



**Sandra Harmsen**  
 Director of Workforce Development

**Mission Statement**  
*The Workforce Development Department serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the emerging demands of the business community.*



**GOALS**

*INCREASE EMPLOYABILITY OF COUNTY RESIDENTS THROUGH SERVICES PROVIDED*

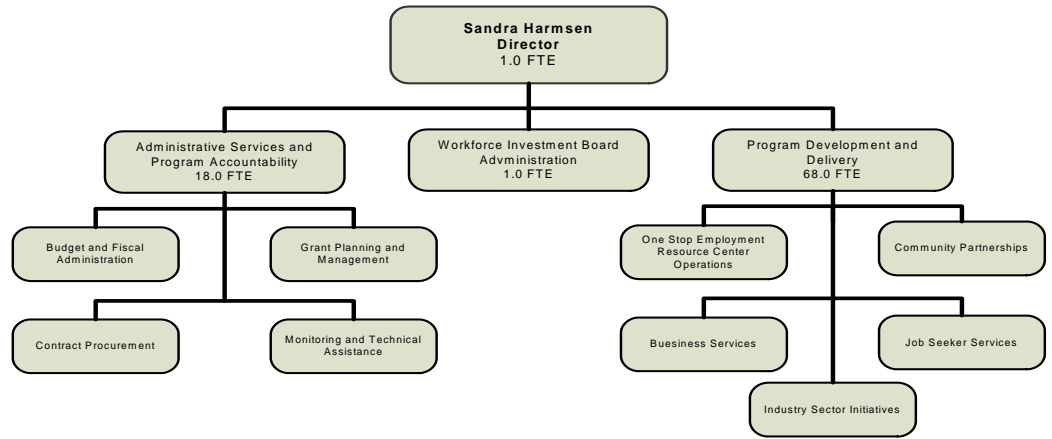
*INCREASE AWARENESS OF SERVICES AVAILABLE*

*ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH*



**WORKFORCE DEVELOPMENT**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, entrepreneurs and employers through Workforce Investment Act (WIA) funding from the Department of Labor. Services are delivered to job seekers and businesses throughout the county via the department's Employment Resource Centers. These offices are strategically placed in three of the county's economic regions. In addition, we provide services through two additional State of California Workforce Services centers. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, and assisting businesses with outreach services, recruitment efforts and retention. Understanding that increased employment opportunities enhance the quality of life for residents, WDD strives to ensure that the needs of local businesses are met by providing them with a skilled workforce; thus supporting the mission of the County.

The Workforce Investment Board (WIB) administratively oversees the programs offered through the department. The WIB's focus has been on demand industry sectors, and the Board has worked diligently with businesses to target these demand occupations and high growth industries. The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

**2008-09 SUMMARY OF BUDGET UNITS**

	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing*</u>
Workforce Development	12,493,181	12,529,260	(36,079)	75.0

\*In August 2008, the Board approved a re-organization of the Economic Development Agency; as a result, the staffing reflected in the organizational chart above does not match the Summary of Budget Units.



## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: INCREASE EMPLOYABILITY OF COUNTY RESIDENTS THROUGH SERVICES PROVIDED.

*Objective A: Increase number of County residents served by 5%.*

*Objective B: Increase number of services to County residents by 5%.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Number of county residents enrolled in WDD programs.*	1,510	1,556	25,000	25,000	26,250

\*The 2008-09 Target reflects a significantly higher enrollment due to integrated services implemented July 1, 2008.

#### Status

These objectives were selected based on the role the department plays in the overall economic development strategy of the county and the Economic Development Agency. These objectives were influenced by federal and state mandated performance outcomes and funding levels made available from our primary funding source.

Over the past years, WDD has met or exceeded all federal WIA performance measures, as well as additional measures imposed by the State of California or through other federal funding sources for special projects. Those performance measurements change on a continuous basis; therefore, WDD decided to implement a new performance measurement this year that would be consistent and reflect the new business model required by our funding sources.

On July 1, 2008, WDD implemented integrated services which moved our local system to a skill-based emphasis and focused attention on the business community's demand for a prepared and skilled workforce. The goals are to improve efficiencies in an era of declining resources and economic slowdown, improve customer service for both workers and businesses by streamlining processes, and to focus on developing the skills and employment readiness of job seekers in a manner that is most responsive to business demand. As a result of this new model, the number of clients served increased significantly. WDD will continue to enhance the level of services provided, as well as the number of clients served, in order to increase employability of county residents.

### GOAL 2: INCREASE AWARENESS IN THE BUSINESS COMMUNITY OF THE SERVICES AVAILABLE THROUGH WDD.

*Objective A: Increase number of businesses contacted by staff by 5%.*

*Objective B: Make presentations at chamber of commerce functions, job fairs and business events and coordinate business-related workshops.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Number of businesses contacted.*	2,100	2,223	1,600	1,800	1,900

\*The 2008-09 Target reflects reduction in number of staff.

### 2007-08 ACCOMPLISHMENTS

- ❖ *Met or exceeded all federal and state performance standards under the Workforce Investment Act Adult and Youth Programs*
- ❖ *Collaborated with Santa Fe Railroad (BNSF) to develop an intensive railroad dispatcher-training program to fill crucial positions for BNSF*
- ❖ *Organized and operated the Fire Emergency Local Area Center to assist people affected by the fire and managed the National Emergency Grant to hire 85 residents to assist with cleanup and restoration of land affected by the wildfires*
- ❖ *Contracted with state and Southern California Aviation to provide training to upgrade skills of Southern California Aviation employees*
- ❖ *Collaborated with San Bernardino Community College District to create an annual program to train residents for jobs as diesel mechanics to address shortage of skilled workers in the transportation industry*
- ❖ *Successful completion of collaborative project with Manufacturing Council and Chaffey College*

Status

WDD understands the challenges businesses are facing in these difficult times. In 2007-08 under the Department of Economic Development, the Business Services Unit contacted over 2,200 businesses. In 2008-09 with WDD, the goal is to increase awareness through more effective marketing of the types of services available to businesses. These services include labor market analysis, employee recruitment and training, job fairs and layoff aversions activities. Through a change in procedures, WDD will not only contact previously served businesses, but also will reach out to at least 40 new businesses per month.

In 2008-09, four workshops are planned to provide businesses with resources to help mitigate the impact of the economic downturn. Companies that attend these workshops will receive a confidential analysis regarding the vitality of their business. Experts participating in the workshops will provide information on marketing techniques, reducing operating costs and increasing sales revenues. In 2009-10, WDD plans to develop and provide workshops that are responsive to the changing economy. A series of 24 workshops will be offered to businesses in areas of human resources, industrial safety and customer service. WDD will also participate in regional education/business collaboratives to identify the training needs of the business community.

**GOAL 3: ALIGN WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION AND FUNDING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH.**

*Objective A: Convene regular meetings of stakeholders to align strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.*

*Objective B: Diversify funding sources available for demand driven training services to include sources other than Department of Labor funding.*

*Objective C: Maintain the number of industry specific demand driven training programs.*

MEASUREMENT	2006-07	2007-08	2008-09	2008-09	2009-10
	Actual	Actual	Target	Estimate	Target
3A. Number of regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.	2	4	4	4	6
3B. Number of new funding sources available for demand driven training services to include sources other than WIA grants from the Department of Labor.	2	2	2	2	2
3C. Number of industry specific/demand driven training programs.	3	4	4	4	4

Status

WDD understands its role to provide support to residents and businesses in San Bernardino County. The challenge WDD faces during this economic downturn emphasizes the critical need for collaboration among strategic partners. Diminishing resources make it imperative for all stakeholders to align their strategies and resources to facilitate economic growth.

WDD has collaborated with educational institutions, other local WIBs and state agencies to diversify funding resources available. WDD has worked with Chaffey College to implement a medical interpreter training program for Kaiser Permanente. WDD received funding from the California Employment Training Panel to offset the training cost of incumbent workers in the aviation industry. WDD was also awarded a Veteran Employment Assistance Program Grant to assist returning veterans in reentering the workforce. WDD will continue to seek collaborations and new funding sources to provide innovative and cost-effective training services to county residents.

Under the direction of the WIB Business Resource Committee, WDD will continue to support the Transportation Council, Manufacturing Council, Victor Valley Aviation Education Consortium and the health care sector in developing customized training programs for incumbent and entry-level workers.

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**2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING**

The department is not requesting any additional general fund financing for 2009-10.

**2009-10 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Sandra Harmsen, Director, at (909) 387-9862.