



# Riverside County Workforce Development Board PUBLIC ANNOUNCEMENT

The Inland Empire Regional Planning Unit's  
WIOA Regional Workforce Development Plan Modifications  
for Program Years 2021 – 2024

is available for Public Review and Comments from:  
**January 6, 2023 through February 5, 2023**

Hard copies of this Local Plan is available upon request  
at the following locations:

<b>Riverside:</b>	1325 Spruce Street, Suite 110 Riverside, CA 92507
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<b>Moreno Valley:</b>	12625 Frederick Street, Suite K-3 Moreno Valley, CA 92553

Comments can be submitted through the  
Workforce Development Board by email: [rivcowdb@rivco.org](mailto:rivcowdb@rivco.org)



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# **Inland Empire** 2021-2024 Regional Workforce Development Plan *Two-Year Modification*

Inland Empire Regional Planning Unit

San Bernardino County Workforce Development Board  
Riverside County Workforce Development Board

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## I. Introduction and Overview

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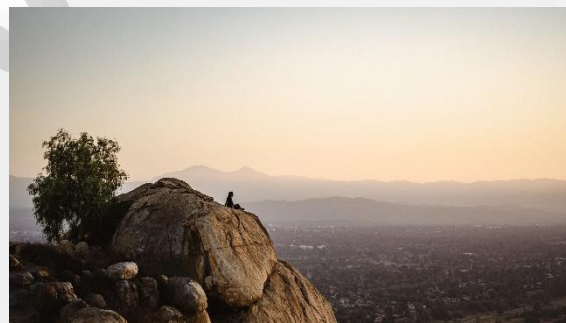
Emerging from the COVID-19 pandemic, the Inland Empire region has seen changes to its economy and labor market. Many workers changed jobs during the pandemic, moved in and out of the region, and reevaluated their career choices. It has been called the “Great Resignation” in the media and also “The Great Reshuffling” as workers moved from one job to another, or took a break from the workforce as they planned the next moves for employment. Employers found it increasingly difficult to find the talent they need to fill open positions, which has led to upward pressure on wages as they compete for talent. Businesses have also added signing bonuses and other incentives to attract talent. It became a job seeker’s market and led to new opportunities for workforce development, however, it also brought new challenges.

There was a decrease in the number of job seekers seeking services within the regional workforce system. Even with employers more interested in talent from the workforce system, there were less participants to refer and less students accessing training through the system. As the region reviewed its workforce development plan and developed a revised approach, this new economic reality was a primary consideration.

The Inland Empire Regional Planning Unit (IERPU) conducted a thorough process to review the labor market information, gather feedback from its stakeholders, and develop this two-year regional workforce plan modification. The IERPU used job quality and equity to focus new strategies that address the economic situation, creating new definitions for both as a guide. Because of the high demand for talent, employers in the region are very willing to look at job quality and equity in the workplace. The region is capitalizing on this opportunity to transform sector-based career pathways and create new opportunities for the community.

### The Inland Empire Region

The Inland Empire is a region of Southern California covering over 27,000 square miles, bordering the Los Angeles Basin, Orange and San Joaquin regions to the west and stretching east to the Arizona and Nevada borders. The population across both San Bernardino and Riverside Counties is 4.65 million. Its diverse population is 8% Black or African American, 2% Native American, 8% Asian or Pacific Islander, nearly 4% Two or More Races, 77% White and over 54% are Hispanic or Latino.<sup>1</sup>



The region is known as a major transportation and logistics hub with four million square feet of warehouse space. Located only 40 miles from the ports in Long Beach and Los Angeles, the Inland Empire is home to three major airports, three major interstate highways and two major railways. The vast majority of goods for Southern California flow through the region and to most states in the

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<sup>1</sup> U.S. Census QuickFacts, population estimates as of July 1, 2021  
<https://www.census.gov/quickfacts/fact/table/riversidecountycalifornia,sanbernardinocountycalifornia,US/PST045221>



U.S., many of which are created right here by the region's 3,700 manufacturers. One can go nearly anywhere in the world and find products built in, produced in, or moved through the Inland Empire.

### Two-Year Workforce Plan Modification Process

The IERPU staff worked closely with the board members of the San Bernardino County Workforce Development Board (SBCWDB) and the Riverside County Workforce Development Board (RCWDB) to develop this two-year modification. The process began with a thorough discussion on sectors, job quality and equity at the SBCWDB's annual retreat in September 2022, followed by two Stakeholder Input sessions in early October. The RCWDB held its own discussion during these sessions also. Finally, the IERPU Steering Committee reviewed the definitions for job quality and equity in late October in order to approve the final versions for the plan. The staff of both local workforce boards processed all of the input in order to revise the region's goals. Please see Appendix A for the Stakeholder and Community Engagement Summary and Appendix B for the Modified Regional Goals.

## II. Analytical Overview of the Region

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The IERPU analyzed labor market and workforce data in order to conduct the two-year plan modification. The events of the last two years, such as COVID-19 and inflation, have changed some aspects of the economic landscape while other aspects remained relatively consistent. In the following section, current data and trends will be presented. The Workforce and Economic Analysis below includes details about the current skills and education of the current working population, labor market demand and an analysis of gaps between the two.

Data was gathered from a 3<sup>rd</sup> party report produced by Lightcast and an internal labor market information (LMI) analysis.

### Workforce and Economic Analysis

Inland Empire's regional population was 4,653,105 as of July 2021.<sup>2</sup> The labor force in the region has grown by over 100,000 workers from 2,082,512 in Sept 2020 when the original plan was written to 2,186,900 in Sept 2022.<sup>3</sup> This is around 47% of the population.

### Employment and Unemployment

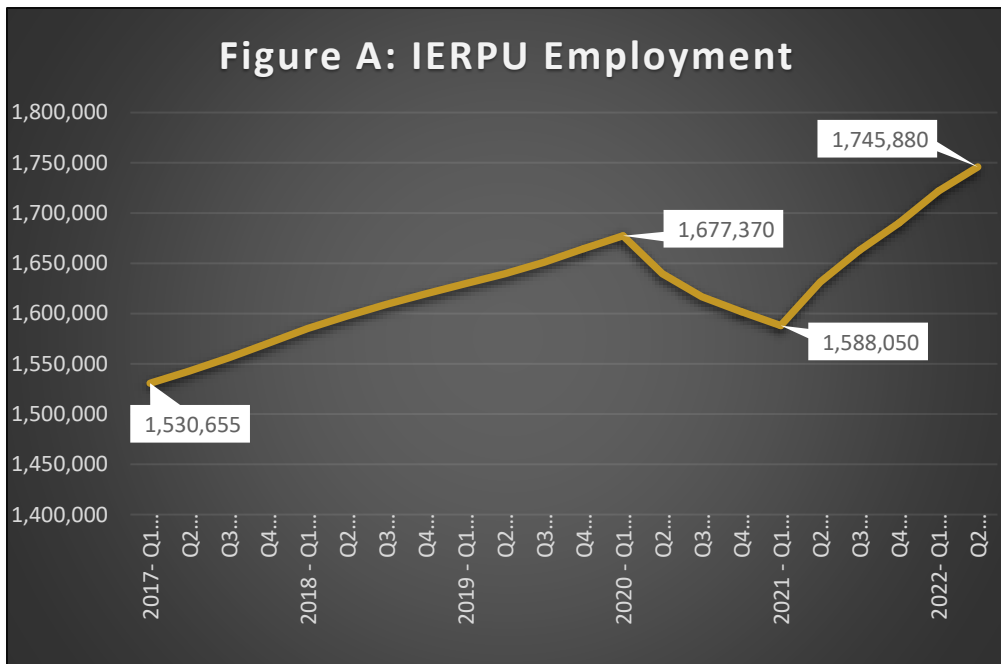
As shown in Figure A, employment in the region reached a high of nearly 1.7 million in the first quarter of 2020 before the COVID-19 pandemic. During 2020, employment fell to a low of about 1.6 million by Q1 of 2021. The number of individuals employed then began a steady rise toward a high of over 1.7 million in Q2 of 2022. Given that the original four-year plan was written while employment was still falling, this plan has taken into account the continued rise of employment the region is experiencing, making for a different economy than in late 2020.

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<sup>2</sup> U.S. Census Quick Facts

<https://www.census.gov/quickfacts/fact/table/riversidecountycalifornia,sanbernardinocountycalifornia/AFN120217>

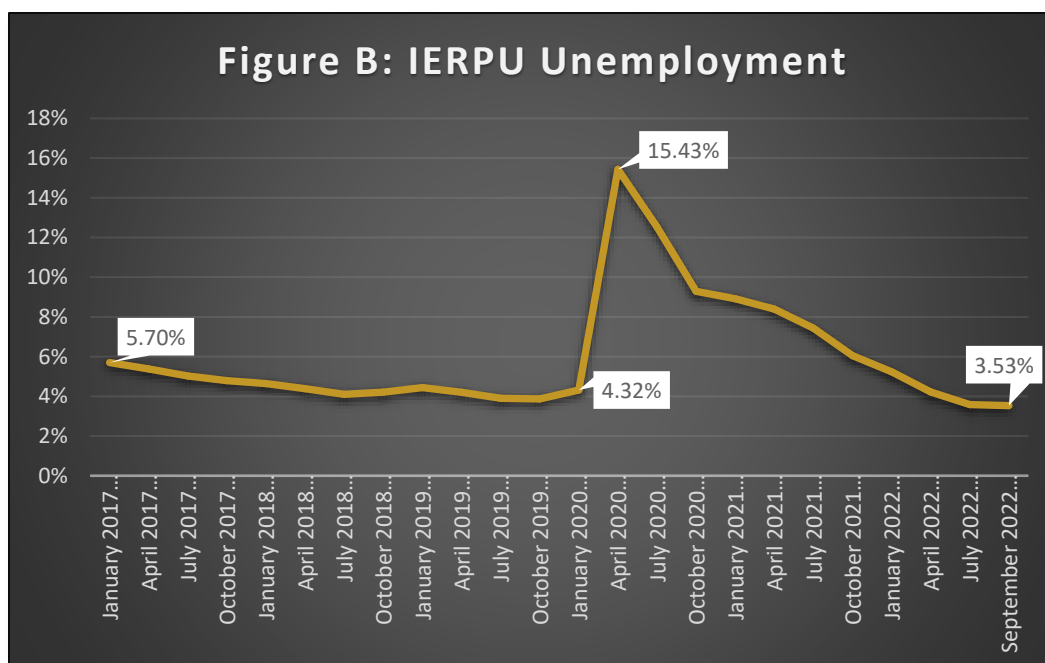
<sup>3</sup> U.S. Bureau of Labor Statistics <https://data.bls.gov/timeseries/LAUMT064014000000006>



*Source: JobsEQ, Data as of Q2 2022*

Similarly, the region's unemployment rate rose rapidly from a low of 4.32% in January 2020 to a high of 15.43% in April 2020 due to the onset of the pandemic. See Figure B below. It began to sharply drop again until approximately October of the same year and has been steadily decreasing since. It was at its lowest point in September 2022 at 3.53%.

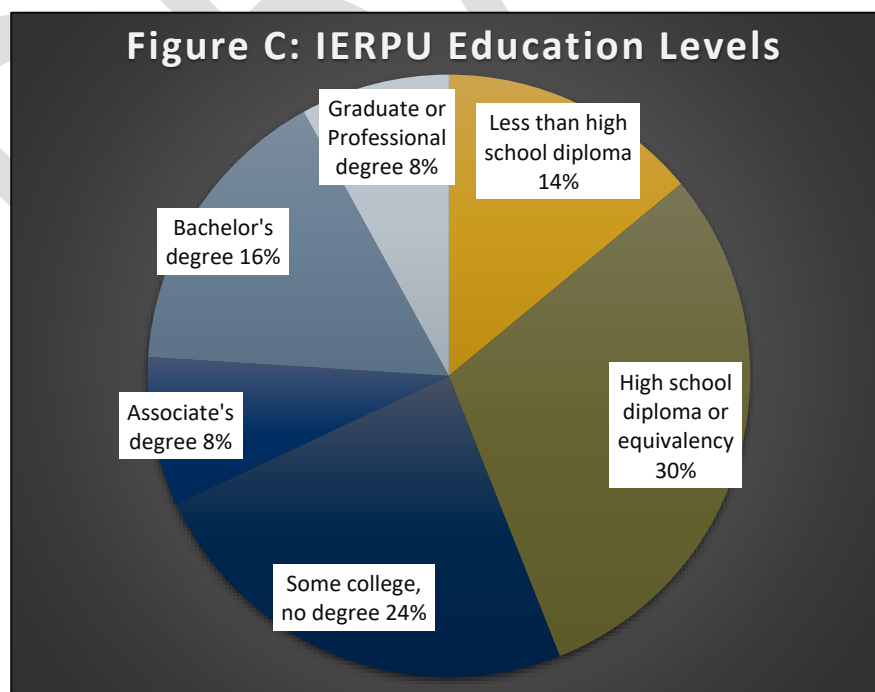
The steadily declining unemployment rate and steadily rising employment rate has created a job seeker market for labor, with employers having to compete for talent. Starting in 2021, employers were finding it more and more difficult to recruit new talent while many workers were still leaving their jobs and creating an even greater demand for labor, deemed by some as "The Great Resignation". Rising inflation and possible future layoffs across the state may trigger a recession and reverse this situation, but in the meantime, the region is responding to the opportunity for new and deepened partnerships with employers given the current conditions of low unemployment and high demand for labor. This has also provided the added benefit of making more opportunities available for the special populations both WDBs work with, especially those with disabilities and individuals that are justice-involved. The IERPU is also working to be able to better respond to dynamic changes in the economy as they happen.



Source: JobsEQ, Data as of Sept 2022

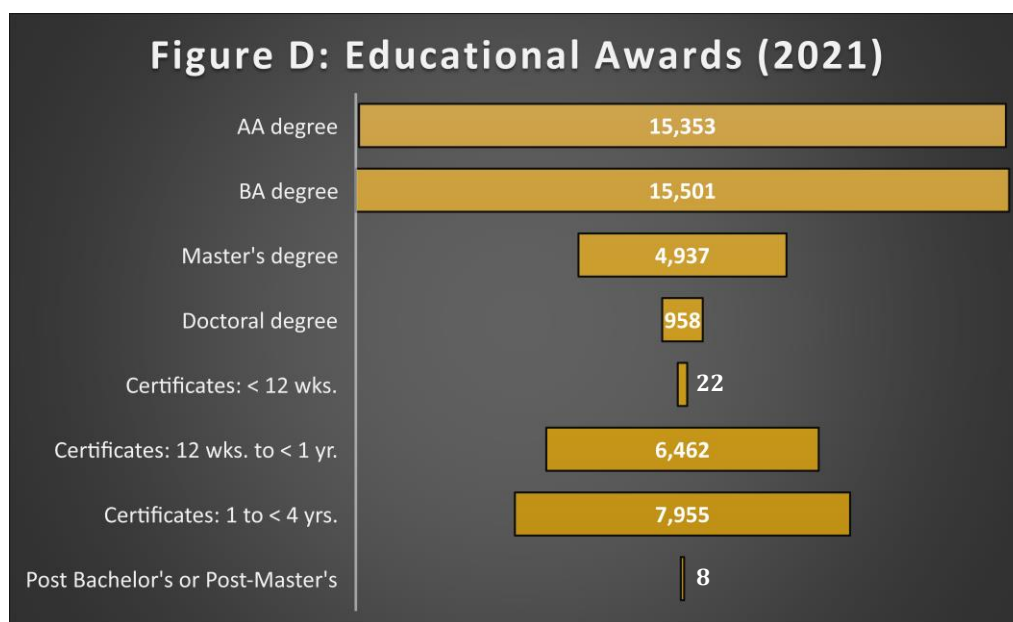
### Educational and Skill Levels of the Regional Workforce

As noted in Figure C below, 56% of the region's labor force has at least some college through Associates, Bachelors and graduate-level degrees (percentages were rounded to the nearest whole number). On the other hand, 44% have a High School Diploma or less and likely have more difficulty qualifying for jobs without additional training and support.



Source: U.S. Census, American Community Survey

The Inland Empire is regularly supplying workers with education from short-term certificates through advanced degrees. As noted in Figure D, the region's colleges awarded 15,501 Bachelor's (BA) and 15,353 Associate's (AA) degrees in 2021 alone. While not all of these individuals are part of the region's current labor force due to enrollments from outside of the area, it is an indicator of the region's capacity to meet employer's educational experience requirements. In addition, the region's community colleges awarded 14,639 short- and long-term certificates ranging from less than 12 weeks to less than four years.



*Source: National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS)*

Below in Table A, the top 20 skills in demand are listed in order of the largest gap to the smallest (see column labeled "Skill Gap"). The number of workers in the region that possess that skill is noted in the "# With Skill" column. Then, analysis by the region identified the sectors each skill is most likely identified with, noted with a shaded box in the table.

Skills such as Spanish, Keyboarding/Typing, Manufacturing, and Microsoft Outlook are both highly prevalent among the workforce and have the largest gaps with employer demand. Several of the skills identified here are potentially applicable across all four sectors, such as Spanish, Mandarin, and People Skills, while others like SAP (accounting software) are only applicable to one of the target sectors (Public Administration). Integrating language courses, particularly Spanish, and more soft skill training could help close these skill gaps across industries. Specialized skills that are in demand by employers such as ESRI ArcGIS, a geographic information system, and drill presses, can be integrated into training programs for those particular sectors.

**Table A: Top 20 Skill Gaps Aligned with Industry Sector**

<i>Skill</i>	# With Skill	Skill Gap	Healthcare	Trans. + Log.	Manufact.	Pub. Admin.
<i>Spanish</i>	6,519	-1,952				
<i>Keyboarding</i>	1,930	-915				
<i>Manufacturing</i>	3,458	-678				
<i>Caregiving</i>	1,152	-633				
<i>People Skills</i>	1,221	-611				
<i>ESRI ArcGIS</i>	142	-573				
<i>Microsoft Outlook</i>	6,943	-495				
<i>Home Health Care</i>	2,240	-477				
<i>SAP</i>	1,532	-350				
<i>Mandarin</i>	92	-215				
<i>Warehouse Management Systems</i>	1,536	-129				
<i>Lathes</i>	393	-123				
<i>Community Outreach</i>	182	-114				
<i>Order Fulfillment</i>	365	-102				
<i>Supply Chain Management</i>	157	-85				
<i>Warehousing</i>	312	-83				
<i>Critical Care</i>	255	-78				
<i>Drill Presses</i>	130	-68				
<i>Inventory Management Systems</i>	87	-61				
<i>Ladder Logic</i>	19	-55				

Source: JobsEQ for supply and skill gap data, industry alignment assessed by IERPU

### Current Needs of Employers in the Region

In addition to reviewing the labor market information provided above, the IERPU gathered information directly from regional employers. This information was gathered via Employer Roundtables, a Hiring Climate Survey and an analysis of regional job postings, in partnership with Lightcast, a labor market analytics firm. The sections below each describe these activities in more detail, summarizing the findings from Lightcast's 2022 report.

#### Employer Roundtables

Employer roundtable discussions were held with 12 regional employers, covering their hiring challenges, how they are addressing them, and their assessment of the current local workforce. Employers expressed concerns such as applicants having difficulty with transportation and childcare in order to work, difficulty finding a sufficient number of applicants with appropriate skills and their ability to compete for entry level workers with wages offered by fast food chains.

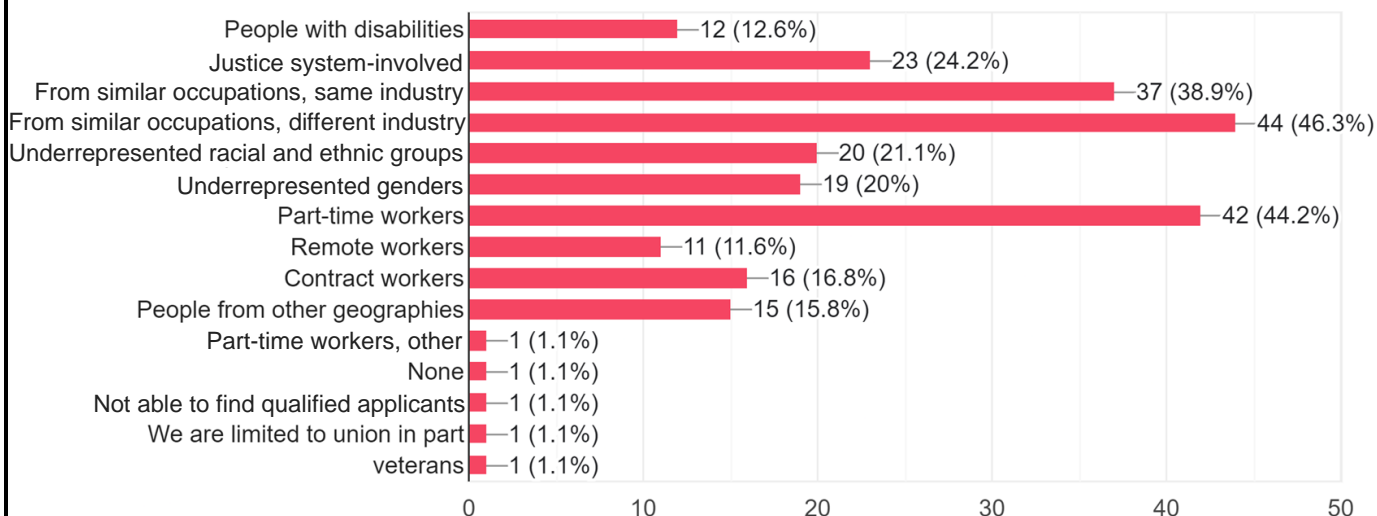
Regional employers reported experimenting with new approaches to recruitment such as posting their annual wage instead of hourly to differentiate themselves from fast food and retail, and cross training workers from a different industry (e.g., training construction workers for manufacturing for those who are looking for a new type of job). Employers also reported retaining workers by increasing wages, offering different work schedules, and adding production bonuses. The employers were asked for other ideas they would pursue with more money and time; ideas included increasing awareness of childcare provided by the county, investing in additional training equipment, and adding hiring bonuses.

### Hiring Climate Survey

A hiring climate survey was conducted and 123 responses were received from regional employers. The average size of these employers ranged from 2-21,000 with a median of 39 employees. Manufacturing, healthcare, transportation, insurance, and nonprofits were the most represented industries in the survey.

The survey revealed that employers have been tapping into a more diverse talent pool, with almost 98% responding that they have accessed at least one new candidate pool as noted in Figure E. The most common new candidate pool was from similar occupations, either in the same or a different industry than the one they are in. Populations such as people with disabilities, justice-involved and underrepresented racial and ethnic groups were also very prevalent in the survey. The employers' responses here point to success the region has had in helping employers see the value of candidates from these groups and an opportunity to do more given the interest shown here. Of particular note is the number of employers in the survey who reported tapping into the region's shared target population of justice-involved individuals (23, 24.2% of respondents).

**Figure E: New Job Candidate Pools**

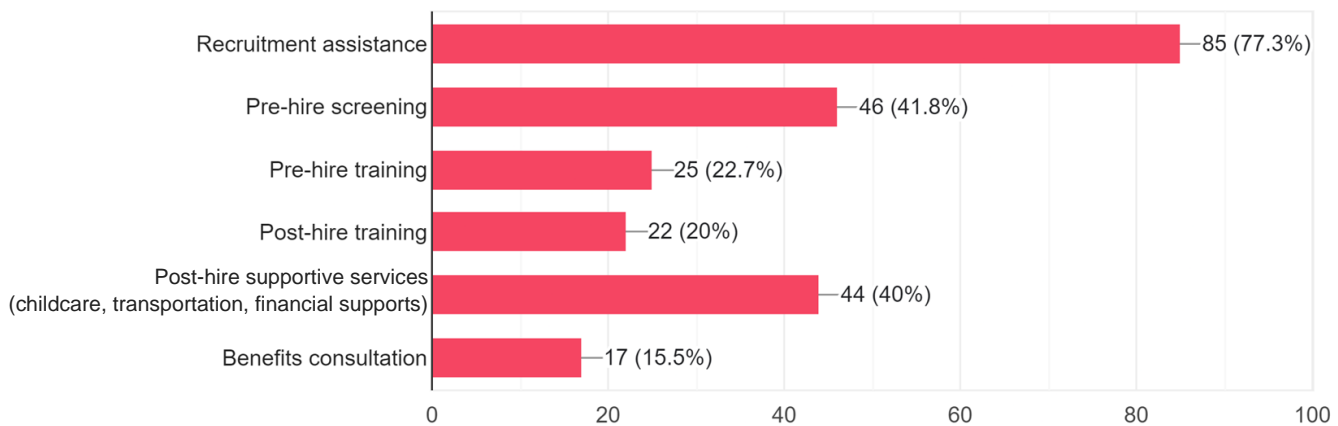


Source: Lightcast Hiring Climate Survey

The Hiring Climate Survey also revealed areas in which the IERPU could consider enhancing services. Employers were most interested in recruitment assistance, which is already offered in the region. Many employers also asked for assistance with pre-hire screening and post-hire supportive

services such as childcare, transportation and financial supports. This feedback is captured in Figure F below and was integrated into updating goals for the region.

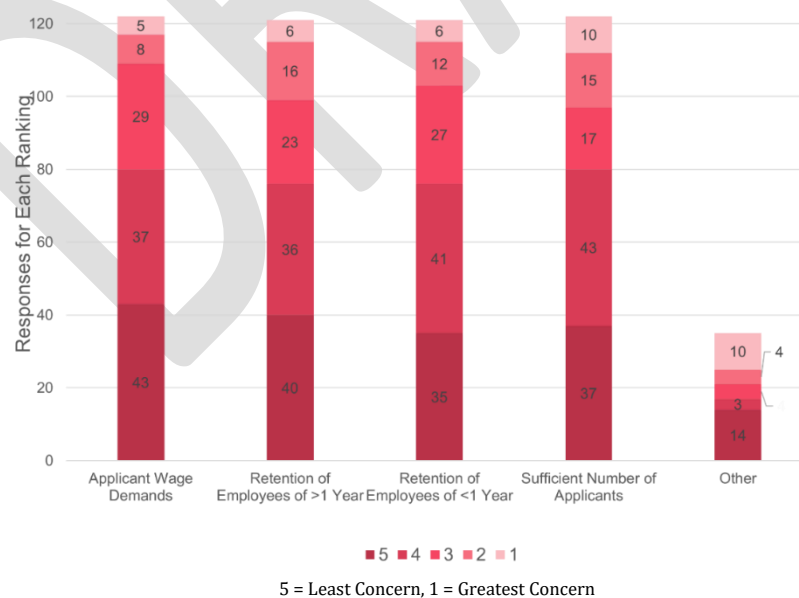
**Figure F: Employer Assistance Needed**



Source: Lightcast Hiring Climate Survey

Looking to the future, Figure G shows what employers reported to be their top concerns over the next two to three years. The wage requirements of applicants rose to the top of the list of greatest concerns, followed closely by retention of their employees (both newer and tenured staff), and having a sufficient number of applicants. Given that employers' top request for assistance was recruitment, this data aligns with their reported need for more applicants. Employers are also conveying a consistent message that they would like to better support the employees they have in order to ensure retention of their workforce.

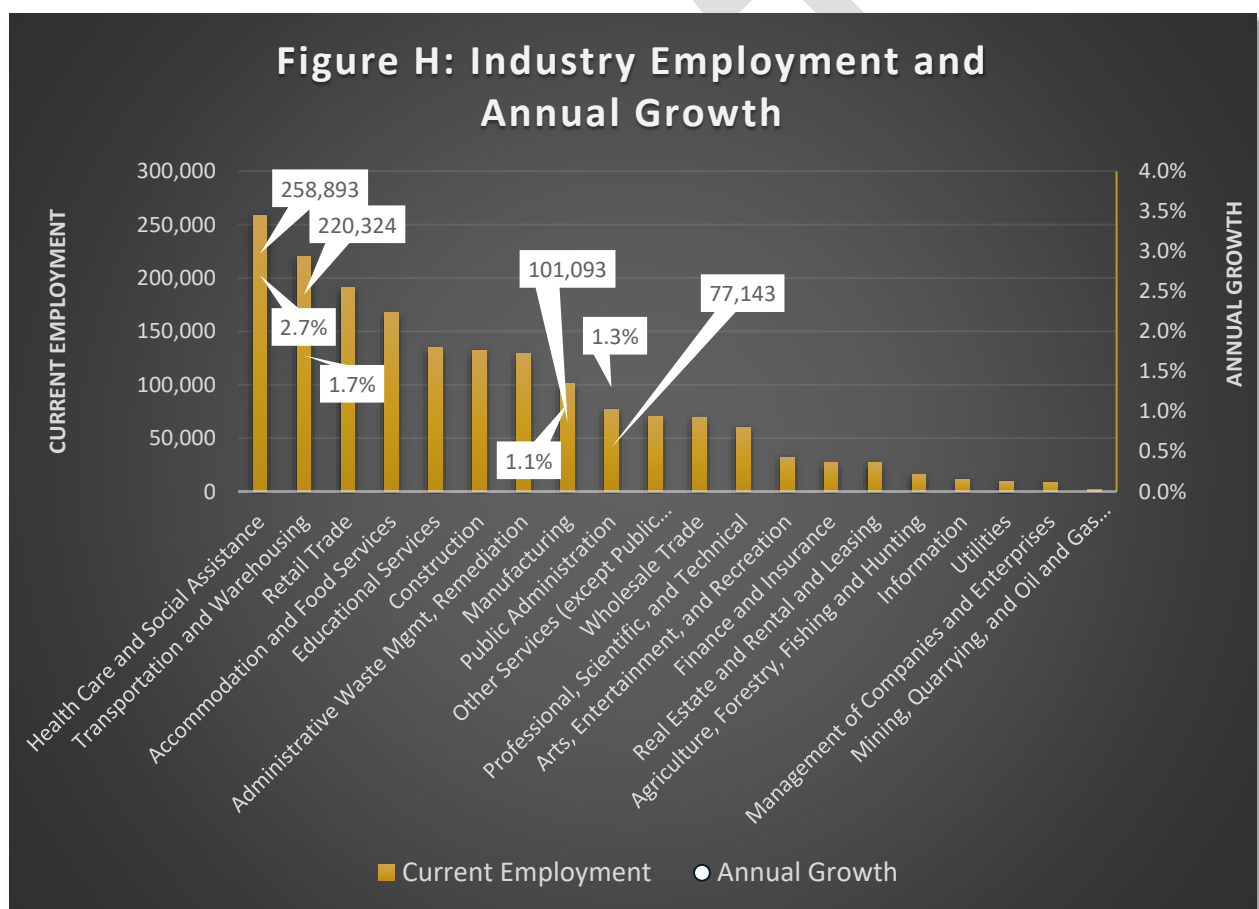
**Figure G: Employer Future Concerns**



### Industries and Occupations with Emerging Demand

The IERPU has chosen four industry sectors to focus on, three of which are the same as the four-year plan: Healthcare, Manufacturing, and Transportation and Logistics (represented by Transportation and Warehousing in the LMI data). Public Administration is the fourth industry sector that was added to this two-year plan modification. In the region's analysis of industry sectors, it was noted that this sector has a relatively large share of employment for the region (77,143) and availability of high-quality jobs.

There is positive annual growth for all four target industries as noted in Figure H: Healthcare – 2.7%, Manufacturing – 1.1%, Transportation and Warehousing – 1.7%, Public Administration – 1.3%. All four industries are among the largest nine by the number employed.



Source: JobsEQ, Data as of Sept 2022

In Table B, specific occupations within each industry were chosen for analysis based on their alignment with programs in the region and relative job quality. The vast majority require no more education than a Postsecondary non-degree award, aligning well with the region's education levels (Figure D). In addition, all of the selected occupations except Nursing Assistants pay, on average, a

living wage for a single adult with no children.<sup>4</sup> Several of these occupations pay well above this, such as Heavy and Tractor-Trailer Truck Drivers and Industrial Machinery Mechanics.

Nearly all of these occupations have an annual supply gap, noted by a negative number in the “Annual Supply Gap” column. The annual supply gap is calculated by the average annual demand for the occupation (anticipated vacancies + new openings) subtracted by the anticipated supply available each year. Occupations in the table without an anticipated supply gap, such as Light Truck Drivers and Bookkeeping, Accounting and Auditing Clerks, still have a high annual demand (2,724 and 2,053, respectively). Meeting this demand will require continued training and preparation for workers in both occupations.

**Table B: Occupational Demand and Estimated Annual Supply Gap  
(2022-2032)**

Industry	Occupation	Annual Demand	Annual Supply Gap	Typical Educational Requirement	Average Annual Wage
Transportation and Logistics	Heavy and Tractor-Trailer Truck Drivers	5,404	-207	Postsecondary nondegree award	\$51,500
	Light Truck Drivers	2,724	0	Postsecondary nondegree award	\$44,900
	First-Line Supervisors of Transportation and Material Moving Workers	1,421	-52	High School / Some College	\$58,100
Healthcare	Registered Nurses	2,414	-343	Associates Degree	\$111,700
	Nursing Assistants	1,452	-31	Postsecondary nondegree award	\$36,200
	Medical Assistants	1,405	-64	Postsecondary nondegree award	\$39,100
	Community Health Workers	89	0	Associates Degree	\$51,700
	Pharmacy Technicians	384	-24	Postsecondary nondegree award	\$46,000
	Emergency Medical Technician	180	-20	Postsecondary nondegree award	\$38,200
Manufacturing	Machinists	365	-17	High School	\$45,199
	Industrial Machinery Mechanics	346	-46	High School	\$59,800
	CNC Operators	168	0	High School	\$43,600
Public Administration	Bookkeeping, Accounting and Auditing Clerks	2,053	57	High School	\$46,500

<sup>4</sup> \$18.10 per hour, or \$37,440 per year according to the MIT Living Wage Calculator  
<https://livingwage.mit.edu/metros/40140>

	<b>Eligibility Interviewers, Government Programs</b>	291	-7	High School	\$49,000
	<b>Teaching Assistants, Except Postsecondary</b>	1,694	18	Postsecondary nondegree award	\$38,700

Source: JobsEQ, U.S. Bureau of Labor Statistics Occupational Outlook Handbook

### Analysis of Skill and Supply/Demand Gaps

In Table A above, there are notable gaps in the skills needed for employment in the target industry sectors. The demand for employees who are bilingual in Spanish, for example, is high with a gap of nearly 2,000 workers even with over 6,500 in the region who possess the skill. This could be due, in part, to a mismatch between the workforce's skills and the unique combination of skills required by particular jobs. For instance, a Community Health Worker job that requires candidates to be fluent in Spanish may reject a candidate without an Associate's Degree who speaks Spanish. It may then be reported as an unfilled opening that required Spanish as a skill. In other words, there may not actually be a skill gap for that skill alone but rather a gap for the combination of skills needed. Another factor is that the data is extracted from posted resumes and LinkedIn profiles, where job seekers may not include skills they possess, such as being bilingual.

There is also a high demand and a reported skills gap for People Skills, which are generally needed across sectors. This speaks to the need for training and education providers to continue enhancing soft skill development as part of their programming. Finally, in industry-specific skills such as Lathes (Manufacturing) or Home Health Care, increasing capacity in training programs that offer development of these skills may be necessary.

Overall, there is a need to increase the supply for all target industry sectors as shown in Table B. Across the selected occupations closely related to workforce development programs in the region, Transportation and Logistics has a supply gap of -259; Healthcare has -482; Manufacturing has -63; and Public Administration has -7. Bookkeeping, Accounting and Auditing Clerks has the largest annual surplus (57), but it should be noted that this is an occupation that appears across sectors, so there may be a smaller surplus or even a gap for this occupation specifically in the Public Administration sector. This occupation also has an annual demand of 2,053 between new openings and vacated positions, so there will still be a need to produce talent for these roles. Teaching Assistants also has a surplus overall, but the Head Start programs in the region have been reporting difficulty in recruiting for this occupation.

### III. Regional Indicators

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The IERPU has made progress on integrating all four regional indicators into its planning and service delivery as outlined below. Since the writing of the original four-year plan, the IERPU team worked with both workforce boards to address each of the regional indicators, with a particular focus on defining equity and job quality. The outcomes for the IERPU's shared target population of emphasis, justice-involved individuals, and other populations with barriers to employment, were used as a basis for determining the baseline of success and setting goals moving forward.

#### Regional Indicator 1 (RI #1): The region has a process to communicate industry workforce needs to supply-side partners.

The region regularly gathers feedback from employers on their workforce needs and shares it with their supply-side partners, such as members of both the SBCWDB and the RCWDB who provide training, and AJCC MOU Partners. The most recent example is the report produced by Lightcast, reporting the regional workforce needs of employers using employer roundtables, a hiring climate survey and a job posting analysis.

Another part of the process is for the Business Services Teams to share trends and feedback they receive from employer surveys. Employer partners are asked about a number of topics, such as the overall health of their business, their hiring trends, particular skills and qualifications they are seeking and their assessment of the local workforce. This information is shared at workforce board meetings and AJCC partner meetings, among other events. An example of how industry workforce needs are shared is the [Business Services Dashboard](#), which shows the latest data on OJT employers in San Bernardino County.

#### Regional Indicator (RI #2): The region has policies supporting equity and strives to improve job quality.

The IERPU worked closely with members of both the SBCWDB, the RCWDB, regional partners and the community to construct definitions for both job quality and equity. Each are outlined below with additional details.

##### **IERPU Job Quality Definition**

A measurable, high-quality job...

- will lead to a livable wage and benefits within a specified period.
- has a clear career pathway for advancement that leads to a long-term career.
- allows the worker to be fulfilled, self-sufficient, and meets their financial and essential needs for their current stage in life.
- empowers the worker to live, thrive, and stay in the region.
- is vital to the economy, both now and in the future.

The IERPU developed this definition of job quality in order to account for the context of each participant and what a high-quality job is for them. For instance, an entry-level retail job may not be a high-quality job for an adult with advanced skills, but it could be a good job for a young person

still developing their skills. From this perspective, it will be important to get feedback from participants on whether or not a particular job meets their needs or not.

For those who are developing new skills or already possess certain skills and qualifications, this definition also captures the need to look at commensurate wages, benefits and a clear career pathway. The IERPU is committed to developing opportunities for participants that put them on a path toward advancement and self-sufficiency, allowing them to be part of a thriving regional economy.

#### **IERPU Equity Definition**

Everyone has value and can contribute to our regional economy. Ensuring equity in workforce development means intentionally targeting accessible resources to individuals who have traditionally experienced systemic barriers in the labor force, allowing them to obtain or retain a high-quality job that enables them to thrive.

Every employer in the region, large and small, contributes to our economy. Ensuring equity in the workplace means supporting employer awareness and expertise in understanding how a diverse labor force can help businesses flourish.

The IERPU conducted in-depth discussions on equity with members of both workforce development boards to develop this definition. It was agreed that equity meant being intentional in how resources were utilized to ensure those who face systemic barriers are prioritized. It was also important to connect the definition of equity to the job quality definition – that achieving equity means ensuring the underrepresented and underserved members of the community can obtain a high-quality job.

During the Stakeholder Feedback Sessions, it was noted that the region's employers should also be considering equity in the workplace. This led to the addition of the second half of the definition above, which includes an intention by the IERPU to support employers to improve equity in the workplace.

#### **Regional Indicator 3 (RI #3): The region has shared target populations of emphasis.**

The IERPU officially adopted the justice-involved population as a shared population of emphasis at the 8/31/21 IERPU Steering Committee meeting. The region has been serving this population jointly since the beginning of its regional Prison to Employment (P2E) program in 2019. P2E has a track record of successful outcomes, including over 400 individuals placed into competitive or transitional employment.

The IERPU has established key partnerships in order to meet the needs of justice-involved individuals. This includes partnership agreements with the California Department of Adult Parole Operations Southern Region; formation of a partnership with San Bernardino County Public Defender's office to assist individuals referred to their office for expungements; MOUs with both San Bernardino and Riverside County Sheriff's Departments; and the creation of partnerships with San Bernardino and Riverside County Probation Departments. The primary goal of P2E is to assist and connect individuals under supervision with employment services, educational opportunities and transitional employment.

**Regional Indicator 4 (RI #4): The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.**

Riverside and San Bernardino Counties have been working together as the IERPU since 2016 and an MOU between the counties has been in place since 2018. In November 2022, the IERPU added a fourth amendment to its MOU that allows the counties to enter into service agreements and allocate grant funding for workforce development activities from any funding source across the two counties without the need for approval from their respective boards of supervisors. This key change will make deploying shared/pooled resources to serve the target population's needs more efficient.

A specific example of how the region deploys shared resources is the Local Apprenticeships Uniting a Network of Colleges and High Schools (LAUNCH) partnership. LAUNCH was established in 2018 and has been successful in coordinating the growth of apprenticeships across the region to include over 15 apprenticeship programs, along with building supportive programs such as pre-apprenticeship. The IERPU and LAUNCH are currently collaborating on the Inland Empire Developing Equitable Apprenticeships (IEDEA) and initiative. The goal of IEDEA is to ensure that underserved and underrepresented populations such as women, veterans, BIPOC, people with disabilities, disconnected youth and justice-involved individuals have equitable access to and a successful experience in apprenticeships.

Finally, the IERPU coordinates with the Inland Empire Fair Chance Coalition (IEFCC) for its shared target population of emphasis, justice-involved individuals. IEFCC is a coalition of re-entry service providers, advocates and people directly impacted by the criminal justice system who work collectively to expand commitments to fair hiring practices for justice-involved individuals in San Bernardino and Riverside Counties. The IEFCC shares best practices, deploys shared resources, collaborates on recruitment, and expands new opportunities with housing providers, legal representatives, and social service providers.

### **Objective Metrics for Regional Indicators**

The IERPU has set objective metrics for both RI #2 and RI #3. In order to objectively measure its efforts to implement the IERPU Equity Definition, the region will track the size of the gap between the average employment rate for all participants and the average employment rate of populations with barriers to employment (WIOA Performance Metric). The regional baseline employment rates for these populations are listed below in Table C.

Going forward, the IERPU will track progress on closing the gap of the regional employment rates of populations with barriers to employment and the regional employment rate for all participants. The region can then prioritize necessary programs and services to decrease the gap for these populations.

**Table C: Baseline Regional Employment Rates for Populations**

<b>Population (WIOA Adult)</b>	<b>Employed, Regional Percentage PY 21-22, Q4</b>	<b>Gap from Regional Percentage for All Participants PY 21-22, Q4 (60%)</b>
<b>ESL, Low Levels of Literacy, Cultural Barriers</b>	57%	-3%
<b>Ex-Offenders (Justice- Involved)</b>	54%	-6%
<b>Homeless Individuals</b>	48%	-12%
<b>Long Term Unemployed &gt;27 weeks</b>	50%	-10%
<b>Low Income Individuals</b>	57%	-3%
<b>Individuals with Disabilities</b>	47%	-13%
<b>Older Individuals</b>	47%	-13%

In addition, the IERPU has set additional outcomes for its shared target population of emphasis, justice-involved individuals. As part of its P2E initiative, the region intends to serve 685 justice-involved participants total, enroll 240 into training, have 120 complete training, of which 58 are planned to attain an industry-valued certificate, credential or degree. The IERPU will place at least 96 of these participants into transitional or other types of temporary/subsidized employment and 223 into unsubsidized, competitive employment. These targets are based on the approval of the requested amount of funding, which may need to be decreased if a smaller amount is awarded.

### **Anticipated Impacts of Tracking and Evaluating Metrics**

There are multiple anticipated impacts of tracking and evaluating the metrics described above on the region's local workforce delivery system. First and foremost, it is anticipated that participant outcomes will improve as the region identifies the needs for populations with employment barriers and addresses them. The metrics will help identify where inequities appear and their relative size compared to the outcomes for all participants.

Secondly, these new metrics can guide the development of partner engagement. The IERPU has many service providers who specialize in particular populations with employment barriers that can be leveraged to improve outcomes and reduce inequities. For instance, P2E initiative partners such as Goodwill of Southern California, Inland SoCal United Way, Operation New Hope, San Bernardino Community College District, Center for Employment Opportunities, the Reintegration Academy, and Starting Over Inc. can help support the regional goal to continue increasing employment opportunities for the justice-involved participants.

Employer engagement will also likely evolve due to the tracking of these metrics. The business service teams of both counties are already working to improve services for employers by offering DocuSign for OJT contracts and expanding the Human Resources Hotline to the entire region. In turn, employers should have more capacity to discuss job quality and career pathways for job seekers. New ways to track the job market and employer needs are also being explored, such as analyzing real-time job posting data from LinkedIn. This fresh perspective can be used to look for new job opportunities and employers that align with the skills and qualifications of job seekers with employment barriers.

## IV. Fostering Demand-Driven Skills Attainment

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### Regional Sector Pathways

The Inland Empire has a robust set of regional sector pathways, which have made considerable progress since the writing of the original four-year plan. There are also adjustments to the region's strategies and goals that will be described in this two-year plan modification. In the sections below, progress in each area is noted along with any changes to regional goals.

### In-Demand Industry Sectors and Occupations

The in-demand industry sectors include three from the original four-year plan: Healthcare, Manufacturing, and Transportation and Logistics. A fourth industry sector, Public Administration, has been added due to the regional demand for talent in the associated occupations.

As demonstrated in Figure H, the Health Care and Social Assistance industry currently employs 258,893 and has an annual growth of 2.7%. Manufacturing currently employs 101,093 with an expected growth of 1.1%. Transportation and Logistics (Transportation and Warehousing) has 220,324 currently employed in the region and is expected to grow by 1.7%. Public Administration has 77,143 workers, with an annual growth of 1.3%. These predicted growth rates are estimated to occur annually over the next ten years. Together, these industries represent 11,847 new jobs each year and over 37% of the total employment growth across all industries.

In terms of occupations, Table B above lays out the in-demand occupations that are a focus for the region. Most of the occupations listed align with one or more of the region's sector-based programs and have a high annual demand. There is also anticipated supply gap for nearly all of the positions, indicating a scarcity that may drive additional interest in candidates from the region's workforce system. Please refer to Goals #1-3 (Sector-Based Career Pathways) and #11-12 (Future of Work) in Appendix B.

In the Future of Work category of goals in Appendix B, the region decided that a culture of adaptiveness (Goal 11) and responding to the impacts of automation (Goal 12) were still relevant. However, Goal 13 has been removed from the region's goals because remote and gig work had not been observed to be significant factors in the target sectors. Likewise, Goal 14 was also removed because new on-the-job health and safety considerations have been minimal (e.g., most workplaces are no longer requiring masking and social distancing).

### Current and Planned Sector Initiatives

#### Healthcare

There are several current sector initiatives that have continued to develop in the last two years in the Healthcare sector. One example is the Community Health Worker (CHW) sector initiative, a partnership of Victor Valley College, LAUNCH and Reach Out. The program focuses on helping job seekers address health disparities and social determinants of health, which collectively influence the health outcomes of the region's population. The region also has been in the process of developing a CNA pipeline program to provide talent to healthcare employers in the region such as Dignity Health.

The IERPU identified a need for a career pathway for EMTs who finished an EMT program and were working in the field. In order to provide opportunities for advancement beyond EMT, the EMT/Paramedic program will be developed to help EMTs qualify for Paramedic positions as a next step in their careers. In the program, currently employed EMTs will be trained in emergency surgical procedures, medical triage, basic anatomy, pathology, and toxicology, earning a National Registry for Emergency Medical Technician (NREMT) certification. Partners for this program include Victor Valley College, Crafton Hills College, Mt. Jacinto College and Moreno Valley College.

### *Manufacturing*

In the Manufacturing sector, current programs include the Builders Makers Movers (BMM) initiative. BMM is the sector partnership for the Manufacturing, Transportation, and Logistics cluster partnership. BMM is co-chaired by industry leaders A-19 Lighting (manufacturing) and Dollar Tree (transportation and logistics) and currently includes 17 employers from the cluster. BMM brings together two existing sector partnerships using the Next Gen Sector Partnership model, which centers on strong industry leadership and developing a “shared table” for multiple public programs to work together to respond to industry needs and build strong career pathways for the community.

A project under development with local college partners will prepare job seekers to become Industrial Maintenance Electricians (IME) and Industrial Mechanic and Mechatronics Technicians (IMT). San Bernardino Valley College, Norco College, Barstow College, Chaffey College and Mt. Jacinto College are working with IERPU to provide apprenticeship programs for the IME and IMT occupations. Training includes learning about industrial electrical, mechanical, and automated system maintenance on large machinery. The region is hoping to leverage funding from the Regional Equity and Recovery Partnership grant program to cover tuition costs, OJT, participant incentives and signing bonuses for employment with smaller local businesses.

### *Transportation and Logistics*

In the past two years, the region has invested in highlighting the variety of high-quality jobs in the Transportation and Logistics sector in order to attract more participants to careers in the field. Working with employer partners from the industry, the IERPU developed three informative videos that highlight careers in the industry. The videos are linked below and have been shared with supply-side partners and posted on SBCWDB’s website. The third video listed below, “Logistics Re-Entry Opportunities” is targeted for the justice-involved job seekers, the region’s shared target population of emphasis.



The region has been providing access to Truck Driver training for several years but after a program evaluation, it was discovered that a better connection between training and employment opportunities was needed. To address this need, IERPU partnering with Victor Valley College to offer a Truck Driver training course. As noted in Table B, Heavy Truck Drivers have an average regional wage of \$51,500 and Light Truck Drivers earn \$44,900; the IERPU wants to ensure that more job seekers are able to take advantage of these opportunities.

Finally, as already noted above, the BMM initiative covers both Manufacturing and Transportation and Logistics. Due to automation and advanced technology increasingly utilized in shipping and warehouse operations, the IME and IMT occupations that the region is training for are becoming more prevalent in this industry as well.

#### *Public Administration*

As part of this two-year plan modification, the IERPU has added a new target industry sector, Public Administration. Both SBCWDB and RCWDB have been working with their respective county human resources departments to develop apprenticeship programs for county jobs. Occupations in Public Administration that are targeted for apprenticeship include Office Assistants, Human Resources Assistants, Bookkeeping, Accounting, and Auditing Clerks, Eligibility Workers, IT Communications Analysts, and Database Administrators. A key partner in this is LAUNCH and the associated colleges and school districts.

The apprenticeship programs under development aim to not only introduce new job seekers into the industry, but to upgrade the skills of entry-level county employees. For instance, an Eligibility Worker could enter one of the region's IT apprenticeship programs and advance their skills in order to specialize as a Health Services Assistant. Participating departments in the two counties include IT, Finance, Human Resources, Animal Control, and the Sheriff, among others.

### Communicating Effectively and Cohesively with Regional Employers

The IERPU continues to effectively communicate and collaborate with the region's employers in all sector-based programs. Each county's Business Services Team meets regularly with employers to learn about their ongoing talent needs, along with conducting surveys for additional feedback. Feedback is gathered on a range of subjects such as the overall stability of the business, growth or reduction of the business, their assessment of the local workforce, specific skills they are recruiting for and their current recruitment trends.

During meetings, the Business Services Teams share details with employers about services that are available to them such as regional training and sector-based initiatives in their industry, customized recruitment services, and Rapid Response services. Recently, the free Human Resources hotline was expanded to the entire region and can help businesses with properly implementing paid sick leave, wage and hour regulations, developing employee handbook policies and more.

## V. Enabling Upward Mobility for All Californians

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### High Road Workforce System

The region and its partners are continuing to develop a high road workforce system, which now includes a job quality definition. In this two-year plan modification, the region has adjusted its goals in order to apply this new definition to its employer engagement and sector-based programs. Please refer to Goals #4-6 in Appendix B.

### IERPU Job Quality Definition and Working with Employers who Provide Quality Jobs

The IERPU Job Quality definition is defined above under Section III. This framework will be utilized by IERPU leadership and its Business Services Teams to communicate the standards it seeks to set for jobs in the region. It was written to allow for flexibility in the context of individual employers and jobs, with a focus on developing career pathways that offer advancement. Employers in the IERPU want to help develop their local economy, which requires providing jobs that empower workers and allow them to thrive and stay in the region.

Business Services Teams and other IERPU staff from both counties will use the IERPU Job Quality Definition during meetings with employers. It provides an opportunity to discuss how job quality may impact the talent they are able to attract, develop and retain. These discussions will also provide a feedback loop from businesses in the industry on how to further develop the definition.

### Developing Targeted Service Strategies for the Region's Unserved and Underserved Communities

In developing this two-year plan modification, the IERPU identified populations with barriers to employment who are obtaining employment at lower rates than other IERPU participants (See Table C under Regional Indicators above). This is the first time the IERPU has reviewed this data as a region to establish a baseline. Now that the data can be tracked regionally, the IERPU intends to develop more targeted service strategies to address the gaps. In addition to this quantitative data, collecting more qualitative data on the individual circumstances of the participants happens during meetings with population-specific partnerships will allow for new targeted service strategies to be developed.

An example of this is the P2E initiative and the IEFCC, who regularly work together to develop service strategies for the justice-involved population. Regular meetings of the IEFCC allow the partners to collectively identify opportunities to advocate for this population with regional employers. IEFCC identified an opportunity to develop a construction pre-apprenticeship program for the justice-involved population called Brother's Keeper in partnership with the Southwest Carpenter's Training Fund. Other P2E partners have opted for service strategies that focus on developing individual employer relationships to develop opportunities, which has led to a growing group of local "Second Chance" employers like U.S. Rubber and States Logistics.

### Equity and Economic Justice

Equity and Economic Justice have been addressed by the region under its "Access and Inclusion for All" section in Appendix B (Goals #7-10). The IERPU has continued to hone its approach to equity and economic justice through codeveloping a new definition, analyzing participant outcomes to

identify inequities and working toward equal access for all programs and services. The modifications to its goals reflect a changing economic environment and emerging needs of the community.

### **IERPU Definition of Equity and Ensuring Equal Access to Regional Sector Pathways, Earn-and-Learn Opportunities, Supportive and Other Services**

During the Stakeholder Input Sessions (Appendix A), addressing equity from the employer perspective was discussed, adding to the draft definition presented, which addressed the participant perspective. The IERPU Equity Definition (see above under Section III) provides a framework to approach the region's programs and services and reinforces the need to target additional support to those who experience systemic barriers to employment.

There are multiple ways that the IERPU ensures equal access to its services. As described above, services and resources are targeted where they are needed most. In the latest funding round for WIOA youth services, SBCWDB correlated the funding amounts with the number of disconnected youth in the area. In Riverside County, additional funding was allocated to develop the Community Career Services program, which has career counselors travel to remote and unincorporated parts of the county to provide services to participants who cannot reasonably travel to an AJCC and/or don't have reliable internet access for virtual services. In both counties, libraries and other public offices are also utilized to provide career services to remote areas.

The region is also incorporating new digital solutions for expanding access to its services. Workforce Compass is a platform that allows for participants to enroll for services from anywhere. Unite Us is also being implemented, which has a robust referral tracking and follow-up system for partners to ensure participants receive the services they need on a timely basis. The platform is being rolled out in San Bernardino with potential expansion to Riverside in the next two years.

Finally, the region is collaborating statewide to share its learning and to identify new promising practices. IERPU staff participate in the California Workforce Association's Race and Equity Workgroup. The Workgroup developed an action plan in October 2022 that includes providing peer-to-peer learning support through an on-demand information hub with effective policies and procedures for local workforce development boards.

## VI. Aligning, Coordinating, and Integrating Programs and Services

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### System Alignment

The IERPU continues to ensure alignment of the two workforce boards, their AJCC MOU partners, businesses and other partners as part of a cohesive regional workforce system. There have been multiple new developments that have strengthened system alignment, as outlined below. Goals #15-17 of the original four-year plan are largely unchanged and appear in Appendix B.

### Regional Service Strategies, IERPU MOU and Administrative Cost Arrangements

The region maintains an MOU between RCWDB and SBCWDB to coordinate ongoing regional planning and implementation, staff and workforce board training and to jointly carry out tasks that are outlined in grant funding from the CWDB. The original MOU covers the administrative cost arrangements for the region and the use of regional funds, allowing for sharing of funds between the two counties, regardless of the designated fiscal/administrative lead.

As noted earlier, the IERPU added a fourth amendment to its MOU that allows the counties to enter into service agreements and allocate grant funding for workforce development activities across the two counties without the need for approval from their respective boards of supervisors, regardless of funding source. This amendment will make the regional coordination process more efficient, particularly for applying for and managing regional grant funding. The current MOU and related amendments can be found in Appendix E.

Staff from both RCWDB and SBWDB meet at least twice monthly to review regional service delivery priorities and progress on specific programs and initiatives. Each month, IERPU staff also represent the regional workforce system in a number of committees and working groups for special populations, sector-based programs and other services offered to participants in the region.

### *IERPU Steering Committee*

As noted in the original four-year plan, a key regional service strategy is the coordination of the IERPU Steering Committee, which continues to meet twice annually. The Committee consists of members from both RCWDB and SBCWDB, who help set regional strategy and policy. The Committee was responsible for adopting the shared target population of emphasis as well as reviewing the IERPU Job Quality and Equity Definitions.

### *Joint Annual AJCC MOU Partners Meeting*

The original four-year plan called for annual meetings of AJCC MOU partners from both local areas, which has not yet happened. The IERPU will make a joint meeting a priority for the remaining two years of its four-year plan. At these meetings, implementation of the Job Quality and Equity Definitions within both local AJCC systems will be discussed.

## Appendix A: Stakeholder and Community Engagement Summary

As part of the two-year plan modification process, the IERPU held a series of interactive input sessions to engage its stakeholders and gain valuable insight for community needs and resources to develop proposed goals.

### Sessions and Attendance

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
In-person meeting	San Bernardino County Workforce Development Board	15 board members	9/15/22 - Discussion held during SBCWDB retreat
Virtual meeting	Riverside County Workforce Development Board	6 board members	10/18/22 – breakout session for RCWDB A.M. stakeholder meeting
Virtual meeting	Stakeholders – employers, colleges, school districts, CBOs, workforce development agencies	Approximately 80	10/18/22 – A.M. session
Virtual meeting	Stakeholders – employers, colleges, school districts, CBOs, workforce development agencies	Approximately 50	10/18/22 – P.M. session
Virtual meeting	IERPU Steering Committee Meeting	4 steering committee members from both boards	10/24/22 – reviewed draft IERPU job quality and equity definitions

### Feedback, Analysis and Inclusion in the Two-Year Modification

The in-person retreat with SBCWDB was an in-person discussion to develop the draft IERPU Job Quality and Equity definitions. On October 18, 2022, two stakeholder feedback sessions were held via Zoom, one in the morning and one in the afternoon. The RCWDB had a dedicated breakout session during the morning session of the stakeholder feedback sessions for their input. The draft definitions and input on workforce plan goals was reviewed by IERPU staff and adjustments were made to the draft regional and local plans accordingly. Finally, after the stakeholder input sessions, the IERPU Steering Committee reviewed the draft job quality and equity definitions for additional feedback to arrive at the final versions presented in the two-year local and regional modifications.

### Stakeholder Feedback Sessions Format

The October 18 stakeholder feedback sessions were held on Zoom and Google Jamboard with the following agenda:

- I. State Workforce Plans and the Modification Process
  - a. An overview of the local and regional workforce plan two-year modification process
- II. Defining Job Quality and Equity
  - a. Presented draft definitions from SBCWDB retreat

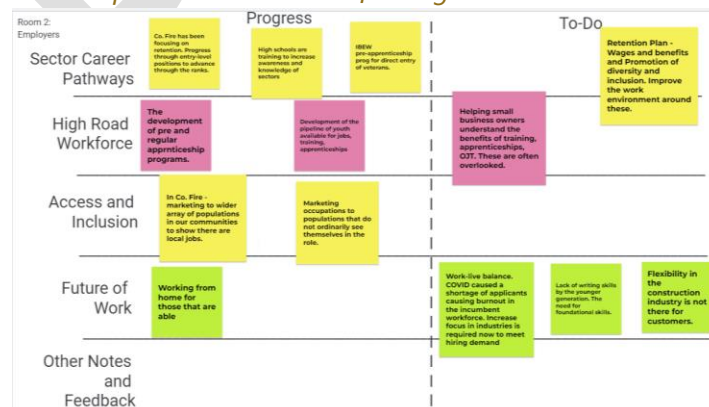
- b. Breakout groups were facilitated based on organization type (employers, colleges, CBOs/public agencies/other). Each breakout group discussed what they liked, what they would change and what they would add to each definition. Sticky notes on Google Jamboard were captured by the facilitator in each room (see below for sample Jamboard slides from the event)
  - III. Regional Goal Progress and Updates
    - a. Progress on the original four-year plan regional plan goals was shared by IERPU staff
    - b. Breakout groups (same as above) reviewed each category of goals, sent out in advance, and discussed any additional progress to be noted and how they could be updated for the plan modification (see below for sample Jamboard slides from the event)
  - IV. What Did We Miss?
    - a. Additional feedback was requested from the group
  - V. Closing and Next Steps

The feedback provided by stakeholders was discussed during a debrief session of IERPU the next day and updates to both the job quality and equity definitions were made. In addition, the suggestions for goal progress and updates were incorporated into the regional and local goal review.

### Sample Jamboard Slide for Draft Job Quality Review



### Sample Jamboard Slide for Regional Goal Review



## Appendix B: Modified Regional Goals

The region's workforce plans goals have been modified from the original four-year workforce plan and aligned with the four Regional Indicators. Please note that Goals #13 and #14 from the original plan have been removed after review during the modification process. Additions and changes to the remaining goals and tactics are noted with bolded text.

Sector-Based Career Pathways		
Goal	Tactics	Alignment with Regional Indicators
<p>1. Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors:</p> <ul style="list-style-type: none"> <li>Healthcare</li> <li>Manufacturing</li> <li>Transportation and Logistics</li> <li><b>Public Administration</b></li> </ul> <p><i>Note: the region will also continue to pursue other emerging sectors and occupations as they are identified.</i></p>	<ul style="list-style-type: none"> <li><b>Focus on shared target population of emphasis: justice-involved participants</b></li> <li>Utilize labor market information, workforce board guidance and feedback from employers to ensure strategies are relevant and effective</li> <li>Leverage a business-to-business (B2B) approach and deepen partnerships with employers in the region</li> <li>Ensure credentials are portable and stackable through coordination among regional partners</li> <li>Promote lifelong learning as part of career pathway development</li> </ul>	<ul style="list-style-type: none"> <li>Regional Indicators 1, 2, 4</li> </ul>
<p>2. Ensure all pathways are accessible and lead to a high-quality job</p>	<ul style="list-style-type: none"> <li><b>Implement the IERPU Job Quality definition in partnership with regional employers</b></li> <li><b>Leverage the CWDB High Road Framework along with the IERPU definition of job quality as a baseline</b></li> <li><b>Partner on the development of truck driving training programs with regional community colleges</b></li> </ul>	<ul style="list-style-type: none"> <li>Regional Indicator 2</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue to improve the referral process by utilizing technology, integrating virtual and in-person services</li> <li>• Continue to respond to the impacts from COVID and support participants who were displaced</li> <li>• Improve efficiency through breaking down silos and reducing competition between agencies</li> </ul>	
3. Continue development of pre-apprenticeship and apprenticeship programs in both traditional (e.g., building trades) and non-traditional sectors (e.g., healthcare)	<ul style="list-style-type: none"> <li>• <b>Increase in the # and the persistence rate of participants in apprenticeship programs (e.g., LAUNCH apprenticeships)</b></li> <li>• <b>Increase persistence rate in training programs and # of job placements</b></li> <li>• <b>Improve tracking of apprenticeships in CalJOBS</b></li> <li>• <b>Leverage existing apprenticeship programs at the region's community colleges</b></li> <li>• Improve program alignment and expand pre-apprenticeship and apprenticeship opportunities in the region</li> <li>• Incorporate work-based learning opportunities to gain hands-on experience where possible</li> <li>• Development of new pre-apprenticeship and registered apprenticeship programs in target sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 1, 2, 4</li> </ul>

High Road Workforce System		
Goal	Tactics	Alignment with Regional Indicators
4. Facilitate the necessary partnerships and organizational development among the workforce development boards, America's Job Centers of California, and other key partners to support high road employment	<ul style="list-style-type: none"> <li>• <b>New and/or enhanced services, practices and partnerships that support high-road employment</b></li> <li>• <b>Continuing to assess how COVID-19 has impacted the regional economy, employers and participants</b></li> <li>• Assess critical infrastructure; management and facilitation of organizational change where needed</li> <li>• Provide staff professional development and organizational capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 1-4</li> </ul>
5. Continue implementing a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs	<ul style="list-style-type: none"> <li>• <b>Introduce signing bonuses for participants taking jobs with small businesses</b></li> <li>• <b>Increasing total # of small businesses accessing OJTs and engaging with regional Business Services staff</b></li> <li>• Providing access to high-quality entrepreneurship training for small business owners and youth</li> <li>• Listening to the needs of small businesses</li> <li>• Offer more options for entrepreneurship training</li> <li>• Training targeted to small business employees to meet higher performance standards</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 1, 2, 4</li> </ul>

6. Work with employers to identify career pathways to high-road employment	<ul style="list-style-type: none"> <li>• <b>Implement IERPU Job Quality Definition to build sector-based career pathways</b></li> <li>• <b>Leverage industry champions</b> to work with employers to identify high-road employment opportunities and necessary skills and qualifications</li> <li>• Empower business engagement staff at County and AJCCs to identify and engage high-road employers</li> <li>• Identify required skills and qualifications for high-road employment in target industries</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 1, 2</li> </ul>
<b>Access and Inclusion for All</b>		
<b>Goal</b>	<b>Tactics</b>	<b>Alignment with Regional Indicators</b>
7. Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy	<ul style="list-style-type: none"> <li>• <b>Implement IERPU Equity Definition</b></li> <li>• <b>Use benchmarked gaps (Table C) to conduct an organizational assessment to improve/streamline service delivery efforts for the region's populations with barriers to employment</b></li> <li>• Leverage regular community conversations, engagement, and/or training to surface issues and potential solutions, <b>such as AJCC MOU Partners Meetings</b></li> <li>• Deployment of shared/pooled resources to provide services, training, and education to ensure equity, access and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 2, 3</li> </ul>
8. <b>Monitoring the long-term impacts of COVID on the regional economy</b>	<ul style="list-style-type: none"> <li>• <b>Regular engagement with partners, participants and employers to</b></li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 2, 3</li> </ul>

(e.g., increases in remote work, inflation, rapid expansion of wages)	<p>understand the long-term economic impacts of the pandemic</p> <ul style="list-style-type: none"> <li>• Coordinated regional, sub- and multi-regional strategies to address layoffs through Rapid Response and other services, as needed</li> <li>• Continued delivery of accessible and safe services through co-location of staff in partner agencies, virtual meetings with staff and mobile services for remote areas of the region</li> <li>• Training staff in partner agencies to provide workforce services</li> <li>• Development of new strategies to address issues, both short- and long-term</li> </ul>	
9. Improve access to technology and build the digital literacy skills of participants in the region	<ul style="list-style-type: none"> <li>• Disseminate information about technology access for participants in all regional AJCCs and/or through partner collaboration</li> <li>• Building digital literacy modules into existing training and services</li> <li>• Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 2, 3</li> </ul>
10. Improve information and referral system to ensure participants receive the services they need	<ul style="list-style-type: none"> <li>• <b>Continue use of Unite Us and/or Connect IE platforms</b> for referrals between agencies that improve the uptake of new services by participants</li> <li>• <b>Explore functionality of post-referral follow-up, enrollments in services in both platforms</b></li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 2, 3</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Finalize standard procedures for referrals between agencies</b></li> </ul>	
<b>Future of Work</b>		
<b>Goal</b>	<b>Tactics</b>	<b>Alignment with Regional Indicators</b>
<b>11. Continue a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19</b>	<ul style="list-style-type: none"> <li>• <b>Continue surveying employers about changing economic conditions</b></li> <li>• Increased access to digital literacy training for participants through AJCC workshops and programs or through partner collaboration</li> <li>• Create alignment and trust among employers, training providers, education and public agencies in responding to a changing environment</li> <li>• Improve communication and alignment among regional partners (see Regional Coordination and Alignment)</li> <li>• Support for surge occupation recruitment efforts from Business Services staff</li> <li>• Develop metrics for measuring and determining effectiveness of communication and culture change</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 1, 4</li> </ul>
<b>12. Respond to the impacts of automation on jobs and career pathways</b>	<ul style="list-style-type: none"> <li>• <b>Monitor self-driving vehicle technology and its impacts on Transportation and Logistics</b></li> <li>• <b>Monitor growth and prepare talent for occupations related to automation such as Industrial Maintenance Mechanic</b></li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicators 1, 4</li> </ul>

	<ul style="list-style-type: none"> <li>• Review programs and services to participants for potential impacts due to automation and update as necessary</li> <li>• Provide professional development to organizational staff to better understand automation and specific technologies relevant to target sectors</li> <li>• Gather feedback from employers on how technology is changing in the workplace and what skills and qualifications are needed</li> <li>• Offering at least one new professional development opportunity to staff related to automation and new technologies</li> </ul>	
13. Goal Removed – see Section IV		
14. Goal Removed – see Section IV		
<b>Regional Coordination and Alignment</b>		
<b>Goal</b>	<b>Tactics</b>	<b>Alignment with Regional Indicators</b>
15. Conduct an organizational analysis/assessment to improve and streamline service delivery efforts	<ul style="list-style-type: none"> <li>• <b>Implement continuous improvement opportunities from AJCC Certification Assessments</b></li> <li>• Document clarification of roles between WDBs, AJCCs MOU Partners, County workforce staff and other partners</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicator 4</li> </ul>
16. Increase efficiencies and reduce duplication through regional cooperation	<ul style="list-style-type: none"> <li>• Convene a Joint AJCC Partnership meeting with Riverside, San Bernardino County and AJCC partners to share best practices, review labor market data and regional plan activities, and determine the four regional indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicator 4</li> </ul>

	<ul style="list-style-type: none"> <li>• Coordinate with regional coalitions, business organizations, AJCC System partners, community colleges, etc.</li> <li>• Identify and share related and relevant state and federal grant projects that should be aligned/coordinated with the regional effort</li> <li>• Work with Regional Training Coordinators, regional coalitions, professional development partners, and the CWDB to build capacity of LWDB staff and partners.</li> <li>• Receive and review regional initiative quarterly reports, ensure report(s) are shared with LWDB directors and project leads</li> <li>• Conduct IERPU Steering Committee meetings twice annually</li> </ul>	
17. Professional development, training and capacity building of workforce staff and partners	<ul style="list-style-type: none"> <li>• IERPU will promote quality services by collaborating on professional development and staff training leveraging regional training coordination funds and other regional funding</li> <li>• Participation in a minimum of two statewide meetings per year by IERPU staff</li> <li>• Participation in meetings with LWDBs and partners to keep them informed about current regional initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Indicator 4</li> </ul>