



Strong Workforce Program Regional Plan Update



2019-20 Plan

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SDICCCA Region

San Diego and Imperial Counties span the southern border of California. With more than 3.5 million people, our diverse population includes people from all walks of life. Urban and rural communities offer a wide range of occupations and opportunities. San Diego County includes a few of the wealthiest neighborhoods in the country and both counties have neighborhoods with high rates of poverty and unemployment. The median family income in San Diego is \$63,800 a year with 12% of the population living in poverty. In Imperial, the median family income is \$39,500 a year and more than 19% of the population lives in poverty.

The 10 community colleges in San Diego and Imperial offer a unique opportunity for people to access social mobility. More than 200,000 residents attend community college in the region and our students are much more diverse than the general community. While around 70% of the population in the region is white, more than 65% of our student population are students of color. More than 50% of our student population are low income. As a result, with the support of the Strong Workforce program, San Diego and Imperial Community Colleges are collaborating to lock in opportunity for more of our promising students to transform their lives through education.

COMMUNITY COLLEGES IN SAN DIEGO & IMPERIAL COUNTIES



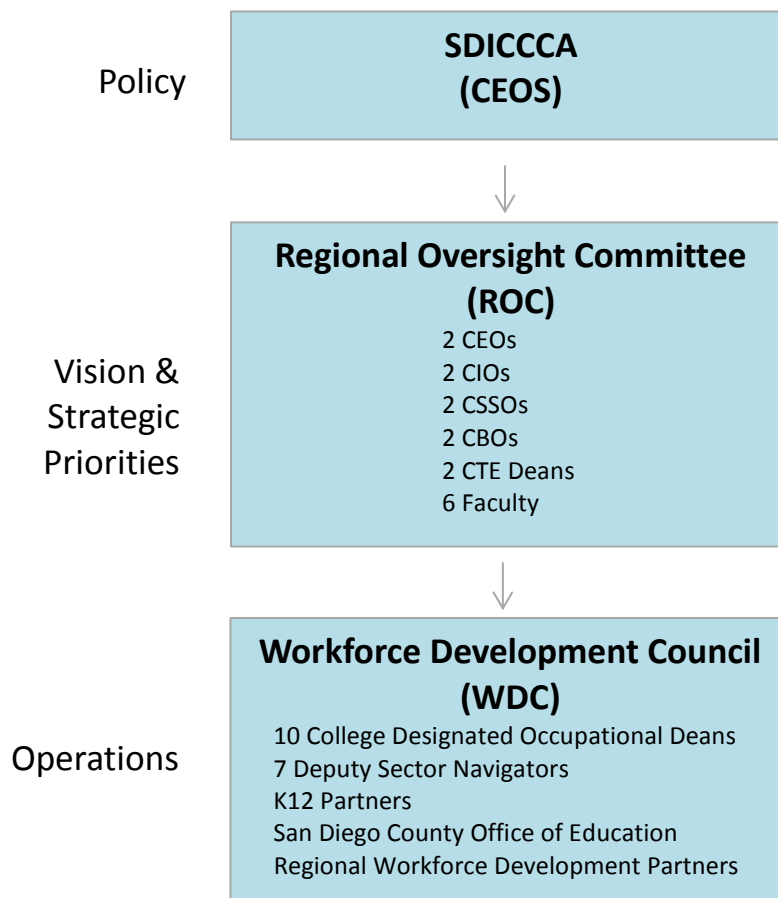
Our 10 Community Colleges & Continuing Education Institutions

Cuyamaca College	San Diego City College
Grossmont College	San Diego Continuing Education
Imperial Valley College	San Diego Mesa College
MiraCosta College	San Diego Miramar College
Palomar College	Southwestern College

Regional Strong Workforce Participation and Governance

The Regional Consortium for Workforce Development for San Diego-Imperial Counties Community Colleges is the regional entity working with the 10 community colleges to implement the Strong Workforce Program (SWP). The San Diego and Imperial Counties Community College District Association (SDICCCA) represented by the region’s CEOs sets the policy for Strong Workforce. The Regional Oversight Committee (ROC) represented by a wide range of constituencies on the campuses sets the vision and strategic priorities for Strong Workforce. The Workforce Development Council (WDC) is the operational arm of Strong Workforce. More than 10 work-groups implement the day-to-day operations of Strong Workforce. WDC and the work-groups have representation from all colleges, K-12, Adult Education and the workforce systems.

The fiscal agent for the San Diego Imperial Counties Regional Consortium is the Grossmont-Cuyamaca Community College District. The Regional Consortium’s governance structure is shown below.



SDICCCA Regional Strong Workforce Investment Overview and Detail

As Strong Workforce was launched, the leaders in SDIC determined to invest regional funds in comprehensive systems improvements. The focus of our efforts were on building the capacity of the colleges in the region to better serve students and improving institutions with the goal of increasing access to college and careers and social mobility.

SDIC chose to spend the first year of Strong Workforce researching best practices and using evidence to identify strategies to improve student outcomes. With that research completed, SDIC selected priorities for Regional Strong Workforce reflecting the call to serve **more** students and with **better** outcomes.

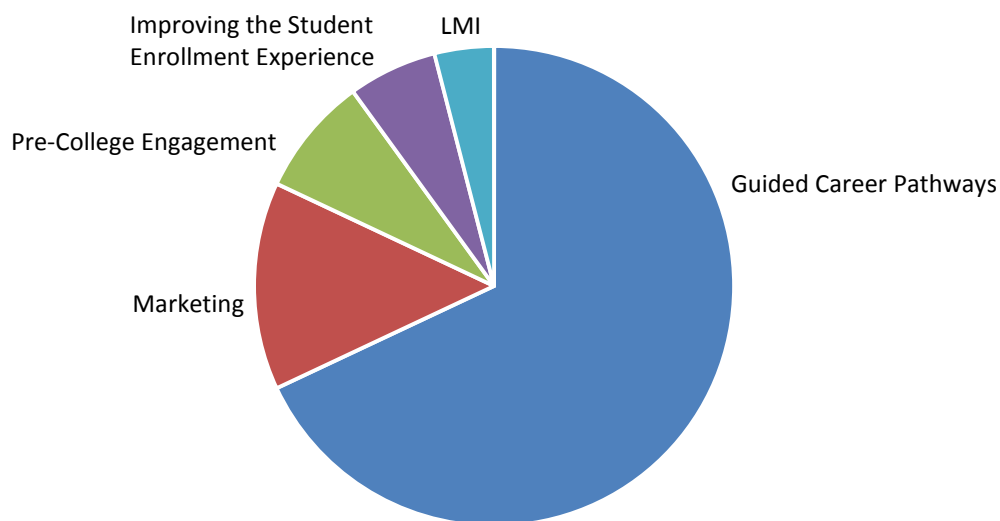
In the 2019-20 program years, these priorities are:

- ✓ **Pre-College Outreach and Career Pathways**—to better prepare our prospective students for college
- ✓ **Guided Career Pathways: Employment Readiness and Job Placement**—to support students in their education, preparing them for careers and supporting the launch of their careers
- ✓ **Marketing**—to increase awareness of community college career education
- ✓ **Improving the Student Enrollment Experience**—to improve college websites with a focus on increasing enrollment
- ✓ **Labor Market Research**—to augment the Centers of Excellence to ensure that the colleges had the resources they needed to make informed decisions for students

The region’s approach to Strong Workforce is represented by the diagram on the next page entitled the Student Roadmap to Success. Following that document is a short summary of the projects SDIC has invested in.

The chart below illustrates the investment breakdown for the 2019-20 funding.

2019-20 Regional Strong Workforce Investments



Project 1. Pre-College Outreach and Career Pathways



Project 1. Pre-College Outreach and Career Pathways

Project	Start Date- End Date	Budget	Metrics	Participation	Partners
Pre-College Outreach and Career Pathways	7/17- 12/21	Cycle 1 \$775,000 Cycle 2 \$825,000 Cycle 3 \$700,000 Cycle 4: \$640,00	1% increase in Course Enrollments per year	All Colleges All Sector	Industry County Office of Education K-12 Districts Adult Education Workforce System
Activity		Output			
Middle & High School Engagement		Approximately 1,000 pre-college students are served with enriching career exploration and enrichment activities that prepare them for community college Career Education programs.			
Professional Development for K-14 & Adult Education Staff		Plan and conduct K-14 counselor conference. Plan and conduct teacher externship opportunities and conferences around industry sector themes.			

Program Budget

2000	Personnel	170,000
3000	Fringe Benefits (50% on all salaries)	85,000
4000	Supplies	20,000
5000	Services and Other Operating (Contractual)	
	Travel	15,000
	Event & Meeting Space	50,000
	WestEd Contract: Planning and Support	300,000
	Total	\$640,000



Project 2. Guided Career Pathways: Employment Readiness and Job Placement



Project 2. Guided Career Pathways: Employment Readiness and Job Placement

Project	Start Date- End Date	Budget	Metrics	Participation	Partners
Guided Career Pathways: Employment Readiness and Job Placement	7/17- 12/21	Cycle 1 \$3,300,000 Cycle 2 \$4,750,000 Cycle 3 \$5,150,000 Cycle 4 \$5,490,000	1% increase enrollments, employment and living wage	All Colleges All Sectors	Industry Workforce System Economic Development Agencies
Activity		Output			
Improved Student Pathway Navigation		Each college implements customized improvements to their student on-boarding experience.			
Work-based Learning Coordination and 21 st Century Skills Transfer		Faculty at each college work with other faculty to improve opportunities for work-based learning on their campus. More than 50 faculty are trained on the regional strategy for 21 st Century Skills Transfer.			
Employer Engagement		A comprehensive strategy for employer engagement is developed and implemented in the region.			

In 2017 WestEd analyzed the region's current status in career pathways and employment readiness and recommended developing Guided Career Pathways. As a result of this analysis and related recommendations, the SDIC region will continue to support transformational activities with a focus on student retention and success at each of the colleges:

1. Improved Student Pathway Navigation
2. Employer Engagement
3. Job Placement Case Management
4. Faculty Professional Development
5. Strong Workforce Institute

2000	Personnel	150,000
3000	Fringe Benefits (50% on all salaries)	75,000
4000	Supplies	
	Program supplies	5,000
5000	Services and Other Operating (Contractual)	
	Travel	10,000
	College Contracts: Pathway Navigation	750,000
	Projects: Retention & Support	2,000,000
	College Contract: 21st Century Skills	100,000
	Projects: Job Development & Sector Engagement & Faculty Engagement	500,000
	College Contracts: Case Managed Employment Placement	1,500,000
	WestEd Contract: Planning and Support	500,000
	Total	\$5,490,000

Project 3. Marketing



**SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES**

"THE SECOND COMPANY I INTERVIEWED WITH GAVE ME THE JOB, JUST BASED ON THE EXPERIENCE I LISTED FROM THE BIOTECH PROGRAM."

- Tracy
Graduate from the Biotech Program at Miramar College

Learn more at CareerEd.org



**INFORMATION TECHNOLOGY
CAREER EDUCATION
PROGRAMS NOW AVAILABLE**

Project 3. Marketing

Project	Start Date-End Date	Budget	Metrics	Participation	Partners
Marketing	7/17-12/21	Cycle 1 \$2,000,000 Cycle 2 \$1,500,00 Cycle 3 \$1,500,000 Cycle 4 \$1,143,283	1% increase enrollment	All Colleges All Sectors	Marketing Agency CCCCO
Activity		Output			
Continuation of the regional marketing campaign for Career Education.		Advertising, social media, engagement of target markets.			

Program Budget

2000	Personnel	60,000
3000	Fringe Benefits (50% on all salaries)	30,000
4000	Supplies	
	Program supplies	3,000
5000	Services and Other Operating (Contractual)	
	Travel	10,000
	CE Marketing	1,043,283
	Subtotal	\$1,146,283



Career Education - San Diego & Imperial Counties

April 23 at 12:00 AM · 🌐

⋮

Are you a first-time, full-time student interested in enrolling at San Diego City College, San Diego Mesa College, or San Diego Miramar College colleges in the fall? If so, tuition for the San Diego Community College District's two-year college-degree program is free! Find the three steps needed to sign up below.

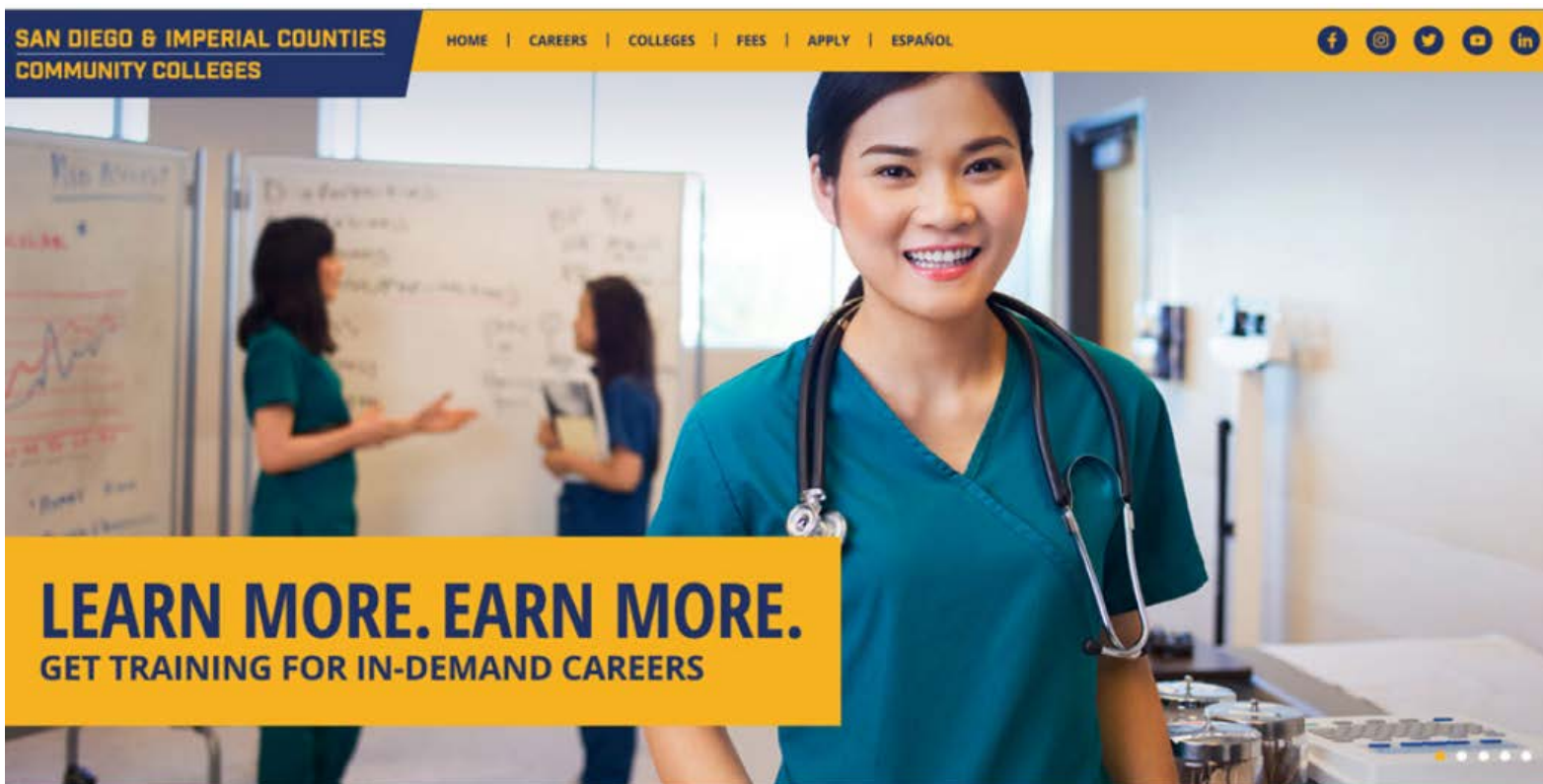


TIMESOFSDIEGO.COM

Registration Opens for a Tuition-Free Community College Degree in San Diego - Times of San Diego



Project 4. Improving the Student Enrollment Experience

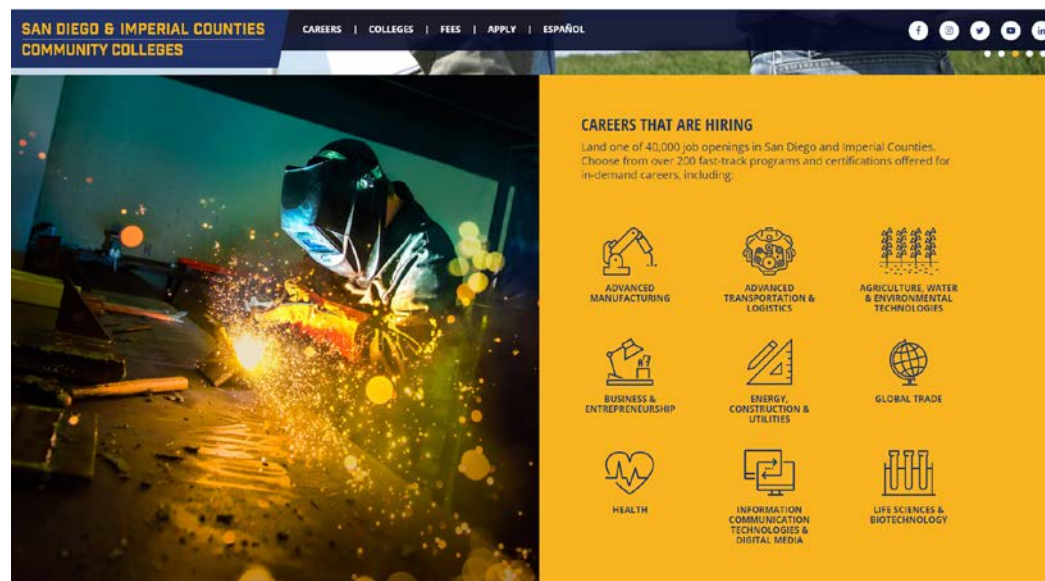


Project 4. Improving the Student Enrollment Experience

Project	Start Date- End Date	Budget	Metrics	Participation	Partners
Improving the Student Enrollment Experience	7/18- 12/21	Cycle 2 \$675,000 Cycle 3 \$450,000 Cycle 4 \$500,000	1% increase enrollment	All Colleges All Sectors	Marketing Agency CCCCO
Activity		Output			
Each college has the opportunity to make strategic improvements to their websites to improve the student enrollment process with the goal of increasing enrollment.		Completion of the project			

Program Budget

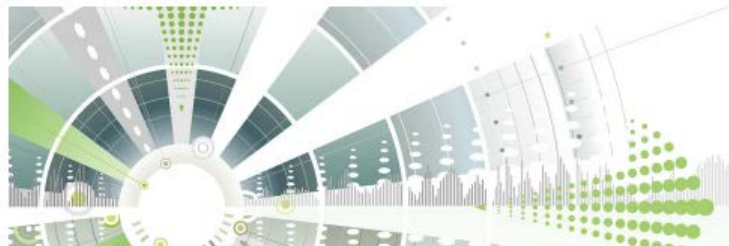
5000	Services and Other Operating (Contractual)	
	Contracts for Web Projects	500,000
	Total	\$500,00



Project 5. Labor Market Research

June 2018

SUMMARY



OPPORTUNITIES FOR CAREER EDUCATION TO CLOSE THE MIDDLE-SKILL JOBS GAP

IMPERIAL COUNTY



ICT AND DIGITAL MEDIA

IMPERIAL COUNTY

FAST FACTS*

733
people employed

\$51,636
average earnings per job

89
businesses

DID YOU KNOW?

- ICT workers develop new innovative products and services that improve productivity of firms across all industries. ICT companies include those in telecommunications, web development, data analytics, cybersecurity, video game development, and computer software.
- ICT and Digital Media employers place significant value in industry certifications and/or portfolios of previous work. Industry-based certifications are offered by the companies who developed the software, such as Microsoft, Cisco or CompTIA. Certifications are awarded based on completion of coursework and typically require a set number of instructional hours.
- ICT companies can range from small, innovative startup companies with less than 5 employees to large, global corporations with more than 1,000 employees.
- 63% of students who graduated from the San Diego-Imperial community colleges' ICT and Digital Media programs in 2016 were employed after a year of exiting post-secondary education.

Source: San Diego-Imperial Center of Excellence for Labor Market Research & San Diego Workforce Partnership

TOP JOBS THAT ARE ATTAINABLE WITH A COMMUNITY COLLEGE EDUCATION*

Job Title	How much will I earn per hour?		
	Entry-Level	Median	Experienced
What jobs require a high school diploma + postsecondary training (e.g., certificate)?			
Receptionists and Information Clerks	\$13	\$15	\$18
Photographers	\$15	\$17	\$19
Audio and Video Equipment Technicians	\$16	\$20	\$26
Computer User Support Specialists	\$22	\$27	\$33
What jobs require an associate degree or higher?			
Desktop Publishers	\$18	\$28	\$33
Web Developers	\$18	\$23	\$34
Graphic Designers	\$18	\$23	\$26
Computer Network Support Specialists	\$26	\$33	\$39

*Hourly wage and salary market data for 2017. Source: BLS. Data as of 2018 Q4.

SAMPLE OF LOCAL EMPLOYERS

Entravision Communications
Imperial Valley Press
Creek Squad

T-Mobile
Time Warner Cable

CENTERS OF EXCELLENCE

Doxy What MATTERS

SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES

Visit CareerEd.org to find
community college programs
in ICT and Digital Media.

Project 5. Labor Market Research

Project	Start Date-End Date	Budget	Metrics	Participation	Partners
Labor Market Research	7/17-12/21	Cycle 1 \$200,000 Cycle 2 \$350,000 Cycle 3 \$350,000 Cycle 4 \$350,000	1% increase enrollment	All Colleges	SDIC Centers of Excellence CCCCO Workforce Development Boards Economic Development Agencies
Activity		Output			
Provide research for evidence-based decision-making for the SDIC region.		Provide research that includes labor market, demand and supply, student outcomes data, and analysis. At least 25 labor market briefs and 2 major reports a year. Support regional projects with technical assistance.			

Program Budget

5000	Services and Other Operating	
	SDIC Center of Excellence for Labor Market Research	\$350,000
	Total	\$350,000



Workforce Tenets and Priorities

San Diego Imperial County Community College Association, Imperial Workforce Development Board, San Diego Workforce Partnership

From the 2017 Southern Border Regional Workforce Development Plan

1. ***The Regional Workforce Development System is more than the programs we fund:*** Each of the stakeholders manage individual programs, infrastructure, and investments. Our vision is to connect these programs to create a more unified, integrated workforce development system. Programs change lives, but systems have the power to transform communities.
2. ***Shared Labor Market Data:*** The Southern Border workforce stakeholders will collaborate on sector research and reports, creating a common vision/agreement on which sectors/occupations to invest in, reduce duplication, and to align the direction of our collective investments.
3. ***Creating Opportunity for ALL residents of San Diego and Imperial Counties through better-defined career pathways:*** Our dual mission of regional prosperity and income mobility for the hardest to serve do not have to be mutually exclusive. Our job is not finished with just job placement. We must go further by creating and supporting career pathways to careers that offer family sustaining wage and room for professional growth for ALL communities.
4. ***Human-centered approach to service design:*** We must organize services around customer needs, not programmatic requirements. Whether it is employers, adult jobseekers, or youth, our focus should not be on programs, it should be on people.
5. ***Single entry point for business customers:*** Today, the public workforce system engages employers by program, with different people from different organizations calling employers to hire their participants. We change this by taking a “demand driven” approach to business services. San Diego’s public workforce system must engage businesses by sector under a common strategy with a coordinated sales force.
6. ***Increase service access points:*** Through co-location, service integration with system partners, and the development of meaningful remote access points, we must create more on-ramps into the public talent development system. Through co-location with partners, development of affiliate sites, better on-line and mobile friendly service offerings, and other strategies, we must increase the accessibility or program services.
7. ***Common definition of work-readiness:*** Businesses want a way to measure and understand job-readiness and essential skills in addition to the technical skills. We must all agree on a common, nationally-recognized career readiness certificate (such as the ACT National Career Readiness Certificate) for all jobseekers and students coming out of our programs, schools, and job centers.

8. **Less money spent on bricks and mortar, more invested in people:** Through shared and leveraged infrastructure, integrated staffing models, and expanded use of technology, system-stakeholders must reduce money spent on bricks and mortar and invest more in people.
9. **Efficiency and measurable continuous improvement:** Ineffective tactics will hinder well-thought out strategies. We must continuously improve the system's processes, policies, and professionalism while maintaining our commitment to transparency to achieve the vision and intent of WIOA.

Top Priorities. In November 2016 a regional meeting of community colleges, partners and stakeholders was held. The participants agreed that three of these regional workforce development priorities should be addressed first. These priorities and action items to execute on the priorities include:

- Strategic Priority: Coordinating industry engagement and developing a single entry point for business customers
 - ✓ Action Item: Develop an e-portal for work-based learning opportunities for youth and young adults, with the capability of coordinating employer contacts and involvement in the region
- Strategic Priority: Creating opportunity for all San Diego and Imperial County residents through Career Pathway Development
 - ✓ Action Item: Partners annually agree on the major regional shared sector research reports for each fiscal year, obtain agency approvals, fund the research and resulting dissemination reports and conferences
 - ✓ Action Item: Focus on one sector and from a regional perspective, describe the career pathway/career ladder for K through adult participants, involving all partners including industry and resulting in a clear understanding of access and upward mobility
 - ✓ Action Item: Hold a meeting with partners in the first quarter of 2017 to solidify plans for work readiness initiatives across partner organizations.
- Strategic Priority: Supporting human-centered approach to service design.
 - ✓ Action Item: Provide human-centered design training for all partnering agencies in 2017-18

Strong Workforce Taskforce Recommendations

STUDENT SUCCESS

1. Broaden and enhance career exploration and planning, work-based learning opportunities, and other supports for students.
2. Improve CTE student progress and outcomes.

CAREER PATHWAY

3. Develop and broadly publicize industry-informed career pathways that prepare students for jobs needed within the regional labor market.

WORKFORCE DATA & OUTCOMES

4. Create common workforce metrics for all state-funded CTE programs and expand the definition of student success to better reflect the wide array of CTE outcomes of community college students.
5. Establish a student identifier for high school students and those enrolled in postsecondary education and training programs to enable California to track workforce progress and outcomes for students across institutions and programs.
6. Improve the quality, accessibility, and utility of student outcome and labor market data to support students, educators, colleges, regions, employers, local workforce investment boards, and the state in CTE program development and improvement efforts.

CURRICULUM

7. Evaluate, strengthen, and revise the curriculum development process to ensure alignment from education to employment.
8. Evaluate, revise and resource the local, regional, and statewide CTE curriculum approval process to ensure timely, responsive, and streamlined curriculum approval.
9. Improve program review, evaluation, and revision processes to ensure program relevance to students, business, and industry as reflected in labor market data.
10. Facilitate curricular portability across institutions.
11. Develop, identify and disseminate effective CTE practices.
12. Clarify practices and address issues of course repetition for CTE courses when course content evolves to meet changes in skill requirements.



CTE FACULTY

13. Increase the pool of qualified CTE instructors by addressing CTE faculty recruitment and hiring practices.
14. Consider options for meeting minimum qualifications to better integrate industry professionals who possess significant experience into CTE instructional programs.
15. Enhance professional development opportunities for CTE faculty to maintain industry and program relevance.
16. Explore solutions to attract industry professionals in high-salaried occupations to become CTE faculty in community colleges.

REGIONAL COORDINATION

17. Strengthen communication, coordination, and decision-making between regional CTE efforts and the colleges to meet regional labor market needs.
18. Clarify and modify, as appropriate, state regulations to allow colleges to regionalize course articulation along career pathways utilizing regional or state curriculum models.
19. Develop regional leadership and operational partnerships among community college, industry, labor, and other workforce and economic development entities to improve the delivery of all CTE efforts.
20. Develop robust connections between community colleges, business and industry representatives, labor and other regional workforce development partners to align college programs with regional and industry needs and provide support for CTE programs.
21. Create a sustained, public outreach campaign to industry, high school students, counselors, parents, faculty, staff, and the community at large to promote career development and attainment and the value of career technical education.
22. Establish a sustained funding source to increase community colleges' capacity to create, adapt, and maintain quality CTE courses and programs that are responsive to regional labor market needs.
23. Create a predictable, targeted, and sustained funding stream that leverages multiple local, state, and federal CTE and workforce funds to support an infrastructure for collaboration at the state, regional and local levels; establish regional funding of program start-up and innovation; and develop other coordination activities.
24. Review, analyze, and modify, as needed, laws and regulations related to student fees for disposable and consumable materials and CTE facilities.
25. Create incentives and streamline processes to maximize public and private investment in support of CTE programs.