throughout the year. These venues provide the opportunity for ideas to be generated and shared, future projects discussed and mutual goals and objectives to be illuminated. The CSB-WIB hosts an annual economic conference where an economist presents new data and trends for the region, which help with the planning process for the CSB-WIB and partner agencies.

The CSB-WIB is the recognized leader on workforce issues in the city. Evidence of this leadership includes:

- Provides access to current and trending economic and labor force data and information including: wage and salary studies, employer surveys and other pertinent data of interest to both job seekers and industry via its web-site and printed materials.
- Convenes workshops, forums, meetings and summits on pertinent workforce information and trends.
- Seeks funding and other resources on behalf of the CSB-WIB and its key partners and stakeholders to meet the needs of individuals seeking education, training and employment and the needs of business and industry seeking educated and trained workers.
- The CSB-WIB and SBETA staff is often called upon to participate with the strategic planning and program development of partners. For example, SBETA staff participated in the San Bernardino Adult School Focus groups conducted to inform the Adult School on how to improve its programs. The focus group consisted of employer association members, City and County of San Bernardino Community College representatives, representatives of community-based organizations, and Omnitrans (the local public transit system).

The majority of CSB-WIB members are business representative from targeted industry sectors. CSB-WIB will work to maintain the board composition to be members from the targeted industry sectors. At least 15% of CSB-WIB members are labor representatives, the bylaws are currently being revised and will reflect this requirement.

► **HP – The response above also meets High Performance criteria HP 1.a and HP 1.b**

6.b Local Planning Process – Regional Training & Education

Key stakeholders and partners including education and training, economic development and business interests are involved in our strategic planning process through the many services, venues and stakeholder forums identified in Subsection a.

In addition, the CSB-WIB and SBETA have been diligently working with local and regional partners to ensure that the vision, objectives and actions contained in this strategic plan are aligned with the strategic plans of our partners and regional efforts. As we move forward with this strategic plan, our partners are engaged in similar efforts to re-align their plans, policies and actions to meet the needs of today's job seekers and industries. We have been convening with these partners to create new kinds of programs that build clearly visible career pathways based on the needs of our local business and industry. We have identified our strong industry clusters and job growth companies and will continue to work with them to successfully transition our customers into their employees.

Quarterly reports are provided to CSB-WIB members by SBETA staff. These reports address programmatic, performance, training investment, and other key metrics that show progress toward goal attainment. A year-end report is published annually and that provides an overview to the performance, challenges, accomplishments, and future direction of the CSB-WIB board. The report is made available at CSB-WIB board meetings and provided to key stakeholders and the community through the SBETA website and at the One-Stop center. The CSB-WIB communicates success of the programs to employers and job seekers through monthly newsletters, Facebook postings, SBETA website, CSB-WIB board meetings, citizens' academy meetings, and presentations to community organizations.

► **HP – The response above also meets High Performance criteria HP 4.a-4.c**

6.c Local Planning Process Engaging Key Stakeholders

The CSB-WIB engaged key stakeholders through board meeting, regional collaboration meetings, and industry sector meetings. The CSB-WIB strategic plan is a living document, as such, the CSB-WIB will continue to engage businesses, partner agencies, and the community to ensure we are moving in a direction that supports the business community needs, regional, and state goals. CSB-WIB received input from many of our partners including:

- City of San Bernardino Youth Council
- CSB-WIB members who represent business, organized labor, education, training and economic development
- City of San Bernardino Executive Committee

One-Stop Partners

- Employment Development Department (EDD)
- Department of Rehabilitation
- Inland Job Corps Center
- San Bernardino County Housing Authority
- Center for Employment Training
- San Bernardino County Superintendent of Schools
- San Bernardino Community College District
- Department of Aging and Adult Services
- Inland Behavioral and Health Services
- Youth Action Project
- C.O.P.E
- Healthy Relationships California

In addition, we have held several public meetings where the development of the strategic plan has been discussed, including policy, content, partners, and timelines. (See Other Plan documents for documentation that includes: agendas, minutes, and public notices)

6.d Local Board Public Comment Process

The draft strategic plan was advertised in the local and community newspapers, noticed that copies were available for review at the One Stop and city libraries and would continue to be at these locations for the thirty day public comment period. Notice was also sent directly to local entities and partners including: San Bernardino County Superintendent of Schools/ Regional Occupational Program; San Bernardino Community College Board of Trustees; Housing Authority of San Bernardino County; various local area chambers of commerce; San Bernardino City Unified School District; Central Labor Council, AFL-CIO; San Bernardino County Department of Aging and Adult Services; Economic Development and Corporate Training Division of the San Bernardino Community College District; NAACP; State Department of Rehabilitation; Employment Development Department (EDD) and the Inland Empire Job Corps.

The public and all local, state, and federal agencies were invited to request a copy of the plan and/or review it prior to submitting comments in writing, via e-mail, or fax.

The 30-day comment period allowed individuals to review the contents of the plan and submit their comments. There were no comments that disagreed with the plan.

The final plan, including public comments that disagree with the plan, will be made available on the SBETA website (www.sbeta.com) for public review after the 30 day comment period.

6.e Entity Responsible for the Disbursement of Grant Funds

SBETA, as a department of the City of San Bernardino, is the fiscal agent and entity responsible for the disbursement of grant funds. This department possesses the fiscal expertise and administrative capacity for funds received under the WIA. There is a competitive process for the award of grants and contracts that is described in a standard Operating Procedure (SOP 300-4) for the department that fully complies with state and federal directives. Competitive procurement is conducted for the disbursement of federal funds, including small purchases, request for bid, and request for proposal procedures. Sole source contracts are allowed under limited circumstances, consistent with state and federal guidelines and subject to approval by the CSB-WIB.

The City of San Bernardino Finance Department is responsible for the processing of purchase orders, invoices from vendors and service providers and for the processing of department payroll. The drawdown of federal funds through the State of California is coordinated through the SBETA Fiscal Department and the City Finance Department.

At the direction of the CSB-WIB, SBETA has developed appropriate fiscal and programmatic monitoring policies and processes for the effective monitoring of contractors for WIA services. Under the CSB-WIB's authority, SBETA monitors each training provider and subcontractor at least once per year. The monitoring process is a comprehensive evaluation of the provider's services to participants and/or employers, including but not limited to: file review, interviews with staff and participants, fiscal review and placement/success rate. At each CSB-WIB meeting, a report is generated for review that details monitoring results for each contractor, including statistics for training completion and placement into employment.

6.f LWIA One-Stop System Description

In accordance with Section 121(d) of the Workforce Investment Act, the San Bernardino CSB-WIB, with the agreement of the Mayor of San Bernardino designated SBETA as the One-Stop Operator.

The CSB-WIB has one One-Stop Career Center, located at 600 North Arrowhead, San Bernardino, California. This location houses the One-Stop staff, administration, conference room space for meetings of the general public, space for meetings of the CSB-WIB, a computer training room, Business Services Center, as well as a resource center for the general public. The Business Services Center includes an office with desks and computer terminals, telephones, a fax machine and copier. Interview rooms and meeting rooms are also available for employee recruitment. Co-located partners at the One Stop are:

- Department of Aging and Adult Services
- State of California Department of Rehabilitation
- San Bernardino County Superintendent of Schools/Regional Occupational Program
- Youth Action Project (YAP)
- Congregations Organized for Prophetic Engagement (C.O.P.E.)

MOU's for mandatory partners as well as other partners are included in Other Plan Documents.

► **HP – The response above also meets High Performance criteria HP 2.a and HP 2.b**

6.g LWIA's Process for Designation and Certification of One-Stop Operators

In accordance with Section 121(d) of the Workforce Investment Act, the City of San Bernardino CSB-WIB, with the agreement of the Mayor of San Bernardino designated SBETA as the One-Stop Operator.

6.h Comprehensive List of Services Provided

SBETA One-Stop provides the following services:

Core (Self-Service) Services

- Outreach and Recruitment
- Self-Administered Values and Interest Assessment
- Self-Administered Skills and Abilities Assessment
- Orientation
- Resource Room: computer workstations, telephones, fax machine, copier, internet access, job listings, newspaper classifieds, access to CalJOBS/UI/Job search
- Career Workshops: Resume preparation, Dress for Success, Job Search Strategies
- Employer Recruitment and Job Fairs
- Job Now! On-line Job Coaching, Resume and Cover Letter Assistance
- Computer Training Room: Typing Tests, Computer-Administered Assessment Testing
- Access to online training resources
- Access to online GED preparation and testing
- Online tutor assistance
- Online ESL programs
- Interview Stream Online Interview Preparation

Intensive Services

- Enrollment and Individual Employment Plan
- Case Management
- Work Experience and/or Internships
- Supportive Services
- Participant Follow-up
- Support services

Youth Programs

- Work Experience and/or Internships
- Enrollment and Individual Service Strategy Development
- In-House ROP program offering GED and certificate programs
- Leadership development
- Tutoring
- Customer service certification
- Computer application certifications
- Occupational skills training
- College Cruise Program
- Interview for Success Program

Training Services

- Classroom Training
- Customized Training
- On-the-Job Training
- Incumbent worker Training

Business Services

No-Cost Human Resource Services

- Organize recruitment campaigns
- Screen Resumes
- Administer skills, interest and aptitude assessments
- Pre-Screen qualified applicants
- Outplacement Services
- Use of computers, internet, fax machines, copiers, telephones
- Employee Training Modules, books, videos, software, etc.

Staff Development

- Business communication
- Management strategies
- Conflict Resolution
- Problem Solving
- Team Building
- Leadership Training

Skill Enhancement through E-learning for incumbent workers

- Management
- Customer Service
- Desktop applications
- Computerized accounting
- Information technology
- Sales and Marketing
- Medical CEU's
- ISO 9000

Business Development

- Business Consulting services
- Compliance workshops
- E-learning business development courses

Training and Tax Incentives

- On-the-job training funds
- Hiring tax credits
- ETP assistance

6.i Local Board strategies – Delivery of Full Range of Employment and Training Services

The CSB-WIB maintains policies and procedures that assure that SBETA staff is fully aware of ensuring the full range of employment and training services is accessible everyone. Every effort has been made to assure that the One-Stop office is accessible to members of the public, both in terms of location (downtown San Bernardino within easy access of public transportation) and ADA compliant. One Stop

staff is multilingual, culturally sensitive and crossed trained to be knowledgeable about all services available at the One Stop and through the partnership network. SBETA partners with Department of Aging, Department of Rehabilitation, and other organizations that can provide assistance in serving individuals with multiple barriers.

In order to serve the needs of those who are disabled, the One-Stop conducts a routine Biennial WIA Self-Assessment to certify that all programs and services are accessible to applicants and participants. In addition to having the Department of Rehabilitation staff co-located within the One-Stop to provide services to disabled persons, SBETA staff receives training from the Department of Rehabilitation staff regarding how to best serve disabled persons.

The EDD has an established Veteran hold period on all job orders received. During the first 24 hours an order is in the CalJOBS system, only Veteran job seekers have access to the order. The order is available for case management staff review, but non-Veteran job seekers cannot be referred prior to expiration of the 24-hour hold. EDD and partner staff is aware of the process and regulations regarding the Veteran hold period. Special care has been taken, including signage and announcement at orientations, to notify Veterans and eligible spouses of Veterans that they are eligible for priority services.

Staff is fully aware of available resources and maintains linkages to appropriate referral sources for mental health, domestic violence, substance abuse, health and wellness, housing, clothing, and nutritional assistance [either through food pantries or the Supplemental Nutrition Assistance Program (SNAP)].

Individuals with limited English speaking ability are served by One-Stop Center staff and partners and provided referrals to appropriate ESL community resources and/or online resources. Core services are available in both English and Spanish at the One-Stop.

The City of San Bernardino is dedicated to serving high-risk populations such as ex-offenders. In May 2011, the California Legislature passed Assembly Bill AB 109 which shifted the responsibility of incarcerating certain inmates from the state level to the county level. This action increased the number of parolees needing services in the local area. SBETA staff members attend weekly Parole and Community Taskforce meetings. In anticipation of the increased parolee population, the California State University San Bernardino in partnership with the City of San Bernardino, SBETA, and many other community based organizations opened the Cal State University-San Bernardino Reentry Initiative (CSRI). The center is a Parolee Day Reporting Center (DRC) that provides comprehensive services and support to assist ex-offenders in reintegrating into society. SBETA has been an integral piece as the employment resource of the program. SBETA provides job services, including but not limited to: resume and application completion, networking skills, dress for success, and interview skills, job placement assistance. Additional partner agencies include Goodwill Southern California, San Bernardino Unified School District, San Bernardino County Superintendent of Schools, Arrowhead United Way, Inland Empire United Way, Family Service Agency of San Bernardino, San Bernardino County Public Health Department, and California Department of Corrections.

6.j CLEO/Local Board Strategies Supporting the Creation, Sustainability, and Growth of Small Businesses

Small businesses are very important to the San Bernardino economy. There are over 20,000 businesses within the City of San Bernardino. Of that number, 4,750 or 24 percent are small businesses. Of those small businesses, 54 percent (2,565) have 0-10 employees. Many of these small businesses are struggling to survive in today's economy.

The CSB-WIB consistently provides support to entrepreneurs and small businesses alike. The SBETA business services team focuses on reaching out to small businesses in the local area to ensure their awareness of the many business services offered by SBETA. These services include recruitment of qualified applicants and skills/interests/abilities assessments of applicants. The SBETA also hosts the Good Hearted Leadership Program which is a 10 week leadership program that promotes leadership and management strengths for the employer to promote positive development of their employees and guide the organization to customer satisfaction and profit. The SBETA offers employers a business reference library and general human resources services.

Since 2010, the CSB-WIB has contracted with business consulting firms to provide services to small and medium size businesses. These services include the areas of lay-off aversion and job retention, process improvement, strategic and financial planning, quality management services, strategic marketing and growth initiatives. The CSB-WIB feels these services are necessary to ensure that local businesses stay strong and healthy. This pro-active layoff aversion strategy has worked well and has even helped businesses grow. The CSB-WIB is committed to continuing to offer these services to our business community. As a result of these businesses and consulting firms coming together, the San Bernardino Valley Business Impact Group (SBV-BIG) was created. This group of small to medium size businesses meets with SBETA BSR's to provide information about the ongoing needs and challenges facing the local business community including issues concerning the economy, state, and federal regulations.

In early 2013, the SBETA sponsored the first annual Small Business Summit. Small business representative, non-profit reps, entrepreneurs, and bank representatives were in attendance. In addition to panel discussions and break-out sessions, key community business representatives in attendance were addressed by local economist Dr. John Hussing who covered the current regional economic situation.

For 3 years, the CSB-WIB has partnered with ADF Networking Consultancy and the California Public Utilities Commission to sponsor the Inland Empire Small Business Procurement Expo. The CSB-WIB recognizes that the federal government spends \$350 billion on products and services annually. Contracts for up to \$100,000 must be reserved for small businesses, but many small businesses are unaware of these contracts and how to apply for them. The Small Business Procurement Expo provides the small business owner the opportunity to connect with procurement officers and decision makers from the major utilities, federal, state, and local government agencies. The business reps are able to participate in "matchmaking" sessions with procurement officers from agencies including Southern California Edison, Golden State Water Company, Verizon, Sempra Energy, and Time Warner.

The CSB-WIB is in the process of launching a business incubator program which will evolve into a business accelerator program in the future. SBETA has partnered with the Inland Empire Women's Business Center (IEWBC) which will be co-located at SBETA's facility effective July 01, 2013. The IEWBC will play an important role in the CSB-WIB's goals of assisting entrepreneurs and small businesses by providing them with guidance, mentorship, entrepreneurial training, and connections to other partner agencies. The Inland Empire Center for Entrepreneurship (IECE) at California State University, San Bernardino (CSUSB), in collaboration with the US Small Business Administration (SBA), launched IEWBC in 2003 to meet the unique needs of women business owners in the Inland Empire region. The IEWBC's goal is to benefit the local economy by assisting existing and aspiring women business owners to start and grow successful businesses. The program also provides targeted services to Latina business owners by providing services in English and Spanish.

The CSB-WIB has partnered with Wide Awake Marketing to create Small Business Thursday, scheduled to launch after July 1, 2013. This program provides local businesses with guidance to improve sales goals

and business growth. M. Hanlon and C. Williams, owners of Wide Awake Marketing, are the authors of the bestselling title, “Customers are the Answer to Everything, How to Get and Keep all the Customers your Business Wants.” Their expertise in increasing customers and sales will help businesses set and meet sales goals, improve sales techniques, and instill accountability for sales goals.

Another strategic program that the CSB-WIB will implement is Inland Empire Working. This program is designed to help job seekers secure employment and businesses fill positions that may be less than full-time. The job seeker will be educated on the advantages of employment as a contract worker. The program will assist individuals on their pathway to becoming solopreneurs. The individual’s contract services will be marketed to regional businesses and employers will see how these contract workers can benefit the employer’s business. The CSB-WIB is encouraged that this program will act as an economic engine to stimulate the local economy; it will provide the part-time or short term help employer’s need until such time as the business owner is able to hire full-time help. This program will help the underemployed individual add to his income until they secure a better paying job or full-time employment that brings them to self-sufficiency. Or perhaps the individual will decide to grow their contract services business as a solopreneur. For this project, The CSB-WIB has partnered with Field Nation, which is leading the online work platform for connecting businesses and workers. Global companies and small local companies use Field Nation’s self-service web portal to find, manage, and pay workers for services. Field Nation’s portal currently targets technician services. The SBETA is working with Field Nation to expand the present platform and expanding it to accommodate a variety of jobs and to brand it for the Inland Empire region. This new platform will give solopreneurs the opportunity to promote their skills, credentials, and work history. The solopreneur will be able to set-up-shop easily, promote their services, and manage their workflow. Year end accounting, compliance, and ease of use will be managed for the contract worker by Field Nation. An additional benefit is that when the contractor completes two jobs, they will be eligible for group health insurance rates and general liability insurance rates.

In 2013 the CSB-WIB sponsored its first annual Entrepreneur Fair. This endeavor was undertaken to encourage people to think about the possibility of creating their own job. The CSB-WIB contracted with Empact to bring the “Extreme Entrepreneurship Tour” to the city of San Bernardino. Empact’s programs and services focus on facilitating a culture of entrepreneurship in communities around the world through exposure and celebration. The “Extreme Entrepreneurship Tour” is a half-day, high-energy entrepreneurship conference that spread the entrepreneurial mindset and features the country’s top young entrepreneurs. The tour is powerful as an engaging, first-exposure to entrepreneurship. If individuals are unsure that they can be successful as an entrepreneur, they will not move forward to take the action necessary to become one. The tour focuses on inspiring these people and connecting them to the resources they need. The CSB-WIB continues to research additional opportunities to assist and encourage the budding entrepreneur.

The local board is in the process of formalizing the Business Services Committee and adding a description of the committee and its mission to the bylaws. The CSB-WIB will ensure the committee is representative of small business owners.

► **HP – The response above also meets High Performance criteria HP 2.c**

6.k Sufficient System Resources Strategies

CSB-WIB has policies in place that ensures sufficient training funds are spent in high growth demand industries. The sectors include: Transportation and Logistics, Health Care, Energy and Green Jobs, Construction and Manufacturing. All training funds provided must be in a targeted industry sectors

and/or is proven by current labor market information to be in demand. Customers requesting training services are educated on the process of researching the labor market information (LMI), utilizing EDD's LMI website. This allows the customer to gain and understanding LMI and its relationship to positive employment outcomes. All funded training is tracked and reported to the CSB-WIB to monitor compliance with local policies on training expenditure levels in priority sectors and compliance with state policies on training expenditures. The CSB-WIB will review the targeted sectors annually to ensure funds are utilized for high growth industries.

6.1 Leveraging of WIA Funds

Leveraging WIA funds to increase the percentage of public and private investment in our region is critical to realizing our commitment to our workforce and business interests. Recognizing that WIA is only part of the equation, the CSB-WIB is continually solidifying existing partnerships and seeking new funding and resource partners to meet our goals and goals of the region.

The CSB-WIB seeks non-WIA funding in order to leverage and braid with other Federal, State, local and private resources including: the Employment Training Panel (ETP), CalGRIP, Housing and Urban Development and other governmental and private funds to expand the level of services provided to individuals and businesses in high demand priority sectors.

The CSB-WIB submits grant applications (or support grant applications submitted by partners) for funding at every opportunity that matches our vision and objectives. The San Bernardino City Water Department in partnership with the San Bernardino Community College District's Water Supply Technology Certificate Program (WSTCP) is an excellent example of leveraging resources. Students in this green occupation program are given the opportunity to intern with a water department for 2080 hours in order to become certified. The unpaid internship proved to be a hardship that threatened the continuance of the program. In response, CSB-WIB agreed to pay participants \$8 per hour for up to 650 hours of the internship after an individual has completed 500 unpaid hours. Participants use BOG Waivers and Pell Grants to fund classes and books and SBETA provides assistance with supportive services. This coordination of City, Federal, and WIA funding has resulted in six successful placements into high-paying jobs in the "green sector", and continual training is building a needed a pipeline of employees for water districts who find it difficult to find skilled certified applicants. The success of the program has been showcased throughout the water districts and has expanded to include other water agencies.

The CSB-WIB continually looks for ways to communicate programs to the business community. Recently, the CSB-WIB re-branded the OJT program to better communicate the business benefits. The result has been a marked increase in the use of OJT, and the program's success has resulted in increased levels of entered employment, increased wages and retention.

Lastly, we work with our customers to encourage them to apply for state and federal funding such as BOG waivers and PELL Grants to supply all or part of the cost of direct training. This frees up WIA funding to provide intensive services to the trainee, such as transportation assistance, child care, books and/or uniforms. In addition, more students can be provided with WIA training dollars.

The following Leveraged Resources are tracked:

- Employer OJT and Customized Training funds
- Federal Pell Grants and Board of Governors Fee Waivers
- Partner In-kinds services
- Employment training panel grants

6.m Ensuring the Continuous Improvement of Training Providers

All ETPL training providers that have WIA participants enrolled in their program are monitored approximately every six months. SBETA maintains a monitoring report for each of its providers that records program compliance, as well as the level of training completions, placements and wages earned by participants enrolled in their various programs. This performance dashboard serves to inform decision makers of key metrics about the results of each program. Unsuccessful programs have enrollments discontinued and/or receive technical assistance to improve their outcomes. SBETA also conducts surveys and/or participant interviews to ascertain satisfaction with each provider.

6.n Serving UI Claimants and TAA Service Recipients

The CSB-WIB partners with EDD to provide Rapid Response outplacement services for organizations that we receive WARN notices for or have identified through other avenues as having layoffs. On-site orientations are provided to affected employees to inform them of the outplacement services SBETA is able to provide, which includes assistance in filing for unemployment insurance benefits and registering for CalJobs.

When the SBETA Rapid Response Team becomes aware of a company closure, downsizing or relocation that may have been caused by foreign competition, that company is referred to an EDD Trade Adjustment Act (TAA) Specialist. Upon meeting with the TAA Specialist, the employer will be given information and technical assistance for filing a TAA petition. During an orientation, the TAA Specialist will give the affected employees an overview of the TAA program, including the benefits and timelines associated with the employee receiving benefits if the petition is approved by the Department of Labor. The TAA Specialist will be available throughout the process to provide assistance to both the employer and employee. SBETA works closely with the TAA Coordinator to ensure that impacted applicants are co-enrolled into the WIA program for core and intensive services, as needed.

6.o Recognizing Opportunities to Prepare Workers for “Green Jobs”

A CSB-WIB member has spearheaded the formation of a Regional Green Jobs Council which includes members from the City of San Bernardino Water Department, San Bernardino Community College District, AFL-CIO, The Southern California Gas Company, amongst other representatives with aligned interests. Several of our local colleges and community colleges, as well as private schools on the ETPL and the Inland Empire Job Corps currently offer training programs in the “green jobs” fields. Being located in Southern California makes two areas especially feasible--solar and wind energy. Another significant area is Water Supply Technology program, which has been identified as part of the Green Jobs Sector. CSB-WIB has long been associated with the Inland Empire Job Corps Center that offers “Green” training in:

- Carpentry
- Electrical
- Welding
- Landscape
- Tile Setting
- Plumbing

While CSB-WIB has been exploring training in “green” areas such as construction, we have also coordinated with the Housing Authority of the County of San Bernardino to assist with recruitment of trainees for a green” deconstruction training program. This training collaboration is anticipated to lead to high-paying sustainable employment for Housing Authority residents, as well as result in the demolition of obsolete low-income housing projects and the construction of new multi-income level housing developments owned by Housing Authority of San Bernardino County.

CSB-WIB will be looking to the State Board's Green Collar Jobs Council as well as the California Energy and Utility Workforce Consortium for additional insight into the current and future needs in Green/Clean employment and training.

6.p Federal Registered and State DAS-approved Apprenticeship Programs and Job Corps Policies

The CSB-WIB recognizes apprenticeship programs as preferred path for job training and employment. The CSB-WIB works closely with board members apart of labor organizations to identify training opportunities. Expansion of apprenticeship programs and creation of pre-apprenticeship programs have been discussed. Recent improvements in the economy may allow the CSB-WIB to move forward with discussed plans. The One-Stop center makes the Union Apprenticeship and Training Resource Guide available to One-Stop customers. This guide provides information on local apprenticeship programs, the length of program, average wages, and contact information. This guide allows customers to easily identify programs and connect with the right people.

San Bernardino is home to the Inland Empire Job Corps Center that provides training opportunities to youth ages 16-24. As has been mentioned in prior sections, CSB-WIB has had a long association with the Job Corps, with staff attending their steering committee meetings and providing input on their programs. The One-Stop serves as a Job Corp intern site; recently a Job Corp graduate was placed into full-time employment on SBETA staff. Information on the Job Corps and various apprenticeships is available in the Resource Room and customers can discuss these programs with SBETA staff.

6.q Local Board's Bylaws

A copy of the bylaws is provided in Other Plan Documents.

6.r Local Plan Update Process

This strategic plan is designed to be a living document. Many facets of our operations are dependent upon local economic conditions and must be adaptable to change. Changes in technology, economic conditions, government regulations, and workforce trends, including the completion of our Skills Gap Survey in the fall of 2013, may necessitate modification of this plan. Modifications are done annually when the new fiscal allocations are received. If necessary to incorporate new and relevant information, modifications can be prepared at any time. CSB-WIB complies with all procedures required by WIA Section 118 regarding the Local Plan.

6.s LWIA Integrated Service Delivery and Strategies

At this time, the City of San Bernardino has not opted to implement the Integrated Service Delivery (ISD) model within this LWIA. However, despite the decision not to implement ISD, this department stands ready to implement best practices from that model, with a particular emphasis toward sharing staffing resources within and between local partners.

While not opposed to considering a positive change, the CSB-WIB was concerned that implementation of ISD would increase costs while not improving operations. CSB-WIB's system for serving customers has consistently provided a high level of service and performance. When ISD was proposed, its implementation was not mandatory. As it was untried, the CSB-WIB wished to view its performance over time at other LWIA's to determine if it would provide a higher level of benefits than our current system.

In order to determine customer satisfaction with One-Stop services we provide a satisfaction survey at the One-Stop lobby, in the resource room, and with all One-Stop staff at their point of contact. Customers are asked whether One-Stop services met, exceeded, or did not meet their expectations. The forms are color-coded by department and tracked so that exemplary staff performance can be rewarded and sub-standard performance can be remediated.

► **HP – The response above also meets High Performance criteria HP3.b, HP 3.c**

These additional responses are provided in relation to the High Performance criteria.

The Youth Council is addressed in the Youth Section of the Plan.

The 30 percent expenditure for Out-of-School Youth has been met.

► **HP – The response above also meets High Performance criteria HP 22.d, HP 22.e**

The CSB-WIB has an approved corrective action plan for all audit findings.

► **HP – The response above also meets High Performance criteria HP2.f**

The CSB-WIB has exceeded the negotiated WIA Common Measure performance goals in the past year.

CSB-WIB tracks unique performance qualifiers such as the employment status of offenders, and the success rates of targeted sector programs. Data is used to provide reports to staff and to the WIB for making decisions.

CSB-WIB receives feedback from customers, training providers and business customers in varying ways. Customers may submit surveys at any point of contact within the One-Stop. Contractors and participants submit feedback during the monitoring process. There are also business services surveys for soliciting employer input. Input from all these sources is dealt with at the lowest possible rung of the One-Stop system. Technical issues may be solved at the staff level, while policy issues are brought to the WIB for discussion and resolution.

CSB-WIB will be contracting with a vendor that has the capacity to calculate the added taxable income created within the City as a result of WIA participation as well as performing a cost-benefit analysis of WIA adult, dislocated worker and youth programs.

The CSB-WIB has exceeded the negotiated WIA Common Measure performance goals in the past year.

► **HP – The response above also meets High Performance criteria HP3.a, HP 3.b, HP 3.d**