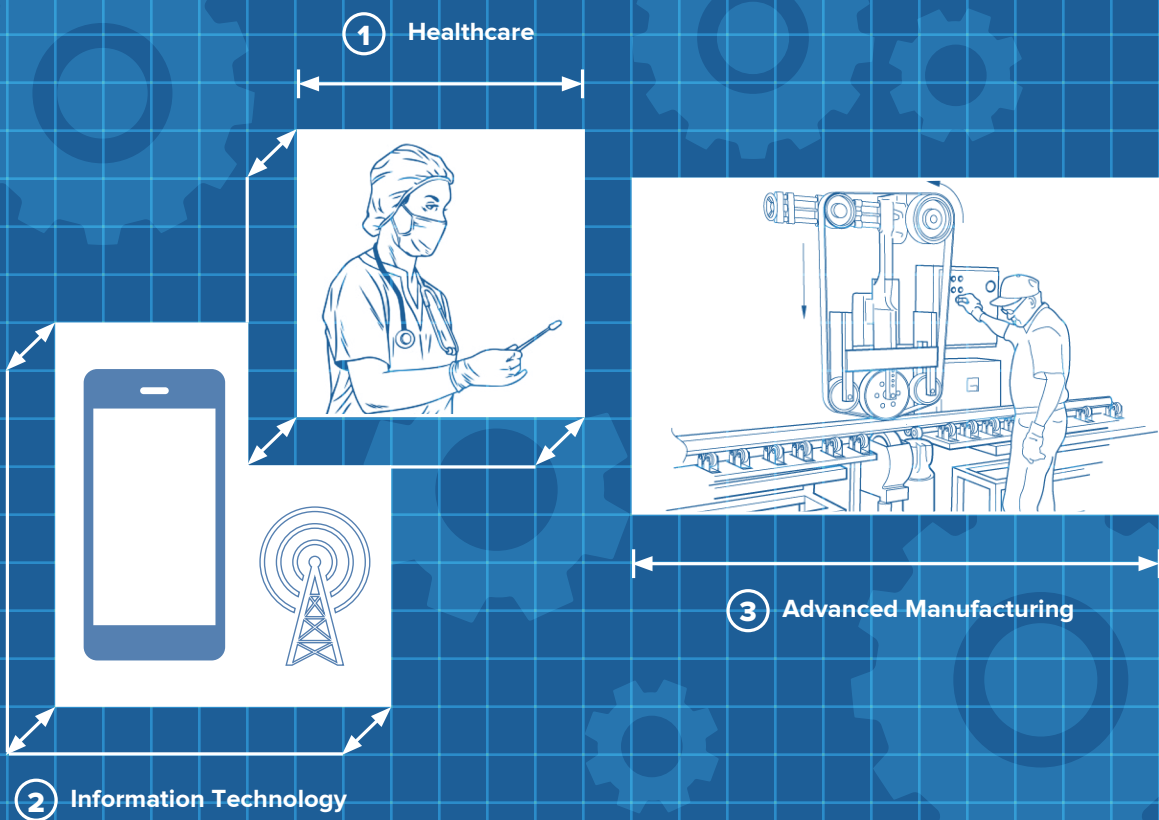




ECONOMIC DEVELOPMENT

City of Menifee Jobs Blueprint v. 1.0



by:

MAP
ADVISING



Table of Contents

I. Introduction	3
The City of Menifee’s Comprehensive Economic Development Strategy (CEDS).....	4
Development of the Menifee Jobs Blueprint.....	5
II. Labor Market Information	6
Race and Ethnicity.....	7
Educational Attainment.....	8
Household Annual Income.....	9
Unemployment.....	10
Employment Share by Industry.....	10
Selected Industries and Employment Data.....	11
Healthcare.....	12
Advanced Manufacturing.....	13
Information Technology.....	14
III. The Jobs-Talent Algorithm (JTA)	15
JTA Step One: Determine the Target Number of New Jobs.....	16
JTA Step Two: Business Attraction and Expansion: Creating Jobs through “Hunting” and “Gardening”.....	19
JTA Step Three: Attracting and Retaining Middle- and High-Skill Talent.....	23
JTA Step Four: Develop New Middle- and High-Skill Talent Locally.....	24
JTA Step Five: Evaluate Progress and Iterate on the Jobs-Talent Algorithm.....	28
IV. Career Pathway Blueprints	29
Appendix A: Stakeholder Strategy Session Attendees and MJB Interviewees	33

I. Introduction

The City of Menifee developed this Jobs Blueprint as part of a larger economic development strategy to support the growth of local employers, attract new businesses to the area, and to create job opportunities for its residents. In partnership with key stakeholders throughout the City and Southwest Riverside County, this Blueprint will be used to guide efforts in setting economic and workforce development goals, then collaborating to achieve them.

This Blueprint is meant to “set the table” for creating jobs and matching those jobs with the right talent locally. A key element of it is the Jobs-Talent Algorithm (JTA) that can be utilized separately from this Blueprint in order to meet the economic goals of Menifee and the region. It should be noted that the economy of Menifee is situated within the subregion of Southwest Riverside, which also includes the cities of Temecula, Murrieta, Wildomar, and Lake Elsinore. Eventually, the goals and strategies of the JTA can be further developed to fully encompass the larger subregion. The macro region is the Inland Empire, which includes both San Bernardino and Riverside Counties and the activities proposed in this Blueprint will benefit from coordination with county and regional partners as well.



The City of Menifee's Comprehensive Economic Development Strategy (CEDS)

In 2019, the City of Menifee developed and officially adopted a five-year CEDS per U.S. Economic Development Administration guidelines. The goal of the CEDS is to build resiliency in the local and regional economy, reflecting a spectrum of strategic themes such as diversifying the City's industry/employment base; making infrastructure investments that leverage local, state and federal funding; and improving the City's fiscal position.

The key goals of Menifee's CEDS are:

- A. Create new jobs through business retention/expansion/attraction and entrepreneurial development;
- B. Expand the City's tax base;
- C. Improve Menifee residents' local employment opportunities and upgrade workforce preparedness;
- D. Improve Menifee's amenities as a residential community (residential quality of life), including expanded availability of local retail/restaurant and entertainment options;
- E. Continue to consistently convey a message to the business/development community that the City of Menifee is "ready for business"; and
- F. Foster sustainability and economic resiliency

The CEDS specifically calls for a workforce development coordination role to be played by the City and the development of a "coordination framework." This Blueprint serves as that framework, primarily addressing goals A, C, E and F. However, the strategies here reinforce overall economic growth, which indirectly can make progress on goals B and D as well.

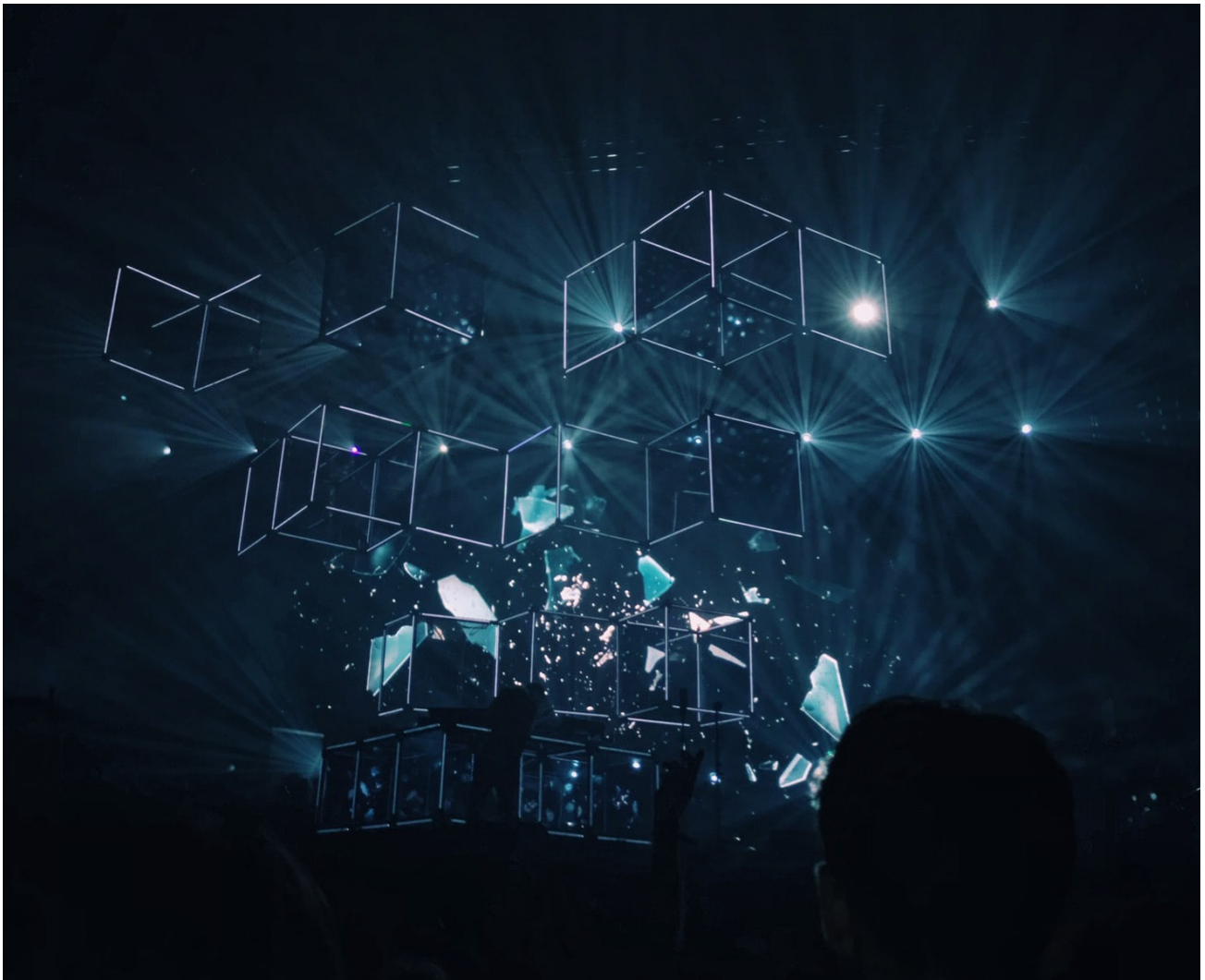
A follow-up memo from a stakeholder meeting for the CEDS held in April 2021 recommended a set of target industries, narrowed from the CEDS, which has been further refined for this Blueprint to include Healthcare, Advanced Manufacturing and Information Technology (IT). These sectors were chosen based on industries identified in the CEDS, current labor market data, and discussion among Menifee staff and stakeholders. In addition, the County of Riverside's Local Workforce Development Plan for 2021-2024 calls for sector-based strategies in Healthcare and Social Assistance and Manufacturing, two of the three target industry sectors identified in Menifee.

Development of the Menifee Jobs Blueprint

The development of the CEDS and this Blueprint included a set of key regional stakeholders who have provided input and guidance throughout the process. Specifically for this Blueprint, a Menifee Jobs Blueprint Stakeholder Strategy Session was held at City Hall in Menifee on August 24th, 2021. At the meeting, local demographics and labor market information for five sectors of interest were presented and the group discussed workforce development assets and challenges for each. The findings from that session have been incorporated into the strategies below.

Following the session, ten follow-up interviews were conducted with individuals from the key industries, education providers and workforce development partners, some of which were also present at the Strategy Session. A list of those who took part in the session and/or were interviewed virtually or over email is provided in Appendix A.

In coordination with the City of Menifee's Office of Economic Development, MAP Advising was contracted to guide the process and develop this Blueprint.



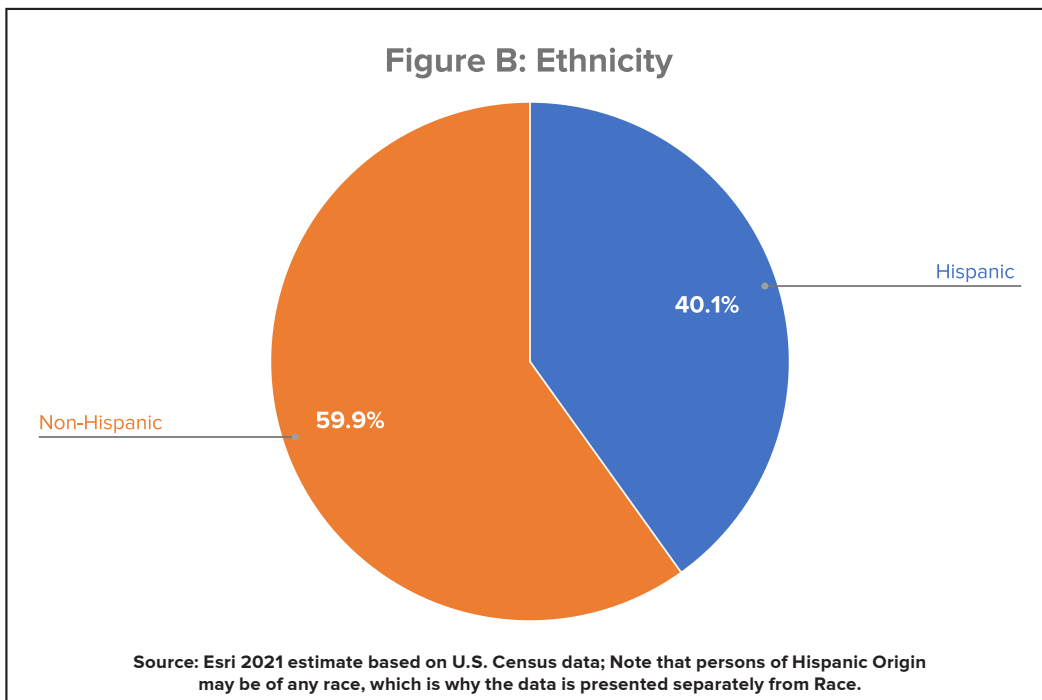
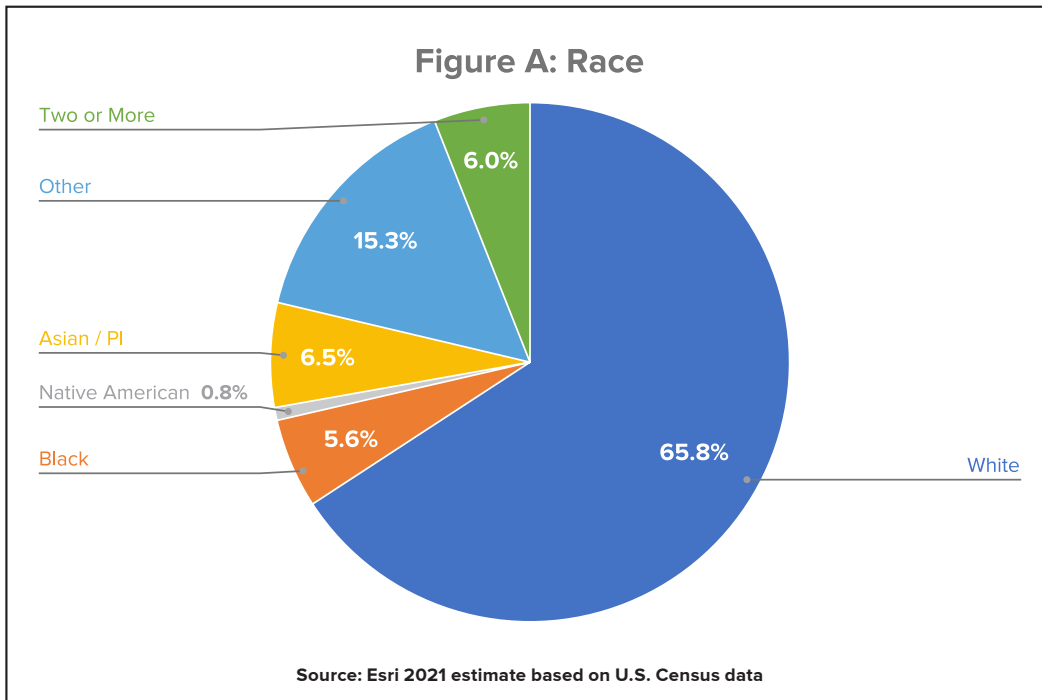
II. Labor Market Information

Key data and insights from available demographic and labor market data informed the development of the MJB throughout the process. In this section, population data specific to the City of Menifee is presented, based on 2021 estimates from Esri using U.S. Census data. Labor market information was sourced from the State of California's Employment Development Department, Labor Market Information Division (EDD), Sept 17, 2021 data release (August data).



Race and Ethnicity

As shown in Figures A and B below, Menifee is a culturally diverse city, which can be an advantage for business attraction efforts as employers seek a competitive edge through hiring a diverse workforce. In terms of attracting talent, the amount of diversity of the City has been growing and is expected to continue doing so, which is an amenity that can be advertised as a draw to the area.

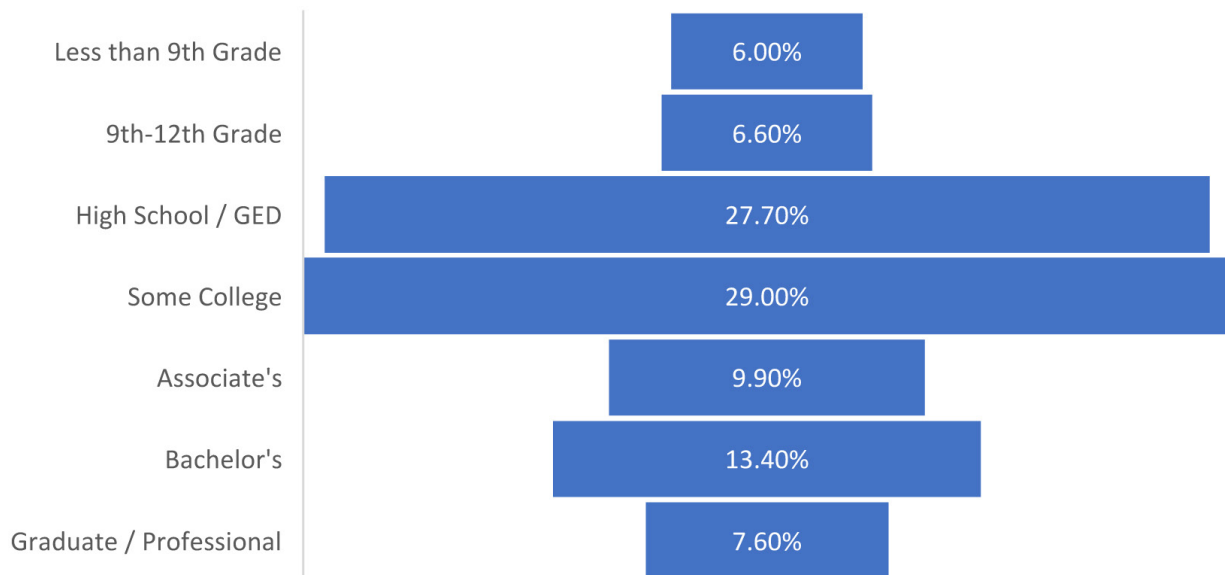


Educational Attainment

The City of Menifee can leverage the fact that more than 60% of its population have at least some college coursework completed and that over 30% have an associate's degree or higher (see Figure C). This has implications both for business attraction and talent development. In terms of advertising to new businesses, they would likely be interested in learning more about the population with degrees that the city has.

For talent development, it's clear that residents would benefit from both middle- and high-skill job opportunities as defined by education level in the next section. Those with some college have a head start on completing an associate's or other credential and obtaining a middle-skill job. Those with bachelor's degrees and above, particularly those that may be leaving the city for high-skill jobs elsewhere, may be enticed to work locally if the number of high-skill jobs were increased within the city or subregion.

Figure C: Educational Attainment (Ages 25+)

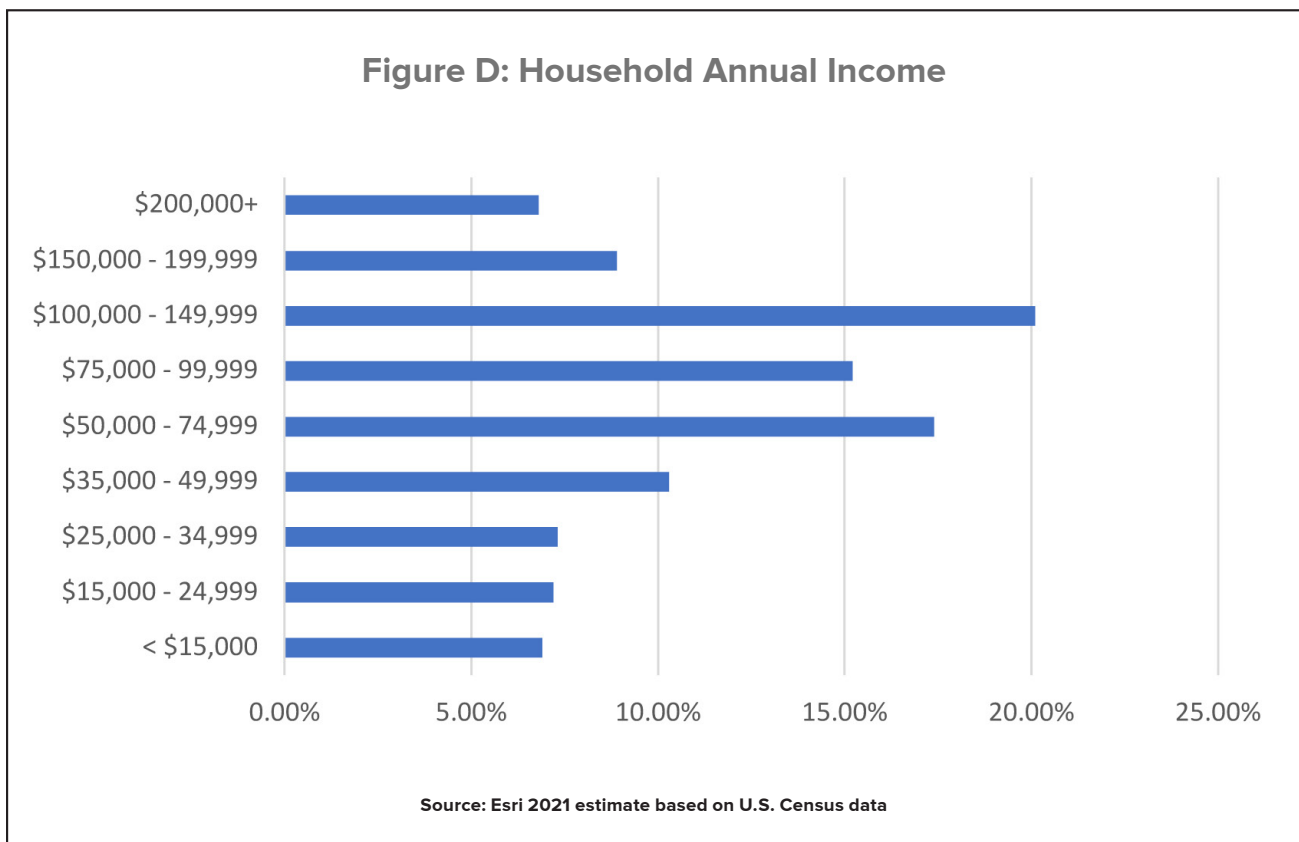


Source: Esri 2021 estimate based on U.S. Census data

Household Annual Income

Menifee is generally a middle-income community as Esri estimates the average annual household income to be \$93,275, close to the 2020 U.S. average of \$97,026. However, Menifee's estimated median household income in 2021 of \$76,221 is above the U.S. median income of \$67,521 in 2020.¹ Overall, Figure D shows that there is a mix of income levels in the community, with over 35% earning over \$100,000 and more than 21% of households earning less than \$35,000 a year. The high portion of higher-income households can be used to demonstrate a strong consumer base for attracting new business activity.

For the lower-income portion, many would be eligible for publicly funded workforce services offered by the county as well as tuition assistance for education programs.



¹ U.S. average and median household income data from the U.S. Census's Current Population Survey Annual Social and Economic Supplement (Sept 2021)

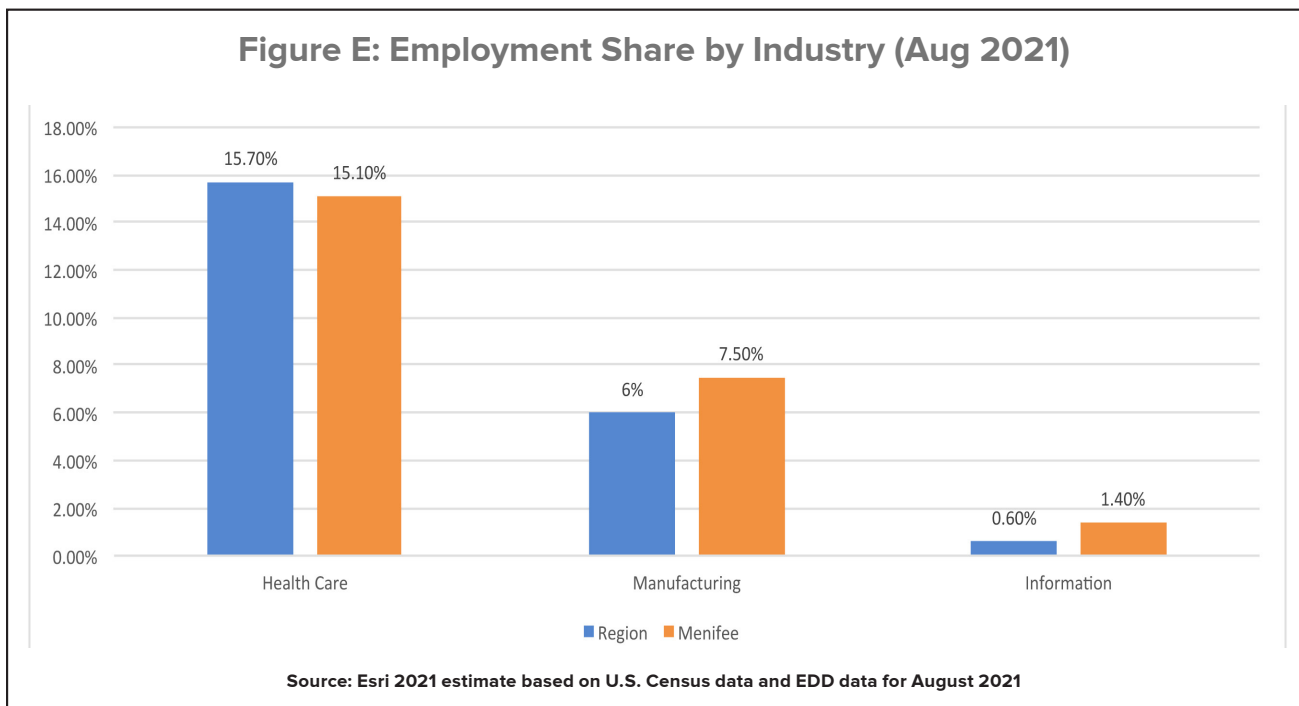
Unemployment

As of September 2021, the Employment Development Department (EDD) reported August unemployment in CA was 7.5% compared to 5.2% nationally. Menifee was at 7.8%, quite close to the state average. It appears that the city is recovering from the economic shocks of the pandemic at approximately the same pace as the rest of the state. The opportunity here is that there are roughly 3,281 individuals in the working age population of 16-64 who are available for work or that could be upskilled with training to prepare for middle-skill opportunities currently.²

Employment Share by Industry

Figure E below shows the share of all employment in the region for each industry compared to the share of Menifee’s residents. While the portion of Menifee’s workers is slightly below that of the region for Healthcare, it is a bigger part of the local workforce in Manufacturing and Information (which includes information technology). The rapid growth of jobs in Healthcare expected across the region in the next several years may increase Menifee’s share compared to the region (see Selected Industries and Employment Data below).

Data from the CEDS in 2019 showed that about 26,456 people who live in Menifee leave the City during the day for their jobs, so some share of each of these industry employment numbers are employed outside of the City. This is another opportunity for business attraction efforts to learn more about the characteristics and specific employers of those leaving the city to focus attraction efforts on similar employers.



² Based on Esri 2021 population estimates and labor force participation rates of each segment, totaling 42,070 workers between the ages 16-64 currently in the labor force and a 7.8% unemployment rate for the City.

Selected Industries and Employment Data

While the strategies in the CEDS related to economic development span multiple industry sectors, three sectors in particular have been prioritized in this Blueprint: Healthcare, Advanced Manufacturing and Information Technology. Together, these sectors represent nearly a quarter of the current workforce in Menifee and have the most potential for generating quality middle- and high-skill jobs for the Southwest Riverside region. All three are also recommended targets for business attraction in the CEDS. Of course, the local economy of Menifee and Southwest Riverside is made up of interdependent industry sectors. Thus, even with a focus on these three industries, many of the strategies in Section III can be applied to other industries as well.

Each of the sections by industry below begin with a brief description of how the sector was chosen, followed by regional employment projections for the industry and selected high- and middle-skill occupations.³ All data is regional, except where noted. Note that some occupations span industries so there is not always a direct correlation between industry employment numbers and occupations normally associated with that industry (e.g., the “Computer User Support Specialist” occupation is listed under the Information Technology industry below but could be employed in nearly any industry). For occupations identified in this analysis, two definitions are used:

High-skill occupations are defined as jobs that require a bachelor’s degree and higher and likely also require work experience and/or specialized training such as residencies.

Middle-skill occupations are defined as jobs that require some education/training beyond a high school diploma, but less than a bachelor’s degree. For this analysis, primarily occupations that pay an hourly rate of \$25/hr. and above were chosen as an approximate living wage for the area.⁴



³ EDD data for the region includes San Bernardino and Riverside counties.

⁴ Living wage approximation derived from the MIT living Wage Calculator: <https://livingwage.mit.edu/>



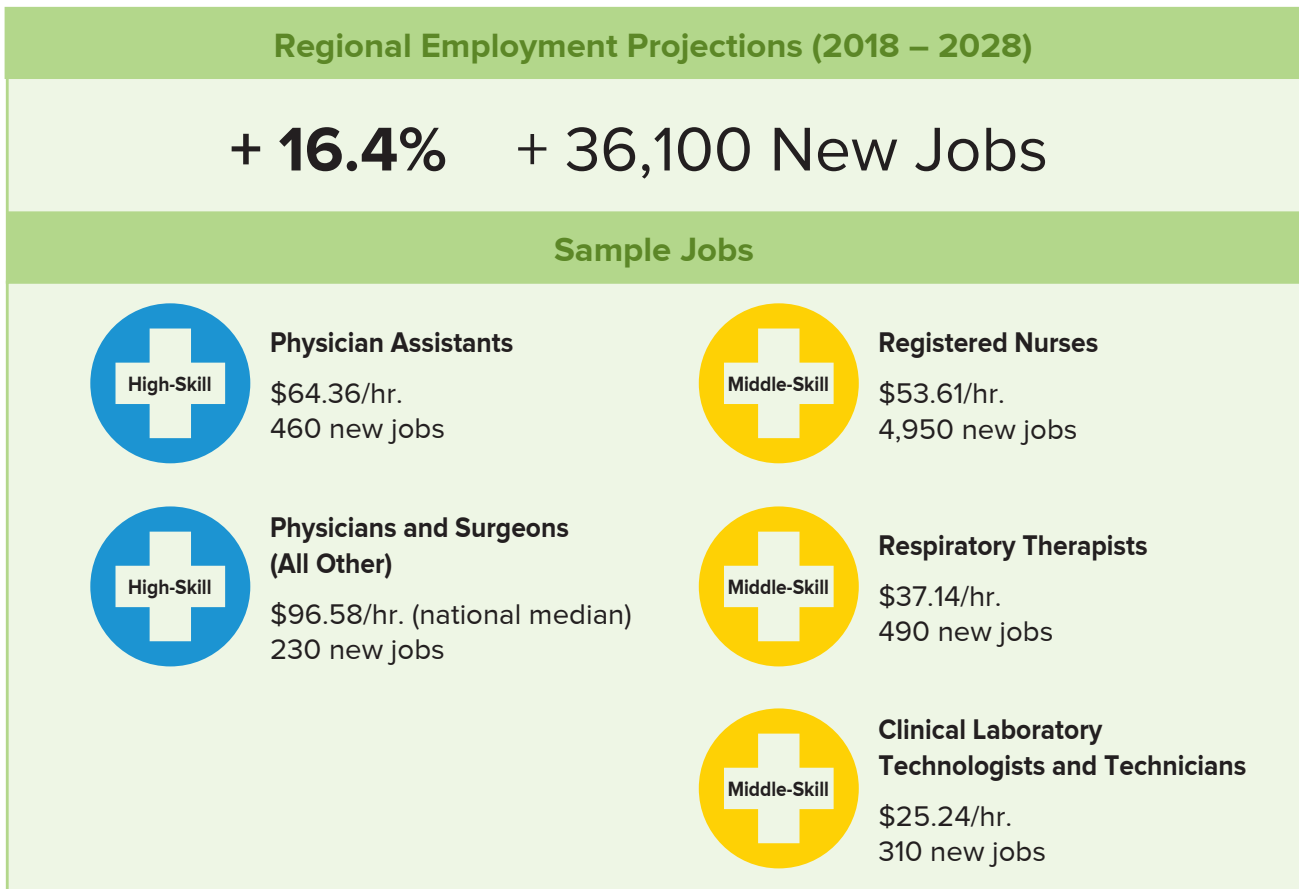
Healthcare

As a rapidly growing industry both nationally and regionally, Healthcare has many opportunities across the region. It was recommended as a target industry in the CEDS for multiple reasons, including that there is an established base of retirement developments in Menifee and other parts of Southwest Riverside, and that demand for healthcare services has grown. This demand will likely continue to grow substantially based on population growth. In addition, the increased focus on public health in the wake of the COVID-19 pandemic and the presence of high-profile healthcare “anchors” in region was a prominent reason for focusing on this industry.

The available data for the expected growth of the industry supports this recommendation as noted in Table 1 below.

Clearly, there is tremendous growth and opportunity for jobs in Menifee in Healthcare in both middle- and high-skill occupations. Physician Assistants, which require a specialized master’s degree but do not require medical school, may become a target high-skill occupation for Menifee given the expected demand here. The largest need is for Registered Nurses (RNs), which are expected to grow by nearly 5,000 jobs. As shown in the Career Pathway Blueprints below, there are multiple organizations in the area that offer RN programs that can be leveraged to meet this demand.

Table 1: Healthcare Employment Projections



Source: EDD Employment Projections 2018-2028







Advanced Manufacturing

This industry was chosen for the Blueprint based on the CEDS and the potential for the industry locally. In the CEDS, it is noted that higher-wage manufacturing subsectors are already growing in Southwest Riverside and the larger Riverside/San Diego region that can be tapped (see Table 2). Other reasons from the CEDS and follow-up memo include the opportunity to capitalize on Menifee’s land capacity to grow the industry and a manufacturing-appropriate workforce available, which is supported by the data above in Section II.

While the data for the overall manufacturing industry shows a decline in demand going forward, this may not be the case for advanced manufacturing. Menifee and Southwest Riverside could attract businesses from neighboring regions in advanced manufacturing subsectors like Computer and Electronic Product Manufacturing in San Diego or Pharmaceutical and Medical Manufacturing in the Los Angeles region. At the occupational level, the region clearly shows growth with a need for multiple types of engineers at the high-skill level and mechanics and maintenance workers at the middle-skill level.

Table 2: Advanced Manufacturing Employment Projections

Current Employment in Surrounding Regions		Sample Jobs	
San Diego	6.9% 1-yr increase 32,500 Jobs	 High-Skill	Industrial, Mechanical and Electrical Engineers \$39.37 – 47.33/hr. 440 New Jobs
Orange County	2.3% 1-yr increase 13,300 Jobs	 Middle-Skill	Industrial Machinery Mechanics \$31.70 240 New Jobs
Los Angeles	1.2% 1-yr increase 25,700 Jobs	 Middle-Skill	Maintenance Workers, Machinery \$24.70 160 New Jobs
	1.3% 1-yr increase 8,000 Jobs	 Middle-Skill	CNC Programmers \$27.76/hr. (national median) 50 New Jobs
	Pharmaceutical and Medicine Mfg.		

Source: EDD Current Industry Employment (regions) and Employment Projections 2018-2028 (occupations)

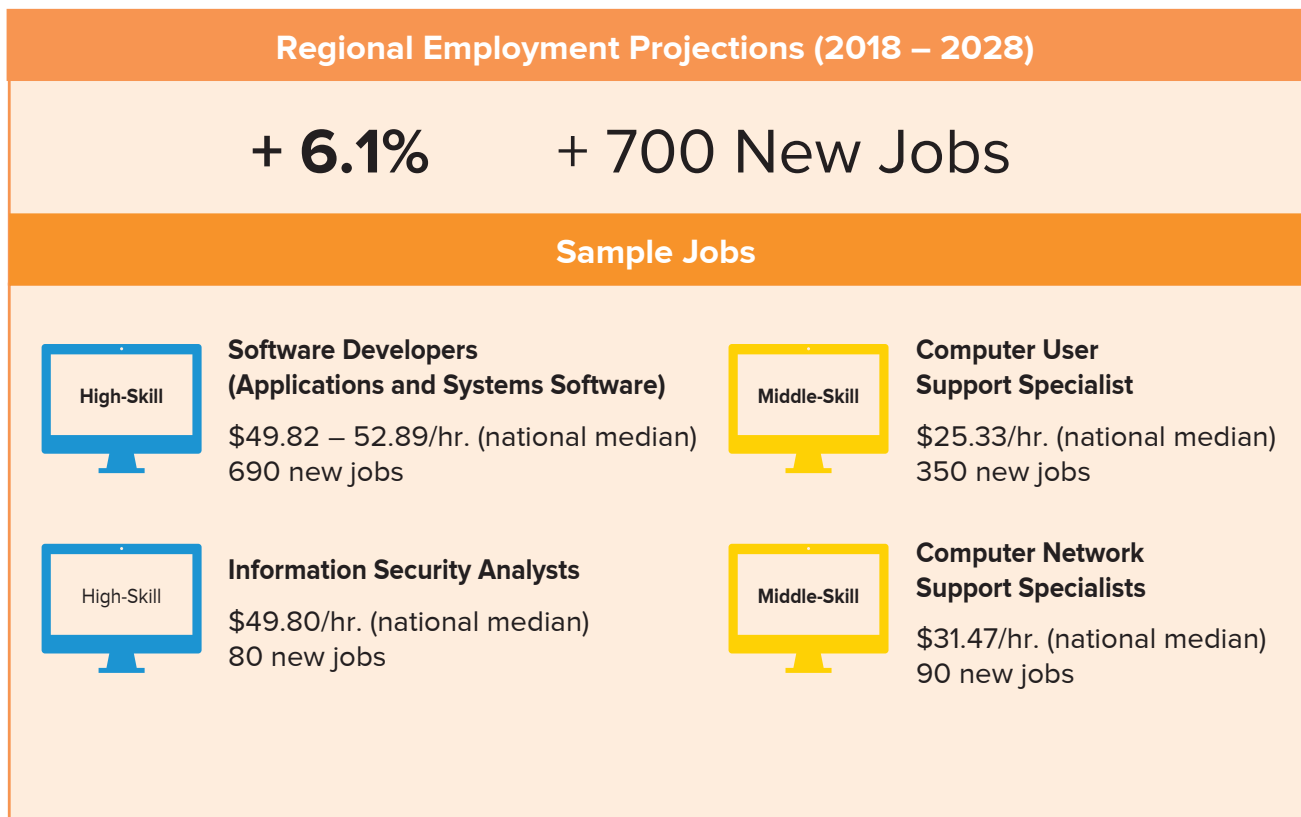


Information Technology

As the future of work accelerates, so does the pace of technology being implemented across sectors. The Information Technology sector is in growth mode both at an industry as well as an occupational level. Menifee’s CEDS notes the opportunity here for synergy with the medical technology cluster expanding out from San Diego County and the immediate proximity to the Inland Empire’s Logistics industry cluster, which has many IT-related jobs.

As noted earlier, Table 3 shows growth in occupations that span multiple industries – Software Developers and Computer Network Support Specialists are two examples. It should be noted that Information Security Analyst is a key occupation in the subsector of cybersecurity, but not the only one. This particular occupation usually requires a bachelor’s degree, but there are a growing number of occupations in cybersecurity that are not yet reflected in the data, some of which may only require something equivalent to an associate’s degree or less (see the IT Career Pathway Blueprint in Section IV). Many cybersecurity jobs can be also done remotely and this is clearly a growth area for Menifee to consider, given its more affordable cost-of-living and cost of doing business compared to the metro regions.

Table 3: Information Technology Employment Projections

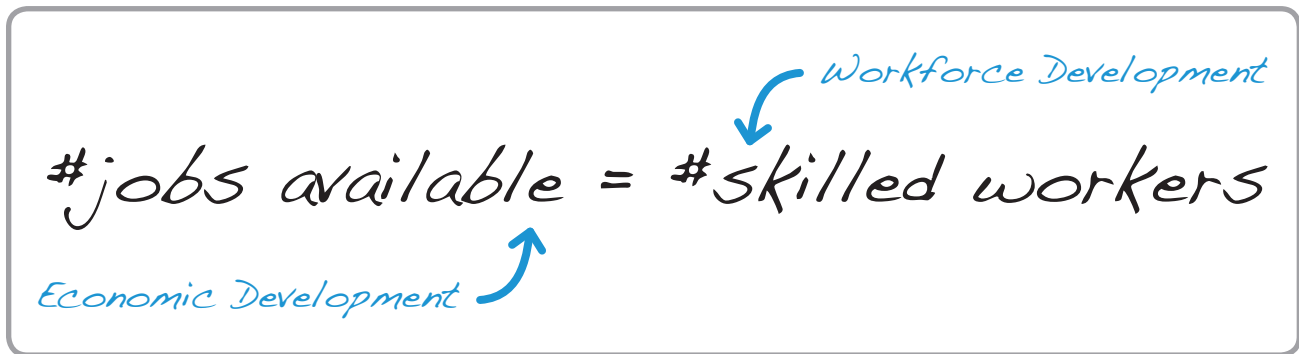


Source: EDD Employment Projections 2018-2028

III. The Jobs-Talent Algorithm, v 1.0

Menifee intends to take an uncommon approach to local economic development that considers both sides of the equation when developing jobs and the talent to fill them. If the goal or ideal state is an equilibrium between the number of jobs available and the number of skilled workers who are qualified to fill them, workforce development and economic development tend to be bifurcated in many regions and focus on only one side of the equation at a time (see Figure F).

Figure F: Achieving Equilibrium Between Jobs and Skilled Workers



A unique Jobs-Talent Algorithm (JTA) will be employed to synergize economic development and workforce development efforts in order to continue building the economy of Menifee. The JTA is a procedural approach, based in data, that will be iterated and improved upon to yield the best possible results for the Menifee community – both for workers and businesses.

The Jobs-Talent Algorithm (v 1.0):

1. Determine the target number of jobs in each target industry (Jobs Targets).
2. Create new job opportunities through business attraction and expansion.
3. Attract and retain middle- and high-skill talent.
4. Develop new middle- and high-skill talent locally.
5. Evaluate progress toward Jobs Targets, adjust strategies and iterate upon the JTA.

The implementation of the JTA can be overseen by a Jobs Blueprint Oversight Committee. The main responsibilities of this committee would be overseeing the implementation of this Blueprint, determining the Jobs Targets for each industry and then evaluating progress to iterate upon the JTA. The Committee is primarily responsible for Steps 1 and 5 of the JTA, staying informed of activities in Steps 2-4, which are carried out by other groups. A more detailed description of each step is below.

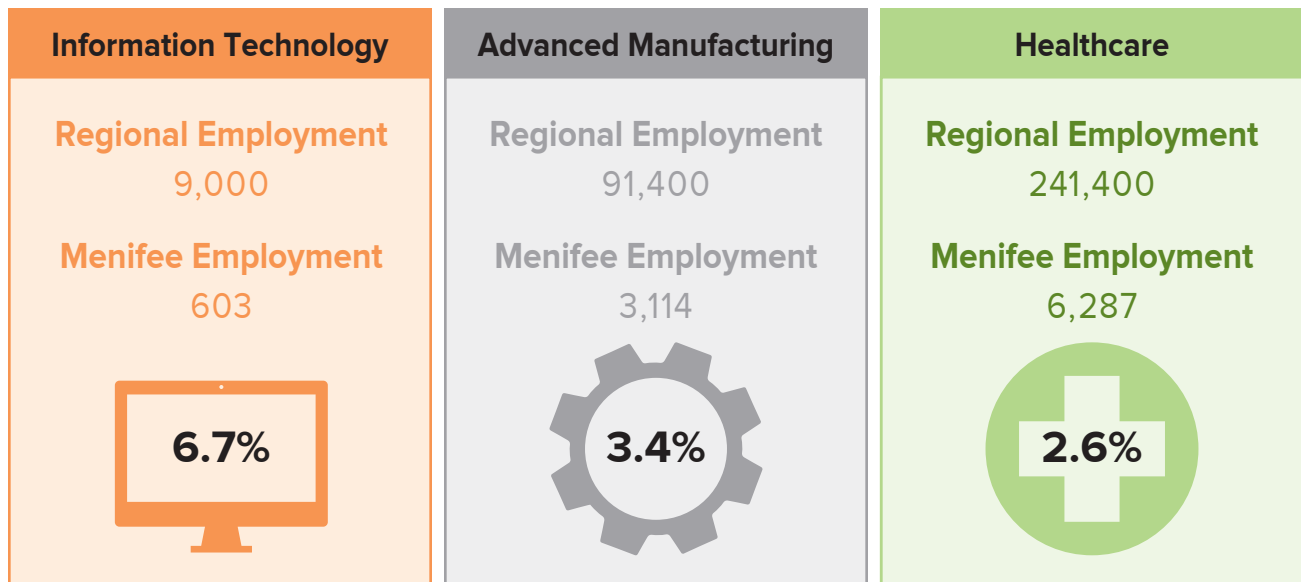
JTA Step One: Determine the Target Number of New Jobs

The first step in the JTA is for Menifee and its stakeholder partners to choose target occupations and then set initial goals for the target number of jobs in each sector. There will have to be consensus among the stakeholders on the occupations that are best to focus on for each industry. Sample middle- and high-skill occupations chosen above were based primarily on the labor market data of expected demand and salary info. Stakeholders should discuss the occupations that make the most sense to target based both on the data and other considerations, such as the output of training programs, industry representative input, etc.

The Employment Development Department (EDD), part of the State of California’s Labor and Workforce Agency, provides regional [Employment Projections](#) by industry and occupation. These ten-year projections are updated every two years and make for a good starting point in determining the industry job target. Tables 1-3 above are based on these projections for the three target industries.

Table 4 shows approximate percentage of jobs that can be attributed to Menifee based on current employment numbers.

Table 4: Menifee’s Share of Regional Employment



Source: EDD Labor Market Information and 2021 Ersi City Estimates

Next, the stakeholders will need to choose a method for determining Jobs Targets:

Method 1: Calculating a simple “Economic Development Enhancement” for each industry.

Successful business attraction and expansion in a given industry should create new jobs that may not have come about otherwise. In addition, industry employers who are planning to relocate to or expand in the area will expect to see growing available talent to meet their needs. Thus, it may make sense to consider an “Economic Development Enhancement” calculation when determining a target number of jobs for economic development activity and talent development efforts.

The exact percentage for the Enhancement will need to be determined by the stakeholders, but here are some possible inputs for determining the number:

- The relative priority of the industry
- # of businesses “in the pipeline” to open new facilities in the area
- # of businesses expected to grow in the area and % of the growth attributed to target occupations
- # of students completing education and training programs that prepare them for the occupation

Table 5 provides an example of how an Economic Development Enhancement could work. For the sake of illustration (not based in data), sample enhancements of 10%, 20% and 30% were chosen for Information, Healthcare and Advanced Manufacturing, respectively. The leftmost column, 2018 Employment (Menifee) uses the approximate number of regional jobs attributed to Menifee (e.g., Software Developers in the region numbered 2,860 in 2018, thus Menifee’s portion of 6.7% is 192). Total Jobs in 2028 (rightmost column) is the 2018 employment added to the New Job Growth Target.

Table 5: Economic Development Enhancement Example

Occupation / Sector	2018 Employment Estimate (Menifee)	Regional Job Growth Projection (2018-2028)	Menifee Job Growth Share	Economic Development Enhancement	New Job Growth Share (2028)	Total Jobs Targeted: (2028)
Physician Assistants / Healthcare	29	+460	+12 (2.6%)	20%	+14	43
Registered Nurses / Healthcare	805	+4,950	+129 (2.6%)	20%	+155	960
Engineers / Adv. Manufacturing	101	+440	+15 (3.4%)	30%	+20	121
Industrial Machinery Mechanics / Adv. Manufacturing	87	+240	+8 (3.4%)	30%	+10	97
Software Developers / Information	192	+690	+46 (6.7%)	10%	+51	243
Computer User Support Specialists / Information	206	+350	+23 (6.7%)	10%	+25	231

Source: EDD Employment Projections, 2018-2028 and sample calculations

Method 2: Using an estimated number of jobs from industry.

New industry employers who are considering to relocate to the area or existing ones that plan to expand may be able to provide estimates for the number of new jobs they will create or bring to Menifee. These numbers can be added to the EDD estimate to come up with a target for the occupation.

Method 3: Using BEA's RIMS II Multipliers.

For larger regional projects (e.g. a new hospital being constructed or a large manufacturer relocating), the Bureau of Economic Analysis (BEA) offers a tool called the [Regional Input-Output Modeling System \(RIMS II\)](#).⁵ RIMS II can offer a specific estimate of the jobs that will be created based on a calculated final-demand change and the state employment-to-earnings ratio. There is a fee involved and because of the technical nature of the tool, it may require the support of a specialist.

Method 4: Using the State Economic Development Department (EDD) Projection.

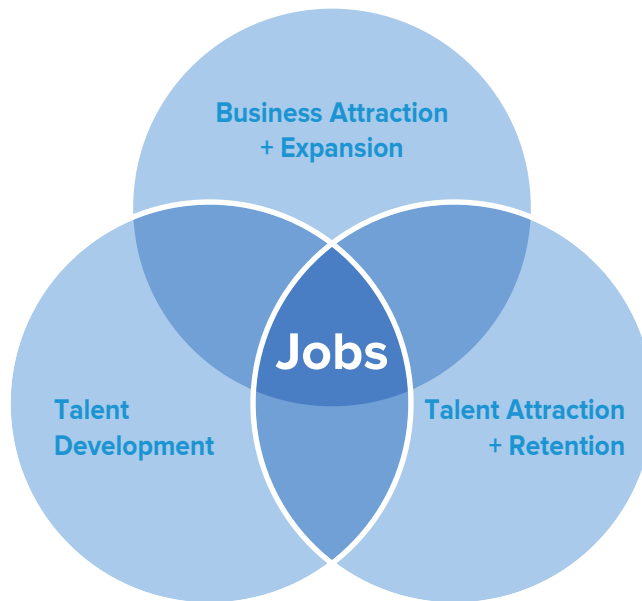
The stakeholders may also decide that the EDD employment projection makes for the best target since it already accounts for economic development activity. In other words, the EDD's projected increase in jobs wouldn't happen on its own without support for industry growth by the economic development partners in Southwest Riverside. In this scenario, the targets would simply be the addition of 2018 Employment (Menifee) and Menifee Job Growth Share (e.g., the Total Jobs Targeted in 2028 for Software Developers would be $192 + 46 = 238$).

The core approach to meeting the Jobs Targets set in the first step of the JTA is encapsulated in JTA Steps 2-4 (see Figure G):

- Creating new jobs through business attraction and expansion
- Attracting new middle- and high-skill talent
- Developing new middle- and high-skill talent to fill expected jobs

⁵ For more information on RIMS II, including use cases and guidance to calculate the number of jobs that will be created, please visit <https://www.bea.gov/resources/methodologies/RIMSII-user-guide>

Figure G: JTA Steps 2-4: Mutually Reinforcing Activities



The three approaches are mutually reinforcing and interdependent. Business attraction and expansion relies on attracting or developing talent locally and regionally. In the same vein, talent can't be attracted without job opportunities, and if people are trained but there aren't jobs available locally, this new talent will leave the area for opportunities elsewhere. This, in turn, would impact the overall quality of life in Menifee. Since the ultimate goal is to grow Menifee's local economy, keeping both talent and jobs local is optimal.

JTA Step Two: Business Attraction and Expansion: Creating Jobs through “Hunting” and “Gardening”

A key economic development strategy is to create jobs through business attraction and expansion. In Menifee, this is approached from a “hunting” and “gardening” perspective. In other words, hunting for and attracting new businesses and partnerships that build the local economy. Gardening refers to the care and maintenance necessary to retain, expand and enhance existing businesses and partnerships. Together, hunting and gardening help the local economy (the “garden”) thrive.

The City of Menifee's Office of Economic Development is already quite active with hunting and gardening efforts, including, but not limited to:

Hunting:

- Business incentives including the City's business incentive program, utility tax incentives, fiber optic internet access and free business support, counseling, workshops and classes
- Ombudsman services to streamline access to city services, permitting, etc.
- Attending tradeshows and conferences, cold calling and other outreach to find new businesses
- Conducting feasibility studies in multiple industries to attract new businesses
- Industry-specific marketing and advertising
- Technology investment for outreach efforts
- Commercial bus tours

Gardening:

- Industry ideas exchange
- B3 Program: Building Better Businesses
- Development of the Manufacturing and Technology Councils
- Annual State of Business Report and economic surveys
- Commercial Broker Appreciation Luncheon
- Menifee K.E.E.P. (Keeping Existing Employers Profitable) business walk program
- Monthly visitations by staff to local businesses
- Access to business resources at the Inland Empire Small Business Development Center, including virtual sessions
- Partnership events and activities with the local Chamber of Commerce, including networking, job fairs, workshops and more

Additionally, these strategies can be implemented by the Office of Economic Development team, with the support of partners and stakeholders, in order to continue adding jobs through business attraction and expansion:

1. Share the “Develop Talent” section of this Blueprint.

Businesses who are considering a new location for relocation or expansion want to know that the talent they need can be found locally. This Blueprint, along with additional details on the targeted number of jobs that talent is being developed for, can assure businesses that Menifee and partners in Southwest Riverside can fill their new jobs.

2. Survey businesses who have recently opened new locations in Menifee or Southwest Riverside.

Many businesses have recently opened their doors or expanded in Menifee and Southwest Riverside, adding jobs to the economy. A survey that asks about how they made this decision and ranking the reasons that they choose to do business in Menifee can help develop a targeted message about the reasons to relocate to or expand in Menifee and Southwest Riverside.

A potential resource for this is the University of Wisconsin’s [Business Owner Survey](#) which has multiple tools related to designing, collecting and analyzing a business survey.

3. Develop branding for access to local talent.

Building off of Menifee’s suite of business-facing brands like Menifee Forward and Menifee K.E.E.P., a brand for the available talent in the community could be created. Menifee and its stakeholders can work with the County of Riverside’s Workforce Development Agency to develop the content and description of services to businesses in relation to local talent development. A one-pager that lists all of the brands, associated activities, and how they relate to one another could provide clear messaging to the business community as well.

Here are a few potential branding ideas for talent services:

- Menifee W.O.R.K.S. (Workforce Optimized for your Required Knowledge and Skills)
- Talent for Employers Across Menifee (T.E.A.M)
- B3 Talent Services (aligned with the “Building Better Businesses” brand)



4. Leverage Representatives from the County's Workforce Development Agency.

As part of both hunting and gardening efforts, representatives from Riverside County's Workforce Development Agency could be included, where possible. They could also attend industry trade shows with Economic Development staff. As one of Menifee's stakeholders, workforce development representatives from the County can attend meetings and/or provide details on the many talent-sourcing and development services that are available to business partners. Given that an available and well-trained workforce is important to businesses considering either a new location or expansion of an existing one, County workforce deployment staff can be a valuable asset. In addition, this sends a message to business partners that specialists for talent sourcing and development are ready and willing to assist them.

The Workforce Development Agency's [business incentives and services](#) include:

- On-the-job training funds that provide up to 50% of a new employee's wages for qualified employers and hires;
- Access to funding for training their existing workforce through California's Employment Training Panel;
- Recruitment services to find qualified candidates for open positions; and
- Labor market information



JTA Step Three: Attracting and Retaining Middle- and High-Skill Talent

The second key foundational strategy of this Blueprint relates to attracting and retaining both middle- and high-skill talent. In addition to ensuring that there are jobs here for both skill levels, workers are likely looking for a particular quality of life and certain amenities where they choose to live. It will take coordination with multiple stakeholders to convey a clear message to these workers that Menifee and Southwest Riverside are the places they want to move to work or where they should stay to build their careers.

In the beginning of the COVID pandemic, across the U.S. many businesses were forced to lay off workers, send them to work from home or unfortunately had to close their businesses altogether. Workers saw their workplaces change dramatically with social distancing, required masking and other new health and safety protocols put in place to control the spread of the pandemic. As businesses recovered and began reopening in 2021, they rehired and tried to normalize operations again. However, they found it hard to rehire despite still relatively high unemployment numbers.

This phenomenon has been deemed “The Great Resignation”, indicating a vastly changed workforce due to relocation, changing job expectations, health concerns and other factors that experts are still working to fully understand. Indeed polled unemployed workers last summer and found that fears about COVID and health were the biggest reason for not returning to work, followed by having sufficient financial resources and care responsibilities (childcare, elder care, etc.).⁶ Others have pointed to the fact that most workers who have been working from home decided they wanted a different level of work/life balance.⁷ This likely resulted in more resignations when these options were not available.

The City of Menifee and its stakeholders across Southwest Riverside County have an opportunity here to meet these new demands of workers. McKinsey and Company are encouraging employers to better understand their employees’ needs and invest in addressing them in order to retain them and to attract workers that have left other jobs.⁸ They advise focusing on **relational factors of a job** that employees care most about – being valued by the organization/manager, work/life balance and a sense of belonging. They found employers are overly focused on transactional factors in deciding how to keep workers happy like pay and benefits. In other words, **job quality factors beyond salary and promotional opportunities have a heightened importance.**

⁶ Indeed Hiring Lab June 2021 Survey: <https://www.hiringlab.org/2021/06/29/indeed-job-seeker-survey-june-2021/>

⁷ Harvard Business School found that 81% of workers surveyed did not want to return to the office or only would do so with a hybrid schedule: https://online.hbs.edu/Documents/work_from_home_infographic.pdf (pdf download link)

⁸ McKinsey and Company <https://www.mckinsey.com/business-functions/organization/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>

In light of this situation additional strategies to implement include:

1. Support the efforts of large industry employers to recruit high-skill talent nationally.

Large hospitals like Menifee Global Medical Center and Loma Linda University are looking for physicians and specialists from medical schools across the country. Manufacturers like QuietCool will need to hire engineers from engineering schools around California or perhaps also nationally. The city can work with industry employers to develop marketing material that communicates the benefits of living and working in Menifee, such as the affordability, access to high-speed internet, restaurants and entertainment, etc.

For recruiting IT talent (or even engineering for manufacturing), flexible work arrangements and work/life balance are important as noted above. Most important perhaps is the culture of the workplace as previously noted – how will people feel working for businesses in Menifee? There may be ways that the City can support improved local workplace cultures, such as hosting local professional organizations or casual networking events by industry that help professionals build local connections with peers. This addresses the desire for a “sense of belonging” in the workplace rated highly in the McKinsey study.

2. Attract and retain middle-skill talent through collaborative efforts.

Attracting and retaining middle-skill talent will go hand-in-hand with the first strategy above to effectively communicate the reasons to relocate to and work in the area (or to stay in the area once trained). A focus on the job quality and positive workplace cultures should also support this strategy.

In addition, highlight the many opportunities to train for middle-skill jobs and to regularly update one’s skills with local partners like Mt. San Jacinto College and California State University San Marcos. [This list from the Employment Development Department](#) can be used as a starting point (CSU San Marcos would need to be added to this list since the main campus is not in Riverside County).

JTA Step Four: Develop New Middle- and High-Skill Talent Locally

Perhaps the most important piece of this Blueprint and the Jobs-Talent Algorithm is developing local middle- and high-skill talent, for several reasons. First, employer businesses and organizations expanding or relocating to Menifee and Southwest Riverside will expect to be able to draw from skilled talent pools here. Secondly, those employers and their workers need local resources for regularly updating their skills, whether for career progression or just to stay current in a particular industry. Finally, Menifee and Southwest Riverside residents who are able to develop their skills locally – in partnership with local education providers, public agencies and employer partners – are more likely to stay local to build careers.

Menifee and Southwest Riverside have multiple assets to draw from and a number of key partner organizations committed to accomplishing this work – many of whom who participated in the development of this Blueprint. The strategies below are intended to build upon the progress-to-date among the stakeholders and guide their work going forward.

Alignment with the County of Riverside’s Workforce Plan and Services

Where possible, these strategies should also be executed in alignment with the [County of Riverside’s Local Workforce Development Plan](#) and its strategic goals. The County’s [Workforce Development Centers \(WDCs\) and Youth Opportunity Centers \(YOCs\)](#) should also be considered a key support and they may also be a place for some of these strategies to be seated. The WDCs offer a range of services from job search workshops to job placement assistance. Menifee currently has a temporary WDC at the Kay Cenicerros Senior Center and there is a permanent WDC located in Moreno Valley. It is a goal of the county to provide more accessible and safer in-person services through co-location of staff in partner agencies like the Senior Center, so there is an opportunity to expand upon this in the area.

1. Leverage Career Pathway Blueprint Committees

The ideal manner to implement the rest of the strategies in this step of the JTA is to have Career Pathway Blueprint Committees for each of the target industries. Ideally, each committee (Healthcare, Advanced Manufacturing and Information Technology/IT) will include representatives from:

- K-12 Schools (ideally a teacher or a coordinator from the appropriate pathway team)
- Community colleges (CTE coordinators, industry instructors)
- CSU / UC System (CTE coordinators, industry instructors)
- The Economic Development Coalition
- County of Riverside Workforce Development Board (program specialists, WDC representatives)
- City of Menifee and/or Southwest Riverside (Economic Development Dept. or industry-specific experts)
- Industry employers (owners, HR leaders, training coordinators, community engagement staff)

Existing groups like the Manufacturing Council of Southwest Riverside and/or the Southwest Technology Council of Riverside County could also provide Blueprint Committee members.

2. Analyze and iterate upon the Career Pathway Blueprints.

Section IV contains the first versions of the Career Pathway Blueprints for the three target sectors. They are a starting point to illustrate how talent can be developed in each industry that will require review by the Committees and regular updates.

The basic components of these Career Pathway Blueprints are:

Foundational Skills Development: For youth, this segment includes the completion of high school programs where they gain foundational skills for developing a career. Adults may begin here in a number of ways such as through Adult Education, pre-apprenticeship or nonprofit training providers. With a high school diploma or equivalent, individuals can progress to either the middle- or high-skill development segment.

Middle-Skill Development: In this segment, hard skills for middle-skill jobs are developed with community college partners, university extension programs and/or apprenticeships. These programs are usually oriented toward a specific occupation.

High-Skill Development: Most of the individuals in this segment will begin at the undergraduate level and progress through a bachelor's degree and beyond. The programs here are primarily provided by universities and/or other specialized institutions of higher education such as medical schools.

Jobs and Work-Based Learning: A critical component for each segment is engagement in work-based learning activities as described in detail below. After completing a program in the middle- and high-skill development segments, sample jobs they may be prepared for are also listed here.

Wraparound Supports and Guidance: Workforce Development Centers (WDCs) and nonprofit programs throughout the region are critical support mechanisms for supporting individuals in accessing and moving through the pathways.

At their first meetings, the committees should analyze these Career Pathway Blueprints to decide where they need to be edited, added to, etc. As they are analyzed, the work of the committees should become apparent toward meeting the Jobs Goal for the industry as determined in step 1 of the JTA.

Ideally, youth and adults are able to enter and exit these pathways at multiple points, depending on their current skills and needs. The committees can think about how this flow in and out and between segments happens and where this can be improved. For instance, there is already articulation from Perris Union high schools to local community colleges like Riverside Community College and Mount San Jacinto College for young people. What are the best ways for adults to obtain Foundational Skills and move into college programs for Middle-Skill Development?

Guiding Questions for the Committees:

- What programs and services should be added to each segment?
- How many qualified individuals are completing the training and education programs each year currently and is it enough to meet the anticipated number of local jobs (the Jobs Target from Step 1)?
- Are the training programs producing more qualified individuals than available jobs and thus more jobs are needed?
- What are the gaps from one segment to another?
- What obstacles are in the way of moving into, between or from a segment into a job or WBL experience?
- What are the opportunities to make pathways clearer for learners and workers?

3. Develop work-based learning experiences for each pathway.

Work-Based Learning (WBL) refers to an approach that incorporates hands-on learning with classroom instruction, usually at a workplace or including an industry representative. It can be delivered in multiple forms, from low-touch engagements like guest speakers and workplace tours through more intensive activities like internships and apprenticeships. In addition to strengthening and contextualizing a learning experience, WBL has other benefits such as building connections between employers, training providers and the students who will become workers. This can set roots for students locally and retain them to build their careers in Menifee once they finish their training and education.

JFF offers a multitude of resources on work-based learning, including [this WBL Framework](#) that conceptualizes the types and examples for each.

Menifee and its stakeholders have WBL experiences baked into many of the education and training programs locally already. However, as the pathways develop, there will be a need for more overall WBL experiences at the Foundational Skills segment and deeper, intensive ones like internships and apprenticeships for the Middle- and High-Skill Development segments.

4. Prepare students and workers for the Future of Work.

It's clear that a rapidly changing economy is upon us. Trends like automation, artificial intelligence (AI) and remote working are accelerating. This is due in part to the economic shocks of the pandemic, but also because the technologies will become cheaper over time and continue to offer new efficiencies in operations. Workers will have to be prepared for this new economy before, during and beyond their formal training programs.

This is a complex issue, but the following approaches can be helpful in overcoming this tremendous challenge (in addition to offering WBL to the greatest extent possible):

- WBL prepares workers for the future of work. It is another reason why WBL is so important as part of the learning process – because jobs are changing so rapidly, students need to be exposed to the work world early and often to stay current. If the first time they set foot in a workplace is after a two-year training program, they will be woefully underprepared for the real-world context. They may also have learned on outdated machines or old applications, depending on how regularly updated their training program was.
- Make sure training is relevant now and into the near future. Work with industry employers to determine their current skill needs and their automation plans, then compare the feedback to current training programs. If it seems likely that the skills you are training for are no longer needed or are likely to be automated, then adjust training accordingly. The employers may also benefit from a workforce development perspective when making decisions about automation. They can be assisted to determine if they have the skills within their current workforce to manage a new machine or type of technology.

- Ensure foundational skills are developed in all segments. This set of skills has been called many things – “soft skills”, “21st Century Skills” or “employability skills” but no matter what they are called, they are **foundational** to work. They have always been important but have taken on a renewed sense of urgency in the future of work. Foundational skills have traditionally included things like problem-solving, communication and collaboration. Our rapidly changing economy now requires new ones like digital literacy as well. AI and machines are still not yet capable of solving novel problems, emotionally adept communication or understanding the nuances of team collaboration. These are the skills that will continue to make humans highly valuable contributors to work processes.

The New World of Work offers a set of foundational skills, which they refer to as “[21st Century Employability Skills](#)” along with curricula for both high school and college-level courses.

Riverside County’s local workforce plan calls for additional tactics to address the future of work that can be incorporated here as well, including offering digital literacy skills training at its WDCs and YOCs; addressing the impacts that changing jobs will have on special populations like older workers and individuals with disabilities; and working with employers to identify changing skill needs to communicate with education and training providers. The City and its stakeholders can work with the county on these tactics as well.

JTA Step Five: Evaluate Progress and Iterate on the Jobs-Talent Algorithm

This Blueprint contains an initial approach for developing Jobs Targets and the first versions of the JTA and Career Pathway Blueprints. After setting Jobs Targets and working to achieve them through the JTA, the Jobs Blueprint Oversight Committee should review progress, adjust strategies as needed and update the JTA for the future, at least annually. A few things to consider for future iterations are:

- What specific subsectors of the target industries are ideal to focus on for both economic and workforce development? E.g., food and beverage manufacturers will have different needs for space, resources and talent than biopharmaceutical manufacturers.
- What is the best method(s) for determining Jobs Targets for target industries? What other metrics might be used to set quantitative goals the JTA is used to achieve?
- How can the JTA be adjusted to better achieve equilibrium between available jobs and the amount of local talent to fill them?
- This Blueprint largely utilized available data from the City of Menifee. What other data, resources, organizations and employers can be utilized to better represent the Southwest Riverside County area?

An iterative loop of continuous improvement will be necessary in order to create jobs, develop talent and continue to build the economy of Menifee and Southwest Riverside. Using this Menifee Jobs Blueprint as a guide, Menifee and its stakeholders are poised to take the growing local economy to the next level.

IV. Career Pathway Blueprints

Below are the first versions of the Career Pathway Blueprints for Information Technology, Advanced Manufacturing and Healthcare. They are a starting point to illustrate how talent can be developed in each industry that will require regular review and updates by the Career Pathway Blueprint Committees for each sector. JTA Step Four above describes the overall framework and individual components of these diagrams.

Information Technology



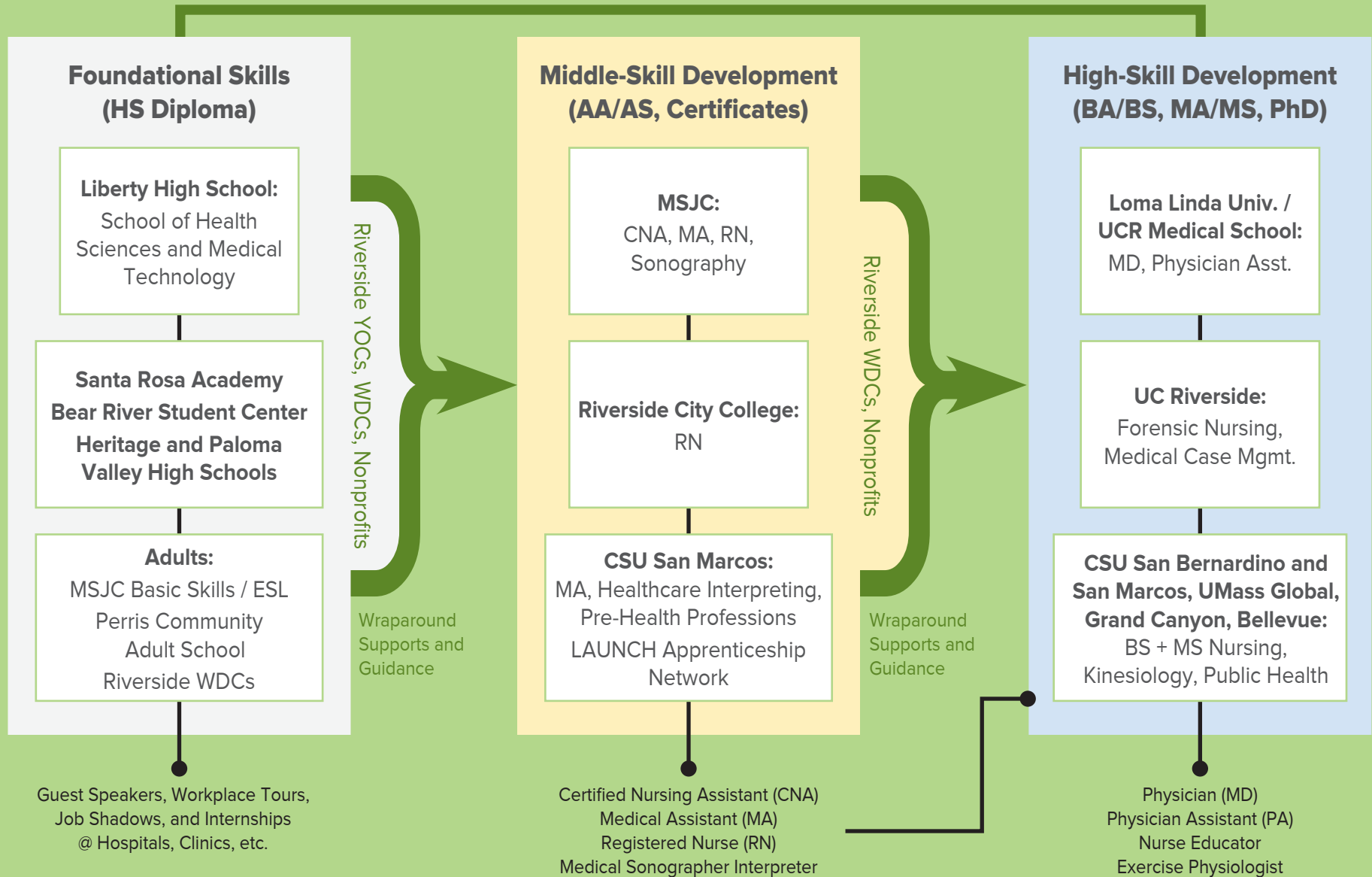
Advanced Manufacturing



Healthcare



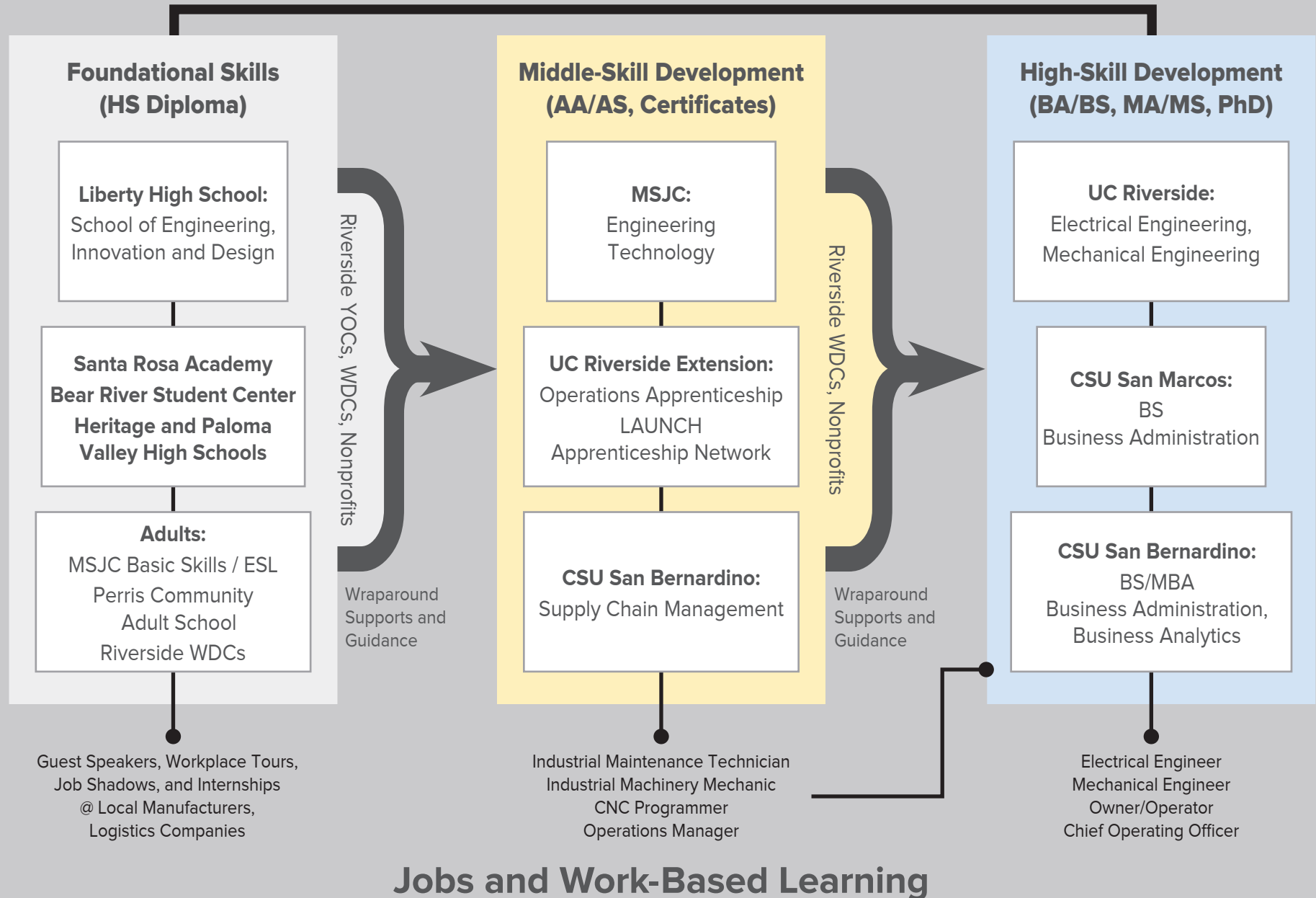
Healthcare Career Pathway v. 1.0



Jobs and Work-Based Learning

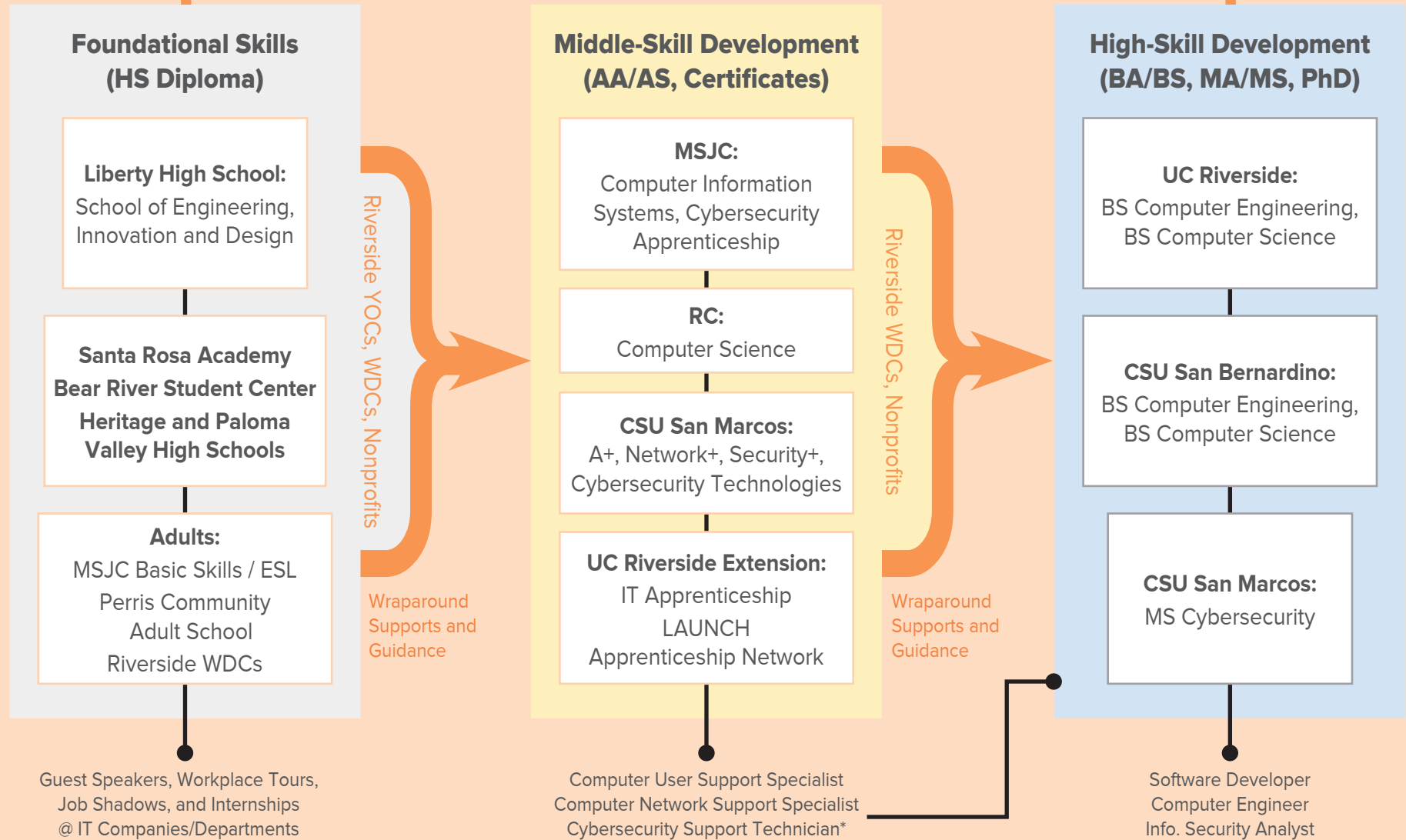


Advanced Manufacturing Career Pathway v. 1.0





Information Technology Career Pathway v. 1.0



*Not a standard title, mid-level cyber jobs are not yet standardized with a single job title.

Jobs and Work-Based Learning

Appendix A: Stakeholder Strategy Session Attendees and MJB Interviewees

Name	Agency	Session Attendee	Interview
Avante Simmons	Mt. San Jacinto College		X
Janice Mrkonjic	Mt. San Jacinto College	X	
Lori Raymond	Tourmaline Enterprises, Manufacturing Council	X	X
Chris Marocchi	California Manufacturing Technology Consulting		X
Scott Brovsky	University of California, Riverside EPIC SBDC		X
Joseph Williams	Perris Union High School District, Southwest Technology Council	X	X
Erica Tejada	Perris Union High School District - Liberty HS		X
Jonathan Jean-Marie	Loma Linda University Medical Center		X
Godfrey Gibbison	California State University San Marcos Extended Learning	X	X
Heidi Marshall, Carrie Harmon and Leslie Trainor	County of Riverside Workforce Development Agency		X
Martha Leyva	Inland SoCal United Way	X	
Peter Dorsch	Menifee Global Medical Center	X	
Robert Hennings	Santa Rosa Academy	X	
Sylvia Walker	County of Riverside Workforce Development Agency	X	
Maneesha Jones	Menifee Valley Chamber of Commerce	X	
Stephanie Stethem	County of Riverside Office of Economic Development	X	
Jason Tang	County of Riverside Office of Economic Development	X	
Stephanie Adams	County Of Riverside Workforce Development Agency	X	
Ron Puccinelli	Chief Information Officer, City of Menifee	X	
Gina Gonzalez	Economic Development Director, City of Menifee	X	
Kayla Charters	Economic Development Analyst, City of Menifee	X	
Mayor Bill Zimmerman	Menifee City Council		X
Bob Karwin	Menifee City Council		X