

CJF THRIVE Inland SoCal

Strategy summaries

PRIORITY TRADABLE INDUSTRY CLUSTER

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ECONOMIC MOBILITY & WEALTH BUILDING

- Access to childcare
- Access to the education and training needed for quality jobs
- Building cultural and social capital
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- Entrepreneurial ecosystem for high-growth startups and Main Street businesses
- Pathways to careers in management
- Pathways to quality jobs in construction and related trades
- Pathways to quality jobs in healthcare
- Pathways to quality jobs in IT
- Technology access
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Focus: Advanced manufacturing

PRIORITY TRADABLE
INDUSTRY CLUSTER

Why is advanced manufacturing important for inclusive regional economic development?

Analysis shows that advanced manufacturing offers opportunities both to grow more quality and promising jobs¹ that are accessible to residents and to advance the diversification of the region's economy beyond its current overreliance on logistics and local-serving industries such as healthcare, which on their own are not capable of delivering inclusive regional growth.

Many advanced manufacturing jobs are accessible to workers with less than a four-year degree. This means they have the potential to improve the livelihoods of some of the nearly 40% of Inland SoCal residents belonging to a family that struggles to cover basic costs of living (note: people of color and workers with less traditional education are disproportionately represented in this group).

Special attention to workforce pathways will be important to ensure that residents can access these jobs and move into the industry from lower-paying positions in other fields. Interventions can range from shorter-term, work-based-learning programming to upskill existing workers (such as Chaffey College's InTech Center) to longer-term efforts to build awareness of STEM and advanced manufacturing careers among the region's youth.

Approach to strategy development

The Inland SoCal Economic Assessment identified three specific potential areas of focus within advanced manufacturing (along with related services such as engineering and drafting):

1. Higher-margin products that are competitive to make in California, such as complex industrial and commercial equipment, machine parts, microelectronics, and instrumentation
2. Goods in which the region has an established foothold that could be maintained, such as transportation equipment components and structural metals
3. Products serving large nearby markets, like chemicals, building components, and construction materials

Strategy development will explore each of these possibilities and the investments needed to support industry growth, quality job creation, and expanded access to opportunity. Activities will include:

- Individual interviews with manufacturers in each segment to understand market dynamics, benefits and challenges of operating in the region, prospects for growth, talent needs, and related issues.
- Conversations with workforce and education providers to assess the current state of advanced manufacturing training in the region, how it lines up with industry needs

¹ Quality jobs are those that offer a livable wage, health insurance, and stability in retaining a quality job over the next decade. Promising jobs are those offering a pathway to a quality job within ten years.

(including in emerging areas), successful efforts that could be scaled, and gaps to be filled.

- Engagement with additional public-sector, nonprofit, labor, and community interests regarding ways to strengthen advanced manufacturing (for example, infrastructure investments, efforts to improve the business climate) and considerations for improving potential workers' access to quality jobs in the industry.
- Review of existing programs and strategies that support advanced manufacturing in the region.
- Desk research to investigate promising models and best practices in use within and outside the Inland SoCal region.

Initial ideas

- A technical assistance program to help small and mid-sized manufacturers adopt product and process innovations that improve their overall productivity and competitiveness.
- An enhanced university role in working with manufacturers to adopt or commercialize innovations.
- Targeted attraction of anchor manufacturers in very specific subsectors to build out an emerging industry specialization. These efforts can leverage specific regional advantages such as location and nearby universities.
- Creation of a manufacturing alliance to support networking, supply chain relationships, and other joint action.
- Start-up or scale-up of short-term, culturally-responsive training programs that prepare workers for quality jobs in advanced manufacturing.
- A longer-term campaign to improve awareness of advanced manufacturing and other STEM-intensive careers among regional youth, particularly in disinvested communities and among people of color.

Questions to be explored

- *Competitive advantages:*
 - In which industry segment(s) is the Inland SoCal region most competitive compared to other parts of the state and the U.S.? What accounts for this advantage? How could it be strengthened?
 - Consider performance of regional drivers and enablers relative to the industry -- talent base, innovation capacities, infrastructure (such as industrial land, energy/utilities), and governance.
- *Company ecosystem:*
 - To what extent are these industry segments composed of small and medium-sized manufacturers as opposed to large companies? Are these segments concentrated in certain parts of the region?
 - How do firms in the cluster relate to one another (for example, in terms of supply/value chain links, collaboration to address shared needs)?

- What are the specific challenges and benefits that these firms get from being located in the region?
- What else do Inland SoCal advanced manufacturing companies need to succeed?
- *Workforce and other existing supports*
 - What advanced manufacturing training programs and supports exist in the region? How effective are they? Do they meet firm needs? What else is needed?
 - Are existing training programs responsive and accessible to area residents? What more can be done to improve access?
- *Environmental impact*
 - What are the energy and environmental impacts associated with each industry segment? Can these be reduced? How should any drawbacks be weighed against the potential for more quality job creation?

Specific feedback requests

Do you know people currently employed in any of these areas of manufacturing? Was it easy or difficult for them to find their job? What training did it require? Was that training easy to access? Are they happy with their work situation and their employer?

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Focus: Business services

Why is the business services cluster important for inclusive regional economic development?

The Inland SoCal Economic Assessment found that the region has a significant gap in jobs that enable workers to make ends meet, obtain health insurance, and enjoy stability by holding such a job over the next decade. In addition, the region's economy is overly weighted towards a small number of sectors—logistics and local-serving industries such as healthcare—highlighting the need for industry diversification.

Several categories of business services generate quality jobs even for workers without a four-year degree. These occupations include the emerging area of cybersecurity and subsectors related to various regional industry strengths such as freight arrangement (which is part of sustainable supply chains) and engineering drafting and design (which is part of advanced manufacturing). Cybersecurity is growing rapidly in response to an increasingly complex cyber threat environment; the Cybersecurity Center at California State University—San Bernardino (CSUSB) and other local efforts provide a foundation for the region to seize this opportunity.

Approach to strategy development

Strategy development will explore the viability of a business services cluster, with an emphasis on cybersecurity, as an emerging growth opportunity for the region. This process will also consider the extent to which cybersecurity is or can be integrated with other industries, such as sustainable supply chains, to maximize the region's competitive advantage. Special attention will be paid to ensuring that pathways into the industry are accessible to Inland SoCal residents, including those from disinvested areas, by building on existing efforts underway at CSUSB.

While cybersecurity is the primary emphasis of the business services strategy, several other elements will also be considered. Subsectors relevant to sustainable supply chains and advanced manufacturing will be addressed within those industry strategies. In response to stakeholder input, design / the arts will also be considered.

Strategy activities will include:

- Individual interviews with intermediaries involved in cybersecurity (such as CSUSB) to understand the existing state of the regional industry and associated opportunities and challenges.
- Individual interviews with firms to understand market dynamics, benefits and challenges of operating in the region, prospects for growth, talent needs, and related issues.
- Desk research to investigate promising models and best practices in use within and outside the Inland SoCal region.

Initial ideas

- Form an industry-led employer alliance to establish a center of gravity for the cluster.

- Explore a regional procurement strategy that leverages the purchasing power of hospitals, defense installations, and other major buyers by aggregating local demand for cybersecurity services in order to grow the cluster.
- Launch an accelerator program to support and attract cybersecurity entrepreneurs to the region.
- Offer technical assistance and infrastructure supports such as sensitive compartmented information facilities (SCIFs) to promote industry growth.
- Continue to support workforce pipeline efforts like CSUSB.

Questions to be explored

- To what extent is the region advancing innovation in cybersecurity (for example, by developing new methods and technologies) as opposed to meeting customer needs for standard cybersecurity services?
- To what degree is the region's value proposition grounded in back-office / remote operations that serve adjacent Southern California regions and / or customers at even greater distances?
- To what extent is the region's company ecosystem composed of small and medium-sized firms as opposed to large anchors? How do these firms relate to one another? Do they act as a cohesive cluster? Is there a center of gravity?
- To what extent is the region's emerging cybersecurity specialization integrated with other regional industries such as logistics? Is there an opportunity for better integration to boost the competitive advantages of both industries?
- Beyond CSUSB's Cybersecurity Center, what supports are needed to grow the industry?

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Focus: Cleantech

PRIORITY TRADABLE
INDUSTRY CLUSTER

Why is cleantech important for inclusive regional economic development?

Cleantech is a relatively new area that includes everything from renewable energy and water technologies to clean transportation to the manufacture of zero-emission building materials. Inland SoCal has a number of industries and innovation assets that together have the makings of a strong tradable industry cluster. The presence of the California Air Resource Board, UC Riverside's Center for Environmental Research and Technology (CE-CERT) and OASIS Clean Tech Park (currently under construction), and sector strengths in advanced energy production and storage, advanced manufacturing, and logistics together have the potential to boost quality job creation and access, improve environmental and health outcomes for area residents, and bring new money into the region.

Approach to strategy development

Strategy development will begin by identifying regional industry strengths that are relevant to cleantech innovation, such as energy production and logistics. From there, we will explore any efforts underway to build on those strengths, potential opportunities for growth in the region's cleantech cluster, and the actions needed to make the most of those possibilities. Specific activities will include:

- Having one-on-one conversations with leaders from the public sector, industry, nonprofits, labor organizations, and communities to get firsthand insights and find out about specific needs and concerns related to cleantech growth.
- Reviewing studies and reports with information on real-world examples, promising approaches, and best practices in use within and outside Inland SoCal.
- Investigate major regional economic, social, and policy trends in cleantech and how they are showing up in Inland SoCal.
- Get feedback from key stakeholders to make sure that proposed solutions align with the situation on the ground across the region.

Initial ideas

- Support the construction and development of the OASIS Clean Tech Park.
- Expand access to lab space, incubator facilities, funding, and other supports for cleantech entrepreneurs.
- Encourage startups that aim to sell innovations developed in Inland SoCal research facilities.
- Explore opportunities for community-based research and collaboration on pilot programs that help historically disinvested communities benefit from innovative cleantech solutions.
- Build on existing strengths in climate-ready building materials innovation.

- Establish retraining programs that help Inland SoCal workers find and transition into quality cleantech jobs.

Questions to be explored

- What aspects of cleantech (for example: solar, energy storage, climate-ready building materials) have the greatest potential in terms of generating quality jobs and bringing new money into Inland SoCal?
- How have other places ensured that historically disinvested communities benefitted from cleantech innovations (for example, through reduced energy costs, better air quality, climate-ready communities)?
- To what extent does workforce training in the region align with the skills needed for a strong cleantech workforce?
- What are the best ways to encourage cleantech adoption, especially for smaller businesses that may not have much background knowledge or resources?

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PRIORITY TRADABLE
INDUSTRY CLUSTER

Focus: Sustainable supply chains

Why are sustainable supply chains important for inclusive regional economic development?

Although the expansion of the logistics sector has brought growth and jobs to Inland SoCal, it has had its drawbacks as well. Too few quality jobs and too many environmental harms caused by the sector's reliance on carbon-based fuels have made many area residents deeply skeptical of the sector. But state climate priorities, federal climate spending, and the intensifying climate crisis are creating new possibilities for this sector to address these concerns and chart a new course for the future. By accelerating innovation, product development and piloting, technology adoption at scale, and process improvements, this cluster can bring economic and environmental benefit to a large proportion of Inland SoCal residents.

Approach to strategy development

Sustainable supply chains encompasses a wide range of industries, including logistics and distribution, renewable energy generation, fueling and charging infrastructure for zero-emission vehicles (ZEVs), and ZEV maintenance. We will begin by identifying these subsectors and the key companies within them. Based on the strengths we uncover, we will look into opportunities for growth, relevant efforts underway, and challenges to address. Activities will include:

- Having one-on-one conversations with leaders from the public sector, industry, nonprofits, labor organizations, and communities to get firsthand insights and understand specific needs and concerns related to the sustainable supply chains cluster.
- Reviewing studies and reports that describe real-world examples, promising approaches, and best practices in use within and outside the region.
- Investigate major regional economic, social, and policy trends in sustainable supply chains and how they are showing up in Inland SoCal.
- Get feedback from key stakeholders to make sure that proposed solutions align with the situation on the ground across the region.

Initial ideas

- Establish a Sustainable Supply Chains Regional Consortium to increase collaboration among companies and higher education on research, commercialization, and worker training. The Consortium could include an entrepreneurship component focused on supporting the creation and growth of promising sustainable logistics companies (whether homegrown or new to the region).
- Engage the National Renewable Energy Laboratory (NREL) and its Advanced Research on Integrated Energy Systems (ARIES) initiative to simulate the decarbonization on Inland SoCal supply chains. This assessment will help

stakeholders identify what needs to happen when on the path to zero-emissions goods movement.

- Help small and medium-sized companies in supply chains shift to zero-emissions and improve their energy efficiency. The Consortium will convene these firms to work with them on decarbonization and energy efficiency measures. Collaboration and coordination among these companies will accelerate the shift to zero-emissions by providing opportunities for peer learning as well as potential cost savings.
- Increase solar panel installation on warehouse roofs and expand community solar projects that benefit historically disinvested households.

Questions to be explored

- To what degree are companies and research institutions in Inland SoCal generating new technologies and solutions that can help with the transition to more sustainable supply chain models? What else is needed to encourage these efforts?
- What are the biggest opportunities and challenges facing companies in Inland SoCal's goods movement sector? What actions are needed to make this cluster truly sustainable?
- What skills in highest demand for sustainable supply chains? How easy / difficult is it to find employees in the region with the right skills?
- To what extent are small and medium-sized companies getting the help they need to make the transition to clean energy? What about energy efficiency? Technology adoption?
- How would rapid decarbonization of this cluster affect environmental outcomes for residents of the region's most disinvested communities?
- How can the cluster boost productivity and environmental sustainability by creating a network for seamless data sharing and coordination among companies within a given supply chain?

Specific feedback requests

The Inland SoCal logistics sector is a subject of heated debate among area residents. Some see goods movement as a source of job creation and economic growth; others express concern about its environmental impacts and limited number of quality jobs. As you reflect on this strategy summary, we ask you to keep an open mind. The final strategy will specifically address job quality, worker preparedness, and decarbonization, which together can create a goods movement cluster that looks quite different from its current state.

Why is access to childcare important for inclusive regional economic development?

Improving childcare availability increases people's ability to hold a job, bolsters employee retention and productivity, and fosters entrepreneurship. By addressing the caregiving responsibilities that many workers (particularly women and single parents) face, access to affordable childcare can help workers advance in their careers without placing a major financial burden on their households. Accessible childcare and eldercare can also make it easier for people to pursue education and training on the path to a quality job, which in turn can lead to greater economic mobility and a more vibrant and resilient economy.

Initial ideas

- Collaborate with local childcare providers to expand capacity and offer more reliable affordable childcare options.
- Incentivize businesses to offer on-site childcare or provide childcare subsidies for employees.
- Advocate for policy changes to increase funding for childcare subsidies and infrastructure.
- Establish government-funded childcare assistance programs for low-income families.
- Invest in training and certifying more childcare professionals to meet demand.
- Partner with community organizations to provide childcare vouchers or scholarships.
- Incentivize employers to promote flexible work arrangements and remote work options that better accommodate parental responsibilities.
- Support initiatives to improve the quality and accessibility of early childhood education.
- Raise awareness about the importance of affordable childcare for economic mobility and regional development.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

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Focus: Access to the education and training
needed for quality jobs

ECONOMIC MOBILITY
& WEALTH BUILDING

Why is access to the education and training needed for quality jobs important for inclusive regional economic development?

Increasing access to education, apprenticeships, and other skills training opportunities will contribute to inclusive regional economic development by lowering barriers to quality jobs. Partnering with educational institutions and integrating career awareness initiatives into K-12 schooling can expose students to the broad range of job possibilities early, which will help them make more informed decisions in the future. Efforts to challenge stereotypes and increase awareness of high-road job opportunities—particularly in the trades and healthcare—can also help individuals pursue fulfilling careers and contribute to a more resilient regional economy. Collaborative initiatives involving schools, families, communities, and employers are crucial for promoting career awareness, addressing challenges, and creating a supportive ecosystem that enables individuals to access high-quality training and pursue successful careers.

Initial ideas

- Increased investment in higher education (for example, university satellite campuses, online distance learning, continuing education programming).
- Launch outreach and recruitment efforts targeting individuals from historically underrepresented backgrounds.
- Provide pre-apprenticeship programs to prepare individuals for apprenticeships.
- Offer financial assistance and wraparound services such as childcare, mental health support, transportation, technology access, and legal assistance to lower barriers to participation in training and education programs.
- Establish mentorship programs and provide ongoing support services that incorporate continuous improvement and regular opportunities to gather feedback.
- Refocus workforce training on quality jobs that complement workplace automation.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

CJF THRIVE Inland SoCal

Focus: Building cultural and social capital

ECONOMIC MOBILITY
& WEALTH BUILDING

Why is building cultural and social capital important for inclusive regional economic development?

Cultural and social capital—which includes social connections, exposure to different career paths, access to training and education, familiarity with workplace norms, and more—play a major role in determining a person’s economic situation. Helping people from historically underrepresented communities boost their cultural and social capital can help break down barriers to economic opportunity, career advancement, and wealth building.

Initial ideas

- Foster community mentorship programs that connect individuals with successful industry professionals.
- Facilitate networking events and professional development workshops (including online platforms and resources).
- Offer workshops and seminars on networking, interpersonal skills, and professional norms (for example, a seminar focused on communication, teamwork, and problem-solving; a workshop with practical job search skills such as resumé writing, how to dress for an interview, and how to respond to interview questions).
- Collaborate with educational institutions to enhance career counseling services that offer guidance on professional development and workplace etiquette and cultivate social connections among students from different socioeconomic backgrounds.
- Foster supportive networks and affinity groups that provide peer mentorship and encouragement.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

Why is employer-sponsored workforce housing important for inclusive regional economic development?

Employer-sponsored workforce housing (meaning housing initiatives that are provided for or subsidized by employers to address their employees' housing needs) can contribute to inclusive regional economic development by increasing the number of affordable housing options, reducing commutes, encouraging employee recruitment and retention, promoting diversity and inclusion in the workforce, supporting economic mobility, fostering community development and revitalization, and facilitating partnerships and collaboration.

Initial ideas

- Collaborate with employers on the development of affordable housing options near major employment centers.
- Work with companies to establish employer-sponsored housing assistance programs.
- Incentivize employers to invest in workforce housing initiatives.
- Partner with local government and housing authorities to facilitate employer-supported housing projects.
- Advocate for zoning policies that prioritize workforce housing development.
- Provide tax incentives or credits to employers for contributing to workforce housing initiatives.
- Leverage public-private partnerships to fund and develop workforce housing.
- Offer employees financial assistance or subsidies to reduce housing expenses.
- Promote mixed-income housing developments that accommodate workers of different income levels.
- Implement transportation solutions that improve worker access to affordable housing.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

CJF THRIVE Inland SoCal

Focus: Entrepreneurial ecosystem for high-growth startups and Main Street businesses

ECONOMIC MOBILITY
& WEALTH BUILDING

Why is the entrepreneurial ecosystem important for inclusive regional economic development?

A strong entrepreneurial ecosystem is a vital component of any inclusive regional economic development strategy. When entrepreneurs start new companies, they also create jobs, new business for suppliers, and new products and services for potential customers. Making it easier for would-be entrepreneurs to develop their ideas and launch their companies means more economic activity for the region and a chance at wealth-building for company founders. This is especially true for those from historically underrepresented groups that were systematically excluded from entrepreneurial opportunities in the past.

Initial ideas

- Improve access to funding, mentorship, training programs, and networking opportunities, which are especially important for those from historically underrepresented groups who may face barriers to capital access and business support services.
- Tailor programs to meet the needs of historically underrepresented entrepreneurs (for example, targeted funding initiatives, mentorship programs with mentors from similar backgrounds, training programs that address specific challenges faced).
- Facilitate networking opportunities and community engagement activities that connect entrepreneurs from historically underrepresented communities with potential collaborators, customers, and supporters.
- Build strong networks within the local business community to provide valuable support and create opportunities for growth.
- Identify and address systemic barriers that limit access to economic mobility and wealth-building for those from historically underrepresented and / or disinvested communities.
- Advocate for policy changes that address discrimination in lending and provide legal support for entrepreneurs facing discrimination and other challenges.
- Support local businesses, particularly those owned by individuals from historically underrepresented groups
- Offer capacity-building initiatives and skills development opportunities tailored to the needs of entrepreneurs from historically underrepresented communities (for example, financial management training, marketing skills, business planning).
- Showcase success stories from historically underrepresented entrepreneurs in the region in order to provide examples and role models for others to follow.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

CJF THRIVE Inland SoCal

Focus: Pathways to careers in management

ECONOMIC MOBILITY
& WEALTH BUILDING

Why are pathways to middle- and upper-level management careers important for inclusive regional economic development?

Expanding opportunities for those from historically underrepresented groups to advance into management roles increases diversity at the leadership level and helps ensure that corporate decision-making reflects a wider range of perspectives and experiences. These pathways can create economic mobility and wealth-building opportunities while also fostering innovation, resilience, and sustainable growth in the region. For this reason, some Inland SoCal High-Road Training Partnerships (HRTPs) have begun to include career mobility and leadership training for individuals from historically underrepresented groups as part of their programming.

Initial ideas

- Provide clear pathways for career advancement to management, with opportunities for skills development and promotion (especially for individuals from historically underrepresented communities).
- Connect individuals with mentors who can offer guidance and support throughout their career journey and help them navigate challenges and achieve their goals.
- Encourage firms to actively recruit and support individuals from historically underrepresented backgrounds in order to create a more representative and culturally competent leadership class.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

CJF THRIVE Inland SoCal

Focus: Pathways to quality jobs in construction and related trades

ECONOMIC MOBILITY
& WEALTH BUILDING

Why are pathways to quality jobs in construction and related trades important for inclusive regional economic development?

Fostering pipelines to quality jobs in construction and the trades can contribute to inclusive regional economic development by providing pathways to stable employment and upward mobility for individuals from different backgrounds. By making training programs and apprenticeships in HVAC, plumbing, construction, and other trades more accessible, individuals from historically underrepresented communities can secure high-demand, well-paying jobs that help reduce disparities in income and opportunity. Investing in talent pipelines strengthens the local workforce, supports small businesses, and fosters economic resilience by ensuring that the region has a skilled pool of workers who can meet the evolving needs of Inland SoCal companies.

Initial ideas

- Implement clear pathways into quality jobs in construction and related trades that provide opportunities for skills development and advancement and encourage individuals to pursue long-term careers in the sector.
- Train the workforce needed to accelerate the region's transition to zero-emission vehicles (ZEVs), which will require skilled workers in the electrical trades, construction, and ZEV automotive technology (among other areas).
- Offer hands-on learning experiences via internships and apprenticeships that allow individuals to acquire practical skills while working alongside experienced professionals.
- Connect residents to employment search support and career training services, including resumé writing, interview preparation, job search strategies, and other career development resources.
- Provide scholarships, tuition reimbursement, and other financial incentives to help individuals overcome barriers to entry in order to pursue careers in construction and related trades.
- Expand people's awareness of postsecondary education and training to include trade, technical, and vocational programs as well as four-year colleges and universities.
- Introduce the trades as a career option in K-12 by exposing students to different career paths and giving them opportunities to acquire relevant skills (for example, by making wood shop and / or automotive tech a standard part of the curriculum).
- Partner with local colleges, universities, and vocational schools to develop tailored programs that give students the relevant skills and knowledge they need for in-demand roles in construction and related trades.
- Connect aspiring trades and construction professionals with mentors in the sector who can provide guidance and support in navigating challenges and achieving career goals.
- Promote diversity and inclusion by actively recruiting and supporting individuals from historically underrepresented backgrounds.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

CJF THRIVE Inland SoCal

Focus: Pathways to quality jobs in healthcare

ECONOMIC MOBILITY
& WEALTH BUILDING

Why are pathways to quality jobs in healthcare important for inclusive regional economic development?

The region continues to see significant growth in the number of quality jobs in healthcare and social assistance. These jobs have the potential to boost the economic mobility of workers from historically underrepresented groups (much more so than lower-paying work in other high-employment industries, such as retail, food services, and warehousing). Strengthening pathways into healthcare careers will expand residents' access to quality jobs, even for those without a four-year degree. Because many of these occupations offer opportunities for career advancement, accessible pathways into quality healthcare jobs can foster long-term economic stability and wealth-building for those from disinvested communities.

Initial ideas

- Implement clear pathways into quality healthcare jobs that provide opportunities for skills development and advancement and encourage individuals to pursue long-term careers in the sector.
- Offer hands-on learning experiences via internships and apprenticeships that allow individuals to acquire practical skills while working alongside experienced healthcare professionals.
- Connect people with employment search support and career training services, including resumé writing, interview preparation, job search strategies, and other career development resources.
- Provide scholarships, tuition reimbursement, and other financial incentives to help individuals overcome barriers to entry in order to pursue careers in the healthcare sector.
- Expand people's awareness of postsecondary education and training to include trade, technical, and vocational programs as well as four-year colleges and universities.
- Partner with local colleges, universities, and vocational schools to develop tailored programs that give students the relevant skills and knowledge they need for in-demand healthcare roles.
- Connect aspiring healthcare professionals with mentors in the sector who can provide guidance and support in navigating challenges and achieving career goals.
- Promote diversity and inclusion by actively recruiting and supporting individuals from historically underrepresented backgrounds.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

Why are pathways to quality jobs in IT important for inclusive regional economic development?

Clear, well-supported pathways into quality information technology (IT) jobs make it easier for people to prepare for and find higher-paying work. These jobs range widely from IT support to data analysis to cybersecurity. Outreach, programming, and wraparound supports tailored to the needs of those from historically underrepresented communities can help the region tap into a more diverse talent pool and foster innovation and creativity. Greater worker diversity in IT can not only improve economic outcomes for historically marginalized groups but can also strengthen the overall competitiveness and dynamism of the sector.

Initial ideas

- Implement clear pathways into quality jobs in the IT sector that provide opportunities for skills development and career advancement.
- Offer hands-on learning experiences via internships and apprenticeships that allow individuals to acquire practical skills while working alongside experienced professionals.
- Connect people with employment search support and career training services, including resumé writing, interview preparation, job search strategies, and other career development resources.
- Provide scholarships, tuition reimbursement, and other financial incentives to help individuals overcome barriers to entry in order to pursue careers in the IT sector.
- Partner with local colleges, universities, and vocational schools to develop tailored programs that give students relevant skills and knowledge needed for in-demand IT roles.
- Connect aspiring IT professionals with mentors in the sector who can provide guidance and support in navigating challenges and achieving career goals.
- Promote diversity and inclusion by actively recruiting and supporting individuals from historically underrepresented backgrounds.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

Why is technology access important for inclusive regional economic development?

Technology is an increasingly large part of everyday life. All sorts of activities—searching for a job, paying bills, obtaining government services—now require internet access and some level of digital literacy. Unfortunately, the digital divide remains a challenge for some in Inland SoCal, particularly those from low-income households and / or rural communities. Improving internet connectivity and access to laptops and tablets can advance inclusive regional economic development by ensuring that everyone has the resources and skills they need to make use of technology in their daily lives.

Initial ideas

- Provide subsidized internet access programs for low-income families
- Establish community centers with free computer labs and wifi access and/or increase support for existing community resource areas.
- Partner with local libraries on laptop and tablet lending programs.
- Offer technology training workshops and classes focused on digital skills.
- Collaborate with technology companies to donate refurbished devices to underserved communities.
- Implement mobile technology units to bring internet access and technology resources to remote areas.
- Support initiatives that provide affordable or free access to software and online tools for skills development and entrepreneurship.
- Encourage employers to provide technology allowances or reimbursements to cover remote work setups.
- Invest in infrastructure improvements to expand broadband access to underserved areas.
- Advocate for government programs and policies that prioritize digital inclusion and address the digital divide.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?

CJF THRIVE Inland SoCal

Focus: Transportation access

ECONOMIC MOBILITY
& WEALTH BUILDING

Why is transportation access important for inclusive regional economic development?

A lack of reliable transportation poses significant barriers to economic mobility in Inland SoCal by limiting people's access to education, training, and job opportunities. In a region where many people rely on cars, limited public transit options and lack of access to a car make it harder to get and keep a job, especially in rural areas. Better access to transportation expands people's economic opportunities by making it easier to get to school, work, the grocery store, doctor appointments, and other activities of daily life. Transportation access ensures that people can participate in the economy and the world around them, which contributes to more inclusive and broadly prosperous communities.

Initial ideas

- Invest in infrastructure for bike lanes and pedestrian pathways.
- Provide subsidies or vouchers for public transportation.
- Establish ride-sharing programs for areas with limited public transit options.
- Work with employers to offer transportation benefits or shuttle services.
- Provide need-based gas subsidies.
- Advocate for policies to improve public transportation funding and accessibility, expand public transportation routes, and increase service frequency.
- Incentivize carpooling initiatives for commuters.
- Support initiatives to develop electric vehicle (EV) charging stations in residential, commercial, and industrial areas.
- Implement flexible work arrangements to reduce the need for daily commuting.
- Prioritize transportation projects that address equity and accessibility concerns.
- Expand transportation services for individuals with disabilities.
- Invest in smart transit technologies such as real-time arrival info and mobile ticketing apps.

Specific feedback requests

We know that some of these solutions have been piloted in the region in the past and would like to hear how successful they were and what could be improved. If successful, how scalable / broadly applicable are these approaches?