

Regional Plan Implementation Summary
Regional Planning Unit (RPU): Southern Border
LWDBs within RPU: San Diego and Imperial County

Regional Plan Goals

The Southern Border Region is at the forefront of economic trade and cultural merging in America due to its location along the border with Mexico. The region has a strong urban anchor to the west, San Diego and largely rural communities to the east and throughout Imperial County. Together, the Counties' WDBs are working to enhance and develop sustainable economic growth.

The workforce development system in the Southern Border Region began coordination and alignment efforts in 2017, with the goals of supporting the businesses of the region and to ensure that every person has the skills to ensure a sustainable career.

The Southern Border Region's Regional Plan was developed from a core document that was designed to be shared by both the Workforce Development Boards for the WIOA Regional Plan, as well as the Community College system for their Strong Workforce Regional Report. This type of collaboration is a hallmark of the work in our region. The development of that core document incorporated: The ten Community Colleges and six Community College districts in the region, The San Diego and Imperial County Workforce Development Boards, K-12, Adult Education, Universities, Economic Development entities, Employment Development Department LMID, CalWorks, County of San Diego, Department of Rehabilitation (DOR), and Community Organizations from throughout the two county region.

This collaborative determined three strategic priorities:

- Coordinating industry engagement and developing a single entry point for business customers
- Creating opportunity for all San Diego and Imperial County residents through Career Pathway Development
- Supporting human-centered approach to service design.

In the Regional Plan Update 2019, 5 strategic pillars were developed to continue from the initial strategies and include the understanding gained through research and analysis over the previous 2 years. These pillars are:

1. Job Quality: Job Quality is about simultaneously producing outstanding outcomes for businesses and their frontline workers. As part of our job quality efforts under this plan we will 1) Develop a definition of job quality that will serve as a standard for the community while being responsive to individual needs and launch a communications campaign 2) Equip workers with knowledge needed to advocate for themselves and provide consulting to businesses/coalitions looking to implement quality components 3) Elevate jobs that have 1 or more quality indicators to support worker choice through a Salesforce-based portal; recognize businesses who display a commitment to job quality 4) Review the outcomes and impact of job quality experiments, placement of workers in good jobs and economic benefit generated for businesses
2. 2-Generation Solutions are focused on creating opportunities for and addressing needs of both children and the adults in their lives together.

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3. Outcomes Based Funding focuses on the efficient and effective use of resources to solve intractable social and economic problems.
4. Inclusive Business Growth focuses on equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce.
5. POPULATION-SPECIFIC INTERVENTIONS focus on deepening our programming which is truly differentiated and standardizing common functions in order to better respond to the needs of the community.

Regional Plan Implementation Project Focus

RPI 1.0 Project Focus:

Southern Border RPU goals focus on:

- Coordinating industry engagement and developing a single entry point for business customers in four industry sectors (Advanced Transportation/Clean Energy, Advanced Manufacturing, Health Care and Info & Communication Technology) using human-centered design approach.
- Enhance Advisory Council of employers, use of LinkedIn Learning for essential skill development, co-funding strategies.
- Sustain through employers, foundations and partners.
- Co-Funding/ITA structure for Work Based Learning and Apprenticeship

RPI 2.0 Project Focus

RPU will build on and accelerate efforts on: job quality, inclusive business growth and regional structure/systems change.

- Job quality efforts will include developing a position paper on job quality and a campaign to elevate knowledge, consulting to businesses on quality components, elevate jobs that have quality indicators through an online portal in Salesforce, increase advancement and retention rates of diverse populations, and reward businesses who display a commitment to job quality.
- Inclusive business growth by the establishment of a Business Services Insiders Collaborative bringing together business services practitioners from all partners, creation of a business-led council in the ICT sector, a catalog of service offerings to meet small and mid-sized business needs, and a business services portal in Salesforce.
- Structure and systems change to ensure formalizing a Regional Research and Evaluation Director aligned with Strong Workforce and Adult Education, developing and evaluation approach, continuing research and training on priority sectors, creation of a regional 3-year training plan for staff and partners, and formalized structure for regional decision making.
- Using the definition of job quality that will be produce a position paper on job quality and lead a communications campaign to elevate regional knowledge on the importance of this topic.
- Equip workers with knowledge needed to advocate for themselves through coaching and training
- Provide consulting to businesses looking to implement quality components, includes piloting various job quality initiatives with coalitions of willing employers (e.g. stable scheduling, child care navigators)

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- Elevate jobs that have 1 or more quality indicators to support worker choice through an online portal in Salesforce which will be available to youth and adults, regardless of program enrollment (WIOA, non-WIOA, partner programs)
- Develop a mechanism (e.g. award) in collaboration with organizations such as the Chamber and EDC to recognize businesses who display a commitment to job quality

RPI Project Demand and Supply Side Outcomes

Demand Side Outcomes:

- Regional Advisory Council of Industry Champions, regional sector strategies, and specialty curriculum in Healthcare, Advanced Manufacturing, Advanced Transportation/Clean Energy, and Information & Communication Technologies
- Creation of a Skills-based competency model that maps career pathways and highlight key credentials in Healthcare
- Used LinkedIn to build a learning and development toolkit and a Southern Border Region LinkedIn on-line community for healthcare
- Piloting Employer Performance Measures
- Established partnership with several other organizations (funders, educators, etc) who are able to support co-funding, specifically Income Sharing Agreements
- RN Mentorship to help participants to graduate and get into employment.
- EMT trainings
- Immigrant/refugee/ELL English language skills
 - Piloted a cell-phone based language acquisition tool to determine if it will meet the population's need
 - Opportunity Youth expanded the research previously performed for San Diego to include Imperial County and in the new calendar year will be piloting our C2C model of youth outreach, engagement, and training in Imperial County, leveraging a combination of SD based job coaches and an Imperial based trainer create an integrated structure for serving businesses where:
- Aligned business efforts across the region to focus on what businesses need vs programs.
- Created a more integrated approach to layoff aversion, rapid response and business engagement in San Diego that we are looking to leverage across the region.
- Advanced a robust sector strategy with meaningful career pathways (entry and upskilling) and business transformation tools in each of our chosen priority sectors.
- Hiring at Happy Hours evolved into more focused individual hiring support as requested by businesses.
- This Way Ahead connects GAP Inc. stores with workforce to find young adults 16-24, provide job readiness training and a paid summer internship. Gap pays the internship and provides GAP employees to give retail specific training, and workforce provides job readiness training and all training coordination.
- Completed Healthcare-specific learning pathways in LinkedIn

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- The “Health Care – 21st Century Employability Skills” Learning Pathway is complete and live on LinkedIn Learning
- This pathway is accessible to members of the Regional Council on Health Care Workforce Development who have activated LinkedIn Learning licenses
- Tools: Invested in tools to foster skill acquisition by various populations through NCRC (degree alternative), Learning Upgrade (language/math through cell phone), LinkedIn Learning (soft skills development), and CoreScore (skills assessment)
- Research/LMI: Developed Priority Sector display boards, reports, online materials and other collateral to communicate in demand skills across sectors; hosted the annual Workforce Conference which convenes all industry champions, community partners and workforce leaders to set agenda and discuss industry sector needs

Enhance ICT industry sector space with:

Catalyst Strategy Solutions
 BIOCUM
 Cyber Center Of Excellence
 Cloud Beds
 HoverCam
 HIRED
 Rescue The Behavior Change Agency
 Lead Crunch.ai
 Raygun
 Employment Development Department
 Soft Stack Factory
 Booz Allen Hamilton
 Myers Media Group
 San Diego Zoo Global Academy
 Wildfire Systems, Inc
 Fokcus
 Journeys Map
 Microsoft - Mountain View
 Imperial County One Stop Business & Development Services
 Imperial County Workforce Development Office
 San Diego Community College District
 Conveyor Group
 New Technical Solutions
 Spectrum Advertising
 Effecture, LLC

Supply Side Outcomes:

- Human Centered Design to connect jobs seekers to employers
- Creation of co-funding model with employers
- Established a job quality definition, assessment framework and tracking mechanism utilizing recent research by the Aspen Institute and bringing

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together stakeholders to discuss job quality aspects and agree on a framework that will work for our communities in the Region

- Conducted job quality experiment pilot to demonstrate how it serves the employer and its incumbent workers.
- Fostered inclusive business growth and equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce.
- Incorporated a perspective on two generational solutions into our regional plan
- Deployed the Connector for advanced manufacturing launched to connect supply and demand
- Achieved high match rates of candidates to quality jobs which demonstrate we truly understand what businesses needs and dramatically increase number of quality jobs in the market available to all.
- Initiated Landscape study:
 - Business Needs Assessment
 - Service Portfolio
 - Market Penetration Map
 - Gap Analysis and Roadmap
 - Process Map
- Held 11 community meetings to collect input on the regional plan.
- Priority Occupation research was completed for San Diego and Imperial Counties.
- Opportunity Youth research was completed for the entire region.
- Region completed the procurement process for a priority sector training curriculum development that is in final draft
- Executed MOUs that includes referral agreements infrastructure costs and commitments to targeted populations per our Regional/Local Plans and hired a Regional Organizer and Regional Training Coordinator

RPI 2.0

In Progress