



# PATHWAYSRC

## LINCOLN VIBRANT COMMUNITIES

### *Teams Program*

*Plan created through the Lincoln Vibrant Communities Teams Program in March 2025.*

This project is supported by the Lincoln Institute of Land Policy, a non-profit global thought leader in solving social, environmental, and economic challenges.

# **PATHWAYSRC**

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# **Executive** *Summary*



# Executive Summary

## Problem Statement

California's local governments are facing a workforce crisis, with 70% of the state's cities, counties, and special districts struggling with recruitment and retention. This issue can lead to significant vacancies in essential positions and ultimately disrupt services for local community members and hinder effective planning for the future of many cities. (ILG, 2024)

In the past decade, Rancho Cucamonga has experienced remarkable growth due to its unique approach to city building, resulting in an increase in population, employment opportunities, and business investment. However, approximately 85% of the working population in Rancho Cucamonga commutes outside the city for employment. Plus, only 33% of the people who work for the city, are residents of the community. To address the challenges faced by local government agencies, including those in Rancho Cucamonga, it is essential to create new pathways to public service for future generations of local leaders and city builders. This will help ensure opportunities for local economic development, education, local hiring, internships, and employment from cradle to career. Doing so will over time help to increase resident retention, preserve educational resources and human capital, and promote equitable opportunities for everyone to thrive.



# Executive *Summary*

## Proposed Solution

This plan develops a vision and goals for establishing pathways to public service, through different connections and programming for the following three groups of individuals:

1. **Elementary and Middle School**
2. **High School**
3. **Early Career**

Goals were developed to address needs within each individual group and examples include the following:

Group: **Elementary and Middle School**

Program: **School Career Days** - Coordinate with school districts within the City for staff to attend career days and share stories about their work and experience in local government.

Group: **High School**

Program: **Pathways to Public Service Day** - Students come to City Hall to meet with department directors to learn about their personal pathways into public service. Allows students the opportunity to meet employees in a smaller group setting and ask questions.

Group: **Early Career**

Program: **Apprenticeship Network** - Partner with community colleges and technical institutes to offer a one-on-one apprenticeship program. Students are paired with a City employee for a six month period to meet and discuss their career path and answer questions.



# Executive Summary

## Value

Through this plan's implementation, the City expects to establish greater workforce development related connections both within and outside of City Hall. New programming will be created to help prepare future local government leaders for careers in public service, and the City's workforce development related efforts will be centralized through the creation of a Workforce Development Subcommittee. Over time, the City anticipates an increase in the number of residents who choose a career path in local government, and who choose to work locally.

This City plan recognized the opportunity to address the heavy outbound commute flows and developed workforce development related policies to help grow the number of people who work and live in Rancho Cucamonga. This in turn allows for the Economic Development Strategy goals to be addressed, which include:

- Grow and Diversify the City's Economy
- Enhance the Quality of Life
- Expand Retail, Entertainment, and Hospitality
- Foster Growth of Local Businesses and Workforce

This plan prioritized determining values and ideas for the future of the city and there were many opportunities to identify visions and collaborations of possible workforce development components that would strengthen and benefit the community and residents at large.

# Executive *Summary*

## Final Thoughts/Next Steps

This plan will be a living document and it will be routinely evolving to respond to the needs of community members and changing demographics. The plan will need to be further researched, developed, and updated regularly to remain relevant and provide the greatest impact. Anticipated known next steps and action items identified by this plan include:

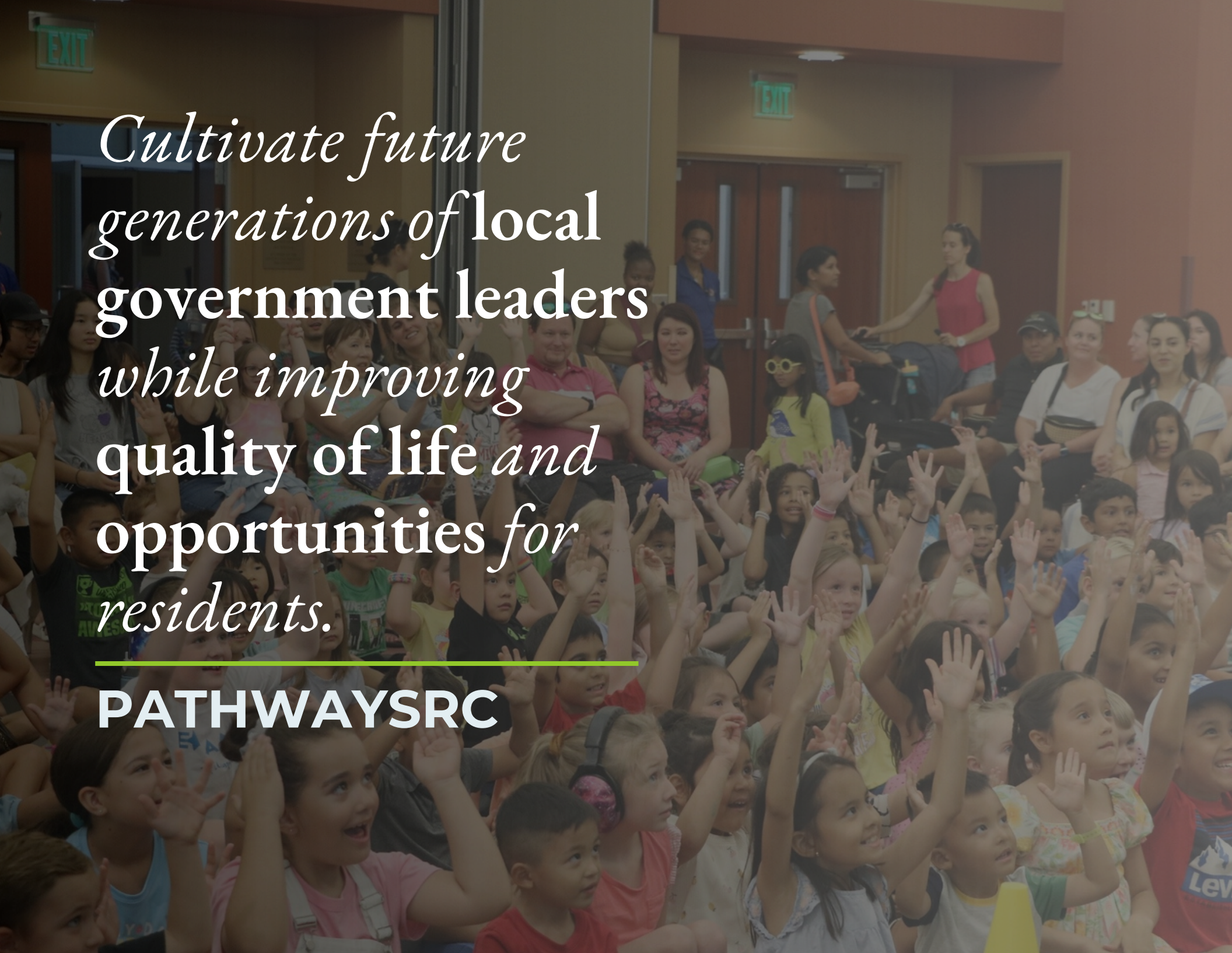
- Develop a workforce development subcommittee consisting of members of multiple city departments at various levels within the organization to make the Vision & Goals outlined in PathwaysRC a reality.
- Investigate workforce development programs in other local government agencies to develop an understanding of best practices to assist with future programming. Potentially send members from the PathwaysRC Subcommittee to these agencies to learn more about their programs. This will include cities such as Fort Lauderdale, St. Louis, Lewisburg, Tempe, and many more.
- Present PathwaysRC to City Council for feedback and support on the efforts. Council support will be key to implementing the plan and achieving long-term success.
- Generate a comprehensive list of existing and available PathwaysRC programs that community members can register to participate in, allowing for activity cross promotion, improved accessibility, and resource identification.





**Our** *Vision*



A large group of diverse children and adults are gathered in a school hallway. Many of the children have their hands raised in the air, suggesting an interactive activity or a presentation. The children are of various ethnicities and ages, ranging from young toddlers to older children. Some are wearing headphones, and one child in the foreground is wearing a red shirt with a 'Levi's' logo. In the background, there are adults, some standing and some sitting, observing the group. The hallway has wooden doors and green 'EXIT' signs above them. The overall atmosphere is positive and engaged.

*Cultivate future  
generations of local  
government leaders  
while improving  
quality of life and  
opportunities for  
residents.*

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**PATHWAYSRC**



# Our Vision

The Vision of PathwaysRC is to build a pipeline of future public sector employees by developing a strategy for workforce development. This plan will outline ways to engage with the future workforce at all different ages to introduce them to potential careers in public service. This document identifies goals and strategies that will serve as a road map for City staff and civic leaders. The success of the PathwaysRC depends on the coordination and communication with each City department, other public agencies, and partner organizations.

## Key Priorities

- Provide opportunities for all residents to **thrive**.
- Provide opportunities for **engagement and learning** at multiple levels of education.
- Increase **resident retention** and **human capital** through workforce development efforts.
- Create opportunities for community members from **cradle to career**.
- Actively promote and encourage opportunities for **greater education** and **local hiring**.





MENTAL  
HEALTH



**About** *This Plan*



# About *This Plan*

Since its beginning, the City of Rancho Cucamonga has committed to creating a world-class community. With each decade and each generation, the idea of what makes a world-class community has evolved, but it remains grounded in the concepts of excellence, opportunity, and high quality of life. Like the City, PathwaysRC is a plan that will also evolve over time and adapt to different conditions and challenges.

## This Plan Is

- A **vision** and **guide** for the development of future local government leaders.
- A **start to and piece** of a larger, long-term citywide workforce development program.
- **Aligned** with the City's goals as outlined in the City's General Plan, known as PlanRC and the Economic Development Strategy.
- **Routinely evolving**, as it will need to be further researched, developed, and updated regularly to remain relevant and provide the greatest impact.

## This Plan Is Not

- A **Plan to Overrule All Plans**. This plan builds off other plans and initiatives within the City. It is designed to be collaborative in nature and supportive of previous and future efforts.
- **Complete**. Like many of the City's plans, this plan will continue to constantly evolve and be responsive to change.
- **Perfect**. This plan builds off of other City efforts and is a starting point for greater workforce development efforts citywide.
- A **Quick Fix**. This work will not happen overnight, but there is a strong commitment to systemic change.





**Knowing & Understanding the Why**  
*(Methodology)*



# Knowing *the Why*

## Why is PathwaysRC a priority for the City?

**The Industry-Wide Challenge:** California's local governments are facing a workforce crisis, as 70% of the state's cities, counties, and special districts experience challenges with recruitment and retention. This can lead to vacancies in crucial positions and ultimately a disruption of services for local community members. (ILG, 2024)

**The Local Challenge:** In the last decade, the City of Rancho Cucamonga has experienced remarkable growth, experiencing increases in population, employment opportunities, and business investment. Despite these changes, roughly 85% of Rancho Cucamonga's working population travel outside city boundaries for work.

**PathwaysRC** aims to tackle both the industry-wide challenge of the public sector workforce shortage and the local challenge of a limited perceived employment opportunities within the city.

# Understanding *the Why*

## Alignment with the City's Vision

Rancho Cucamonga has always been a city of forward thinkers who have never shied away from a challenge. Today, PlanRC, is the vessel for the community's forward-thinking approach. PlanRC puts people at the forefront of the community building process and includes policies that will help maintain its status as a world-class community, while also addressing issues such as current and future workforce development needs. Moving forward, there is a need to cultivate future generations of local government leaders to continue this forward-thinking approach to city building.

**Vision Statement:** Build on our success as a world-class community, to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive.

**PlanRC Goal LC-3.7:** Actively promote and encourage opportunities for local economic development, education, housing, locally hiring, internships and employment from cradle to career so as to increase resident retention, improve and grow a strong local economy, achieve a positive jobs-housing match; retain critical educational resources and human capital, reduce regional commuting, gas consumption and greenhouse gas emissions and ensure equitable opportunities for all residents of the City and region to thrive.

# Understanding *the Why*

## Alignment with the City's Vision

The Economic Development Strategy (EDS), adopted in October 2023, builds on the PlanRC. PlanRC lays out a series of strategies to chart a path towards building a 21st century world-class community that is grounded in the foundational core values of health, equity, and stewardship. The vision of PlanRC is to create a city for people – a city of great neighborhoods, natural open spaces and parks, thriving commercial and industrial areas, and walkable and active centers and districts, all connected by safe and comfortable streets.

To meet the vision and core values of PlanRC, five Big Ideas were identified:

- Design for People First
- Provide Connectivity and Accessibility
- Create Destinations
- Cultural and Economic Hub of the Inland Empire
- Address Environmental Justice



# Understanding *the Why*

## Alignment with the City's Vision

The EDS fortified linkages with PlanRC 's Big Ideas, and includes the following goals:

**Goal 1** - Grow & Diversify the City's Economy

**Goal 2** - Enhance the Quality of Life

**Goal 3** - Foster Growth of Local Businesses and Workforce

**Goal 4** - Expand Retail, Entertainment and Hospitality

The goals and corresponding strategies were designed to address specific economic development objectives. Within each of the strategies are achievable and measurable action items designed to serve as a guide for the City over the next five years. The EDS is meant to be fluid in that it will be reviewed annually to determine if there is a change in priorities or if resources need to be shifted. During this time, the City of Rancho Cucamonga will continue working towards its long-range goals and planning efforts that are the framework of the City's vision of being a world-class community, making Rancho Cucamonga a special place to live, work, and thrive.

PlanRC Policy LC- 3.7 heavily influenced workforce development related goals and action items included in the EDS. The strategy established intentions to foster growth of the local workforce by expanding higher education opportunities, cultivating local innovation, and connecting students, job seekers, and employers with workforce development opportunities. **Building and enhancing the City's Workforce is identified in the EDS as a key need.**

# Understanding *the Why*

## Digging into the Data

The data used in the development of this PathwaysRC plan is based up on surveys that were conducted as part of other plans or initiatives within the City, apart from the PathwaysRC Survey.

The **Quality of Life Survey** was conducted between July to December 2023 as part of the City's Healthy RC Steering Committee. The purpose of the survey was to serve as a catalyst to create innovative programs and targeted strategies to address health issues and gaps in access to resources within the City.

The development of **PlanRC** in 2021 involved extensive community engagement which aimed to be inclusive, intentional, and equitable. Efforts prioritized determining values and ideas for the future of the City and there were many opportunities for participants to express their visions, collaborate with neighbors, and explore possible innovations.

**PathwaysRC: Survey** In the development of this PathwaysRC, a survey was conducted in 2024 to understand what ongoing workforce development initiatives were in place at the time of this study.





*Survey Key Findings (Survey and Data)*



## Quality of Life Survey Key Findings

The public engagement process for the City's Quality of Life Survey was a collaborative effort between multiple City departments including Economic Development, Community Affairs, Healthy RC, RC Fire District, RC Policy Department, and Dolt. Information collected from Rancho Cucamonga community members was designed to generate innovative approaches and targeted strategies to address health issues and gaps in access to resources within the City, exploring health equity and wellbeing.



*"Economic opportunity is very limited in the city. There is an imbalance between service jobs and housing. Most skilled and professional jobs require a commute out of the city."*

57%

Of residents agree and 13% disagree that, "There is plenty of economic opportunity in Rancho Cucamonga."

45%

Almost half of residents (45%) employed fulltime report commuting one hour or more for work.

32%

Almost a third of people (32%) who have fulltime employment have trouble paying their bills at least from time to time.

51%

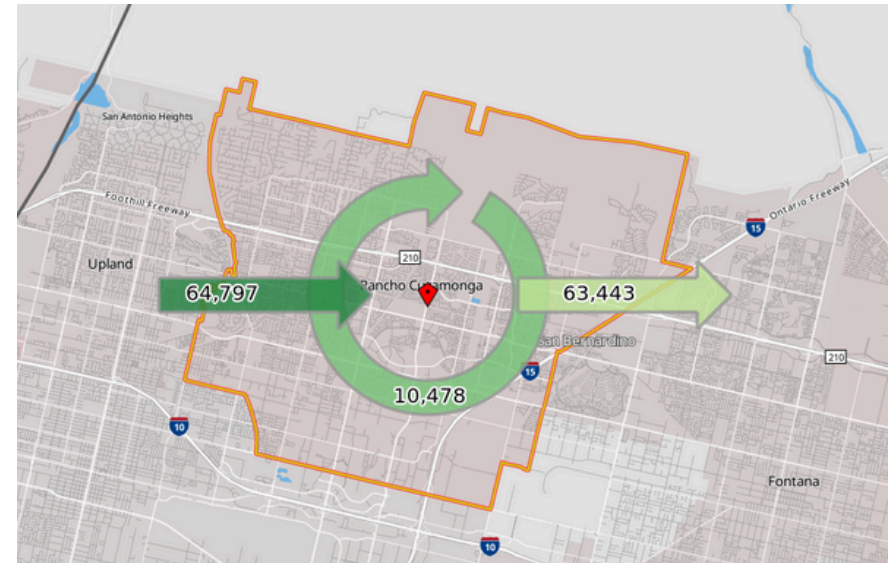
Of renters and 31% of homeowners in the City are considered cost-burdened (spending >30% of income on rent/home).

## PlanRC *Key Findings*

Development of the City's General Plan included an analysis of existing conditions. Based on the American Community Survey (ACS) and Longitudinal Employer Household Dynamics Origin Destination Statistics, roughly 15% of Rancho Cucamonga's working population lives and works in the City, while the other 85% lives in the City but is employed outside of the City.

There are approximately 82,000 jobs and roughly 56,000 households in Rancho Cucamonga. The City's jobs to employed residents ratio is 1.08, which indicates that the City largely maintains a balance between employed residents and employees within the City. However, since only 15% of people both live and work in the City indicates that the local jobs do not match the skill levels or salary expectations of residents.

This City recognized the opportunity to address the heavy outbound commute flows and developed General Plan workforce development related policies to help grow the number of people who work and live in Rancho Cucamonga.

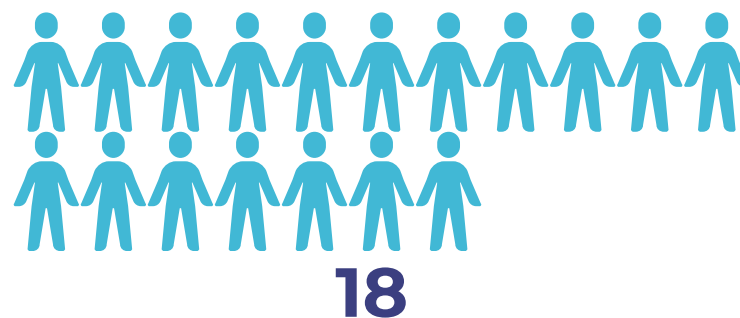
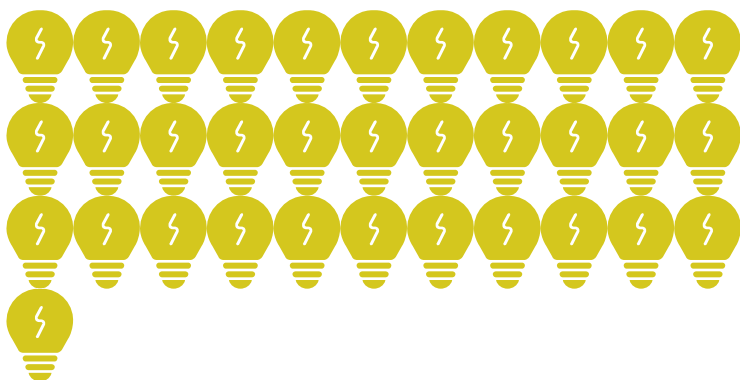


## PathwaysRC Survey Key Findings

In exploring the pathways to connect Rancho Cucamonga residents to career opportunities and enhance educational activities to develop professional skills and competencies, identifying the available and existing resources provided by the city was deemed a necessity to the workforce development plan. There was no specific and comprehensive database regarding this topic prior to PathwaysRC's work. PathwaysRC surveyed and inventoried existing programs, activities, and events provided by the city related to strategies, initiatives, and educational activities.

**34**

### Initiatives Identified



**18**

### City Departments Surveyed

All city departments were contacted to participate in data collection of existing workforce development offerings. City departments were contacted with emails and a meeting was hosted in September 2024, to generate a list of known activities, share insights into program impact and enhancement options, and generate networking and marketing opportunities to advance the programs, events, and activities.

The survey resulted in the establishment of a "Citywide Workforce Development Inventory Database" document which included details of: initiative title, age group, description, status, lead contact, program type, funding source, performance measures, target population, internal vs. external, and city goal alignment.





**Vision & Goals**



## Vision and Goals

To achieve the Why, a set of Vision and Goals for Pathways RC was developed. The Vision focuses on developing an ongoing and sustainable community engagement program to educate the future workforce about pathways to public service. This engagement is divided into three main categories, or programs, focusing on different age groups.

### ***Elementary and Middle School Program***

Aimed at early engagement to educate children about potential careers in the public sector.

### ***High School Program***

Targeted engagement towards high schoolers about potential college paths or certifications and trainings for careers in the public sector.

### ***Early Career Program***

Provides working opportunities for students in college or just entering the workforce.

Specific engagement opportunities for each of these programs are outlined on the following pages.



# Elementary and Middle School Program

Focuses on engagement early on in school to bring awareness to careers in the public sector.

## School Career Days

Coordinate with school districts within the City for staff to attend career days and share about their work at the City.

### Details

- Cadence: Four events/year
- Implementation Timeline: Fall 2025

## Community Service Events

Staff to attend community events with a booth and interactive activities to educate and inspire children about careers at the City.

### Details

- Cadence: Two events/year
- Implementation Timeline: Fall 2025

## Day in the Life Videos

Produce a series of videos interviewing City Staff on their jobs including day-to-day responsibilities, their pathway to this career, and why they love public service. Videos could be shown at library events or on social media.

### Details

- Cadence: One program
- Implementation Timeline: Summer 2026

## Healthy RC Youth Leaders

Middle school students are assigned a capstone project to solve over the course of the year focusing on different community issues. City staff and nonprofit individuals lead each team's capstone project and provide guidance.

### Details

- Cadence: Once per year
- Implementation Timeline: Already ongoing

# High School Program

Focuses on outlining career paths, offering course credits, and providing guidance on college or other training available for students to prepare themselves for careers in the public sector.

## Pathways to Public Service Day

Students come to City Hall and meet with department directors to learn about their personal pathway into public service. Allow students the opportunity to meet employees in a smaller group setting and ask questions.

### Details

- Cadence: Once per year
- Implementation Timeline: Spring 2025

## Civic Spark Opportunity

Partner with High Schools to offer course credit for Civic Spark program where students work at City Hall in the afternoon for a semester. Students would rotate shadowing different departments for a two week period.

### Details

- Cadence: Twice per year (each semester)
- Implementation Timeline: Fall 2026

## Career Fairs

City staff to attend High School Career Fairs to educate students about different opportunities within the Public Sector and the benefits of public service.

### Details

- Cadence: Four events per year
- Implementation Timeline: Fall 2025

## Healthy RC Youth Leaders

High school students are assigned a capstone project to solve over the course of the year focusing on different community issues. City staff and nonprofit individuals lead each team's capstone project and provide guidance.

### Details

- Cadence: Once per year
- Implementation Timeline: Already ongoing

# Early Career Program

Focuses on forming one-on-one connections with City staff and people early in their careers to help paint a picture for careers in the public sector.

## Internships

Offer paid internship programs across various City departments to attract staff. Internships should be paid where possible to attract quality applicants. Explore potential grant opportunities to fund program.

### Details

- Cadence: Ongoing
- Implementation Timeline: Summer 2026

## Apprenticeship Network

Partner with community colleges and technical institutes to offer a one-on-one apprenticeship program. Students are paired with a City employee for a six month period to meet and discuss their career path and answer questions.

### Details

- Cadence: Once per year (six-month program)
- Implementation Timeline: Fall 2026

## RC Hiring Fair

City staff to attend annual RC Hiring Fair which includes over 200+ participants. Discuss various job opening opportunities at the City.

### Details

- Cadence: Once per year
- Implementation Timeline: Summer 2025

## Community College Connections

Develop connections with Community Colleges within the City to participate in their ongoing programs including multiple career fairs annually, employee training events, and mentorship programs for minorities or first-generation college students.

### Details

- Cadence: Ongoing
- Implementation Timeline: Spring 2026





**Conclusion** & *Next Steps*

## Conclusion & Next Steps

- **Pathways RC Subcommittee:** Develop a workforce development subcommittee consisting of members of multiple city departments at various levels within the organization to make the Vision & Goals outlined in PathwaysRC a reality.
- **Research:** Investigate workforce development programs in other local government agencies to develop an understanding of best practices to assist with future programming. Potentially send members from the PathwaysRC Subcommittee to these agencies to learn more about their programs. This will include cities such as Fort Lauderdale, St. Louis, Lewisburg, Tempe, and many more.
- **Council Support:** Present PathwaysRC to City Council for feedback and support on the efforts. Council support will be key to implementing the plan and achieving long-term success.
- **Workforce Development Hub Publication:** Generate a comprehensive list of existing and available PathwaysRC programs that community members can register to participate in, allowing for activity cross promotion, improved accessibility, and resource identification.





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