



NOTE: Please right-click to print the Grant Proposal.



Builders, Makers, Movers, Healers

Cover Page

Lead Agency Applicant	County of San Bernardino	Builders, Makers, Movers, Healers
Is project serving participants?	Yes	
Match		
Address	290 North D Street	
City	San Bernardino	
DUNS Number	073590812	
Primary Contact Email	brad.gates@wdd.sbcounty.gov	
Primary Contact Telephone Number	909-387-9862	
Signature	Fabian Garcia	
Project Name		
Requested Amount	\$9,500,000.00	
Total Project Budget	\$9,500,000.00	
County	San Bernardino	
Zip Code	92415	
Primary Contact	Bradley Gates	
Primary Contact Title	Director	
Authorized Representative	Fabian Garcia	
Date	4/18/2022	

Narrative

✓ Section 1

Question - 1

Identify and select one category that best describes the current phase of your project and its planned activities over the proposed grant period.

Emerging

- Increase skills and opportunity for those at the lower end of the labor market while establishing pipelines within key industries for underserved, under employed, and under resourced individuals and communities
- Connect workers to high-quality jobs or entry-level work with clearly defined routes to advancement
- Support both labor and management in order to increase productivity by increasing the health, safety, and specialization of jobs in a particular sector
- Ongoing inclusion of worker voice to fully understand dynamic workforce needs and effectively facilitate worker participation in design, delivery and program evaluation
- At least one (1) effective, industry recognized career pathway for a specific industry or industry cluster based on mapping knowledge, skills and abilities and skill attainment at multiple entry and exit points
- Address worker, employer, and industry needs as they respond and adapt to climate change: increasing environmental sustainability and building community and economic resilience

Question - 2

Describe Employer/s Partner Organization

The San Bernardino County Workforce Development Department (SBCWDD) on behalf of the San Bernardino County Workforce Development Board (SBCWDB) will serve as the System Lead Entity for Builders, Movers, Makers, Healers (BMMH), administering the grant funding, overseeing the overall project. SBCWDB has convening power in the region through its role as the workforce development board for the San Bernardino County Local Workforce Area and as the lead for a comprehensive America's Job Centers of CaliforniaSJM (AJOC) system. Through SBCWDB's workforce development board role, SBCWDB also has the capacity to coordinate engagement and collaboration across all necessary stakeholders, including employers, who serve on its board and lead sector partnerships, such as for manufacturing, transportation, and logistics.

In addition to administering the grant, SBCWDB will play an "air traffic control" role, making sure all project phases stay on track, strategies and plans are developed, contracts are executed and outcomes are met on time. SBCWDB has a track record of success in serving as the backbone organization for multiple workforce development initiatives that focus on underserved workers.

Key stakeholders in the BMMH include a comprehensive spectrum of education, training and service providers for workforce development. These stakeholders include Riverside County Workforce Development Board, San Bernardino County Superintendent of Schools, Adult Education, Community Colleges, The State of California's Employment Development Department, The State's Department of Rehabilitation, Inland Regional Center, Reach Out, Inland Health Professions Coalition, The Chambers of Commerce for Chino Valley, Fontana, Greater High Desert and Redlands; the Greater Ontario Business Council and IE CCEM, San Bernardino County Dept. of Public Health, San Bernardino County Community Revitalization, and the San Bernardino County Economic Development Department.

BMMH will also be an industry-led initiative that leverages existing employer champions in all sectors to regularly guide the initiative and to conduct outreach for new employers. With employer partners providing letters of commitment with this proposal.

High Roads Training Partnership Grant screen shots from CA.gov Cal-E grants portal

Question - 3

Describe Worker Representative/s (e.g., Labor)

Builders, Makers, Movers (BMM) is the sector partnership for the manufacturing, transportation, and logistics cluster partnership for BMMH. BMM will be co-chaired by industry leaders A-19 Lighting (manufacturing) and SPARC (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. BMM is responsible for convening all industry and program partners for the cluster, selecting a sector intermediary and providing guidance for program design and implementation.

BMM will include a partnership with the Manufacturing Skills Standards Council (MSSC) to train Certified Technicians in Supply Chain Automation (CT-SCA) for Target and other employers in the logistics sector.

A council of local manufacturers who support education and workforce training in the region will support outreach to new employer partners and help market manufacturing as a viable career option for job seekers using a business-to-business outreach approach.

CVS Health and Loma Linda University Health (LLUH), along with other employer leaders on the Inland Health Professions Coalition (IHPC), will lead engagement of the healthcare sector to build a sector partnership for BMMH. Members of the IHPC include hospital and health care agency representatives and professional organizations who work to address the growing need for health workers in the Inland Empire region. IHPC is currently contracted with SBCWDB to serve as the healthcare sector consultant, providing current healthcare labor market information and sector training needs.

San Bernardino County Departments of Public Health and Behavioral Health, Arrowhead Regional Medical Center, Providence Hospital and San Antonio Regional Hospital are also key employer partners in healthcare.

Question - 4

Select Partner Organizations:

Workforce Development Boards;Community College;Training Provider;Workforce Intermediaries;Other Partner/s

Question - 4.1

Describe Workforce Development Boards

Riverside County Workforce Development Board is a key regional partner that has a long history of partnership with SBCWDB. RCWDB will support BMMH in all phases of development, leveraging the expertise of their workforce board, the services of their training providers and their AJCCs, known as Workforce Development Centers (WDCs).

High Roads Training Partnership Grant screen shots from CA.gov Cal-E grants portal

Question - 4.2

Describe Community College

Community College Partners including Barstow College, College of the Desert, Chaffey College (InTech Center), CRAFTON Hills College, Moreno Valley College, Norco College, San Bernardino Valley College and Victor Valley College. These colleges are critical for the middle-skill training that leads to good jobs in the target sectors. Their programs build careers with partner employers and provide opportunities for transferring to four-year degree programs at local universities. SBCWDB collaborates with these partners extensively and these established relationships can be leveraged to move quickly into program implementation.

Question - 4.3

Describe Training Provider

Adult Education: Most of the school districts in the county also offer adult education programs which help adults obtain GEDs and have foundational skill development, including employability skills. SBCWDB is partnered with all Adult Education service providers in the County through the AJCC System MOU.

San Bernardino County Superintendent of Schools: Foundational skill development begins with dozens of high schools across the county making up 33 individual districts, overseen by the SBCSS. Many of these high schools have career academies in healthcare and engineering, and each help students develop employability skills like critical thinking and digital literacy.

Reach Out and the Inland Health Professions Coalition: Reach Out is the partner that manages the IHPC, a healthcare sector intermediary that provides hands-on learning opportunities for students in healthcare, primarily for high school students.

Question - 4.4

Describe Workforce Intermediaries

The State of California's Employment Development Department: The America's Job Centers of CaliforniaSM (AJCC) network provides universal access to job seekers and training services throughout the county. These services are offered through a collaborative partnership between EDD and the WIOA system of partners. EDD assists job seekers in accessing the CalJOBSM labor exchange system, offering targeted assistance, such as job search, workshops, case management and referrals to education, training, and supportive services offered to individuals with barriers to employment in the region's AJCCs.

The Chambers of Commerce for Chino Valley, Fontana, Greater High Desert and Redlands; the Greater Ontario Business Council and IE CEEM: These organizations are currently contracted to support business outreach and job placement for SBCWDB. Under BMMH, they will continue to work with the SBCWDB's Business Services team and the sector partnerships to coordinate with employer partners.

San Bernardino County Economic Development Department: SBCWDB frequently collaborates with SBCEDD to recruit new businesses to the area, assist existing businesses with expansion (both domestically and abroad) and to meet other business needs that help the regional economy.

Question - 4.5

Describe Other Partner/s

San Bernardino County Dept. of Public Health: The SBCDPH, via the San Bernardino County Reentry Program, currently provides collaborative problem-solving strategies that address systemic changes leading to safer communities.

San Bernardino County Community Revitalization: The SBCCR manages both the Office of Homeless Services and Community Development and Housing that functions as the hub for coordinating health, housing, and social service resources to support County residents who are homeless, at-risk homelessness and/or justice involved.

Question - 5

Provide an overview of the concept that is being proposed.

Central to the U.S. pandemic recovery is a renewed focus on improving our national healthcare system. Hospitals, clinics, and doctor's offices were overburdened helping those who became sick from COVID-19, in addition to providing regular health maintenance, routine procedures, and healing broken bones. The stress on the system led to a mass exodus of healthcare workers – some of whom may return to the field, but many of which have already moved on. Developing qualified talent in healthcare is now a top priority, more than ever, as we aim to take care of an aging population and become better equipped for future pandemics.

Simultaneously, the United States has a supply chain crisis, which has impacted the bottom line of nearly every industry and has threatened the careers of millions. Many of the manufacturers we rely on are located overseas, domestic warehouses are overloaded and there is a severe shortage of truck drivers needed to distribute imported goods. In order for the country to recover, significant investments are needed to grow our manufacturing sector, optimize transportation and logistics, and build a stronger healthcare system. There is no better place to make this happen than in the Inland Empire.

BlMMH will build an industry-led system for the Inland Empire region that creates robust career pathways in healthcare and the manufacturing, transportation, and logistics cluster. For a cost of \$9.5M, 7,500 individuals will be provided services, resulting in 3,840 people finding good jobs.

The project will focus on healthcare and the manufacturing, transportation, and logistics cluster, which together occupy a sizeable portion of the region's economy. As there are significant and difficult-to-meet skill needs in all of these sectors, given the tremendous growth expected by 2028 relative to the available workforce.

While employment in the manufacturing industry is expected to decline overall, there are several jobs related to it that will grow, such as Industrial Maintenance Mechanic. It should also be noted that jobs that used to be primarily in Manufacturing, such as a Mechatronics Technician, are known to be growing in the Transportation and Logistics field based on extensive employer feedback, although this is not represented in the data yet. Transportation and Logistics has a tremendous skills need for drivers with Class A and B licenses for the more than 6,300 truck driving jobs expected by 2028.

Healthcare is currently a significant base of employment in the region and only expected to grow. The region also has a shortage of 7 health professions, 10 mental health professions and 11 medically underserved areas that need new talent. The industry has a great need for Registered Nurses in particular, with nearly 5,000 jobs expected by 2028. There are also notable opportunities for Respiratory Therapists and Lab Technicians.

Question - 6

Equity is building economic opportunity and mobility for all workers to access to quality jobs, structural opportunities for upward mobility and safe and healthy workplaces. Based on this definition, how will your project address equity?

Reference: [The California High Road: A Road Map to Equity](#)

The BMMH has a focus on equity and has chosen five target populations prevalent in the region who will need specialized services in order to access career pathways in the target sectors: Youth, Justice-Involved, Homeless and Housing Insecure, People with Disabilities and Dislocated Workers.

BMMH and its partners have determined these populations to have the most barriers to employment and some of the most impacted by the pandemic and in need of specific services. Throughout the System Development and Program Design phases, the sector partnerships will include development of specific strategies for each of these populations when designing the career pathways and identifying the programs that will make up the BMMH.

Strategies that will occur in Program Implementation include:

- Develop an Apprenticeship System Navigator (ASN) position that will be strategically assigned to each of the target populations. The ASN will provide linkages to apprenticeship pipeline opportunities.
- Train BMMH staff as Disability Resource Specialists to work specifically with employers to encourage them to hire people with disabilities by offering training and resources (like reasonable accommodation consultations) for employers.
- Train existing WDS staff to serve as Homeless Liaisons and Foster Care Liaisons to connect directly with existing service providers to ensure direct connection of these two populations to the workforce system. San Bernardino County was recently approved for the In-School Youth waiver that allows SBCWDB to serve up to 50% of in-school young adults who are foster youth, homeless and justice-involved. The funding of these two positions will ensure those young adults don't end up disconnected.
- Provide wraparound supportive services as needed with the goal of ensuring successful education/training completion and employment obtainment: transportation, childcare, financial and digital literacy, assistance for those experiencing homelessness.

Two traditionally underserved populations, as defined by EDA, are served by BMMH including people with disabilities and women. People with disabilities are a target population and, as an example, SBCWDB recently completed its first highly successful Uniquely Able Program, a machining program for students with autism. Women make up 52% of WIDA participants served currently by SBCWDB, which cuts across the other four target populations in BMMH.

Question - 7

Incorporating worker wisdom or worker voice explicitly throughout all aspects of the partnership is an integral component of HRTPs. How will worker voice be prioritized and incorporated?

Reference: [HRTF Essential Elements | Worker Voice](#)

A sector intermediary will be chosen that works to ensure programs that meets the job seeker needs get implemented, and agreed-upon milestones are met that lead to long-term positive outcomes for workers and their communities. Developing a shared vision and set of priorities for sector partnerships as to which occupations to target for training and identifying gaps in workforce development. For sector intermediaries, particular criteria will be used to identify the right organization. First and foremost, the organization will be a trusted and respected organization in their respective sector. A strong intermediary will be expected to perform four key functions in a sector partnership: convene, connect, measure and sustain.

High Roads Training Partnership Grant screen shots from CA.gov Cal-E grants portal

Question - 8

Job quality includes better wages, benefits, paid sick leave, predictable scheduling, opportunities for training and advancement, worker voice, etc. How will your project address job quality?

Reference: [The California High Road: A Road Map to Job Quality](#)

BMMH will build off the existing workforce system, which includes employer leadership, education and training partners and AJCCs as access points throughout the region. Program Design will leverage the sector partnerships to develop detailed career pathways for the target populations. Program Implementation will build out each segment of the sector career pathways to increase capacity and opportunities for job seekers and incumbent workers. Finally, both sector partnerships will enter into a final phase, Sustainability and Economic Growth, using leveraged funds only. Outcome Metrics look to place 3,840 participants in quality jobs. Population breakdown for the placement are 900 Youth, 105 Homeless/Housing Insecure, 105 Justice-System Involved, 105 People with Disabilities and 2,625 Dislocated Workers.

Question - 9

California strives toward achieving a carbon neutral economy and workers will be at the center of this effort. Please describe how your project will address climate mitigation, adaptation, and/or resilience.

Reference: [The California High Road: A Road Map to Climate Resilience](#)

Several of the BMMH training programs develop talent for environmentally sustainable development include San Bernardino Valley College's Heavy/Medium Duty Truck Technology program that focuses on electric vehicles and Victor Valley College's Hybrid, Electric Vehicle and Alternative Propulsion automotive courses.

Question - 10

Describe how your proposal will address 3-5 of the components below:

Improve and/or increase opportunities for skill attainment for retention, upskilling or placement in quality jobs; Deliver positive outcomes for people who experience barriers to employment; Develop and expand career pathways within key industries for populations who have experienced barriers to employment

Question - 10.1

Improve and/or increase opportunities for skill attainment for retention, upskilling or placement in quality jobs

The project will focus on healthcare and the manufacturing, transportation, and logistics cluster, which together occupy a sizeable portion of the region's economy. As noted below in Table B, there are significant and difficult-to-meet skill needs in all of these sectors, given the tremendous growth expected by 2028 relative to the available workforce.

While employment in the manufacturing industry is expected to decline overall, there are several jobs related to it that will grow, such as Industrial Maintenance Mechanic. It should also be noted that jobs that used to be primarily in Manufacturing, such as a Mechatronics Technician, are known to be growing in the Transportation and Logistics field based on extensive employer feedback, although this is not represented in the data yet. Transportation and Logistics has a tremendous skills need for drivers with Class A and B licenses for the more than 6,300 truck driving jobs expected by 2028.

Healthcare is currently a significant base of employment in the region and only expected to grow. The region also has a shortage of 7 health professions, 10 mental health professions and 11 medically underserved areas that need new talent. The industry has a great need for Registered Nurses in particular with nearly 5,000 jobs expected by 2028. There are also notable opportunities for Respiratory Therapists and Lab Technicians.

Question - 10.2

Deliver positive outcomes for people who experience barriers to employment

Specific strategies will be developed for each of the target populations to design career pathways and identifying programs that will make up the BMMH. Some of the strategies will be to develop an Apprenticeship System Navigator to provide linkages to apprenticeship opportunities, train staff as Disability Resource Specialists to encourage employers to hire people with disabilities, train existing staff to serve as Homeless and Foster Care Liaisons, and provide supportive services for successful education/training completion and employment obtainment.

Question - 10.3

Develop and expand career pathways within key industries for populations who have experienced barriers to employment

SBCWDB will engage all partners to review the BMMH framework, formalize agreements, MOUs and signed letters of commitments for leveraged funds.

Manufacturing, transportation, and logistics: In order to develop a thriving regional system for this cluster, several system development activities will need to take place over the first six months of the BMMH. During this period of time, the Inland Empire Manufacturing Partnership and the Inland Empire Transportation and Logistics Partnership will come together to form Builders, Makers, Movers (BMM). The BMM partnership will be co-chaired by leaders from manufacturing – Cinnamon Alvarez of A-19 Lighting and transportation and logistics – Doug Childers of SPARC, joining the memberships of both existing partnerships.

Healthcare: The Inland Empire has a number of healthcare training programs and regional healthcare employer partners but there is not an active sector partnership that goes beyond pipeline development. The existing IHPC includes a number of healthcare employers but currently their scope primarily supports the K-12 system. Thus, system development for the healthcare sector encouraging adults to enter the healthcare field and to build out career pathways will take place over the first year of the BMMH. This period will allow for time to recruit additional organizations and launch a regional sector partnership in healthcare and to select a sector intermediary.

Question - 11

Describe how the partnership aligns with the **Essential Elements of High Road Training Partnerships**. This should include planned and secured partnerships that will be working with your organization.

Industry Led Problem Solving:

The project will focus on healthcare and the manufacturing, transportation, and logistics cluster, which together occupy a sizeable portion of the region's economy. BMMH will be an industry-led initiative that leverages existing employer champions in all sectors to regularly guide the initiative and to conduct outreach for new employers. An intermediary will be chosen that works to ensure programs that meets both employer and job seeker needs get implemented that lead to long-term positive outcomes for workers and their communities.

Partnership is a Priority:

Key stakeholders in the BMMH include a comprehensive spectrum of education, training and service providers for workforce development. Partners include Riverside County Workforce Development Board, San Bernardino County Superintendent of Schools, Adult Education, Community Colleges, The State of CA Employment Development Department, The State Department of Rehabilitation, Inland Health Processions Coalitions, Chambers of Commerce, San Bernardino County Department of Public Health, San Bernardino County Community Revitalization, and San Bernardino County Economic Development Department. Employer partners that we will be working with include A-19 Lighting, SPARC, Target, CVS Health and Loma Linda University Health. These sector partnerships will center 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.

Incorporate Worker Wisdom throughout partnership efforts:

A sector intermediary will be chosen that works to ensure that programs meet the job seeker needs get implemented.

Industry Driven Education and Training Solutions:

BMMH will leverage the sector partnerships to develop detailed career pathways for the target populations. Program Implementation will build out each segment of the sector career pathways to increase capacity and opportunities for job seekers and incumbent workers. Career pathways will be designed that tie together training and career opportunities across sectors into a seamless continuum. They will allow for an individual to earn stackable, industry-recognized credentials and have options for a variety of directions at each step of their career development.

Serving Participants

Indicate how many participants your proposal is expected to reach.

7,500 participants. With a population breakdown of 2,250 Youth, 188 Homeless/Housing Insecure, 188 Justice-System Involved, and 4,686 Dislocated Workers.

Describe your target populations and indicate how many participants your proposal is expected to train, serve, and/or place, etc. Target populations may include, but are not limited to: Youth, Individuals with disabilities, Homeless, Veterans, Immigrants, Justice-involved, Unemployed, Low-income Workers, Indigenous/Native American, climate impacted communities, etc.

The target populations are Youth, Justice System-Involved, Homeless and Housing Insecure, People with Disabilities and Dislocated Workers. BMMH and its partners have determined these populations to have the most barriers to employment and some of the most impacted by the pandemic and in need of specific services. Throughout the System Development and Program Design phases, the sector partnerships will include development of specific strategies for each of these populations when designing the career pathways and identifying the programs that will make up the BMMH.

In Progress		Submitted	Grant Proposal Under Review	Request for Information	Approved	Rejected
Cover Page	Narrative	Serving Participants	Documents			
Name		Status	Versions	Action		
Supporting Document		Active		Upload Files Or drop files		
Narrative		Active	1	Upload Files	Or drop files	
High Roads Staffing		Active	1	Upload Files	Or drop files	
Riverside County CEDS		Active	1	Upload Files	Or drop files	
Career Pathways Step by Step Guide		Active	1	Upload Files	Or drop files	
IM Course Descriptions		Active	1	Upload Files	Or drop files	
CEDS Annual Report		Active	1	Upload Files	Or drop files	
CHW Outline		Active	1	Upload Files	Or drop files	
IE Slingshot Healthcare Brochure		Active	1	Upload Files	Or drop files	
IE Slingshot Manufacturing Brochure		Active	1	Upload Files	Or drop files	

New



Builders, Makers, Movers, Healers Project Narrative

I. Project Description and Overview

a. Executive Summary

Central to the U.S. pandemic recovery is a renewed focus on improving our national healthcare system. Hospitals, clinics, and doctor's offices were overburdened helping those who became sick from COVID-19, in addition to providing regular health maintenance, routine procedures, and healing broken bones. The stress on the system led to a mass exodus of healthcare workers – some of whom may return to the field, but many of which have already moved on. Developing qualified talent in healthcare is now a top priority, more than ever, as we aim to take care of an aging population and become better equipped for future pandemics.

Simultaneously, the United States has a supply chain crisis, which has impacted the bottom line of nearly every industry and has threatened the careers of millions. Many of the manufacturers we rely on are located overseas, domestic warehouses are overloaded and there is a severe shortage of truck drivers needed to distribute imported goods. In order for the country to recover, significant investments are needed to grow our manufacturing sector, optimize transportation and logistics, and build a stronger healthcare system. There is no better place to make this happen than in the Inland Empire.

Builders, Makers, Movers, Healers (BMMH) will build an industry-led system for the Inland Empire region that creates robust career pathways in healthcare and the manufacturing, transportation, and logistics cluster. For a cost of \$9.5M, 7,500 individuals will be provided services, resulting in 3,840 people finding good jobs.

b. System Lead Entity

The San Bernardino County Workforce Development Department (SBCWDD) on behalf of the San Bernardino County Workforce Development Board (SBCWDB) will serve as the System Lead Entity for BMMH, administering the grant funding, overseeing the overall project, and leading all phases as described below. SBCWDB has convening power in the region through its role as the workforce development board for the San Bernardino County Local Workforce Area and as the lead for a comprehensive America's Job Centers of CaliforniaSM (AJCC) system. Through SBCWDB's workforce development board role, SBCWDB also has the capacity to coordinate engagement and collaboration across all necessary stakeholders, including employers, who serve on its board and lead sector partnerships, such as for manufacturing, transportation, and logistics.

In addition to administering the grant, SBCWDB will play an "air traffic control" role, making sure all project phases stay on track, strategies and plans are developed, contracts are executed and outcomes are met on time. SBCWDB has a track record of success in serving as the backbone organization for multiple workforce development initiatives that focus on underserved workers.

Table A below has an overview of successful outcomes for Program Year 2019-20.

Table A: SBCWDB PY 19-20 Outcomes

Population	Enrolled	Completions	Job Placements
Female	1373	1028	342
Male	1275	878	267
Hispanic	1377	983	295



Builders, Makers, Movers, Healers Project Narrative

Population	Enrolled	Completions	Job Placements
Asian	70	48	14
White	818	569	193
Black	593	419	130
Veterans	87	62	26
Persons with Disabilities	179	120	19
Justice-Involved (P2E)	284	209	29
Homeless and Housing Insecure	160	120	13

Successful programs developed by SBCWDB and its partners include a pre-apprenticeship program for Industrial Maintenance Mechanics, the first approved by the State in Southern CA; an incumbent worker program to train individuals for Community Health Worker position, with average hourly wage increases of \$3.00-\$4.00; expansion of an employer-led Certified Nursing Assistant program; the Prison to Employment program, which is a partnership with the County's Probation Department and the State's Parole Agency; and participation in the Better Careers Design Group effort, leading the state in apprenticeship expansion efforts.

Fundraising Plan

SBCWDB has successfully secured additional funding from the State of California (State) under the SlingShot initiative totaling \$1,809,400 for the region over the last several years. In addition, \$3.2M was secured from the California Governor's discretionary funding for the Prison to Employment (P2E) program. SBCWDB recently applied for \$2.8M from the State to support services for the target populations that align with this proposal. SBCWDB will continue ongoing fundraising efforts from public and private sources to support BMMH and other workforce initiatives. SBCWDB's staffing plan is included in the budget narrative.

II. Key Stakeholders

a. Employer Leadership

BMMH will be an industry-led initiative that leverages existing employer champions in all sectors to regularly guide the initiative and to conduct outreach for new employers. Anchor employer partners are described below, and additional employer partners have provided letters of commitment with this proposal.

A-19 Lighting, SPARC and Employers of Builders, Makers, Movers (BMM): As described in detail below in Section V, BMM is the sector partnership for the manufacturing, transportation, and logistics cluster partnership for BMMH. BMM will be co-chaired by industry leaders A-19 Lighting (manufacturing) and SPARC (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. BMM is responsible for convening all industry and program partners for the cluster, selecting a sector intermediary and providing guidance for program design and implementation as described in Section V.

Target: BMM will include a partnership with the Manufacturing Skills Standards Council (MSSC) to train Certified Technicians in Supply Chain Automation (CT-SCA) for Target and other employers in the logistics sector.



Builders, Makers, Movers, Healers Project Narrative

Manufacturers' Council of the Inland Empire: A council of local manufacturers who support education and workforce training in the region will support outreach to new employer partners and help market manufacturing as a viable career option for job seekers using a business-to-business outreach approach.

CVS Health and Loma Linda University Health (LLUH): Starting with the system development phase, as described in Section V below, CVS Health and LLUH, along with other employer leaders on the **Inland Health Professions Coalition (IHPC)**, will lead engagement of the healthcare sector to build a sector partnership for BMMH. Members of the IHPC include hospital and health care agency representatives and professional organizations who work to address the growing need for health workers in the Inland Empire region. IHPC is currently contracted with SBCWDB to serve as the healthcare sector consultant, providing current healthcare labor market information and sector training needs.

San Bernardino County Departments of Public Health and Behavioral Health, Arrowhead Regional Medical Center, Providence Hospital and San Antonio Regional Hospital are also key employer partners in healthcare.

b. Key Education, Training and Workforce Development Stakeholders

Key stakeholders in the BMMH include a comprehensive spectrum of education, training and service providers for workforce development:

Riverside County Workforce Development Board (RCWDB): RCWDB is a key regional partner that has a long history of partnership with SBCWDB. RCWDB will support BMMH in all phases of development, leveraging the expertise of their workforce board, the services of their training providers and their AJCCs, known as Workforce Development Centers (WDCs).

San Bernardino County Superintendent of Schools (SBCSS): Foundational skill development begins with dozens of high schools across the county making up 33 individual districts, overseen by the SBCSS. Many of these high schools have career academies in healthcare and engineering, and each help students develop employability skills like critical thinking and digital literacy.

Adult Education: Most of the school districts in the county also offer adult education programs which help adults obtain GEDs and have foundational skill development, including employability skills. SBCWDB is partnered with all Adult Education service providers in the County through the AJCC System MOU.

Community College Partners: This group of partners includes Barstow College, College of the Desert, Chaffey College (InTech Center), Crafton Hills College, Moreno Valley College, Norco College, San Bernardino Valley College and Victor Valley College. These colleges are critical for the middle-skill training that leads to good jobs in the target sectors. Their programs build careers with partner employers and provide opportunities for transferring to four-year degree programs at local universities. SBCWDB collaborates with these partners extensively and these established relationships can be leveraged to move quickly into program implementation.

The State of California's Employment Development Department (EDD): The America's Job Centers of CaliforniaSM (AJCC) network provides universal access to job seekers and training services throughout the county. These services are offered through a collaborative partnership between EDD and the WIOA system of partners. EDD assists job seekers in accessing the CalJOBSSM labor exchange system, offering targeted assistance, such as job search, workshops,



Builders, Makers, Movers, Healers Project Narrative

case management and referrals to education, training, and supportive services offered to individuals with barriers for employment in the region's AJCCs.

The State's Department of Rehabilitation (DOR) and Inland Regional Center: Both organizations are partners in developing programs enabling people with disabilities (PWD) to access training and good jobs such as the Uniquely Abled Project, which trains people with autism to be CNC Operators. DOR also provides a Rehabilitation Counselor to coordinate services at the AJCCs.

Reach Out and the Inland Health Professions Coalition (IHPC): Reach Out is the partner that manages the IHPC, a healthcare sector intermediary that provides hands-on learning opportunities for students in healthcare, primarily for high school students.

The Chambers of Commerce for Chino Valley, Fontana, Greater High Desert and Redlands; the Greater Ontario Business Council and IE CEEM: These organizations are currently contracted to support business outreach and job placement for SBCWDB. Under BMMH, they will continue to work with the SBCWDB's Business Services team and the sector partnerships to coordinate with employer partners.

San Bernardino County Dept. of Public Health (SBCEPH): The SBCEPH, via the San Bernardino County Reentry Program, currently provides collaborative problem-solving strategies that address systemic changes leading to safer communities.

San Bernardino County Community Revitalization (SBCCR): The SBCCR manages both the Office of Homeless Services and Community Development and Housing that functions as the hub for coordinating health, housing, and social service resources to support County residents who are homeless, at-risk homelessness and/or justice involved.

San Bernardino County Economic Development Department (SBCEDD): SBCWDB frequently collaborates with SBCEDD to recruit new businesses to the area, assist existing businesses with expansion (both domestically and abroad) and to meet other business needs that help the regional economy.

III. Regional Description

BMMH will be based in the Inland Empire, a region of Southern California comprised of San Bernardino and Riverside Counties. Representing a richly diverse region of the State, San Bernardino County's population is 2,181,654 and 54.4% of the residents are Hispanic or Latino, over 9.4% are Black, 8.0% are Asian and about 3.6% are of two or more races. Riverside County's population of 2,418,185 has similar demographics at 50%, 7.3%, 7.2% and 3.6% respectively.¹ While Riverside County has a larger share of the population, San Bernardino County makes up more than half of the region geographically at 20 thousand square miles, making it the largest county in the U.S.. The region is home to the San Jacinto Mountains, the Mojave National Preserve and the San Bernardino National Forest.

The Inland Empire is 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 five 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 U.S., many of which are created right here by the region's 3,700 manufacturers. You can go

¹ 2020 U.S. Census



Builders, Makers, Movers, Healers Project Narrative

anywhere in the world and find products built in, made in or moved in the Inland Empire. The BMM initiative brings together manufacturing, transportation, and logistics into a cluster to develop talent for business and career pathways for youth and adults that builds the regional economy. In building the regional economy this way, this program will ease supply chain issues nationally.

The Builders, Makers and Movers in SBCWDB also need access to quality healthcare. Thankfully, the healthcare sector is also strong in the Inland Empire, which has many healthcare providers and regional training programs to develop talent for the industry. BMMH will build upon the strengths of the Inland Empire regional economy and successes of its existing workforce system through a robust set of activities over the period of the grant and beyond. The result will be dynamic career pathways for both youth and adults that lead to high-wage, high-quality jobs in healthcare and the manufacturing, transportation, and logistics cluster. Regional businesses and healthcare providers will be able to thrive and improve efficiency with access to the skilled talent pool they need.

Significant and Difficult-to-Meet Skills Needs

The project will focus on healthcare and the manufacturing, transportation, and logistics cluster, which together occupy a sizeable portion of the region's economy. As noted below in Table B, there are significant and difficult-to-meet skill needs in all of these sectors, given the tremendous growth expected by 2028 relative to the available workforce. Table B contains labor market information for the target sectors in the region (San Bernardino and Riverside Counties). Where regional data was not available, national data was used and noted in the table.

While employment in the manufacturing industry is expected to decline overall, there are several jobs related to it that will grow, such as Industrial Maintenance Mechanic. It should also be noted that jobs that used to be primarily in Manufacturing, such as a Mechatronics Technician, are known to be growing in the Transportation and Logistics field based on extensive employer feedback, although this is not represented in the data yet. Transportation and Logistics has a tremendous skills need for drivers with Class A and B licenses for the more than 6,300 truck driving jobs expected by 2028.

Healthcare is currently a significant base of employment in the region and only expected to grow. The region also has a shortage of 7 health professions, 10 mental health professions and 11 medically underserved areas that need new talent.² The industry has a great need for Registered Nurses in particular, with nearly 5,000 jobs expected by 2028. There are also notable opportunities for Respiratory Therapists and Lab Technicians.

Table B: Regional Labor Market Information for Target Sectors

LMI Metric	Manufacturing	Transportation and Warehousing	Health Care and Social Assistance
Current Employment	92,800	194,500	241,300
Employment Projections (2018 – 2028)	- 2.7% - 2,700 jobs	+ 38.5% + 49,300 jobs	+ 16.4% + 36,100

² Health Resources and Services Administration, Medically Underserved Areas/Populations : <https://data.hrsa.gov/tools/shortage-area/mua-find>



Builders, Makers, Movers, Healers Project Narrative

LMI Metric	Manufacturing	Transportation and Warehousing	Health Care and Social Assistance
Good Jobs: High-Skill - Bachelor's and higher - Required work experience (on-the-job training, etc.)	Industrial, Mechanical and Electrical Engineers \$40.52 - 45.22/hr. 440 new jobs	Industrial, Mechanical and Electrical Engineers \$40.52 - 45.22/hr. 440 new jobs	Physician Assistants \$63.72/hr. 460 new jobs
Good Jobs: Middle-Skill - \$24/hr.+ - Requiring some education/training, less than Bachelor's	Industrial Machinery Mechanics \$30.79/hr. 250 new jobs Maintenance Workers, Machinery \$24.70/hr. 170 new jobs CNC Programmers \$27/hr. (national median) 50 new jobs	Heavy and Tractor-Trailer Truck Drivers \$23.79/hr. 6,380 new jobs First-Line Supervisors of Transportation and Material Moving Workers \$28.03/hr. (national) 2,040 new jobs	Registered Nurses \$50.91/hr. 4,950 new jobs Respiratory Therapists \$36.09/hr. 480 new jobs Clinical Laboratory Technologists and Technicians \$26.06/hr. 310 new jobs

Source: California Employment Development Department, U.S. Bureau of Labor Statistics (national medians)

Target Populations Served

The BMMH has a focus on equity and has chosen five target populations prevalent in the region who will need specialized services in order to access career pathways in the target sectors:

1. **Youth:** In 2019, there were 291,691 young adults between the ages of 16 to 24 (ACS, 2019, 5-Yr Estimate). Of the 291,691 young adults, 15.9% (46,440) were disconnected – neither in school nor working. During the same time in 2019, the young adult disconnection rate for California was 10.3%. San Bernardino (46,440) has one of the highest rates of disconnected young adults, relative to all other counties in the Southwest.
2. **Justice-Involved:** More than 24,000 justice-involved individuals live within San Bernardino County according to the most recent data available from 2019. It is anticipated that this number is significantly higher now due to the additional individuals released from State Prison during the COVID-19 pandemic. The high number of individuals released to San Bernardino County and currently under Probation Supervision makes the issue of re-entry particularly important to the County.
3. **Homeless and Housing Insecure:** The 2019 San Bernardino County Homeless Count and Subpopulation Survey count revealed that 3,125 people were homeless, an increase of 20% compared to the 2,607 homeless counted in January 2019 and 48% more than the 2,118 homeless counted in January 2018. Fully 76.5% of the homeless counted in 2020 were unsheltered. The remainder were sheltered in some type of housing. It is expected that this population has only grown with the impacts of the pandemic and thus there is a great need of workforce services for these members of the community.



Builders, Makers, Movers, Healers Project Narrative

- 4. People with Disabilities (PWD):** Currently, 117,651 people with disabilities (PWD) between the ages of 18 to 64 live within the County. Given the barriers to education and employment that many PWD face, they were selected as a target population.
- 5. Dislocated Workers:** The COVID-19 pandemic caused many workers to lose jobs in 2020 and many had to change occupations in order to find work. The 6.3% regional unemployment rate as of October 2021 means there are approximately 133,000 job seekers still looking for work and even more who may be underemployed and looking for a better job.

Many of the individuals that are currently served by SBCWDB, which fall into one or more of the target populations above, also qualify for TANF (7%) and SNAP (18%).

Alignment with SBC CEDS and Regional Workforce Development Plans

San Bernardino County's 2017 Five-Year Comprehensive Economic Development Strategy (CEDS) calls for improving educational attainment and workforce training (Goal #4), aligning high schools, community colleges and SBCWDB, which is a key strategy of the BMMH. Multiple CEDS projects planned to develop land for medical, manufacturing, and logistics use or planned to provide workforce training for these sectors. The BMMH will work toward creating the talent needed for the economic growth planned for in the county's CEDS.

Closely aligned to BMMH, the recently developed Inland Empire 2021-2024 Regional Workforce Development Plan places a focus on the healthcare, manufacturing, and transportation, and logistics sectors. Additionally, it calls for regional alignment of the workforce system to support career pathways leading to "high road employment" or good jobs that pay a living wage. The Regional Plan includes building a system like BMMH that "creates a culture of adaptiveness, flexibility and acceptance of change when faced with future of work challenges or major disruptions such as COVID-19."

IV. Impacts of the Regional Workforce Training System

a. Project Phases

Builders, Makers, Movers Healers (BMMH) will include System Development, Program Design and Program Implementation. System Development will build off the existing workforce system, which includes employer leadership, education and training partners and AJCCs as access points throughout the region. Program Design will leverage the sector partnerships to develop detailed career pathways for the target populations. Program Implementation will build out each segment of the sector career pathways to increase capacity and opportunities for job seekers and incumbent workers. Finally, both sector partnerships will enter into a final phase, Sustainability and Economic Growth, using leveraged funds only. All BMMH components and associated activities are described in detail in Section V.

b. How BMMH Meets EDA's Recovery and Resilience Investment Priorities

BMMH meets six of the seven EDA investment priorities:

Equity: Two traditionally underserved populations, as defined by EDA, are served by BMMH including people with disabilities and women. People with disabilities are a target population and, as an example, SBCWDB recently completed its first highly successful Uniquely Abled Program, a machining program for students with autism. Women make up 52% of WIOA participants served currently by SBCWDB, which cuts across the other four target populations in BMMH.



Builders, Makers, Movers, Healers Project Narrative

Recovery and Resilience: BMMH leads to both regional, as well as national, recovery and resilience. Because of the supply chain issues caused by the pandemic, building a stronger transportation and logistics sector in the Inland Empire strengthens the region and the country's economy. A strong healthcare system is also vital for recovery and resilience, which is addressed with the BMMH initiative.

Workforce Development and Manufacturing (2 EDA priorities): BMMH is a workforce development initiative at its core, and manufacturing is a key sector that will be developed. BMMH will develop well-paying quality jobs in manufacturing, as well as healthcare, transportation and logistics, meeting both EDA investment priorities.

Technology-Based Economic Development: As noted in the career pathway designs in Section V, fostering regional knowledge ecosystems that support entrepreneurs and startups is a key function of BMMH. After building foundational skills, including digital literacy, job seekers have a number of options to both learn skills or develop businesses through multiple education providers. Additionally, as warehouses become more technology-based, training support will be needed to transition existing employees into the more technical, and often higher paying jobs.

Environmentally-Sustainable Development: Several of the BMMH training programs develop talent for environmentally sustainable development include San Bernardino Valley College's Heavy/Medium Duty Truck Technology program that focuses on electric vehicles and Victor Valley College's Hybrid, Electric Vehicle and Alternative Propulsion automotive courses.

c. Outcome Metrics

The outcomes metrics that are proposed for BMMH below occur over the 36-month period beginning in October 2022 through the end of September 2025 (See Figure C for the project timeline). Please see Table C below for program outcome. Note that Youth placements are a lower percentage of program completions than other populations because many continue education instead of obtaining employment as a successful outcome.

Table C: Outcome Metrics for Target Populations

	Youth	Homeless / Housing Insecure	Justice- System Involved	People with Disabilities	Dislocated Workers	Total
# recruited	2,250	188	188	188	4,686	7,500
# complete program	1,800	150	150	150	3,750	6,000
# placed in quality jobs	900	105	105	105	2,625	3,840
Job Retention (90 days post- employment)	65%	65%	65%	65%	75%	N/A

The program anticipates the total number of employer commitments for quality jobs obtained by the end of Program Design will match the total number placed in jobs by the end of Program Implementation. Projected wages are based on the regional averages in Table B and since income gains not currently tracked, BMMH will use the System Development phase to determine this number by sector and develop mechanisms to track it. See Table D below.



Builders, Makers, Movers, Healers Project Narrative

Table D: Quality Job Commitments, Projected Wages and Income Gains

Employer Quality Job Commitments	3,840
Projected Average Wages	See Table B
Income Gains	TBD

d. Why BMMH is Achievable

There are several reasons why the BMMH is achievable. The first reason is that the groundwork has already been laid for the manufacturing, transportation, and logistics cluster through the Next Gen sector model as described below in Section V. Many of the partners that are described in this proposal are already engaged with SBCWDB, either formally or informally. Additionally, the tremendous demand for talent in healthcare has led to an interest from these employers to work with SBCWDB in building a new system for this sector also. SBCWDB has experience in serving all of the target populations and along with its employer and workforce partners, it also has a track record of success as described above.

Furthermore, it is not the first time a successful workforce development model has aligned manufacturing, transportation, and logistics into a successful workforce development partnership. As part of the Trade Adjustment Assistance Community College Career Training (TAACCCT) initiative in the San Francisco Bay Area, Design It-Build It-Ship It served 2,516 students in manufacturing, transportation, and logistics training programs from 2013-2016. The average earnings gain in a single quarter was \$7,000 and over 60% remained employed four quarters after program exit as a result of this program.³

e. Target Demographics and Impact

As described in Sections III and IV.c., the target populations are Youth, Justice System-Involved, Homeless and Housing Insecure, People with Disabilities and Dislocated Workers. BMMH and its partners have determined these populations to have the most barriers to employment and some of the most impacted by the pandemic and in need of specific services. Throughout the System Development and Program Design phases, the sector partnerships will include development of specific strategies for each of these populations when designing the career pathways and identifying the programs that will make up the BMMH.

Strategies that will occur in Program Implementation include:

- Develop an Apprenticeship System Navigator (ASN) position that will be strategically assigned to each of the target populations. The ASN will provide linkages to apprenticeship pipeline opportunities.
- Train BMMH staff as Disability Resource Specialists to work specifically with employers to encourage them to hire people with disabilities by offering training and resources (like reasonable accommodation consultations) for employers.
- Train existing WDS staff to serve as Homeless Liaisons and Foster Care Liaisons to connect directly with existing service providers to ensure direct connection of these two populations to the workforce system. San Bernardino County was recently approved for the In-School Youth waiver that allows SBCWDB to serve up to 50% of in-school young adults who are foster youth, homeless and justice-involved. The funding of these two positions will ensure those young adults don't end up disconnected.

³ Design it-Build it-Ship it (DBS) Final Evaluation Report (2016), Impaq International



Builders, Makers, Movers, Healers Project Narrative

- Provide wraparound supportive services as needed with the goal of ensuring successful education/training completion and employment obtainment: transportation, childcare, financial and digital literacy, assistance for those experiencing homelessness.

Over the course of the project, BMMH is expected to impact over 7,500 people, at least 43 organizations, at least 30 employers and at least 59 individual communities, towns and incorporated cities.

V. Funding Request and Program Design and Implementation

a. Funding Request

The BMMH funding request is for a total of **\$9.5M**. These costs reflect approximately \$4,200 for training and \$300 for support services per worker for a total of approximately \$4,500 per worker. Please see program budget and budget narrative for additional detail.

SBCWDB will leverage funds from multiple sources for all project phases, including funding from WIOA Title I, the Employment Training Panel (ETP), State of California Regional Planning and Implementation funding, California Community College Chancellor's Office Strong Workforce Program, California Department of Rehabilitation, and Operation New Hope. These leveraged funds will be formalized in letters of commitment before the Program Design phase.

b. System Development, Program Design and Program Implementation

System Development

SBCWDB will engage all partners described above to review the BMMH framework, formalize agreements, MOUs and signed letters of commitments for leveraged funds, update the process to gather skills needs from employers and build out both sector partnerships as follows:⁴

Manufacturing, transportation, and logistics: In order to develop a thriving regional system for this cluster, several system development activities will need to take place over the first six months of the BMMH. During this period of time, the Inland Empire Manufacturing Partnership and the Inland Empire Transportation and Logistics Partnership will come together to form Builders, Makers, Movers (BMM). The BMM partnership will be co-chaired by leaders from manufacturing – Cinnamon Alvarez of A-19 Lighting and transportation and logistics – Doug Childers of SPARC, joining the memberships of both existing partnerships. The key activities will include:

1. Monthly meetings of BMM: The partners of BMM will meet monthly over the six-month system development period (see Figure C below) to review the original proposal and partner commitments of the BMMH, develop a detailed six-month system development action plan and to conduct the activities below.
2. Developing a shared vision and a set of priorities for BMM: Both the manufacturing and the transportation and logistics partnerships have been working on their own vision and priorities, which will be synergized by BMM within the first three meetings of the new partnership.
3. Selecting a sector intermediary: Over the last three meetings of the system development period, an intermediary will be chosen that works to ensure programs that meets both employer and job seeker needs get implemented, and agreed-upon milestones are met by BMM that lead to long-term positive outcomes for workers and their communities. See below for the characteristics of

⁴ See supplemental materials for current process to determine skills needs from employers.



Builders, Makers, Movers, Healers Project Narrative

sector intermediaries that will be utilized in the selection process. The sector intermediary will become a contractor of SBCWDB and be guided by the BMM sector partnership.

Healthcare: The Inland Empire has a number of healthcare training programs and regional healthcare employer partners but there is not an active sector partnership that goes beyond pipeline development. The existing IHPC includes a number of healthcare employers but currently their scope primarily supports the K-12 system. Thus, system development for the healthcare sector encouraging adults to enter the healthcare field and to build out career pathways will take place over the first year of the BMMH. This period will allow for time to recruit additional organizations and launch a regional sector partnership in healthcare and to select a sector intermediary (see Figure C). The key activities will include:

1. Recruiting sector partnership organizations: BMMH healthcare anchor partners Reach Out, CVS Health, Loma Linda University Health, and County Departments will support SBCWDB to create and distribute a description of the BMMH with an invitation to participate in the healthcare sector partnership in the first three months of the system development phase. SBCWDB will use a business-to-business recruitment approach for employers and leverage its own relationships with education, training and support providers for other partners.
2. Monthly meetings of the healthcare sector partnership: The newly formed partnership will review the original proposal and partner commitments of the BMMH, develop a detailed nine-month system development action plan and to conduct the activities below.
3. Developing a shared vision and a set of priorities for the healthcare sector partnership: As part of developing an action plan, the partnership will decide on a shared vision and priorities to be addressed, such as which occupations to target for training, identifying gaps in the healthcare workforce development system, etc.
4. Selecting a healthcare sector intermediary: In the last three months of this phase, an intermediary will be identified by the partnership. The partnership will determine the process, which may include a Request for Qualifications (RFQ), or other mechanism for identifying options. The intermediary will be selected using the base criteria described below, in addition to any other characteristics deemed relevant by the partnership. The sector intermediary will become a contractor of SBCWDB and be guided by the healthcare sector partnership.

Sector intermediary characteristics: For both BMM and the healthcare sector intermediaries, particular criteria will be used to identify the right organization. First and foremost, the organization should be a trusted and respected organization in their respective sector. A strong intermediary should be able to perform four key functions in a sector partnership: convene, connect, measure and sustain. While an intermediary may lead more in some of these functions and support more in others, they usually play a role in all four.

Program Design

Following the staggered system development phases, both BMM and the healthcare sector partnership will undergo a three-part program design process, supported by SBCWDB:

1. Training Program Mapping: Updating the compendium of Career and Technical Education programs at the secondary and post-secondary level relevant to manufacturing, transportation, and logistics, support programs and supplemental funding available for workforce development in SBCWDB. This will include specific types of training that is offered by each organization, industry-recognized credentials earned, work-based learning offered and



Builders, Makers, Movers, Healers Project Narrative

occupations that program completers are qualified for. Where possible, data on enrollment, completion and post-completion education and employment will be included.

2. **Career Pathway Design:** The programs and services that are identified in the training program mapping process will be inserted into career pathway maps for the cluster. BMM and the healthcare sector partnership will ultimately determine the structure and flow of these maps, but each will start with how youth and adults begin with Foundational Skill Development, moving through Middle-Skill Development and onto Lifelong Learning and Advancement. See Figures A and B for examples.
3. **Implementation Plan:** After career pathway maps for the sector partnerships are developed, the corresponding sector partnership will develop an implementation plan that breaks down how the career pathways are built out, leveraging existing assets and closing gaps that prevent youth and adults from entering and/or moving through the career pathway in the most efficient manner possible.

Specific to BMM, career pathways will be designed that tie together training and career opportunities across manufacturing, transportation, and logistics into a seamless continuum. They will allow for an individual to earn stackable, industry-recognized credentials and have options for a variety of directions at each step of their career development.

In Figures A and B below, individuals from the target populations can begin with Foundational Skills segment and access work-based learning opportunities such as internships. This prepares them for Middle-Skill Development that specifically trains them for the types of good jobs listed in the box underneath. Those earning high school diplomas or GEDs may also move directly to Lifelong Learning from the first segment too. At all points in the pathway, they have access to programs and support at the AJCCs or through Community Based Organization (CBO) partners.

In healthcare, the sector partnership will also aim to create pathways with stackable, industry-recognized credentials that allow for an individual to access multiple opportunities and a variety of directions at each step of their career development. For example, a young person may begin with a healthcare career academy program in high school and go on to train as a medical assistant after high school, work for a few years in the field and return to a local community college to train as a radiological technologist.

Builders, Makers, Movers, Healers Project Narrative

Figure A: Builders, Makers, Movers Career Pathway Example

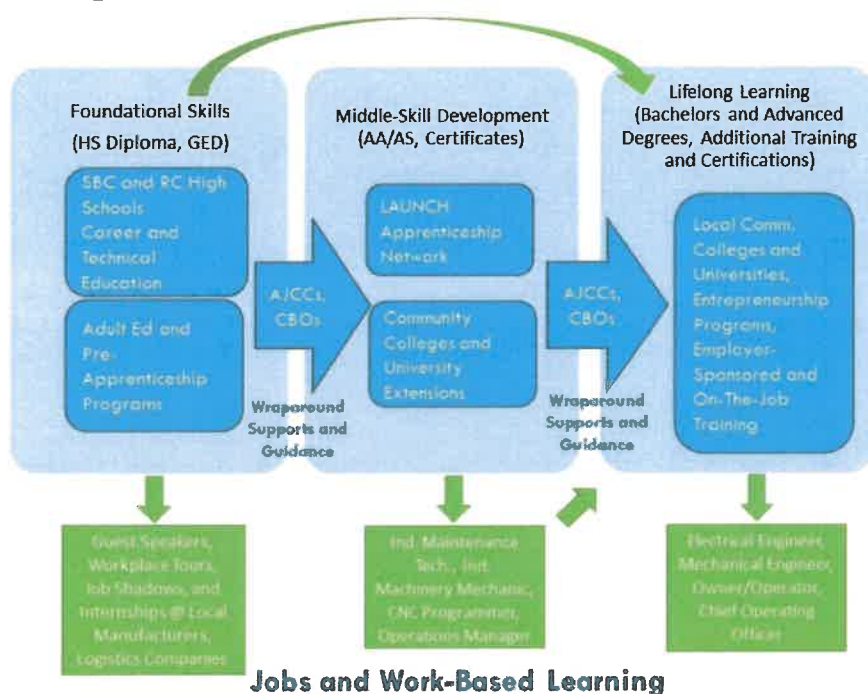
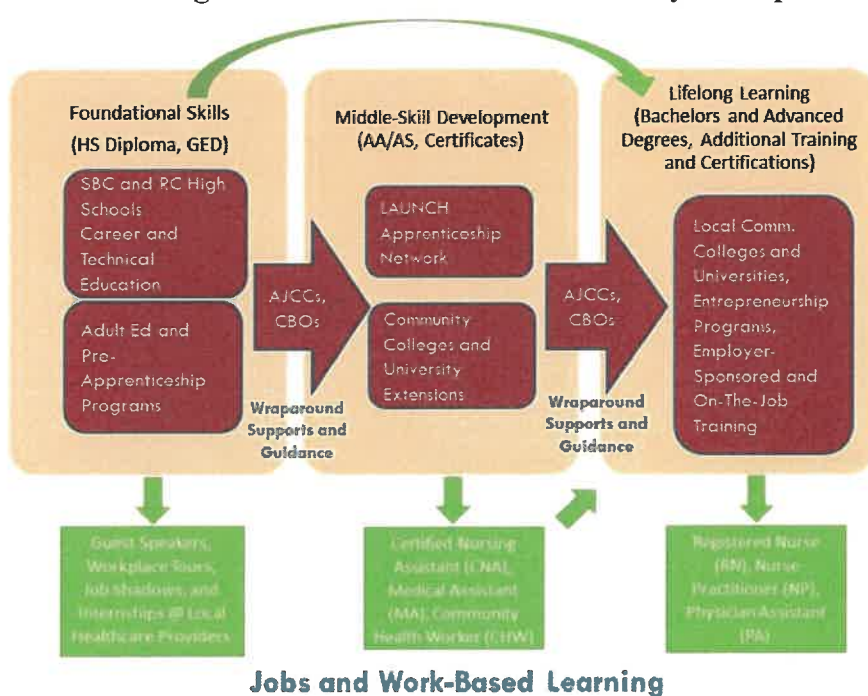


Figure B: Healthcare Career Pathway Example



Program Implementation

In the Program Implementation phase, SBCWDB will oversee the work of the sector intermediaries and other workforce contractors that are supporting the BMMH to achieve its outcomes for the target populations. BMM and the healthcare sector partnership provide the



Builders, Makers, Movers, Healers Project Narrative

industry leadership, programmatic insight and collaboration that are required to bring the career pathway designs to life and help individuals find good jobs. See Figures A and B above.

Foundational Skill Development: Before being ready for middle-skill development that leads to a high-quality job, foundational skills need to be developed. These includes traditional education, such as a high school diploma or G.E.D., as well as employability skills that are necessary such as critical thinking, problem solving, digital literacy and term collaboration. Youth are able to access career education and industry exposure in both healthcare and manufacturing, transportation, and logistics through SBCSS's Alliance for Education and through Career Technical Education programs at the high school level. Youth ages 16-24 have access to programs outside of school through the San Bernardino County WIOA Youth Provider network. Adults are also able to receive foundational skill development and industry exposure through adult education programs such as the Inland Career Education Center's G.E.D. and Computer Education programs. There are several types of work-based learning (WBL) that can take place at this phase.

Middle Skill Development: Youth and adults who have developed foundational skills have a number of opportunities to develop hard skills and earn industry-recognized credentials that lead directly to employment. There are multiple opportunities to pursue apprenticeships offered by the LAUNCH apprenticeship network, a collaboration of regional community colleges and high schools. LAUNCH offers apprenticeships in healthcare, industrial technology (manufacturing) and information technology (all BMMH sectors). ⁵ SBCWDB will also hire additional AJCC staff to serve as Apprenticeship System Navigators (ASNs) that will be strategically assigned to each of the target populations to help them access apprenticeship opportunities. SBCWDB is also a member of the Inland Desert Employer Apprenticeship (IDEA) committee, which works specifically on developing manufacturing apprenticeships for the region. SBCWDB plans to recruit Apprenticeship Development Coordinators as part of their Business Services Team.

Specific to healthcare, the San Bernardino Community College district offers training for Certified Nursing Assistant, Registered Nurse (RN), Emergency Medical Services, and Pharmacy Technology. SBCWDB has partnered with CVS Health, whose CEO made a commitment to invest in communities that would benefit from their workforce programs, as part of their social justice work that began in the summer of 2020. Currently, they are offering work experience sites for WIOA young adults; as well as job openings that are located in the region in their retail, pharmacy, call center, logistics and insurance divisions. The Pharmacy Tech apprenticeship program is in the process of becoming federally registered and state approved.

In manufacturing, job seekers can train for Industrial Maintenance Technician (IMT), Industrial Mechanic, Industrial Electrical, Industrial Automation, and obtain Forklift and OSHA Certification through the colleges. Finally, for transportation and logistics, job seekers can train for Certified Logistics Technician (Manufacturing Skill Standards Council certification), and Truck Driver training, earning either a Class A or Class B License.

Lifelong Learning and Advancement: Youth and adult job seekers may enter this segment of the career pathway at several different points and proceed to advanced formal education (Bachelor's and above) or access other ongoing upskilling and training opportunities. It may take the form of a LVN utilizing the LVN-RN Apprenticeship Program to become a RN, progressing along a

⁵ Curricula for Community Health Worker and Industrial Mechanic Apprenticeship Program have been provided as supplemental material with this proposal.



Builders, Makers, Movers, Healers Project Narrative

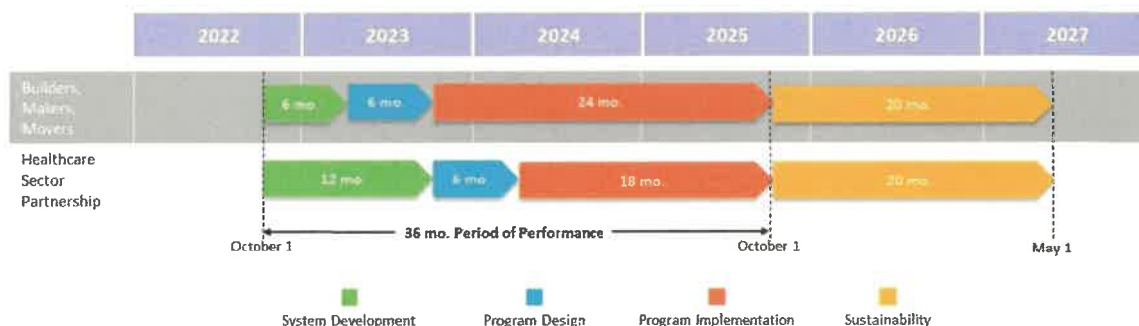
healthcare career pathway or an IMT going to a local university to work on an engineering degree for advanced opportunities in manufacturing. Additional certifications gained on the job, such as a Business Management certification in manufacturing, lead to new opportunities.

Another possibility that can be explored in this segment is entrepreneurship. After gaining experience in the BMMH sectors, someone may be interested in starting their own home care business or machine shop. BMMH offers support for these career interests with programs like CE-Oh!, which is a 10-week, online entrepreneurship training. Many of the college partners in BMMH offer a variety of business management courses as well.

Potential barriers to worker participation: The BMMH partners are aware of possible barriers for workers and job seekers to access programs that are put into place. Separate of barriers that may be unique to certain populations, which are addressed above, some potential barriers include: not being aware of the workforce programs that are available, transportation / ability to access in-person services, not having program prerequisites (e.g., math and reading skill levels) and limits on program capacity.

Awareness of the programs among workers can be achieved through the marketing and outreach efforts of the region's AJCCs, the colleges' student recruitment efforts and through social media, community events and public service advertising. During COVID, many programs have expanded their virtual/remote training opportunities, which can help mitigate issues with transportation (or future in-person service and training closures). Those who may not be ready for middle-skill training because they lack prerequisites can be supported by being referred to foundational skill programs as described above. Finally, BMMH intends to develop a sustainability plan, which will address increasing capacity for programs that have high demand and limited spaces, which may include finding additional funding sources and/or policy changes that allow for more students in a program.

Figure C: Builders, Makers, Movers, Healers Project Timeline



Sustainability and Economic Growth

Following Program Implementation, BMMH will enter into Sustainability and Economic Growth. This phase is fully funded by leveraged funding and will include a focus on 1) System Infrastructure and Sustaining Capacity, 2) Partnerships and Networks, 3) Funding and Resource Analysis, 4) Stakeholder Outreach and Storytelling, and 5) Preparing for the Future of Work. A detailed BMMH Sustainability Plan will be developed within the first six months of this phase and carried out over the remaining 14 months of the project in order to ensure BMMH is sustainable and provides ongoing economic growth for the region.



High Road Training Partnership Grant Budget Narrative

Organization: San Bernardino County Workforce Development Department

Project Name: Builders, Makers, Movers, Healers

Total Amount Requested: \$9,500,000

The San Bernardino County Workforce Development Department is applying for our Builders, Makers, Movers, Healers (BMMH) program through the High Road Training Partnership grant. This narrative outlines our budget plans for the funding.

Staffing: Total Salaries + Benefits Total: \$1,898,460

This section describes the staffing projections for the entirety of the grant. Not all of the positions will necessarily be filled by San Bernardino County (lead system entity). Where it makes sense, it could be necessary to outsource the positions at partner organization.

Positions are all existing staff with the exception of the following full-time positions: a Grant Coordinator who will be hired upon grant award, a Program Coordinator to manage each of the industry sectors, an Apprenticeship Development Coordinator who will be working with employers to increase the number of apprenticeships available in the region, an Apprenticeship System Navigator to assist customers from our priority populations to access apprenticeship opportunities and Workforce Development Specialists to work directly with customers. This also includes staff time in our America's Job Centers of California (AJCCs) to be able to serve the anticipated increase of customers.

Staffing

PROGRAM IMPLEMENTATION	S&B	PER MTH	FTE	# MTHS	TOTAL	SALARY	BENEFIT	TOTAL
GRANTS COORD / STAFF ANALYST	133,295.00	11,107.92	1.00	36.00	399,885.00	247,928.57	151,956.30	399,884.87
ACCOUNTANT	96,783.00	8,065.25	0.25	36.00	72,587.25	45,004.10	27,583.16	72,587.25
DEPUTY DIRECTOR	213,728.00	17,810.67	0.11	36.00	70,530.24	43,728.75	26,801.49	70,530.24
PROG COORD / PROG SPEC I	78,042.00	6,503.50	1.00	36.00	234,126.00	145,158.12	88,967.88	234,126.00
APPRENTICE SYSTEM NAVS / SOCIAL WORKER II	56,805.00	4,733.75	1.00	36.00	170,415.00	105,657.30	64,757.70	170,415.00
APRENTICE DEVELOP COORD / BUS SVCS SPECIALIST	67,672.00	5,639.33	1.00	36.00	203,016.00	125,869.92	77,146.08	203,016.00
ADMIN SUP I	144,745.00	12,062.08	0.25	36.00	108,558.75	67,306.43	41,252.33	108,558.75
BUS SVCS MANAGER	112,333.00	9,361.08	0.10	36.00	33,699.90	20,893.94	12,805.96	33,699.90
BUS SVCS SUPERVISOR	108,524.00	9,043.67	0.10	36.00	32,557.20	20,185.46	12,371.74	32,557.20
WORKFORCE DEVELOPMENT SPECIALIST	85,730.00	7,144.17	1.00	36.00	257,190.00	159,457.80	97,732.20	257,190.00
WORKFORCE DEVELOPMENT SPECIALIST	85,730.00	7,144.17	1.00	36.00	257,190.00	159,457.80	97,732.20	257,190.00
WORKFORCE DEVELOPMENT MANAGER	119,019.00	9,918.25	0.10	36.00	35,705.70	22,137.53	13,568.17	35,705.70
WORKFORCE DEVELOPMENT SUPERVISOR	76,663.00	6,388.58	0.10	36.00	22,998.90	14,259.32	8,739.58	22,998.90
					1,898,459.94	1,177,045.03	721,414.78	1,898,459.81

Staff Travel: \$25,000

We have included funding for staff travel throughout the duration of the grant. The Inland Empire is a very large geographic region so travel throughout will be necessary, especially as we ensure equity throughout the region.

Supplies: \$15,000

This line item will include funding for supplies that may be needed to implement the grant.

Furniture and Equipment: \$1,515,000

This line item reflects the purchase of computers and phones for the new staff. Additionally, an employer need has already come up for more truck drivers. The community colleges are hoping to offer classes



High Road Training Partnership Grant Budget Narrative

through their Contract Ed divisions. Currently the cost of insurance makes this prohibitive, so we are hoping to use some of this funding to offset that cost. We also are including funding for equipment that may be needed in our other industry sector training.

Contractor Services: \$2,272,500

We anticipate a number of contractor services that will be necessary to implement the grant. All of these will be procured following county procurement guidelines. A few examples are listed below:

- \$350,000 for Road Trip Nation – The Inland Empire has one of the highest numbers of disconnected youth in the country. To ensure this grant reaches those youth, we seek to partner with Road Trip Nation to develop youth programming in our two industry clusters/sectors of focus. This is similar to work they did in Chicago, IL.
- \$750,000 for BMMH Outreach/Media Campaign – This line item will be utilized for outreach to underserved areas to make sure they are aware of the good jobs that exist in the Inland Empire in our targeted manufacturing/logistics and healthcare industries. This will include video production for short- and long-term videos, billboards, radio, print and other marketing collateral.
- \$900,000 for Business Outreach Intermediaries – Currently San Bernardino County contracts with 6 Chambers of Commerce and Business Organizations to expand the reach of the Business Services team. This funding will allow to expand and continue this business support.
- \$52,500 for Next Gen Sector Partnership Consultant – This role is needed to continue and expand the Employer-led Next Gen Sector partnerships already formed.
- \$220,000 for Contractors to coordinate System Development and Program Design Phases – In order to ensure high quality project management focused on strong performance and outcomes, we envision contracting with an advisory firm for the first year of the project. In particular, we envision that this advisory firm will provide services in two areas described below with illustrative activities. Specific activities will be worked out with the chosen TA provider upon award. To identify and select the advisory firm, we plan to issue a time and materials RFP within 90 days of award.

Project Management, Coordination, and Planning

- Work with System Lead Entity and Backbone Organizations to develop project work plan(s)
- Coordinate partners and manage logistics of project mobilization
- Manage implementation of system development and program design phases
- Work with System Lead Entity and/or Backbone Organizations to manage solicitation processes and evaluate proposals from potential strategic partners
- Organize or manage employer and/or worker engagement strategies using human-centered design methodologies

Performance and Outcome Goals in Partnership and Procurement

- Help partners converge on goals, metrics, and equity measures (including sectoral partnerships and priority populations)
- Analyze causes of inequity, including historical and structural barriers, and explore potential improvements to meet equity goals
- Identify and support high-impact adjustments to operations and programs (including data, enrollment, and inter-agency coordination)
- Support development of robust solicitations and contracts with strategic partners that align financial and non-financial incentives with goals



High Road Training Partnership Grant Budget Narrative

Other: \$3,774,040

This category is what we will use for all of the training needed to support the goals and outcomes for the grant. This funding will include classroom training at our education partners, On The Job and Incumbent Worker Training for our employers, apprenticeship support, connections with the K12 system and other needs that come out through the System Development and Program Design phases. We aim to put together pilot projects built on existing programs in the Program Design phase so we can easily get to scale in the Program Implementation phase. This funding will go directly to getting our residents good jobs here in the Inland Empire.