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Riverside County Workforce Development Board

STRATEGIC ACTION PLAN
July 2015 through June 2018

Developed by the Workforce Development Board
Prepared by Strumpf Associates: Center for Strategic Change



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INTRODUCTION

During the first six months of 2015, the Riverside County Workforce Development Board (formerly the Workforce Investment Board) developed a new strategic approach for the next three years. The strategy and the plan are designed to provide direction for prioritizing future initiatives, allocating limited resources, and charting a path for growth. The Strategic Plan assists the leadership and the staff in focusing their efforts on services that are relevant to business and industry, to individuals, and to the community.

The Workforce Development Board's (WDB) Strategic Plan is meant to guide strategic and operational actions of the organization as we seek to address current and future needs of our customers and our community. It sets direction for the organization and the type of service delivery system we seek to develop. It will be used as a guide to help in strategic and operational decision making. However, the strategic plan is not a detailed operational plan, nor does it contain specific budget recommendations. Instead, it presents a vision for the future of the organization and strategies for achieving that future.

To sustain a workforce region that is globally competitive into the future, the plan focuses on four strategic priorities that we believe address the strategic imperatives derived from our analysis of the WDB's and the region's strengths, weaknesses, opportunities and threats.

- Maintain the viability of the workforce system's financial growth, quality delivery system and relevancy to job seekers and businesses.
- Maintain and improve on an efficient labor market system to ensure that the talent meets the demand.
- Ensure that the workforce system is high performing by placing workers in sustainable jobs with identifiable career pathways and access to family sustaining wages over time.
- Increase access for businesses and jobseekers through efficient, effective, and accountable workforce services.

Strategic Planning Assumptions that Guided the Discussions

An analysis of the region's economic and demographic data informed the dialogue during the planning meetings that led to the creation of the strategic priorities captured in this document and helped to frame the assumptions that drove the discussions. In addition the environmental and legal changes occurring with the advent of the new Workforce Innovation and Opportunity Act (WIOA), which replaces the Workforce Investment Act (WIA), were also considered in deriving the following assumptions:

- The impact of the Riverside County WDB needs to be sustained into the future in a variety of ways, including expanding approaches to working with industry sectors, being relevant, and growing the delivery system based on demand side specifications.
- The Riverside WDB needs to increase access and outcomes for various groups that do not have a sustained labor force attachment.
- WIOA can be used to catalyze the WDB's strategic approaches and position to continue to create a robust workforce system as envisioned in WIOA.
- Technology maximization will help to make processes (both internal and external) more efficient and for cross program integration of services as well as robust data collection.

- WIOA requires a focus on the establishment and sustainability of several key strategies including identifying and building career pathways, industry sector based strategies, and addressing skills development relevant to industry needs.

Strategic Imperatives Identified

The analysis of strengths, weaknesses, opportunities and threats led to the identification of strategic imperatives that, if not addressed, may hinder the organization's ability to be positioned to thrive into the future. These imperatives are to:

- Develop an agile and nimble system that is responsive to new needs of current targeted industry sectors with the capacity to identify new sectors that may emerge.
- Collaborate with community and business partners to increase capacity.
- Close the expectation gap between what businesses' and jobseekers expect and actual delivery of public workforce training services.
- Continue to create organizational ability and agility to be responsive to customer expectations for efficiency, timeliness, and effectiveness.

This plan and set of strategic priorities, 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.

It is our hope that this plan captures the new environment expected to exist in a rapidly evolving world. We will continuously assess our purpose, promote and reward innovation and improvement, foster employee development, and use effective methods and technologies to produce significant positive results and lasting benefits for our community and the customers served by the Riverside County Workforce Development Board.

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 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 WIB 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 PRIORITIES AND GOALS

STRATEGIC PRIORITIES for 2015 thru 2018

- Maintain the viability of the Riverside County Workforce Development Board's financial growth, quality delivery system and relevancy to job seekers and businesses.
- Maintain and improve on an efficient labor market system to ensure that the talent meets the demand.
- Ensure that the workforce system is high performing by placing workers in sustainable jobs with identifiable career pathways and access to family sustaining wages over time.
- Increase access for businesses and jobseekers through efficient, effective, and accountable workforce services.

STRATEGIC GOALS and OBJECTIVES

The following goals and objectives support the Workforce Development Board in accomplishing the strategic priorities set for the next three years.

Strategic Goal 1: Meet the current and future workforce needs of targeted and key industry sectors.

Key Objectives:

- Continuously improve the process by which talent is matched to specific openings to ensure it is both effective (e.g., workers have the right skills) and efficient (e.g., meets business specifications in terms of timeliness, appropriateness of talent pool, etc.).
- Expand the Green Pathways=Green Paydays model established in the Desert area.
- Expand staff capacity to include career coaches who use labor market information with customers to help them make informed choices and to help individuals get connected to jobs within targeted industries.

Strategic Goal 2: Engage industry partners in robust ways to inform training needs, curriculum, and skills gap issues.

Key Objectives:

- Establish and regularly convene¹ industry alliances² in targeted sectors to:
 - Identify current and future skill needs and skill gaps.
 - Identify high demand and growth occupations and hard to fill jobs.
 - Articulate how they define whether a potential candidate will 'fit' into the organizational culture.
 - Prioritize training needs and identify credentials or certifications that are required.
 - Define and establish career pathways in selected occupations within the industry.
 - Establish workbased learning opportunities.

¹ The term convene is being used to focus the WDB as a convening entity. We recognize that depending on the sector, an alliance may already be convening through another entity. The WDB will evaluate joining versus leading in that instance.

² Within the workforce development system industry alliances have many definitions. At their core, they are strategic partnerships between businesses within a sector, education, and economic development designed to provide opportunities to strengthen or create customized workforce solutions for multiple employers in a local or regional economy. They also provide a robust method for employers to maintain engagement with the workforce system.

- Build career awareness.
- Create formal Memorandum of Understanding for Industry Alliance members that articulate commitments, expectations, and outcomes.
- Maximize the use of technology to create a way for jobseekers to access labor market information and career maps.

Strategic Goal 3:* **Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.*

Key Objectives:

- Promote entrepreneurship and small business development and provide entrepreneurship training.
- Identify employment opportunities that provide work experience for those who may start off as ‘low skilled’ as a first step to entering career pathways within a targeted industry.
- Sustain and expand the @LIKE approach as a promising practice to serving disconnected young adults.
- Expand work based learning opportunities, specifically on-the-job-training and Registered Apprenticeship, to assist the long term unemployed fill gaps in their resume and return to work.
- Work with employers to acknowledge the value and talents of the long term unemployed and to evaluate their outreach and recruitment strategies to ensure that advertising does not discriminate against those who are unemployed³.
- Establish formal working partnerships with organizations that can help individuals who have been unemployed for a long time address the psychological factors (e.g., depression, lack of confidence) that may keep them from getting back to work.

Strategic Goal 4:* **Expand the use of apprenticeships⁴ as a work-based learning strategy.*

Key Objectives:

- Convene labor representatives to identify where the workforce system can best support existing trade apprenticeships.
- Create ‘non-traditional’ apprenticeship programs within targeted industries based on best practice information.
- Align with K-12 career and technical education pre-apprenticeship and apprenticeship programs.

³ The U.S Labor Department’s Training and Employment Notice #12-14 provides resources and best practices that can be used in designing approaches to meet this objective.

⁴ <http://www.doleta.gov/oa/guidance.cfm> provides resources on apprenticeships at their Apprenticeship USA site.

Strategic Goal 5: **Continue to establish and bring recognition to the WDB as the focal point between employees, employers, education, economic and community development.**

Key Objectives:

- Position the WDB to be the intermediary between employers and the workforce system.
- Use real time labor market information (LMI) systems to integrate LMI information that is actionable in designing training curriculum (for educators and trainers), for making career choices (for jobseekers), and for making business decisions (such as prevailing wage rates for businesses).

OPERATING PRINCIPLES

The following principles define the way the organization 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 community.
- The CQI principle of data-driven decision-making is used in the operational end of all systems and processes.
- We collaborate and to build strategic alliances around all of the goals, strategies and tasks we are engaged in.
- We align and maximize all resources required to carry out our strategic initiatives and seek to increase our resources as required to achieve our mission.
- We conduct ongoing evaluation to continuously assess the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
- We continuously strengthen organizational effectiveness and build capacity.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

The Riverside County WDB will measure strategy progress and outcomes by the following metrics:

- Increase and sustain overall customer satisfaction (measured for both businesses and jobseekers) at 95%.
- Reduce the number of long term unemployed and disconnected youth by X.
- The number of workbased learning opportunities (including apprenticeships) increases system-wide by X.
- X number of Industry Alliances have been created and sustained.
- X number of career pathways and pathway maps have been established and are accessible thru technology.
- The number of training related placements within industry sectors increases by X.
- X% of individuals placed stay employed for at least 12 months.
- Revenue from non-WIA formula sources is sustained and increases.

NATIONAL AND LOCAL DATA SNAPSHOTS

The WDB conducted an environmental scan by analyzing strategic challenges through the lens of the current state of demographic, education, political, and economic issues facing the county. From these challenges evolved the strategic goals that set our direction over the next three years. Below are some of the data “snapshots” the board and staff used to identify trends, key industry sectors, and challenges.

QUICK FACTS

	United States	Riverside County
Population estimates, July 1, 2014, (V2014)	318,857,056	2,329,271
Persons under 18 years, percent, July 1, 2013, (V2013)	23.3%	26.9%
Persons under 18 years, percent, April 1, 2010	24.0%	28.3%
Veterans, 2009-2013	21,263,779	135,139
Foreign born persons, percent, 2009-2013	12.9%	21.9%
High school graduate or higher, percent of persons age 25 years+, 2009-2013	86.0%	79.6%
Bachelor's degree or higher, percent of persons age 25 years+, 2009-2013	28.8%	20.5%
With a disability, under age 65 years, percent, 2009-2013	8.4%	7.1%
In civilian labor force, total, percent of population age 16 years+, 2009-2013	63.8%	61.1%
Mean travel time to work (minutes), workers age 16 years+, 2009-2013	25.5	32.0
Median household income (in 2013 dollars), 2009-2013	\$53,046	\$56,529
Per capita income in past 12 months (in 2013 dollars), 2009-2013	\$28,155	\$23,591
Persons in poverty, percent	14.5%	17.4%
Total employer establishments, 2013	7,488,353	34,773
Total employment, 2013	118,266,253	493,307

Source: United States Census Bureau, American Community Survey: Data Quick Facts

INDUSTRY SECTORS

- **Healthcare Services** will grow by 49% between 2002 and 2017, adding 43,429 jobs with an average annual salary of \$61,193 in 2013.
- **Advanced Manufacturing**, a subset of traditional Manufacturing will decrease by 29% between 2002 and 2017, shedding 32,343 jobs although showing significant stabilization by 2012. The average annual salary was \$62,136 in 2013.
- **Logistics** will grow by 69% between 2002 and 2017, adding 67,689 jobs. There was an annual salary of \$49,152 for 2013.
- **Construction** has decreased between 2002 and 2017, losing 532 jobs, but has shown outstanding growth during the recovery from the Great Recession. There are currently 22,872 jobs in the Inland Empire, with an average salary in 2013 of \$52,828.
- **Utilities and Renewable Energy** has decreased by 9% between 2002 and 2017, losing 2,272 jobs but stabilizing at 45,628. The average annual salary for 2013 is \$58,691.
- **Professional and Business Services** will grow by 62% between 2002 and 2017, adding 20,676 jobs with an annual average salary of \$56,357 for 2013.
- **Hospitality and Tourism** (no retail) will grow by 45% between 2002 and 2017, adding 48,553 jobs with an annual average salary of \$21,181 for 2013.

MAJOR EMPLOYERS

Employer Name	Location	Industry
Boston Scientific Corp	Temecula	Physicians & Surgeons Equip & Suppls-Mfrs
Corrections Dept	Norco	State Govt-Correctional Institutions
Desert Regional Med Ctr Inc	Palm Springs	Hospitals
Eisenhower Medical Ctr	Rancho Mirage	Hospitals
Hemet Valley Medical Ctr	Hemet	Hospitals
Hotel At Fantasy Springs	Indio	Casinos
Inland Valley Medical Ctr	Wildomar	Hospitals
J W Marriott-Desert Spgs Resrt	Palm Desert	Hotels & Motels
Kaiser Permanente	Riverside	Hospitals
La Quinta Golf Course	La Quinta	Golf Courses
La Quinta Inn	La Quinta	Resorts
Morongo Casino Resort & Spa	Cabazon	Casinos
Morongo Tribal Gaming Ent	Banning	Business Management Consultants
Pechanga Resort	Temecula	Hotels & Motels
Pechanga Resort & Casino	Temecula	Casinos

Restoration Technologies Inc	Corona	Electronic Equipment & Supplies- Repair
Riverside Community Hospital	Riverside	Hospitals
Riverside County Regl Med Ctr	Moreno Valley	Hospitals
Robertson's Ready Mix	Corona	Concrete-Ready Mixed
Roupe's Renovations	Wildomar	Remodeling & Repairing Bldg Contractors
Starcrest of California	Perris	Internet & Catalog Shopping
Starcrest Products	Perris	Gift Shops
Sun World Intl Llc	Coachella	Fruits & Vegetables-Wholesale
Universal Protection Svc	Palm Desert	Security Guard & Patrol Service
US Air Force Dept	March Air Reserve Base	Military Bases

Source: EDD

Historical Civilian Labor Force Riverside County

Notes: 1) Data may not add due to rounding. The unemployment rate is calculated using unrounded data.
2) Labor force data for all geographic areas for 1990 to 2015 now reflect the March 2014 annual revision (or benchmark) and Census 2013 population controls at the state level.

2015	Labor Force	Employment	Unemployment	Unemp. Rate
January	1,021,400	946,000	75,400	7.4%
February	1,021,100	950,500	70,600	6.9%
March	1,020,500	953,500	67,000	6.6%
April	1,016,100	952,900	63,200	6.2%
May	1,021,400	956,000	65,400	6.4%
June	1,022,100	954,800	67,300	6.6%

Source: EDD

TARGETED SECTORS FOR 2015-2016

As part of the strategy development process the planning included a thorough examination of the current targeted industry sectors. Currently the WDB's selected industry sectors for focus are:

- Healthcare
- Infrastructure
- Logistics
- Manufacturing
- Professional and Business Services.

In examining the current sectors for continued inclusion as a target and for any additional sectors, the WDB examined five key questions:

- Were each still either high growth and high wage or high demand and high wage?
- Were there any new sectors that emerged in meeting the threshold?
- Was there overlap with Riverside County's economic development targets?
- Were the targeted sectors regional, e.g. while they may not be fully in demand in every region of the county, were they substantially in demand in many areas of the county?
- Even if the sector and/or occupations in the sector are high growth, is the credentialing required by the sector at such a high level that the WDB's efforts will not make a substantive impact?

The WDB concluded that in general the current sectors should be maintained. However, it was concluded that some of the sectors were not as focused as they should be. In addition, the WDB agreed to a different strategic framework for the identification of sectors.

The framework created is a differentiated strategy. The first tier consists of the sectors that the board will target region-wide and that support some of the County's economic development targets. The following are the industry sectors that will drive the strategic goals and objectives related to targeted sectors:

- Healthcare (currently a sector)
- Utilities and Renewable Energy
 - The current sector is called Infrastructure which included utilities.
- Construction
 - Currently part of the sector called Infrastructure. It was decided to break this sector into two.
- Logistics (currently a sector)
- Advanced Manufacturing
 - The current sector is Manufacturing. Advanced manufacturing focuses the sector on where the growth is.

The second tier in this differentiated approach to industry sector identification is that each region represented by the WDB may identify industries to target if they meet the high growth and high wage or high demand and high wage criteria. The regional committees may go through a similar data driven process to identify a 'regional growth/demand industry' to target and bring them forth to the WDB for approval.