

***Riverside Workforce Investment Board
Final Review Draft
For Board Review
April 2011***



***STRATEGIC ACTION PLAN
July 2011 through June 2014***

*Developed by the Riverside County Workforce Investment Board's Regional Strategic Planning Teams
Prepared by Strumpf Associates: Center for Strategic Change*

TABLE OF CONTENTS

Acknowledgements.....	3
Strategic Planning Team for the WIB	
Introduction.....	5
Data Snapshots.....	7
Organizational Overview.....	10
Vision, Mission, Customers	
Values	
Strategic Goals.....	12
Outcomes.....	13

ACKNOWLEDGEMENTS

The Riverside Workforce Investment Board and its staff would like to thank the participating members of the Strategic Planning Teams for all of the time, energy and commitment each individual brought to the effort. We pledge to implement this plan to the fullest to reach our collective vision.

Regional Strategic Planning Team Members:

Mid County

Michael Conner	Mount San Jacinto College
Cindy Delanty	Library Systems and Services
Mark Dunlap	Office on Aging
Debbie Franklin	City of Banning
Joyce Holzer	Department of Rehabilitation
Richard Lemire	Community Action Partnership
Robert Little	Little Insurance Co.
Pat Ramos	Workforce Development
Kyle Warsinski	Beaumont Community Development

Southwest

Carl Burke	Abbott Vascular
Bruce Coleman	City of Murrieta
Frances Gines	Employment Development Department
Nancy Horton	City of Canyon Lake
Laurie McLaughlin	Mount San Jacinto College
Morris Myers	Southwest Riverside County Economic Development Corporation
Alicia Ramirez	Center for Employment and Training
Pat Ramos	Workforce Development
Don Sparks	Department of Public Social Services
Jenny Ting	Economic Development Agency

Western

Kathy Boyer	Workforce Development
Russell Best	Employment Development Department
Shelagh Camak	Riverside Community College
LaDonna Jempson	Flexsteel
Greg Lee	City of Riverside
Susan Loew	Department of Public Social Services
Vincent McCoy	Small Business Development
Rob Moran	Economic Development Agency
Nancy Pavelsky	Riverside County Office of Education

Eastern

Russell Best	Employment Development Department
William Claire	Community Action Partnership
Barbara DeBoom	Palm Desert Chamber of Commerce
Wendy Frederick	Workforce Development
Lee Haven	Granite Construction
John Jaramillo	College of the Desert
Pam Licalsi	College of the Desert
Chuck McDaniel	International Brotherhood of Electrical Workers Local 440
Kim McNulty	Coachella Valley Economic Partnership

Victor Simmons	Westin
Cathy Van Horn	City of Palm Springs
Israel Vasquez	Department of Public Social Services
Yvonne Villalobos	Workforce Development
Mark Weber	Desert Communities Enterprise Zone
Elizabeth Hawkins	Department of Public Social Services

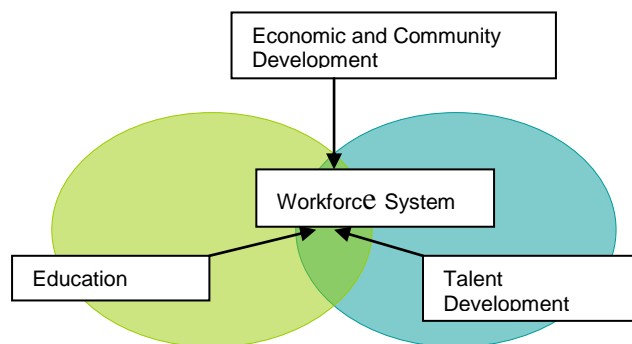
Facilitated by Lori Strumpf, **Strumpf Associates: *Center for Strategic Change***

INTRODUCTION

◆“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”— Peter Drucker

During 2010 and the early part of 2011, the Riverside Workforce Investment Board developed a new strategic approach for the next three years. This strategic long-range plan is not intended as a substitute for an annual program or operating plan. It does not detail all the initiatives, programs, and activities the organization will undertake in the course of serving its customers, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the strategic plan identifies what the WIB is not doing today, but must be doing in the future to be successful. This plan is forward thinking and inclusive of stretch goals where work will begin on resource development and implementation; however full completion may take us into the following three years. The strategic plan implies change--doing new things or doing more or less of current activities to ensure successful and sustainable outcomes.

Nationally, the workforce development system is meant to provide a qualified labor supply driven by the demand. Locally, the WIB has defined the workforce development system as the intersection of three community sectors, where the educational sector (i.e. institutions that provide educational opportunities), the economic development sector, and the talent development sector overlap in a common mission to match supply and demand.



The goals and strategies identified in this plan are meant to clarify our focus to ensure that we attend to:

- ensuring that the workforce development system is viewed as relevant and important to local, state and national policy makers,
- ensuring that jobseekers have the skills and competencies required for demand occupations, and
- ensuring that the WIB enhances its image in the community and communicates to its customers and potential customers using 22nd Century tools and technologies.

This plan and set of strategic goals and strategies are meant to become the methodology for the organization's operations. If it is successful, this process will not have yielded a plan to be placed on the shelf, but will have served as a catalyst for the process of planning strategically at all times and at all levels throughout the organization. In order to achieve our vision, the plan sets a framework for ongoing re-evaluation of the critical knowledge bases that form the framework of our world, including:

- sensitivity to the future economic environment,
- understanding of the capacity and strategic position of the organization, and
- effective analysis of the ethical implications of policy and program choices.

The quality of the WIB is measured by the quality of its delivery system, staff, and facilities. These are the primary areas where qualitative growth and development are essential. The Riverside WIB's strategic long-range plan represents a compass the organization will use to guide its work over the next three years. Each year of its life, the plan will be updated based on experience or new circumstances or as new opportunities or challenges emerge. It is our hope that this plan captures the new environment expected to exist in a rapidly evolving world.

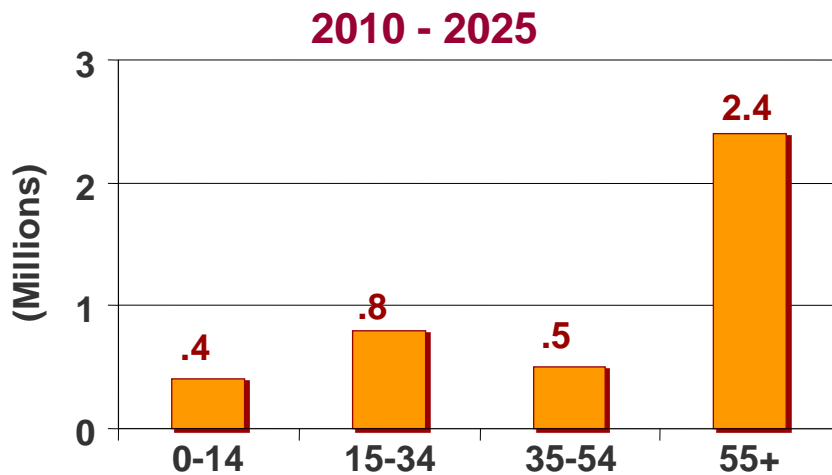
LOCAL DATA SNAPSHOTS

The Workforce Investment Board conducted an environmental scan by analyzing strategic challenges through the lens of the current state of demographics, education and economic issues. From these challenges evolved the strategic goals that set our direction over the next three years. Below are some of the data “snapshots” the team used to identify trends and challenges.

About the Region’s Demographics, Economy, and Industry

- The region has added 1.6 million people since 2000. The population is now 18.1 million¹.
- Riverside County has increased in population by 41.7%, from 1.5 to 2.2 million
- In Southern California, population growth has also been accompanied with demographic transformation and increased diversity, particularly changes in the region’s ethnic composition. From 1960 to 2005, the Hispanic population increased dramatically from about 10% to 44% of the total population, while the Asian population share increased from 2% to 11%. The share of non-Hispanic whites reduced dramatically from more than 80% to 36%. Since 2000, non-Hispanic whites and African Americans together accounted for only about 4% of the annual population growth. The ethnic changes make Southern California one of the most demographically diverse metro regions in the nation and the world.²
- According to the California Department of Finance Demographic Research Unit, the County of Riverside is projected to grow by 200% in the next forty years. The majority of growth will be experienced in the Hispanic population as they go from being 32% of the population to 52%. Eighty percent of the growth is expected to be as a result of a natural increase while the remaining 20% of growth will be as a result of immigration.

Change in Population by Age Group



¹ JD Dulgeroff, Ph.D., San Bernardino Valley College, Retreat Presentation

² Ibid

- The unemployment rate in the Riverside-San Bernardino-Ontario MSA was 13.9 percent in February 2011, down from a revised 14.2 percent in January 2011, and below the year-ago estimate of 14.6 percent. This compares with an unadjusted unemployment rate of 12.3 percent for California and 9.5 percent for the nation during the same period. The unemployment rate was 14.1 percent in Riverside County, and 13.7 percent in San Bernardino County³.
- Among the 17 largest metropolitan regions in the nation, the SCAG region continues to rank last in average payroll and per capita income. Average payroll per job is at 87% of average. Per capita personal income is at only 84% of average.
- Southern California’s homeownership rate is over 56%, but that is still well below the national average of 67% and all other metropolitan areas except New York. Inland Southern California's homeownership rate dipped from the second to the third quarter despite the high affordability of homes, a trend that is blamed on foreclosures, other distressed sales of housing and high unemployment.
- According to the U.S. Census Bureau, the percentage of households in the Riverside-San Bernardino-Ontario metropolitan statistical area that owned their homes dropped to 62.5 percent in the third quarter from 66.5 percent in the second quarter.
- Nationally, the homeownership rate for that same period was 66.9 percent for the same period, the lowest since it was 66.7 percent in 1999.
- Over the next 30 years the LA Coastal and Inland region is projected to add:
 - 6 million residents
 - 3 million jobs
 - 2 million households⁴
- The U.S Department of Labor estimates that two-thirds of the fastest-growing jobs will require some form of post-secondary education. One third of U.S. jobs will be ‘high skill’, requiring a Bachelor’s degree or higher, 45% will be ‘middle-skill’ jobs, requiring more than high school but less than a four-year degree.
- Students in Riverside County schools speak 53 languages. Twenty-three percent (23%) are limited in their ability to speak English⁵
- According to the U.S. Census Bureau, college graduates earn an average of 67% more than high-school graduates.
- Adults aged 25 to 64 with Bachelor’s degrees in the Inland Empire region are projected to increase slightly from 19% in 2005 to 21% in 2015. Adults who have not completed high school will decline slightly during the same period. The region remains far below the rest of the state and the nation; in 2008 29.6% of adults in the state and 27.7% nationwide held Bachelor’s degrees⁶

EDUCATIONAL ATTAINMENT⁷	Total	In Labor Force	Employed	Unemployment Rate
Population 25 to 64 years	1,007,635	75.1%	69.4%	7.1%
Less than high school graduate	207,078	66.1%	58.9%	10.9%
High school graduate (includes equivalency)	265,762	72.6%	66.3%	8.2%
Some college or associate's degree	330,136	77.9%	72.4%	6.4%
Bachelor's degree or higher	204,659	82.8%	79.0%	3.9%
Employment status for population 16 years and over	3.5%	(X)	(X)	(X)

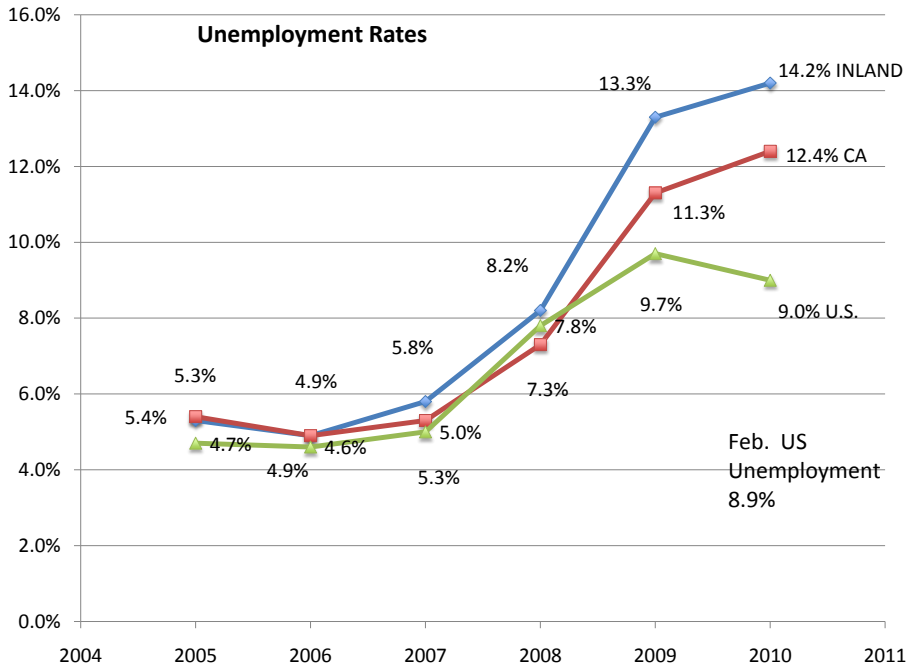
³ California Employment Development Department (EDD)

⁴ JD Dulgeroff, Ph.D., San Bernardino Valley College, Retreat Presentation

⁵ Ibid

⁶ Ibid (from the U.S. Census Bureau)

⁷ 2005-2009 American Community Survey 5-Year Estimates, Survey: American Community Survey



Economic Base Jobs in 2010

- Prof., Bus., Info Services **840,000**
- Diversified Manufacturing **610,000**
- Wholesale Trade & Transportation **600,000**
- Tourism & Entertainment **340,000**
- Fed, State Government **225,000**
- High Tech Manufacturing **190,000**
- Resource Based **75,000**

- Health and education sectors should continue to add jobs and although the pace of job creation in these sectors is expected to pick up, it will be far below the pre-crisis levels.⁸

⁸ County of Riverside – Human Resources, Workforce Plan 2010-2015
Three Year Strategic Plan
April 2011 Final Review Draft

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

VISION: Infinite Opportunity, Lasting Prosperity

MISSION: We provide leadership to the workforce development system in Riverside County by supporting economic development and talent management.

VALUE

PROPOSITION: We provide personalized service in meeting our customers' needs by thoroughly analyzing and anticipating those needs; we save our business customers time and money by providing human capital that is assessed and screened thus creating a flow of ready and prepared potential workers; we provide our job seeking customers resources designed to get you to work or back to work more quickly; and for all our customers we provide services that are accessible, skilled, and knowledgeable in comfortable and professional environments.

CUSTOMERS: Our primary external customers are businesses and current and future jobseekers.

Our workforce partners and staff are our internal customers.

ROLE: The WDB will play several roles in furtherance of our vision and mission:

- We endeavor to **catalyze change** in the community to build effective partnerships.
- We will be a **community facilitator and convener** to identify issues and act collectively with partners to address them.
- We will act as an **intermediary/broker** between the supply and demand sides of the workforce system about current and future skill needs to ensure mutually beneficial relationships and outcomes.
- We will **strategically invest** in program innovation.
- We will be an **advocate** and take political action on workforce development issues at the local, state and national level.

**ORGANIZATIONAL
CORE VALUES**

Our Common Values:

We believe in the following shared principles, beliefs and priorities....

Trustworthiness

Be honest • Don't deceive, cheat or steal • Be reliable — do what you say you'll do • Have the courage to do the right thing • Build a good reputation • Be loyal — stand by your family, friends and country

Respect

Treat others with respect; follow the Golden Rule • Be tolerant of differences • Use good manners, not bad language • Be considerate of the feelings of others • Don't threaten, hit or hurt anyone • Deal peacefully with anger, insults and disagreements

Responsibility

Do what you are supposed to do • Persevere: keep on trying! • Always do your best • Use self-control • Be self-disciplined • Think before you act — consider the consequences • Be accountable for your choices

Fairness

Play by the rules • Take turns and share • Be open-minded; listen to others • Don't take advantage of others • Don't blame others carelessly

Caring

Be kind • Be compassionate and show you care • Express gratitude • Forgive others • Help people in need

Citizenship

Do your share to make your school and community better • Cooperate • Get involved in community affairs • Stay informed; vote • Be a good neighbor • Obey laws and rules • Respect authority • Protect the environment

STRATEGIC GOALS

Goal One: Educate political leaders at all levels about the importance of workforce development and its positive local impact.

Key Strategies:

- 1.1 Develop a policy agenda to present to policy makers that contains a coherent and simple message that articulates the benefits and the return on investment of workforce development initiatives.
- 1.2 Identify, articulate and influence workforce trends and policy through research, benchmarking and evaluation.
- 1.3 Identify and advocate for future workforce development issues.
- 1.4 Actively engage in the political, media, and community process with regard to policy development.
- 1.5 Influence funding decisions by staying connected to the legislature and to government.
- 1.6 Leverage related workforce issues and structures (e.g., identify the policy nexus between social services, economic development, and educational issues) to promote joint advocacy efforts when appropriate.

Goal Two: Prepare the workforce for current and future economic needs. .

Key Strategies:

- 2.1 Develop sustainable forecasting mechanisms to be proactive in determining current and future skill needs of business and industry.
- 2.2 Align K-16 curricula with industry standards and with high demand, high growth occupations that result in sustainable wages.
- 2.3 Align training with local economic development forecasts for industry attraction.
- 2.4 Implement pathways to develop skills and obtain certifications required for middle skill jobs.
- 2.5 Assist business with identifying workforce needs created by retirements.
- 2.6 Continue to explore and maximize the use of new technologies to collect data and to provide information in more accessible, virtual, and user friendly ways.
- 2.7 Deliver consistently high quality services that result in connecting employers and qualified workers.

Goal Three: In support of goals one and two, we will align the WIB's service delivery system to meet industry needs and to enhance the WIB's image and visibility.

Key Strategies:

- 3.1 Evaluate the current industry sector approach to ensure targets are in current and future economic growth sectors.
- 3.2 Strengthen employer engagement through industry alliances⁹ in the targeted industries.
- 3.3 Maintain and grow the market share of businesses accessing workforce services through the WIB.
- 3.4 Leverage the development of career ladders to move entry level workers to more skilled levels.
- 3.5 Define brand equity for the WIB and continue to foster a public image and to increase public awareness.
- 3.6 Create a strategic marketing and communication plan that incorporates the use of social networking tools to raise awareness of the usefulness and quality of the existing network of workforce services.
- 3.7 Define the WIB's core products and services and continue to evolve the continuous quality improvement system linked to customer expectations.

⁹ An industry alliance is a strategic partnership convened by the WIB between business, education, and economic development.

WIB OPERATING PRINCIPLES

The following principles define the way the WIB operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- Strategies are developed that make services accessible to people with all levels of ability, geographic location, income, age and life circumstances and are used to strengthen organizational effectiveness and to build capacity.
- Continuous Quality Process Improvement strategies are used to ensure our strategies meet changing expectations of our customers and the market place.
- The CQI principle of data-driven decision-making is used in the operational end of all systems and processes.
- We seek to collaborate and to build strategic alliances around all of the goals, strategies and tasks we are engaged in.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

As a result of Goals 1, 2, 3 at the end of three years the WIB will:

MEASURE: Increase and sustain customer satisfaction.

Indicator: 100% of each customer group reports being satisfied with the WIBs services.

Data Collection

Method: Annual customer satisfaction survey with each customer group

MEASURE: Increase organizational capacity (e.g., trained staff, aligned to strategy; IT solutions; Data repository)

Indicator: X% of staff has been trained and competencies increase.

Indicator: Organization assessment has identified that strategy is aligned to operations.

Data Collection

Method: Staff assessments and tracking system; organizational evaluation results.

MEASURE: Increase the supply of workers for each of the X targeted industries

Indicator: The number of individuals being trained for each industry increases by X%.

Data Collection

Method: Tracking system of # of individuals by industry in training

MEASURE: The scope of legislative and policy contacts who rely on the WIB for workforce information has expanded (e.g., economic development entities; different state legislators)

Indicator: Of the total number of contacts in year 2 compared to year 1, X% (or X number) were new to the WIB.

Data Collection

Method: A contact tracking system that tracks contact by type and by request

MEASURE: Increase the number of media contacts received to comment on workforce policy and issues.

Indicator: Of the total number of media contacts received in year 2 as compared to year 1, contacts increased by X% (or X number).

Data Collection

Method: A tracking system to track contacts by type of media, media outlet, type of request.

MEASURE: Receive an outside recognition as a quality organization (e.g., PEPNet; State Quality Award, Baldrige, etc.)

Indicator: Quality recognition is received by an outside entity.

Data Collection Method: Award received.

MEASURE: Increase the number of new businesses (in all industries) provided a service.

Indicator: The number of new businesses using the services increases by X%.

Data Collection

Method: Track the number of businesses provided any service¹⁰ through the WIBs delivery system, one-stop centers.

¹⁰ Business services are defined through the common definitions developed as part of strategy 3.7.