

2019-2022 Three-Year Plan



Education to Career Network of North San Diego County

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Section 2: Comprehensive Regional Three-Year Plan

2.1 Executive Summary

The Education to Career Network of North San Diego County (ETCN) is one of five adult education consortia in San Diego county and one of 71 throughout the state. Through our five member districts - Escondido Adult School, Poway Adult School, Ramona Adult School, San Marcos Adult School and Vista Adult School – together with Palomar College, we provide adult students with ongoing learning opportunities by offering high quality, relevant, and responsive courses, programs and services.

Over the past three years, the mission of ETCN has been to assist adult students in reaching their individual educational goals including career advancement, college preparation, workforce re-entry, and life enrichment. Together, we continue to work to leverage resources and increase collaboration and partnerships among providers of adult education and support services within the region.

Major accomplishments in 2018-2019 included the following:

- Hosted a Community Forum to inform and share achievements over the past three years with our shareholders and to garner input on ways to enhance student education and career success as well as industry workforce needs
- The 3rd Annual Path to Palomar Event was held to showcase Palomar College's course and campus offerings and to support students transitioning from adult school to college
- A legislative and community outreach campaign was deployed in conjunction with Legislative Day in Sacramento and a county-wide "Adult Education Week" proclaimed by the County of San Diego as well as all cities in the ETCN service area in April
- Roll out of the ETCN digital badging program to ESL students and commenced development of a second phase for CTE courses and pathways
- Continued the alignment and integration of curriculum to accelerate student learning and meet regional workforce needs
- Offered our first Adult Education Pre-Apprenticeship program through Palomar College, held at San Marcos Adult School, and aligned for transition to Palomar College's Apprenticeship Program in Carpentry.
- ETCN began reporting Career Technical Education course completions and outcomes to the Integrated Postsecondary Education Data System (IPEDS,) the results of which will be visible across various national databases including EMSI, heightening awareness of program offerings and effectiveness.

ETCN: The Next Three Years and Beyond

ETCN's motto "It's Working" continues to ring true within the communities we serve. Together with our business and agency partners, our consortium is committed to aligning systems and serving students in more focused ways that will continue to generate successful transitions to post-secondary education and the workplace over the next three years and beyond.

Based on member self-assessments and survey results from key stakeholders, together with analysis of labor market data and local workforce current and projected needs, we have developed five overarching Smart Goals for 2019-2022. Each goal includes how they will be measured and the percentage increase we hope to obtain at the end of the next year three cycle:

1. Shorten the timeframe for students to successfully transition to post-secondary education and careers (by 25% as measured by professional development outcomes, new curriculum, new pathways, and student surveys.)
2. Increase successful student transitions to post-secondary education and careers (by 25% as measured by student interviews, data collected, and surveys completed.)
3. Incorporate the regular use of data in decision making (by implementing a digital dialogue as measured by professional development, professional learning community artifacts, and implementation protocols.)
4. Expand and enhance community and business partnerships and overall awareness of Adult Education in the region (through community forums, Strong Workforce Partnerships, Job Fairs, and cross consortia referrals as measured by professional development artifacts, agendas, event information, community surveys, and partnership lists.)
5. Promote healthy communities and civic participation through family literacy and immigrant integration efforts (through parent education and professional development as measured by class artifacts, survey results, professional development agendas, communications, and enrollment data).

While much progress is being made to bridge the gap in a variety of areas that affect the ability for adult learners to reach their desired education and career goals, there is still much work to be done. ETCN will continue to work together as a consortium and with our community partners to ensure our students succeed at all levels, now and into the future.

2.2 Pre-Planning Assessment

The **Education to Career Network (ETCN)** - Adult Education Consortium ETCN engaged in a series of activities to help prepare for the completion of the Three-Year Plan. With the completion of the below key items, the consortium believes that the three-year goals are aligned with the needs of the community, students, staff, and other stakeholders. Through the pre-planning process, ETCN's leadership committee remained focused on creating strategies solving this region's gaps in service for adult education. By inventorying adult education service providers, community partners, and current courses offered, as well as surveying stakeholders and analyzing Labor Market Information, ETCN believes that they are in a prime position to continue to strengthen adult education in San Diego's North Inland area.

- A. Using the California Adult Education Program (CAEP) Self-Assessment Tool helped the leadership committee to better understand each other's viewpoints and needs. Each leader was able to review a summation of responses and take part in a group discussion of areas where improvement was needed, and why a few areas had dissimilar responses. This process aided the committee in the creation of an analysis of needs, strengths, weaknesses, and any future opportunities and threats.
- B. To better understand staff and faculty needs, a survey was created and collected from 73 individuals. Similar to the Self-Assessment, the survey results were discussed, and provided enlightening information on what staff felt were needed in areas such as course offerings, student services, and staff professional development. These results helped to create a Gap Analysis of our needs for continual improvement.
- C. ETCN held a Community Forum on October 24, 2018 to inform our plan in the areas of Gaps in Service, Seamless Transitions, Leveraging Resources and Student Acceleration. North San Diego Regional Chamber and San Diego Economic Development Council participated by sharing presentations on Labor Market Information and the future of workforce needs and development. All guests participated by sharing their thoughts on how adult education should play a role in workforce development, and how their organization could help support adult education do so.



- D. Labor Market Information was utilized to identify labor trends and inform ETCN on potential new program offerings and potentially obsolete program offerings. This data was grouped by zip codes and districts to provide ETCN leadership with accurate Labor Market Information, helping to meet the goal of course evaluation and program improvement. CAEP Fact Sheet for our consortium was also used in conjunction with data pulled from our EMSI system.

- E. Obtained LMI from the San Diego Workforce Partnership, our county's Workforce Development Board, who created Priority and Emerging Sector posters displaying up to date labor market information on Advanced Manufacturing, Entrepreneurship, Advanced Transportation and Logistics, Global Trade, Health Care, ICT and Digital Media, Life Sciences and Biotechnology, Agriculture, Water and Environmental Technologies, and Energy, Construction and Utilities sectors.
- F. To have an accurate view of Adult Education funding for our consortium, Table 2. Funding for Adult Education Programs was completed.
- G. A Regional Need Analysis (RNA) was created to inventory all career pathway courses and helped to evaluate the current levels and types of education and workforce programs within the consortium. This along with a Community Asset Map painted an accurate picture of where gaps in service currently exist, and possibly will exist in the future.
- H. Table 1. – Regional Service Providers was completed to showcase where certain adult education programs could be found and what programs they offer: ABE, ASE, ESL, CTE, AWD, WR, PA, and ACS.
- I. A list of community partners helping support our adult education consortium through a variety of services, such as work-based learning activities and advisory meeting participation was created to inventory our surrounding areas of support and provide us with insight on possible new partnership with community organizations.

After completing all the above activities, the ETCN leadership team was able to discuss findings, and from those, create a SWOT analysis, a gap analysis, and several logic models detailing five overarching goals to pursue for the 2019 to 2022 school years.

The following information provides a better understanding of where ETCN currently stands and where ETCN needs to go to accomplish their goals in providing high-quality adult education promoting student achievement and preparation for college and career. A list of strengths, weaknesses, opportunities, and threats, as well as gaps in service provided the background information to create ETCN's overarching goals for the next three years. These goals will help guide the consortium with new strategies created and required action items needed for successful outcomes to be generated.

ETCN Members:



Escondido Adult School is committed to serving our diverse community by providing quality programs that engage individuals in lifelong learning to develop their roles as productive members of our local and global community.

Brian Head - Principal - bhead@euhsd.org



Palomar College is committed to helping our students achieve the learning outcomes necessary to contribute as individuals and global citizens living responsibly, effectively, and creatively in an interdependent and ever-changing world.

Suzanne Sebring - Director, Occupational and Noncredit Programs - ssebring@palomar.edu



Poway Adult School's mission is to provide adults with exemplary learning opportunities by offering timely and relevant courses, programs, and services that are responsive to our community's needs. Poway Adult School works with students to identify and reach their individual goals, including career advancement, college preparation, and life enrichment.

Kathleen Porter - Executive Director of Career Technical, Adult and Alternative Education - kporter@powayusd.com



Ramona Adult School strives to improve the quality of life for anyone ready to elevate their education to the next level. We are ready and waiting to help make your dream a reality.

Mike Sterner - Principal - msterner@ramonausd.net



San Marcos Unified School District is an innovative and collaborative community providing an unparalleled educational experience. Through an engaging and supportive environment, all our students are challenged, inspired, and poised to excel.

Garth Phillips – Principal – garth.phillips@smusd.org



Vista Adult School will prepare all students with the knowledge and skills necessary to achieve their career, academic and personal goals in high quality and accessible learning environment.

Elizabeth O'Shea-West - Principal - elizabethosheawest@vistausd.org

Our Network Partners:

Businesses:

Adecco	Palomar Health	Sheraton Carlsbad Resort & Spa
Ajilon Professional Staffing	Park Hyatt Aviara Resort	Taylor Trim and Supply, Inc.
Eastridge Workforce Solutions	Qualcomm	US Foods
Harrah's Rincon	RCP Block and Brick	Vallecitos Water District
Hewlett-Packard Company	RDM Management Group	Vista Community Clinic
Lusardi Construction Company	Robert Half	Walgreens
Mission Federal Credit Union	Scripps Hospital	Wells Fargo Bank
Palomar Health	Scripps Hospital	

Development & Training:

Employment Development Department	San Diego County Building & Construction Trades Council	San Diego Workforce Partnership
San Diego ABC Apprenticeship Training Trust	San Diego Electrical Training Center	Southwest Carpenters Training Fund
San Diego Center for International Trade Development	San Diego North Economic Development Council	Stratasys Direct Manufacturing
	San Diego Regional Economic Development Corporation	Two Directions, Inc.

Education:

Aztec Software	Escondido Education COMPACT	North County Coastal Career Center
Burlington English	Kumon North America, Inc.	Pearson Education
Cengage Learning	North County Inland Career Center	San Diego Council on Literacy
College Planning Source		
Edgenuity		

Health:

Department of Rehabilitation	Meridian Home Care
Green Tree Home Care	Neighborhood Healthcare
Medical Imaging & Technology Alliance	Palomar Health Community Advisory Council

Civic/Foundation:

Alliance for Regional Solutions	North County Lifeline, Inc.
Amity	North San Diego Business Chamber
Challenged Athlete's Foundation	Poway Branch Library
Commerciantes Latinos Asociados	Ramona Branch Library
Escondido Public Library	San Diego County Sheriff's Department
NECA San Diego Chapter	San Marcos Branch Library
Vista Branch Library	Vista Chamber of Commerce

In order to accurately assess our region's adult education capacity, ETCN inventoried entities that provide education and workforce services to adults. The below table details regional adult education providers with their location and specific CAEP program areas that each entity provides.

Table 1. – Regional Service Providers

Provider Name	Provider Type	Address or location(s) where AE services are provided	Program Areas							
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS
Poway Adult School	Unified School District K-Adult	13626 Twin Peaks Rd. Poway, CA 92064	X	X	X	X		X		X
Palomar College	Community College	1140 West Mission Road San Marcos, CA 92069			X	X	X	X	X	
Vista Adult School	Unified School District K-Adult	510 Sunset Dr. Vista, CA 92081	X	X	X	X	X	X		X
San Marcos Adult School	Unified School District K-Adult	158 Cassou Rd. San Marcos, CA 92069	X	X	X					
Ramona Adult School	Unified School District K-Adult	730 Ninth St. Ramona, CA 92065	X	X		X		X		
Escondido Adult School	Union High School District	220 West Crest St. Escondido, CA 92025	X	X	X	X		X		X
San Diego County Library (Poway Branch)	Library	13137 Poway Rd. Poway, CA 92064 (858) 513-2900		X	X					
ABC Apprenticeship	Apprenticeship/Construction	13825 Kirkham Way, Poway, CA 92064				X				
University of St. Augustine for Health Sciences	Education Provider - Healthcare	700 Windy Point Dr. San Marcos, CA 92069				X				
Pima Medical Institute	Education Provider - Healthcare	111 Campus Way San Marcos, CA 92078				X				
Healthcare Academy of California	Education Provider - Healthcare	2420 Vista Way Oceanside, CA 92054				X				
California Medical College	Education Provider - Healthcare	277 Rancheros Dr. Suite 200 San Marcos, CA 92069				X				
Pathways Academy	Business & Accounting	100 East San Marcos Dr. Suite 350 San Marcos, CA 92069				X				
San Diego Continuing Education	Community College	4343 Oceanview Blvd. San Diego, CA 92113				X				
San Diego Virtual School	Virtual Homeschool	Online				X				

Table 2. Funding for Adult Education Programs and Services

Member Name:	COMBINED		
Source and Type of Funds	Funding Estimates FY2019 20	Funding Estimates FY2020 21	Funding Estimates FY2021 22
State / Federal Funding			
AEP	\$8,030,928	\$8,030,928	\$8,030,928
CalWORKs	\$274,170	\$274,170	\$274,170
CCD Apportionment	\$3,783,600	\$3,783,600	\$3,783,600
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$2,270,851	\$2,270,851	\$2,270,851
Other Funding			
Workability II (DOR)	\$264,087	\$264,087	\$264,087
CTE Fees	\$72,000	\$72,000	\$72,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$14,695,636	\$14,695,636	\$14,695,636

Table 3 - Regional Need Analysis - Current Course Offerings

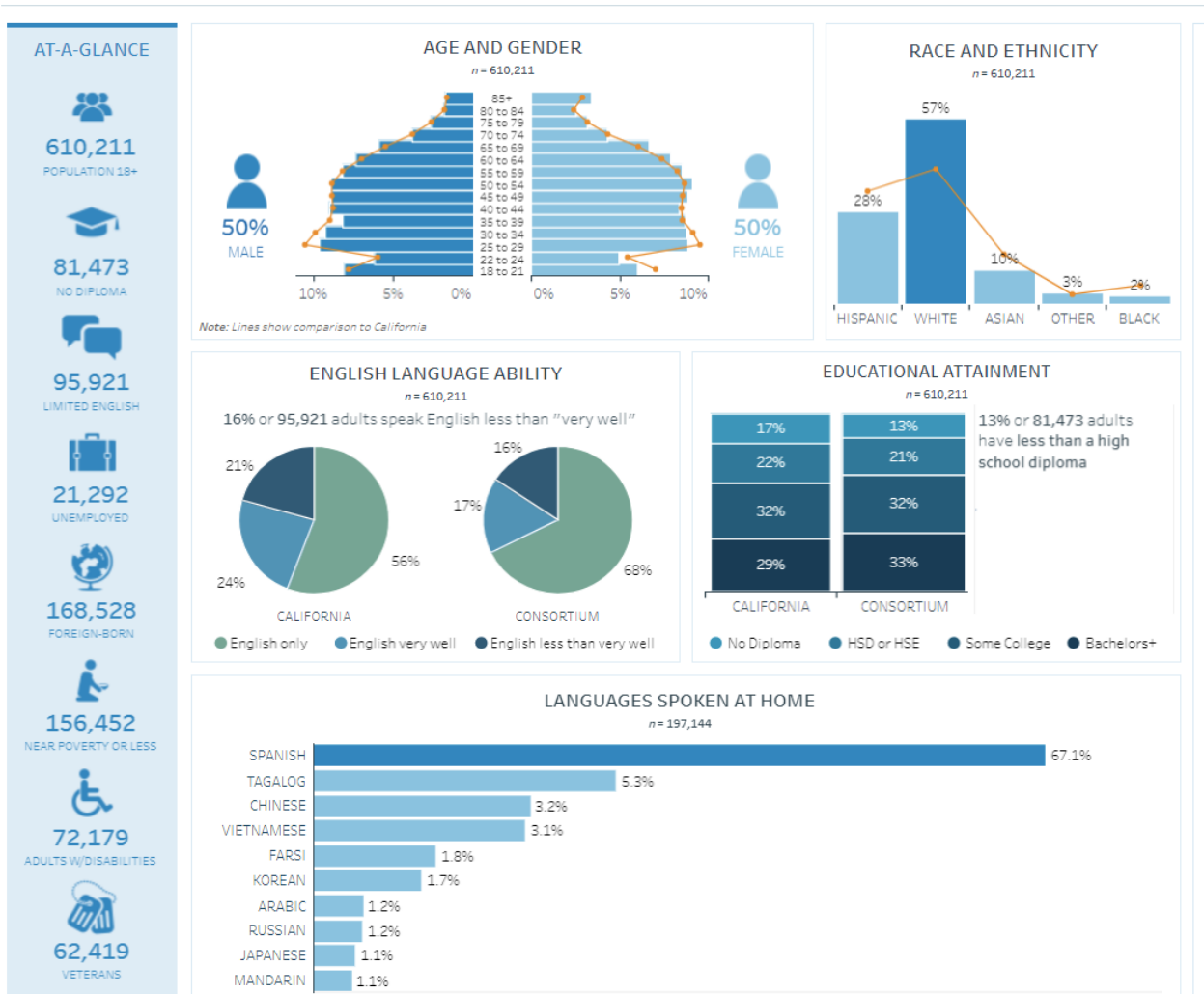
REGIONAL NEED ANALYSIS - CURRENT OFFERING						
	POWAY	ESCONDIDO	RAMONA	SAN MARCOS	PALOMAR	VISTA
Medical						
Certified Nurse Assistant						
Certified Home Health Aide						
Medical Assistant - Admin						
Medical Assistant - Clinical						
Pharmacy Technician						
CPR						
Medical Billing and Coding						
Phlebotomy						
Animal Care Specialties						
Veterinary Assistant Technology						
Medical Terminology						
Customer Service for Health Prof.						
Healthcare Essentials						
Paperless Medical Records						
Caregiver						
Patient Services Representative						
Construction/Manufacturing						
Intro Computer-aided Drafting						
Welding/Metal Fabrication						
Woodworking						
Auto Maintenance/Light Repair						
Electrical						
Carpentry						
Business and Finance						
Medical Assistant - Admin						
Accounting						
Quickbooks Pro						
Microsoft Office Suite						
Typing						
Google G Suite						
Keyboarding						
Human Resources						
Patient Services Representative						
Computer Concepts/Applications						
Customer Service for Health Prof.						
Other						
Spanish						
Graphic Design						
Grant Writing						
Technical Writing						
Instructional Aide						
Property Management						
Criminal Justice						
Culinary						
Real Estate License						
Community Emergency Response						
Bus Driver						
Campus Security						
IT						
IC3						
A+						
N+						
S+						
CompTIA						
	"= Offered"					
	"= Not Offered"					

2.3 Community Need and Customers

After collecting data during the pre-planning assessment stage, ETCN members were able to determine the regional demographics, current student demographics, and ample labor market information. This data was utilized to determine the needs of our students, our community, and address regional labor market opportunities that exist in San Diego county. From the analysis of this data, ETCN was able to address key gaps in service, analyze our strengths, weaknesses, opportunities, and threats.

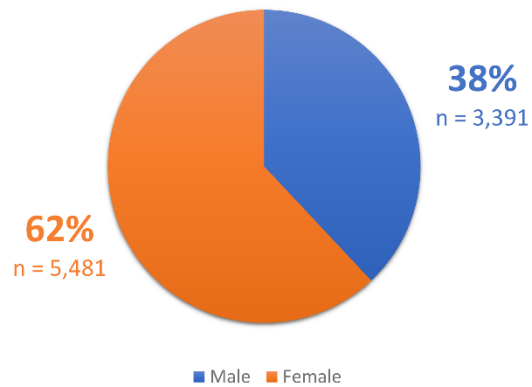
Furthermore, a consensus of overarching goals for the next three years was established, from which we hope our students will be able to achieve success in their education and career goals, which will be discussed in section 2.4.

Regional Demographics:

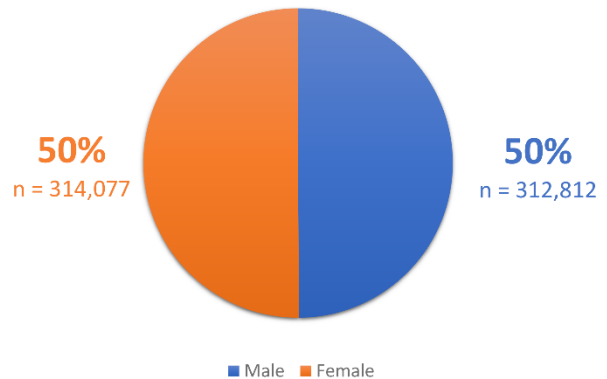


ETCN Demographics:

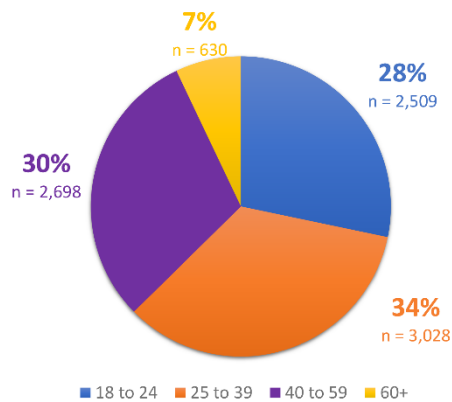
Consortium Breakdown by Gender



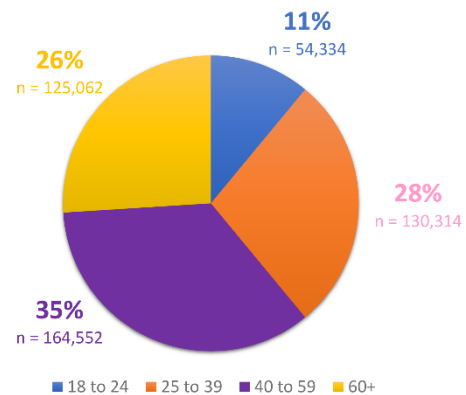
North County San Diego Service Region by Gender



Consortium Breakdown by Age

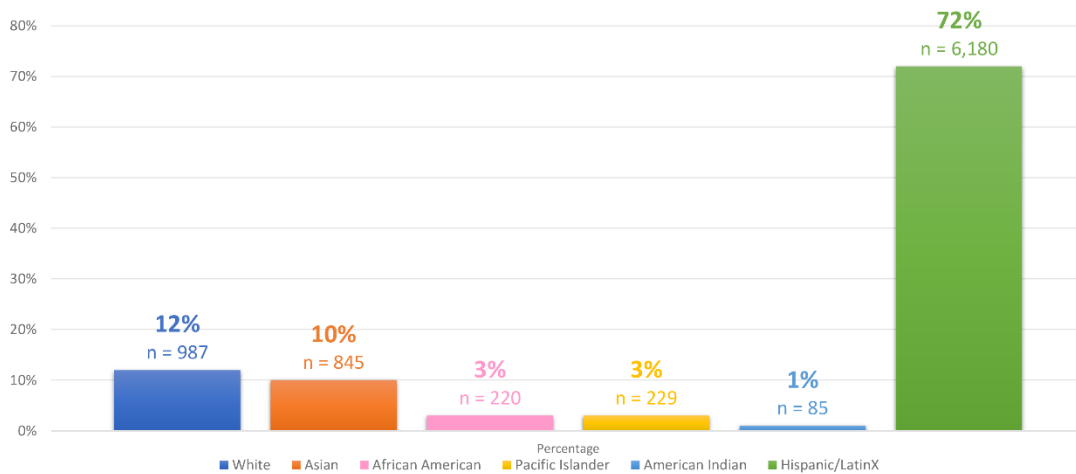


North County San Diego Service Region by Age

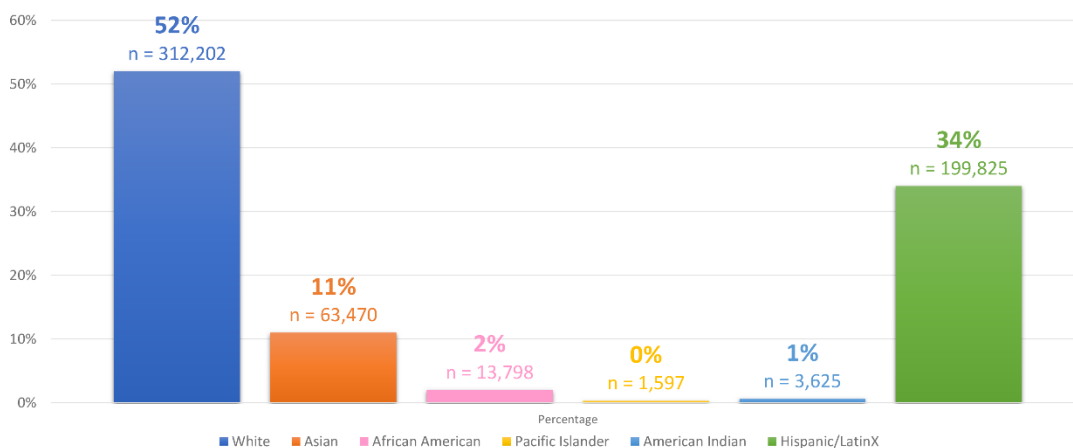


ETCN Demographics:

Consortium Students Breakdown by Race



North County San Diego Service Region by Race



Student Outcomes and Progression from 2017-18 to Current

Outcomes 18-19							
Program Areas	Enrollees	Other Liter Gains	HSD/HSE Achieved	Post-Secor Achieved	Enter Emp Achieved	Increase W Achieved	Transition Postsecondary Achieved
English Language Learner (ESL/ELL)	3338	336	2	9	71	27	12
Basic Skills (ABE)	554	89	0	19	67	43	28
High School Diploma (HSD)	685	108	56	6	19	8	16
High School Equivalency (HSE)	556	89	19	5	10	5	9
Career and Technical Education (CTE)	919	401	1	46	21	12	5
Programs for Adults with Disabilities	22	4	0	0	0	0	0
Adults Training for Child School Success	21	14	0	0	0	0	0
Workforce (Re)Entry	711	310	1	24	18	9	3
Pre-Apprenticeship	1	0	0	0	0	0	0
No Designated Program	0	0	0	0	0	0	0
Total	6807	1351	79	109	206	103	73
Students 2+ Programs	1346	404	13	30	39	24	17
Total Unduplicated Students	5180	826	65	73	155	77	56

Outcomes 17-18							
Program Areas	Enrollees	Other Liter Gains	HSD/HSE Achieved	Post-Secor Achieved	Enter Emp Achieved	Increase W Achieved	Transition Postsecondary Achieved
English Language Learner (ESL/ELL)	3654	913	14	63	411	156	119
Basic Skills (ABE)	1014	185	63	40	156	51	92
High School Diploma (HSD)	865	140	166	58	111	32	62
High School Equivalency (HSE)	527	163	125	74	105	29	39
Career and Technical Education (CTE)	1420	786	10	282	166	44	99
Programs for Adults with Disabilities	45	11	0	4	2	1	3
Adults Training for Child School Success	0	0	0	0	0	0	0
Workforce (Re)Entry	950	368	15	57	121	51	33
Pre-Apprenticeship	1	1	1	0	0	0	1
No Designated Program	0	0	0	0	0	0	0
Total	8476	2627	394	578	1072	357	448
Students 2+ Programs	1777	590	101	126	225	66	100
Total Unduplicated Students	6501	1891	276	433	823	283	332

Note: These are students for whom an outcome was entered or they were in the Palomar Data Match

LABOR MARKET INFORMATION:

ETCN's leadership committee collected a wide variety of labor market information to best analyze employment trends. Our region's 2019 CAEP Consortium Fact Sheet was utilized along with more specific LMI based on district and zip codes to help ETCN leaders become aware of current employment trends and future demands from which adult education could capitalize on by creating new, or increasing existing CTE courses, career pathways, and/or certification programs.

Using EMSI, ETCN's Data Specialist pulled Labor Market Information grouped by zip codes and districts. Please see Appendix. ETCN also obtained Priority and Emerging Sector information from the San Diego Workforce Partnership and our regional Center for Excellence housed at MiraCosta College. These showcased labor market information on Advanced Manufacturing, Entrepreneurship, Advanced Transportation and Logistics, Global Trade, Health Care, ICT and Digital Media, Life Sciences and

Biotechnology, Agriculture, Water and Environmental Technologies, and Energy, Construction and Utilities sectors. Please see Appendix.

The following figures are from CAEP's Fact Sheets for ETCN's region and describe which occupations and industries show growth in job openings for 2019-2027.

Figure 1

Figure 1 shows the top ten occupations with the most job openings and the top ten fastest growing occupations in the Palomar Region of North San Diego County:

TOP 10 OCCUPATIONS WITH THE MOST JOB OPENINGS							
SOC	DESCRIPTION		TOTAL JOB OPENINGS	MEDIAN HOURLY WAGES	MEDIAN ANNUAL WAGES		
35-2014	COOKS, RESTAURANT		29,177	\$13.51	28,104		
35-3021	COMBINED FOOD PREPARATION AND SERVICE		86,315	\$11.56	24,046		
35-3031	WAITERS AND WAITRESSES		65,841	\$13.34	27,741		
37-2011	JANITORS AND CLEANERS		38,025	\$13.81	28,729		
37-2012	MAIDS AND HOUSEKEEPING CLEANERS		28,494	\$11.77	24,473		
39-9021	PERSONAL CARE AIDES		65,859	\$11.48	23,882		
41-2011	CASHIERS		67,901	\$11.45	23,825		
41-2031	RETAIL SALESPERSONS		61,916	\$12.35	25,688		
43-9061	OFFICE CLERKS, GENERAL		38,185	\$15.03	31,269		
53-7062	LABORERS AND FREIGHT		28,717	\$13.37	27,800		
TOP 10 FASTEST GROWING OCCUPATIONS							
SOC	DESCRIPTION		2017 JOBS	2017-2027 CHANGE	2027 JOBS	MEDIAN HOURLY WAGES	MEDIAN ANNUAL WAGES
39-9021	PERSONAL CARE AIDES		552,622	261,988	814,610	\$12.75	26,511
31-1014	NURSING ASSISTANTS		103,345	27,682	131,054	\$22.39	46,578
21-1093	SOCIAL AND HUMAN SERVICE ASSISTANTS		58,419	14,598	73,017	\$29.52	61,401
31-1011	HOME HEALTH AIDES		31,461	35,789	67,329	\$14.99	31,175
49-9051	ELECTRICAL POWER-LINE INSTALLERS AND REPAIRERS		7,250	1,979	9,263	\$57.12	118,811
31-2021	PHYSICAL THERAPIST ASSISTANTS		5,114	2,596	7,710	\$38.49	80,063
47-2231	SOLAR PHOTOVOLTAIC INSTALLERS		4,224	4,024	8,286	\$26.49	55,109
47-3015	HELPERS--PIPELAYERS, PLUMBERS, PIPEFITTERS, AND..		3,026	1,347	4,411	\$25.29	52,601
31-2011	OCCUPATIONAL THERAPY ASSISTANTS		1,955	1,135	3,209	\$40.30	83,832
29-2099	HEALTH TECHNOLOGISTS AND TECHNICIANS, ALL OTH..		24,221	9,010	33,231	\$37.56	78,130

Figure 2

Figure 2 shows occupations with the most job openings - 2017-2027:

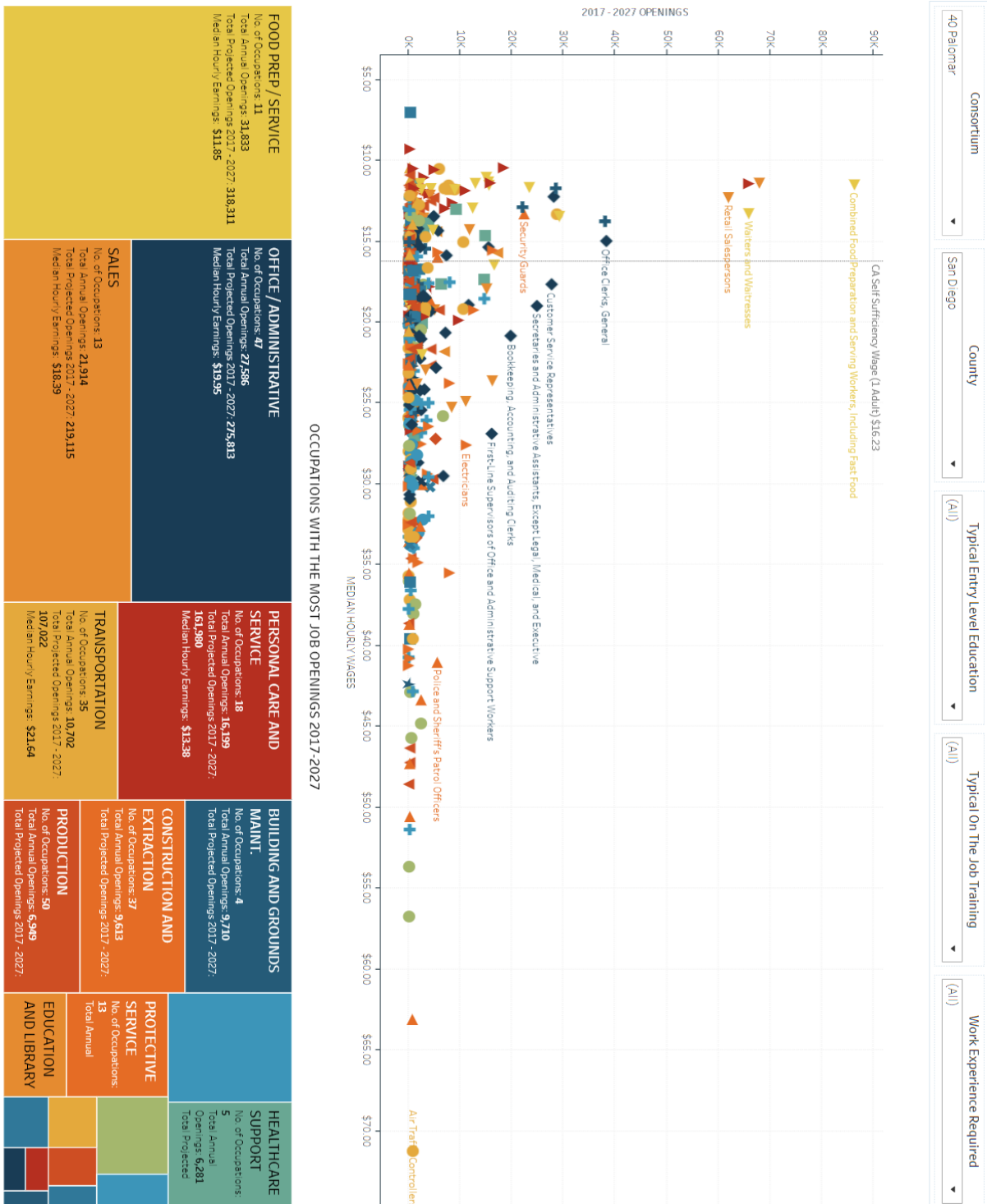
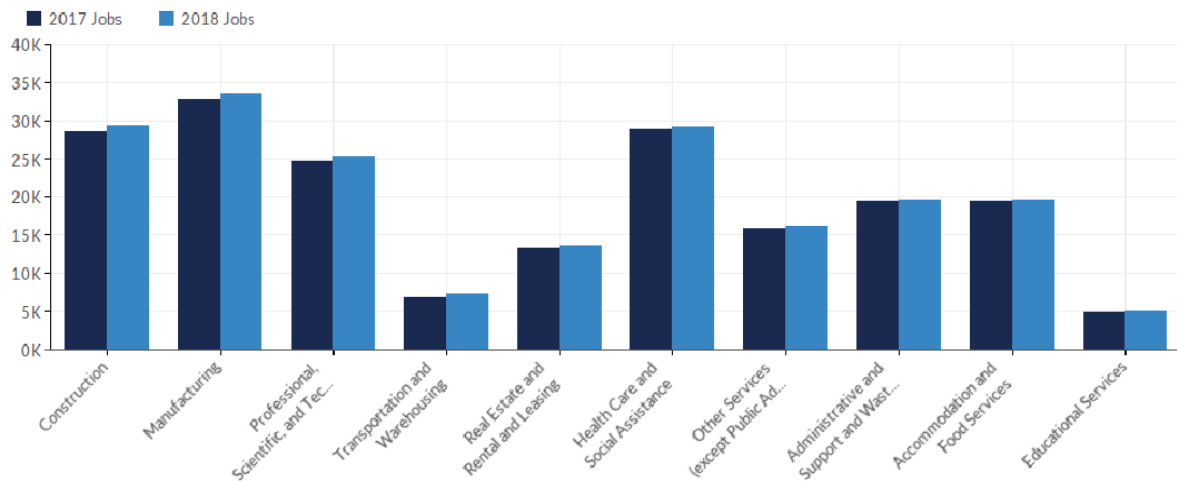


Figure 3

Figure 3 shows the fastest growing industries between 2017 and 2018 ranked by overall increase in the number of jobs. This information helped guide us in our course and program decision making, for example, the development of a Pre-Apprenticeship Program for Construction to help meet the demands of this growing industry in San Diego.

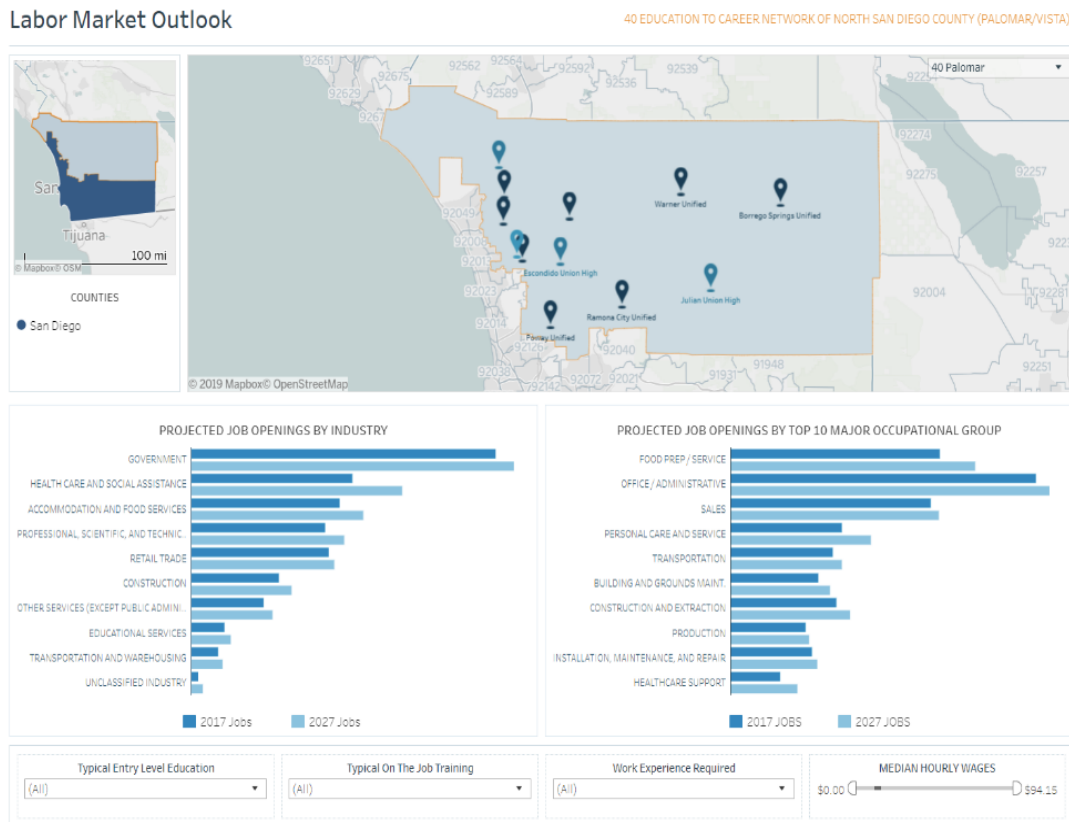
Fastest Growing Industries



Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Construction	28,438	29,313	875	3%	\$67,288
Manufacturing	32,778	33,490	712	2%	\$96,695
Professional, Scientific, and Technical Services	24,683	25,328	645	3%	\$78,901
Transportation and Warehousing	6,754	7,301	547	8%	\$36,994
Real Estate and Rental and Leasing	13,272	13,577	305	2%	\$42,998
Health Care and Social Assistance	28,836	29,114	278	1%	\$55,724
Other Services (except Public Administration)	15,875	16,127	252	2%	\$27,812
Administrative and Support and Waste Management and Remediation Services	19,366	19,602	236	1%	\$44,517
Accommodation and Food Services	19,396	19,617	221	1%	\$26,689
Educational Services	4,868	5,065	197	4%	\$37,862

Figure 4

Figure 4 shows the geographical layout of the ETCN consortium, along with projected job openings by industry and by major occupational groups.



Data sources: U.S. Bureau of Labor Statistics' Current Employment Statistics and Quarterly Census of Employment and Wages industry employment, and Occupational Employment Statistics data. <http://caladulthooddev.scoe.net/2019FactSheets>

GAP ANALYSIS:

ETCN has identified gaps in service that will be addressed in our new plan. These identified gaps include:

- The need for more career education and job support services for San Marcos Adult School and Ramona Adult School, as they are smaller districts. and currently do not offer career education and employment services.
- The need for more faculty professional development, as stated in our faculty/staff survey. We will continue to survey faculty and staff to determine the most appropriate professional development training to provide.
- The need to expand capacity at Poway Adult School and Palomar College facilities in the morning for our community and students to attend additional classes during those hours.
- The need to identify barriers to enrollment and to develop strategies to eliminate those barriers.
- The need to better align our CTE offerings with changing workforce needs.

- The need to identify Emerging Sectors so curriculum and instruction can be appropriately developed and aligned to meet the needs of those sectors.
- The need to increase the number of instructors to improve quality and access to education.
- The need to educate external agencies about our programs to better understand the value and offerings of consortium services.
- The need for additional funding to further grow all adult programs and services.

SWOT ANALYSIS:

To further our understanding of our consortium, ETCN members created a SWOT Analysis to analyze ETCN's internal strengths and weaknesses and external opportunities and threats.

Several strengths were identified in the areas of communication, collaboration, finance and funding, publicity efforts and student services. They are identified below.

Internal Strengths:

- Well-developed collaboration and communication between members
- Use of ETCN Shared Positions (i.e. Data Specialist, Technology Specialist, Disability Support Counselor, Communications)
- Governance and funding policy - Fiscal Agent
- High level of adult education expertise among leadership committee members
- Individual member strengths have synergistically created a stronger consortium
- Designated funding for stability of programs
- Continuous improvement efforts for quality assurance
- Public relation efforts for ETCN have strengthened our profile in the community
- Inexpensive and quality program offerings ensure outstanding access to educational and career opportunities
- Student Advisors help empower students with knowledge and support
- Consortium-wide WIOA
- ETCN's large geographic area means more students have access to programs and services

Internal Weaknesses:

Several weaknesses/areas of concern were identified related to community connections, internal communication, practices and processes, and coordination and alignment with employer needs. They are identified below.

- Large geographic area presents challenges, as each community has specific needs
- Job development is needed to create more employment opportunities
- Employer engagement efforts should be enhanced
- Professional development opportunities need to be increased and aligned with program goals
- A mechanism is needed to onboard new members
- Not enough importance on adult education is placed at the district level

- Though awareness has improved, there is still a continuing need for raising public recognition of adult education including within each district.
- Keeping up with workforce needs is paramount to make coursework and programs relevant
- Not enough collaboration with area workforce development entities exist
- Better strategies to identify and recruit CTE instructors should be developed
- Need to provide more online learning opportunities to give broader and more convenient access to educational programs
- Pricing policies among members need to be made more consistent

External Opportunities:

Several areas of opportunity to strengthen adult education were identified and were related to collaboration with area businesses, identifying external resources and promoting the value of public education. They are identified below.

- Identify more community organizations and businesses to gain access to more resources
- Develop apprenticeship programs to enhance educational and employment opportunities
- Identify new sources of funding and apply for grant funding
- More awareness to the public about the benefits of public education over private education (i.e., cost, quality, and industry-approval of said programs)

External Threats:

Several threats and challenges were identified as well. They primarily stem from issues of change, competition, and the role of technology in education. They are identified below.

- Potential increase of for-profit schools and charter schools serving adults
- Decrease in state and federal funding
- Competition from grant-funded/Free CTE programs
- Constant change of technology
- Economy's impact on funding of programs and services
- Industry-created curriculum bypassing curriculum created for adult education
- Online learning sources bypassing adult education courses
- Changing guidelines create challenge alignment of programs with goals

2.4 Identifying Goals and Strategies

ETCN is dedicated to consistently provide quality programs in order to help adult learners successfully reach their academic and/or career goals. In order to ensure that we continually improve upon this, ETCN has determined that the following overarching goals for 2019-2022 will be accomplished, as based on data sources collected throughout the past years.

#	Overarching Goals	SMART Progress Indicator Statement
1	Shorten the timeframe for students to successfully transition to post-secondary education and careers.	By 6/2022, ETCN will shorten the timeframe for students to successfully transition to post-secondary education and careers (analyzing articulation, accelerating pathways, and structured advisor meeting) by 25% as measured by professional development outcomes, new curriculum, new pathways, and student surveys evaluated yearly June 2020, June 2021, and June 2022.
2	Increase successful student transitions to post-secondary education and careers.	By 6/2022, ETCN will increase successful student transitions to post-secondary education and careers (decreasing barriers, job fairs, professional development) by 25% as measured by student interviews, data collected, and surveys completed yearly, 6/2020, 6/2021, and 6/2022.
3	Incorporate the regular use of data in decision making	By June 2022, ETCN will incorporate the regular use of data in decision making by implementing a digital dialogue as measured by professional development, professional learning community artifacts, and implementation protocols evaluated yearly June 2020, June 2021, and June 2022 by ETCN leadership.
4	Expand and enhance community and business partnerships and overall awareness of Adult Education in the region.	By June 2022, ETCN will expand and enhance community and business partnerships and overall awareness of Adult Education in the region through community forums, Strong Workforce Partnerships, Job Fairs, and cross consortia referrals as measured by professional development artifacts, agendas, event information, community surveys, and partnership lists evaluated yearly June 2020, June 2021, and June 2022 by ETCN leadership.
5	Promote healthy communities and civic participation through family literacy and immigrant integration efforts.	By June 2022, ETCN will promote healthy communities and civic participation through family literacy and immigrant integration efforts through parent education and professional development as measured by class artifacts, survey results, professional development agendas, communications, and enrollment data evaluated yearly June 2020, June 2021, and June 2022.

Logic Models:

For more details on how we plan on accomplishing each individual goal, below you will find Logic Models that describe activities that will be performed in order to accomplish our goals, outputs we expect to produce once activities are completed, and outcomes or changes we expect to see in the next year and up to five years into the future.

LOGIC MODEL #1	
Goal 1: Shorten the timeframe for students to successfully transition to post-secondary education and careers.	
Activities and Outputs	Outcomes
To improve student services, students will meet with their advisors regularly to discover courses that transfer directly to college and the student's education and career pathway.	The creation of Student Education Plans (SEPs) that lead to accelerated pathways to success thereby allowing students to better meet their educational goals in the short-term and long-term.
To enhance professional development efforts by allowing instructors to explore class time frame options.	To create new, accelerated pathways and programs which could include IET/IELCE-informed curriculum as well as blended and/or online learning opportunities.
SMART Progress Indicator #1: By 6/2022, ETCN will shorten the timeframe for students to successfully transition to post-secondary education and careers (analyzing articulation, accelerating pathways, and structured advisor meeting) by 25% as measured by professional development outcomes, new curriculum, new pathways, and student surveys evaluated yearly June 2020, June 2021, and June 2022.	
LOGIC MODEL #2	
Goal 2: Increase successful student transitions to post-secondary education and careers.	
Activities and Outputs	Outcomes
In addition to individual site job fairs, ETCN will plan and hold an annual consortium-wide Job Fair for adult students to find job placement, network with employers, and to practice job search techniques.	To increase employment outcomes for our adult students, including opportunities to apply for openings, and actual hiring of our students. We hope that year to year, the number of employers participating, and the number of students accepting positions will increase.

<ul style="list-style-type: none"> ETCN staff will plan, promote, and organize this event each spring semester Students from all sites will be encouraged to participate 	
To increase the quality of Student Services by decreasing barriers for accessing programs and services.	To increase transitions to work and the number of post-secondary students who transition into higher levels of education. We seek to increase both enrollment and retention numbers.
<p>To provide more professional development opportunities for ETCN staff and faculty to increase their knowledge on resources, best practices, and programs relating to student transitions to college and career.</p> <ul style="list-style-type: none"> Annual professional development plan will be created Faculty and staff will be surveyed to better determine which trainings would be most helpful Hold a Professional Development Summit 	<p>An annual professional development survey will be implemented thereby encouraging communication between staff and administrators, and better understanding of what professional development trainings will be needed. This information will be the basis of what each annual PD plan will encompass.</p> <ul style="list-style-type: none"> An increase in deliverables and understanding of how to best successfully transition students to college and careers will be evidenced
<p>To provide more Work-Based Learning opportunities for students transitioning to the workforce we plan on offering the following:</p> <ul style="list-style-type: none"> Internship opportunities Job shadowing/company field trips Work-based classroom projects for students Virtual internships Mentoring Externship opportunities for instructors to update their knowledge of industry best practices. 	We expect an Increase in training for skills sought by employers, and as intermediate and long-range goals of increased job placements and increased work experience.
<p>SMART Progress Indicator #2:</p> <p>By 6/2022, ETCN will increase successful student transitions to post-secondary education and careers (decreasing barriers, job fairs, professional development) by 25% as measured by student interviews, data collected, and surveys completed yearly, 6/2020, 6/2021, and 6/2022.</p>	

LOGIC MODEL #3	
Goal 3: Incorporate the regular use of data in decision making.	
Activities and Outputs	Outcomes
To implement a Data Dialogue Protocol to inform the creation of professional development opportunities.	The creation of targeted data-driven professional development opportunities that can be redeveloped and reshaped by new data over time.
To create professional learning communities using Community of Practice principles.	Learning tools and protocols that will evolve over time to meet changing needs of instructors and students.
To implement a Data Dialogue Protocol to assist decision making.	Implementation of data-informed decision making and identifying best practices for data use both now and in the future.
SMART Progress Indicator #3: By June 2022, ETCN will incorporate the regular use of data in decision making by implementing a digital dialogue as measured by professional development, professional learning community artifacts, and implementation protocols evaluated yearly June 2020, June 2021, and June 2022 by ETCN leadership.	
LOGIC MODEL #4	
Goal 4: Expand and enhance community and business partnerships and overall awareness of Adult Education in the region.	
Activities and Outputs	Outcomes
To hold combined advisory meetings in which consortium members work together to discuss curriculum and workforce needs with industry representatives.	An increased frequency and total of consortium-wide advisory meetings, identification/development of new programs and creation of related deliverables on an on-going basis.
To hold consortium-wide events related to job fairs and services.	Better awareness of Adult Education opportunities and growth/maintenance of a list of community partners on an ongoing basis.

Activities and Outputs (cont.)	Outcomes (cont.)
Coordinated Super Region efforts to apply for Strong Workforce grants to fund career education efforts.	Increased awareness of adult education and the number of community partners annually.
To create work-based learning opportunities.	Increased business partnerships and educational and training opportunities each year.
To hold community forums to inform the public about ETCN efforts.	To increase the number of and quality of business partnerships yearly.
To enhance cross consortia referrals and awareness, marketing materials of all members will be made available at all sites.	Students will have better knowledge of consortia offerings and be able to make informed decisions accordingly.
SMART Progress Indicator #4: By June 2022, ETCN will expand and enhance community and business partnerships and overall awareness of Adult Education in the region through community forums, Strong Workforce Partnerships, Job Fairs, and cross consortia referrals as measured by professional development artifacts, agendas, event information, community surveys, and partnership lists evaluated yearly June 2020, June 2021, and June 2022 by ETCN leadership.	
LOGIC MODEL #5	
Goal 5: Promote healthy communities and civic participation through family literacy and immigrant integration efforts.	
Activities and Outputs	Outcomes
To create Parent Education opportunities that are informed by surveys of students and school site staff.	To gain a better understanding of student needs for program improvements.
To create professional development opportunities based on new immigrant's metrics.	To help immigrant students successfully transition into their new communities.
SMART Progress Indicator #5: By June 2022, ETCN will promote healthy communities and civic participation through family literacy and immigrant integration efforts through parent education and professional development as measured by class artifacts, survey results, professional development agendas, communications, and enrollment data evaluated yearly June 2020, June 2021, and June 2022.	

2.5 Piloting and Implementation

ETCN has decided to pilot the following new strategies and activities to help increase and shorten successful student transitions to post-secondary education and careers, incorporate the regular use of data in decision making, and to expand and enhance community and business partnerships, as well as overall public awareness of our programs.

Our new strategies will incorporate combining industry and faculty advisory meetings, usage of the National External Diploma Program, increasing testing center availability at our locations, transitioning non-credit remedial Palomar College Math and English courses to adult school sites, instituting a program of Professional Learning Communities and Communities of Practice for all staff, and better distribution of information, resources, and marketing material between all members.

IELCE Implementation

To shorten the timeframe for students to successfully transition to post-secondary education and careers, ETCN will continue to implement Integrated EL Civics by piloting new programs in the Building and Construction Trades, Education, Child Development, and Family Services, and Hospitality, Tourism, and Recreation industries. Students entering these programs will have ESL support while being trained to enter a career pathway, along with being able to obtain industry-recognized, post-secondary credentials, such as, short-term vocational certificates, CTE program certificates, apprenticeship program certificates and industry-recognized certificates.

Poway Adult School

Poway Adult School has developed an Information Communication Technology (ICT) Pathway and has integrated Intermediate and Advanced ESL into their Computer Skills for Office Professionals. Successful students will earn a Google Open Source: G-Suite Certification helping them to transition to employment. Poway Adult School will be adding a new certification pathway called Professional Communications. Upon completion, students will earn a Southwest Airlines/ iCEV Professional Communications Certification, which is valuable to the Customer Service and Sales and Marketing industry sectors.

Palomar College

Has developed a Pre-Apprenticeship Program for the Building and Construction Trades for Carpentry and integrated this program with ESL support through San Marcos Adult School. Now, Palomar is in the planning stages for piloting the same for the Sheet Metal Career Pathway and Electrician Career Pathway. Both will offer the chance for successful students to obtain Palomar College Pre-Apprenticeship Certificate of Completion, Level 1 & Level 2 Certifications from Registered Apprenticeship Programs, Red Cross First-Aid/CPR/AED certifications, and OSHA 10 certifications.

Vista Adult School

Vista Adult School will be piloting an IELCE program in the Hospitality, Tourism, and Recreation industry sector with a new Culinary, Baking and Restaurant Management program. Successful students will be able to earn a CTE Certificate, a California Food Handler's Card, and a SERV Safe Food Management Certification to help them enter employment.

Escondido Adult School

Escondido Adult School has developed a Health Careers Pathway and has integrated Intermediate and Advanced ESL into their Basic Nursing Assistant/Caregiver program. To further develop this IELCE program and help ensure students' successful transition, a HIPAA Certificate will be offered through this program, as well as expanding the Career Readiness module.

Combining Advisory Meeting

By combining advisory meetings, we envision a more effective sharing of best practices and curriculum review, as faculty will be able to meet with a larger number of industry representatives from a wider geographic area, since employers will be collectively pooled from all sites. With this method, we see a more efficient use of industry representatives' time, as well, since larger employers will be able to attend one meeting with all sites, rather than attending multiple meetings at individual sites.

National External Diploma Program (NEDP)

To help our remote sites and self-directed students needing a more flexible schedule, ETCN will implement the National External Diploma Program (NEDP), thereby increasing the number of high school graduates through our consortium.

The National External Diploma Program (NEDP), managed by CASAS, is a federally recognized, competency-based high school diploma pathway for adult learners that is fully aligned to the College and Career Readiness Standards (CCRS). NEDP is different from other pathway options, as it leads students to a diploma, rather than an equivalency. NEDP is a fully online program where students build portfolios to demonstrate 100% mastery of the CCRS. The program can be implemented at sites, regions, or via distance learning options for remote areas. NEDP meets the criteria for WIOA, and particularly IET programs. Multiple agencies will offer the program with a goal of enrolling 5-8 students each in the first year and demonstrate 10-20% enrollment growth annually.

Testing Centers

San Marcos Adult School will be piloting and implementing a new Pearson Vue testing center for GED students to meet the needs of the community. ETCN will track number of students testing and their success rate to evaluate the program's effectiveness.

Palomar Prep

Due to AB 705, Palomar College has decided to no longer offer remedial, non-credit English and Math courses, and so, ETCN has decided to transition these courses to the adult schools, for easier access of adult students in the region and maintaining the successful transition to college. Palomar College's English, Reading, and Math departments will meet with adult school teachers to share curriculum for pre-college level English and math classes, in order to align exit points from adult schools with entry points at community college. Courses will be offered at Poway Adult School and San Marcos Adult School in Fall 2019.

Professional Learning Communities (PLC) and Communities of Practice (COP)

Professional Learning Communities (PLC) and Communities of Practice (COP) will be established to benefit larger groups of staff at consortium schools and the college to focus on a shared mission, best practices, and student success.

Cross-Consortia Awareness and Promotion

Cross-Consortia Awareness and Promotion is another strategy to be focused on, in order to ensure that all sites are not operating as separate silos, but rather to build and maintain strong communication pathways between all sites. Through this, ETCN believes that students will be better served by being referred to partner adult schools, if needs were not met on-site. Marketing material has been created for consortium-wide efforts, but now, ETCN will focus on sharing site-specific marketing material, course catalogs, and more, showcasing them at all sites.

New Strategies

Activity/Strategy	Goal #	Prototype	Evaluate Effectiveness	Resources
IELCE Implementation	1	Pilot new programs in the Building and Construction Trades, Education, and Family Services, and Hospitality, Tourism, and Recreation industries Add HIPAA certificate to EAS – Basic Nursing Assistant/Caregiver	Number of students obtaining either short-term vocational certificates, CTE program certificates, apprenticeship program certificates or industry-recognized certificates Track enrollment numbers, successful completion rates, and transitioning to further education or entering employment in corresponding industry	Certification agency curriculum and materials
Combined Advisory Meetings	4	Hold one consortium-wide, combined advisory per career pathway or academic program	Assess whether agenda items were all addressed, needs were met, advisory was productive	Site leaders and community partners
National External Diploma Program (NEDP)	2	Pilot this program several adult schools, market the program to students, and assign staff to act as advisor, assessor, and reviewer, cross train staff on all three positions	Set benchmarks of enrolling 5-8 students in the first year and demonstrate 10-20% enrollment growth annually	CASAS to help with data tracking and roll-out San Bernardino Adult Education for best practices and troubleshooting

Activity/Strategy	Goal #	Prototype	Evaluate Effectiveness	Resources
Testing Centers	1 and 3	Pearson Vue Testing Center piloted at San Marcos Adult School	Track number of students testing and their success rate	Pearson Vue, other adult school testing centers
Palomar Prep	1 and 2	Transferring Palomar College pre-college level English and math courses to Poway Adult School and San Marcos Adult School	Set benchmarks for student enrollment, student completion, and number of students transitioning to college after completing these courses	Palomar College math, reading and English faculty will help with the transition and implementation of these courses
Professional Learning Communities (PLC) and Communities of Practice (COP)	3	Define PLC/COP opportunities that can benefit larger groups of staff across consortia schools as well as Super Region schools	Staff will list of things learned, set a goal of how to incorporate them into work and revisit list 2 months later to see whether knowledge was applied	Partners and vendors, shared positions, administration
Cross-Consortia Awareness/Promotion	4	Keep record of how many students are referred to partner adult schools because needs were not met on-site	Track what marketing materials are site-specific versus consortium-wide Track what course catalogs of partner adult schools are displayed at other agencies Track why students were referred out, i.e. location, timing, staffing, lack of offering, class capacity, and where were they referred to	ASAP Keep business cards of counselors from other sites on file so students have someone to call if they are referred outward

APPENDIX:

- Table 2: Funding for Adult Education Programs and Services – Escondido
- Table 2: Funding for Adult Education Programs and Services – Palomar
- Table 2: Funding for Adult Education Programs and Services – Poway
- Table 2: Funding for Adult Education Programs and Services – Ramona
- Table 2: Funding for Adult Education Programs and Services – San Marcos
- Table 2: Funding for Adult Education Programs and Services – Vista
- Priority and Emerging Sectors - San Diego County – San Diego Workforce Partnership
- Priority Jobs – March 2019 - San Diego Workforce Partnership
- Highest Ranked Industries – Escondido
- Highest Ranked Industries – North County
- Highest Ranked Industries – Poway Unified
- Highest Ranked Industries – San Diego County
- Highest Ranked Industries – San Marcos Unified
- Highest Ranked Industries – Vista Unified
- Self-Assessment Response Summary
- Instructor & Staff Survey Summary

Member Name:	ESCONDIDO		
Source and Type of Funds	Funding Estimates FY2019 20	Funding Estimates FY2020 21	Funding Estimates FY2021 22
State / Federal Funding			
AEP	\$2,766,697	\$2,766,697	\$2,766,697
CalWORKs	\$54,132	\$54,132	\$54,132
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$784,851	\$784,851	\$784,851
Other Funding			
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$3,605,680	\$3,605,680	\$3,605,680

Member Name:	PALOMAR		
Source and Type of Funds	Funding Estimates FY2019 20	Funding Estimates FY2020 21	Funding Estimates FY2021 22
State / Federal Funding			
AEP	\$443,636	\$443,636	\$443,636
CalWORKs	\$0	\$0	\$0
CCD Apportionment	\$3,783,600	\$3,783,600	\$3,783,600
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$232,700	\$232,700	\$232,700
Other Funding			
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$4,459,936	\$4,459,936	\$4,459,936

Member Name:	POWAY		
Source and Type of Funds	Funding Estimates FY2019 20	Funding Estimates FY2020 21	Funding Estimates FY2021 22
State / Federal Funding			
AEP	\$1,548,055	\$1,548,055	\$1,548,055
CalWORKs	\$37,567	\$37,567	\$37,567
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$387,331	\$387,331	\$387,331
Other Funding			
	\$0	\$0	\$0
CTE Fees	\$72,000	\$72,000	\$72,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$2,044,953	\$2,044,953	\$2,044,953

Member Name:	RAMONA		
Source and Type of Funds	Funding Estimates FY2019 20	Funding Estimates FY2020 21	Funding Estimates FY2021 22
State / Federal Funding			
AEP	\$32,409	\$32,409	\$32,409
CalWORKs	\$0	\$0	\$0
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$3,345	\$3,345	\$3,345
Other Funding			
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$35,754	\$35,754	\$35,754

Member Name:	SAN MARCOS		
Source and Type of Funds	Funding Estimates FY2019 20	Funding Estimates FY2020 21	Funding Estimates FY2021 22
State / Federal Funding			
AEP	\$93,511	\$93,511	\$93,511
CalWORKs	\$1,420	\$1,420	\$1,420
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$25,703	\$25,703	\$25,703
Other Funding			
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$120,634	\$120,634	\$120,634

Member Name:	VISTA		
Source and Type of Funds	Funding Estimates FY2019 20	Funding Estimates FY2020 21	Funding Estimates FY2021 22
State / Federal Funding			
AEP	\$3,146,620	\$3,146,620	\$3,146,620
CalWORKs	\$181,051	\$181,051	\$181,051
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$836,921	\$836,921	\$836,921
Other Funding			
Workability II (DOR)	\$264,087	\$264,087	\$264,087
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$4,428,679	\$4,428,679	\$4,428,679

****Includes Fiscal Agent

ADVANCED MANUFACTURING

SAN DIEGO COUNTY

FAST FACTS*

 **111,197**
people employed

 **8%**
of the sector's
employment in California

 **4% (4,792)**
5-year projected job growth

 **\$99,907**
average earnings per job

 **3,168**
businesses

 **8%**
of the sector's
businesses in California

DID YOU KNOW?

- San Diego County's Advanced Manufacturing sector includes **aerospace, maritime, clean technology, biomedical devices and products, pharmaceuticals, sporting goods, beverage and precision manufacturing.**
- 62%** of students who graduated from the San Diego-Imperial community colleges' Advanced Manufacturing programs in 2016 were employed after a year of exiting post-secondary education.
- Most employers have difficulty finding qualified candidates for **computer numerically controlled machine tool programmers, mechanical engineers and machinists.**
- Because **Advanced Manufacturers are small, specialized firms**, employers invest significant resources in training their workforce and providing personnel opportunities for job growth.

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*

What jobs require a high school diploma +
postsecondary training (e.g., certificate)?

How much will I earn per hour?

 Entry-Level
10th percentile

 Median
50th percentile

 Experienced
90th percentile

Maintenance and Repair Workers, General

\$15 — **\$18** — **\$24**

Computer-Controlled Machine Tool Operators, Metal and Plastic

\$16 — **\$22** — **\$27**

Machinists

\$16 — **\$22** — **\$28**

Industrial Machinery Mechanics

\$22 — **\$27** — **\$31**

Structural Iron and Steel Workers

\$22 — **\$32** — **\$41**

What jobs require an associate degree or higher?

Civil Engineering Technicians

\$18 — **\$25** — **\$30**

Mechanical Drafters

\$23 — **\$28** — **\$36**

Computer Network Support Specialists

\$26 — **\$33** — **\$39**

Electrical and Electronics Engineering Technicians

\$25 — **\$32** — **\$40**

*Fast facts and labor market data for 2017. Source: EMSI. Data set 2018.04

SAMPLE OF LOCAL EMPLOYERS

General Atomics
BAE Systems
Cymer Incorporated

Northrop Grumman
GKN Aerospace
Teledyne Technologies

Orbital ATK
UTC



SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES

Visit [CareerEd.org](https://www.careeredsd.org) to find
community college programs in
Advanced Manufacturing.

ADVANCED TRANSPORTATION AND LOGISTICS

SAN DIEGO COUNTY

FAST FACTS*



50,443
people employed



13% (6,452)
5-year projected job growth



1,954
businesses



8%
of the sector's
employment in California



\$95,760
average earnings per job



8%
of the sector's
businesses in California



DID YOU KNOW?

- The Advanced Transportation and Logistics sector includes **road, marine, air and rail transport**.
- To reduce CO2 emissions and meet transportation needs of a growing global population, public transit increasingly uses **new technologies** such as smart ticketing systems, electric/hybrid buses, high-speed rails, and driverless shuttles.
- Freight, transportation, delivery, and port operations** are the largest industries within the Advanced Transportation sector in California. Most jobs in Advanced Transportation are concentrated in Southern California.
- According to the San Diego Air and Space Museum, **San Diego is known as the birthplace of naval aviation**; the use of the aircraft carrier as a maritime weapon occurred between 1920 and 1940 in San Diego.
- 73%** of San Diego-Imperial community college students who completed Advanced Transportation and Logistics programs in 2016 attained a living wage.

Sources: San Diego-Imperial Center of Excellence for Labor Market Research, marketresearch.com, San Diego Air and Space Museum & Cal-PASS Plus LaunchBoard



TOP JOBS THAT ARE ATTAINABLE WITH A COMMUNITY COLLEGE EDUCATION*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?

How much will I earn per hour?

● Entry-Level 10th percentile ● Median 50th percentile ● Experienced 90th percentile

Automotive Service Technicians and Mechanics	\$12	\$18	\$26
Cargo and Freight Agents	\$16	\$20	\$24
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	\$15	\$19	\$26
Production, Planning, and Expediting Clerks	\$18	\$23	\$29
Aircraft Mechanics and Service Technicians	\$26	\$30	\$35

What jobs require an associate degree or higher?

Mechanical Engineering Technicians	\$21	\$28	\$35
Electrical and Electronics Engineering Technicians	\$25	\$32	\$40
Cost Estimators	\$25	\$31	\$42
Logisticians	\$33	\$41	\$48
Aerospace Engineers	\$42	\$52	\$62

*Fast facts and labor market data for 2017 based on the region's top export industries. Source: EMSI. Data set 2018.04



SAMPLE OF LOCAL EMPLOYERS

General Dynamics NASSCO
BEA Systems
Northrup Grumman

Port of San Diego
UTC Aerospace Systems
DJO Global

Grupo Logistics
WorldTrans
Globe Trade Services
San Diego Metropolitan Transit System



SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES

Visit [CareerEd.org](https://www.careeredsd.org) to find
community college programs in
Advanced Transportation and Logistics

AGRICULTURE, WATER AND ENVIRONMENTAL TECHNOLOGIES

SAN DIEGO COUNTY

FAST FACTS*

 **36,966**
people employed

 **3% (1,188)**
5-year projected job growth

 **1,478**
businesses

 **5%**
of the sector's
employment in California

 **\$46,398**
average earnings per job

 **6%**
of the sector's
businesses in California

DID YOU KNOW?

- There are more than **45 certified farmers' markets** in San Diego County.
- More than **83%** of students who graduated from the San Diego-Imperial community colleges' Water and Wastewater Technology and Environmental Technology programs in 2016 attained living wages.
- Due to a shortage of agricultural workers in recent years, adoption of new technologies and processes have never been more prevalent on local farms. Many growers have large machine shops on their properties to fabricate and repair mechanical field equipment. Demand for occupations related to the **fabrication and repair of mechanized equipment** is expected to rise.
- According to the San Diego Farm Bureau, San Diego County has the **12th largest farm economy** out of 3,000+ counties. Additionally, **San Diego has more small farms** (less than 10 acres) than any other county in the nation.

Source: San Diego-Imperial Center of Excellence for Labor Market Research & Cal-PASS Plus LaunchBoard

TOP JOBS THAT ARE ATTAINABLE WITH A COMMUNITY COLLEGE EDUCATION*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?

How much will I earn per hour?

● Entry-Level 10th percentile ● Median 50th percentile ● Experienced 90th percentile

Farmers, Ranchers, and Other Agricultural Managers	\$11	\$14	\$36
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	\$15	\$18	\$28
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$18	\$25	\$37
Water and Wastewater Treatment Plant and System Operators	\$27	\$33	\$41

What jobs require an associate degree or higher?

Agricultural and Food Science Technicians	\$17	\$20	\$24
Environmental Science and Protection Technicians	\$19	\$23	\$29
Environmental Engineering Technicians	\$23	\$30	\$41
Sales Managers	\$32	\$49	\$76
General and Operations Managers	\$33	\$52	\$80

*Fast facts and labor market data for 2017. Source: EMSI. Data set 2018.04

SAMPLE OF LOCAL EMPLOYERS

U.S. Forest Service
LaBrucherie Produce
Environmental Science Associates

Ocean Associates
Lynker Technologies
Snipes-Dye Associates



SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES

Visit [CareerEd.org](https://www.careeredsd.org) to find community college programs in Agriculture, Water and Environmental Technologies.

BUSINESS AND ENTREPRENEURSHIP

SAN DIEGO COUNTY

FAST FACTS*



354,386
people employed



4% (15,347)
5-year projected job growth



27,766
businesses



9%
of the sector's
employment in California



\$85,244
average earnings per job



10%
of the sector's
businesses in California



DID YOU KNOW?

- **95%** of San Diego County's employers have **less than 50 employees**. Small employers are prone to hire through personal or professional networks and word-of-mouth marketing.
- Entrepreneurs reported the following skills to be most useful when starting a business: **social media, marketing, accounting, Information Technology (IT), and employee recruiting**.
- Business owners ranked previous **work experience, critical thinking and problem solving** to be the most important traits for new hires.
- More than **1,800** San Diego-Imperial community college students who exited a Business and Entrepreneurship program experienced a **37% increase** in earnings.

Source: San Diego-Imperial Center of Excellence for Labor Market Research & Cal-PASS Plus LaunchBoard



TOP JOBS THAT ARE ATTAINABLE WITH A COMMUNITY COLLEGE EDUCATION*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?

How much will I earn per hour?

● Entry-Level 10th percentile ● Median 50th percentile ● Experienced 90th percentile

Customer Service Representatives	\$14	\$18	\$22
Secretaries and Administrative Assistants	\$17	\$21	\$26
Sales Representatives, Services	\$18	\$24	\$34
Supervisors of Office and Administrative Support Workers	\$22	\$27	\$34
Claims Adjusters, Examiners, and Investigators	\$24	\$30	\$38

What jobs require an associate degree or higher?

Human Resources Assistants, Except Payroll and Timekeeping	\$18	\$21	\$24
Credit Counselors and Loan Officers	\$22	\$31	\$50
Market Research Analysts and Marketing Specialists	\$22	\$30	\$42
General and Operations Managers	\$33	\$52	\$80

*Fast facts and labor market data for 2017 based on NAICS 52-56. Source: EMSI. Data set 2018.04



SAMPLE OF BUSINESS RESOURCES

Veterans Business Outreach Center (VBOC)
Small Business Development Center (SBDC)
CONNECT San Diego

Economic Development Councils
Chambers of Commerce
Women's Business Center of California



SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES

Visit [CareerEd.org](https://www.careeredsd.org) to find
community college programs in
Business and Entrepreneurship.

ENERGY, CONSTRUCTION AND UTILITIES

SAN DIEGO COUNTY

FAST FACTS*

 **121,035**
people employed

 **10%**
of the sector's
employment in California

 **7% (8,746)**
5-year projected job growth

 **\$78,498**
average earnings per job

 **10,128**
businesses

 **10%**
of the sector's
businesses in California

DID YOU KNOW?

- The majority of “clean energy” companies in San Diego County specialize in **energy efficiency for buildings and renewable energies such as solar power**.
- Employers in the building and construction trades industry prefer to hire journeymen who have completed successful apprenticeships. There are more than **50 apprenticeship programs** that train San Diegans for this industry.
- More than **75%** of students who graduated from the San Diego-Imperial community colleges' Energy, Construction and Utilities programs in 2016 attained living wages.
- This sector is a great fit for job seekers interested in the **environment and working with their hands**.
- For job seekers looking to become more competitive in the sector, obtaining a **professional licensure** validates the skills that they possess to employers.

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*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?

How much will I earn per hour?

● Entry-Level 10th percentile ● Median 50th percentile ● Experienced 90th percentile

Construction Laborers	\$13	\$16	\$20
Carpenters	\$14	\$19	\$27
Plumbers and Pipefitters	\$18	\$24	\$29
Electricians	\$19	\$28	\$39
Construction and Building Inspectors	\$26	\$35	\$44
First-Line Supervisors of Construction Trades and Extraction Workers	\$26	\$36	\$45

What jobs require an associate degree or higher?

Civil Engineering Technicians	\$18	\$25	\$30
Architectural and Civil Drafters	\$25	\$28	\$35
Electrical and Electronics Drafters	\$25	\$29	\$33
Electrical and Electronics Engineering Technicians	\$25	\$32	\$40

*Fast facts and labor market data for 2017. Source: EMSI. Data set 2018.04

SAMPLE OF LOCAL EMPLOYERS

San Diego Gas & Electric
Renovate America
EMCOR Group

EDF Renewable Energy
HD Supply
AECOM Technology Corporation

Sempra Energy
Solar Turbines
Horizon Solar Power
Flatiron Construction



GLOBAL TRADE

SAN DIEGO COUNTY

FAST FACTS*



86,712
people employed



5% (4,386)
5-year projected job growth



1,869
businesses



10%
of the sector's
employment in California



\$110,353
average earnings per job



8%
of the sector's
businesses in California



DID YOU KNOW?

- In 2017, **U.S. goods and services trade with Mexico** amounted to approximately **\$616.6 billion**, with \$276.2 billion in exports and \$340.3 billion in imports.
- Exports from San Diego County increased nearly every year since 2009. In 2016, exports from San Diego totaled **\$18.1 billion**.
- **Computer and Electronic Product Manufacturing** was the largest export industry in 2016 for San Diego County, comprising **16.5% of San Diego County's total exports**.
- **79%** of San Diego-Imperial community college students who completed Global Trade programs in 2016 attained a living wage.

Source: Office of the United States Trade Representative, International Trade Administration, San Diego-Imperial Center of Excellence for Labor Market Research & Cal-PASS Plus LaunchBoard



TOP JOBS THAT ARE ATTAINABLE WITH A COMMUNITY COLLEGE EDUCATION*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?

How much will I earn per hour?

● Entry-Level 10th percentile ● Median 50th percentile ● Experienced 90th percentile

Shipping, Receiving, and Traffic Clerks	\$13	\$16	\$19
Order Clerks	\$14	\$19	\$23
Cargo and Freight Agents	\$16	\$20	\$29
Production, Planning, and Expediting Clerks	\$18	\$23	\$29
Transportation, Storage, and Distribution Managers	\$34	\$41	\$58

What jobs require an associate degree or higher?

Cost Estimators	\$25	\$31	\$42
Buyers and Purchasing Agents	\$24	\$31	\$41
Business Operations Specialists	\$27	\$37	\$50
Logisticians	\$33	\$41	\$48

*Fast facts and labor market data for 2017 based on the region's top export industries. Source: EMSI. Data set 2018.04



SAMPLE OF LOCAL EMPLOYERS

WorldTrans Services
American Cargoservice
JE-Exports

Mercatus International
M&M Import and Export
Consolidated International Corp



**SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES**

Visit [CareerEd.org](https://www.career-ed.org) to find
community college
programs in Global Trade.

HEALTH CARE

SAN DIEGO COUNTY

FAST FACTS*



131,614
people employed



18% (23,556)
5-year projected job growth



7,551
businesses



8%
of the sector's
employment in California



\$73,870
average earnings per job



9%
of the sector's
businesses in California



DID YOU KNOW?

- Health Care is considered **“recession-proof”** because employment increased during the 2007-2009 recession when most sectors experienced job decline.
- Health Care occupations are great for individuals interested in **learning on the job**. Health Care professionals need to regularly develop their technical skills as new research and technology change the field.
- Job seekers interested in a Health Care career would benefit from **interning or volunteering at Health Care facilities**. Employers prefer candidates with **prior work experience** and report that to be the number one reason why they have difficulty in hiring qualified candidates.
- When selecting a Health Care training program, be sure to research the **necessary clinical hours** for the profession. Occupations such as Registered Nurses require clinical training hours for students to become fully certified.

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*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?

How much will I earn per hour?

● Entry-Level
10th percentile

● Median
50th percentile

● Experienced
90th percentile

Medical Assistants	\$15	\$17	\$20
Medical Secretaries	\$16	\$19	\$23
Dental Assistants	\$16	\$18	\$21
Medical Records & Health Information Technicians	\$17	\$21	\$28
Health Technologists and Technicians	\$18	\$21	\$25
Licensed Practical & Licensed Vocational Nurses	\$22	\$26	\$30

What jobs require an associate degree or higher?

Physical Therapist Assistants	\$22	\$27	\$34
Respiratory Therapists	\$33	\$38	\$45
Registered Nurses	\$37	\$45	\$54
Dental Hygienists	\$41	\$45	\$49

*Fast facts and labor market data for 2017. Source: EMSI. Data set 2018.04



SAMPLE OF LOCAL EMPLOYERS

UC San Diego Health System
Rady Children's Hospital
Kaiser Permanente

Sharp Health System
Scripps Health System
Mental Health Systems

St. Paul Senior Services
Seaport Home Health & Hospice
AccentCare
Family Health Centers of San Diego



ICT AND DIGITAL MEDIA

SAN DIEGO COUNTY

FAST FACTS*



115,622
people employed



4% (4,611)
5-year projected job growth



7,880
businesses



7%
of the sector's
employment in California



\$104,589
average earnings per job



9%
of the sector's
businesses in California



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. Certificates 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*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?

How much will I earn per hour?

● Entry-Level 10th percentile ● Median 50th percentile ● Experienced 90th percentile

Receptionists and Information Clerks	\$13	\$15	\$18
Photographers	\$15	\$17	\$19
Billing and Posting Clerks	\$16	\$20	\$26
Audio and Video Equipment Technicians	\$16	\$22	\$28
Computer User Support Specialists	\$22	\$27	\$33

What jobs require an associate degree or higher?

Desktop Publishers	\$15	\$25	\$33
Web Developers	\$16	\$21	\$33
Graphic Designers	\$18	\$21	\$26
Computer User Support Specialists	\$22	\$27	\$33
Computer Network Support Specialists	\$26	\$33	\$39

*Fast facts and labor market data for 2017. Source: EMSI. Data set 2018.04



SAMPLE OF LOCAL EMPLOYERS

Intuit
Viasat
Teradata Operations

Cubic Corporation
Qualcomm
Sony Electronics

United Support Services
Steelcase
VerveTM



LIFE SCIENCES AND BIOTECHNOLOGY

SAN DIEGO COUNTY

FAST FACTS*



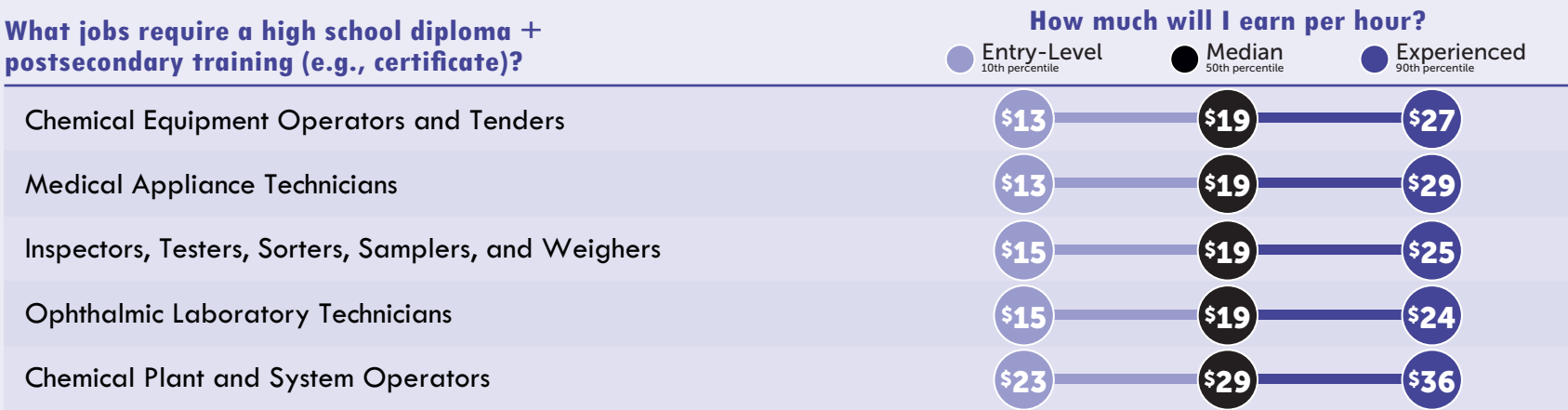
DID YOU KNOW?

- Life Sciences is considered **“recession-proof”** because employment increased during the 2007-2009 recession when most sectors experienced job decline.
- San Diego has consistently ranked as one of the **top 10 regions** in the country for Life Sciences innovation.
- 63%** of students who graduated from the San Diego-Imperial community colleges’ Life Sciences – Biotechnology programs in 2016 were employed after a year of exiting post-secondary education.
- Individuals who are able to obtain employment in this sector are typically rewarded with **high-paying, challenging positions** that provide considerable advancement opportunities.
- Life Sciences and Biotechnology is a sector that exists at the crossroads of **innovative scientific research and the dynamic market economy**. It is comprised of professional, scientific and technical industries that involve the **scientific study of living organisms**.

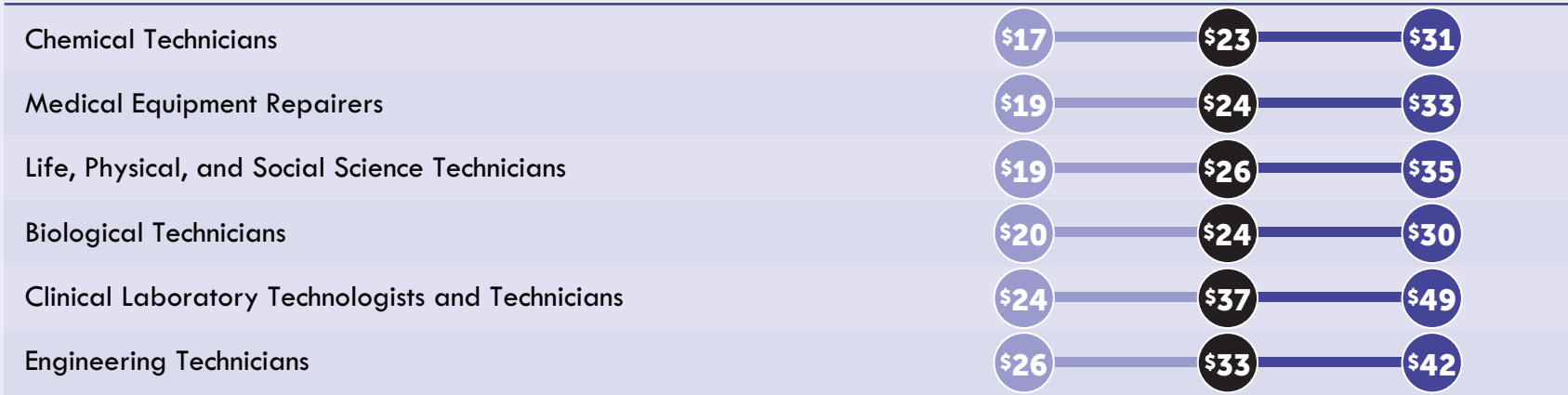
Source: San Diego-Imperial Center of Excellence for Labor Market Research & San Diego Workforce Partnership

TOP JOBS THAT ARE ATTAINABLE WITH A COMMUNITY COLLEGE EDUCATION*

What jobs require a high school diploma + postsecondary training (e.g., certificate)?



What jobs require an associate degree or higher?



*Fast facts and labor market data for 2017. Source: EMSI. Data set 2018.04

SAMPLE OF LOCAL EMPLOYERS

UC San Diego Pfizer Hovione	Illumina Thermo Fisher Scientific Celgene Corporation	Alere Incorporated Leidos CareFusion
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SAN DIEGO & IMPERIAL COUNTIES
COMMUNITY COLLEGES

Visit [CareerEd.org](https://www.careeredsd.org) to find
community college programs in
Life Sciences and Biotechnology.

PRIORITY JOBS

IN SAN DIEGO COUNTY

High-Growth, High-Wage, In-Demand
Occupations for All Education Levels

MARCH 2019



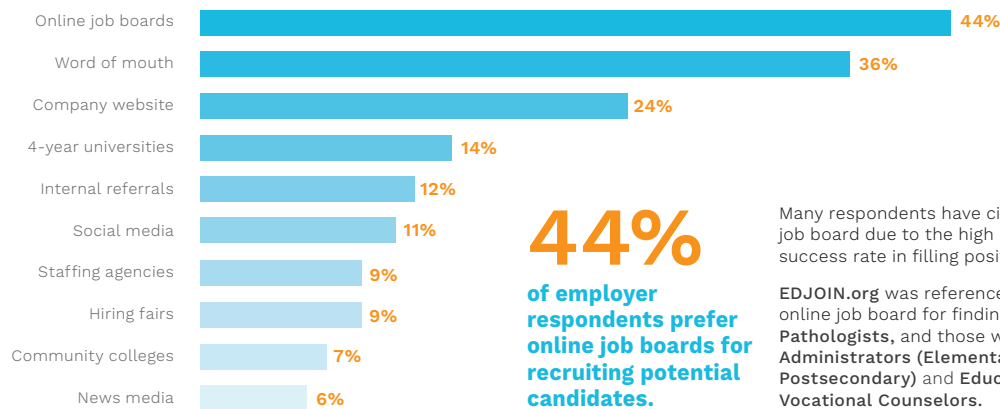
San Diego
Workforce
Partnership

Thinking about your career options and don't know where to start? The Priority Jobs report uses employer survey responses and labor market information to look at occupations that are expected to have high growth and job openings in San Diego County over the next five years. In addition, every job on this list pays at least a self-sustaining wage at the entry level (\$15.99/hr). Whether you are a student or more seasoned job seeker, use this tool to explore local professions with potential. Below are highlights from the 284 businesses surveyed.

 Visit workforce.org/research for the full report.

ARE YOU USING THE SAME JOB SEARCH TOOLS EMPLOYERS ARE USING?

Here are ways they are recruiting:¹



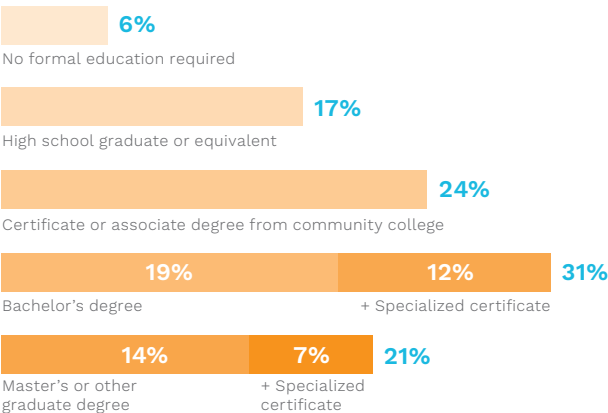
Many respondents have cited **Indeed.com** as the most useful job board due to the high quality of applicants and a high success rate in filling positions.

EDJOIN.org was referenced as a particularly valuable online job board for finding **Librarians, Speech Language Pathologists**, and those working in education—**Education Administrators (Elementary and Secondary, and Postsecondary)** and **Educational, Guidance, School, and Vocational Counselors**.

¹Percentages sum to more than 100; employers chose multiple responses.

IS YOUR EDUCATION COMPETITIVE FOR THE MARKETPLACE?

Here's what employers are expecting:²



²Percentages sum to less than 100 due to rounding.

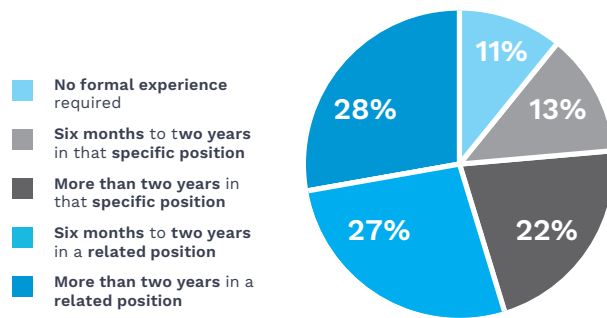


Some employer respondents suggested that certain certifications outweigh other formal education in importance. Below are occupational certifications to consider.

Occupation	Certifications
Biological Scientists and Clinical Laboratory Technologists and Technicians	Clinical Laboratory Scientist (CLS) license
Clinical, Counseling, and School Psychologists, Healthcare Social Workers, and Marriage and Family Therapists	Certified Alcohol and Drug Counselor (CADC)
Insurance Sales Agents	Certified Employee Benefits Specialist (CEBS), Group Benefits Disability Specialist (GBDS), or Society for Human Resource Management (SHRM)
Financial Managers	Certified Public Accountant (CPA) or a real estate license

DO YOU HAVE ENOUGH WORK EXPERIENCE?

Here's what employers are looking for:



Take risks when applying for jobs! 66% of employers for these occupations don't require experience in the specific position they are hiring. Show them what you have to offer.

HOW DO LOCAL REQUIREMENTS COMPARE?



NATIONALLY

only about 15% of the profiled occupations require applicants to have formal experience



LOCALLY

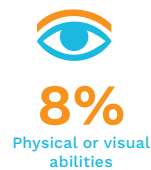
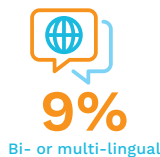
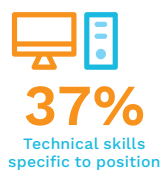
about 89% of the profiled occupations require applicants to have formal experience

None of the occupations unanimously indicated requiring no work experience.

Getting early workplace experience can be invaluable to finding a job later in life. Students can really benefit from part-time jobs or summer internships in fields related to their career goals.

CAN YOU MAKE YOURSELF STAND OUT?

Here are some skills employers are having trouble finding in applicants:



100%
of twelve employer respondents found it challenging to find qualified **Medical Scientists and Physician Assistants.**

Mechanical Engineers, Physicians and Surgeons, Registered Nurses, Structural Iron and Steel Workers, and Surgical Technologists also stand out, with over 80% of respondents having difficulty finding applicants in these occupations with relevant work experience.

The need for technical skills specific to the occupation is prominent for **Computer and Information Research Scientists and Software Developers**, for which over 80% of respondents found it challenging to find qualified applicants.



RECOMMENDATIONS FOR JOB SEEKERS AND STUDENTS

- Be aware of the experience, education/certifications, and skills that local employers require for different occupations. For certain occupations, you may want to focus on gaining relevant work experience or appropriate certifications rather than continuing to advance your formal education.
- If you aren't able to get right into your dream job, explore opportunities that relate in a different way. A little exposure in one position may open the door to another later.

STUDENTS

Seek out internships, apprenticeships, or volunteer positions.

ENTRY-LEVEL & EARLY CAREER

Apply to entry-level positions that provide formal or on-the-job training to gain relevant experience and skills.

MID-CAREER

When looking for your next job, highlight the ways your work experience translates to other positions.

SUGGESTED TOOL

CAREER COACH

workforce.org/mycareer

- Take a career assessment
- Explore industries and occupations that match your interests
- Find San Diego-specific wage and occupation growth information
- Access real-time job postings from Indeed
- Build a resume
- Learn about educational programs that can prepare you for your dream job
- For veterans, find civilian careers related to your military occupation.

SAN DIEGO'S PRIORITY JOBS AND ENTRY-LEVEL HOURLY WAGES³

NO FORMAL EDUCATIONAL CREDENTIAL			
Plasterers and Stucco Masons	\$17.70		
HIGH SCHOOL DIPLOMA OR EQUIVALENT			
Information and Record Clerks, All Other ⁴	\$16.16	Insurance Sales Agents	\$17.39
First-Line Supervisors of Protective Service Workers, All Other	\$16.27	Structural Iron and Steel Workers	\$17.93
Court, Municipal, and License Clerks	\$16.71	Police, Fire, and Ambulance Dispatchers	\$19.69
Transportation Security Screeners	\$17.03	Electrical Power-Line Installers and Repairers	\$25.40
POSTSECONDARY NONDEGREE AWARD			
Computer User Support Specialist	\$18.17	Surgical Technologists	\$20.09
Licensed Practical and Licensed Vocational Nurses	\$19.36		
ASSOCIATE DEGREE			
Clinical Laboratory Technologists and Technicians	\$16.28	Radiologic Technologists	\$21.56
Physical Therapist Assistants	\$19.12	Industrial Engineering Technicians	\$22.47
Paralegals and Legal Assistants	\$19.73	Dental Hygienists	\$34.16
Aerospace Engineering and Operations Technicians	\$21.17		
BACHELOR'S DEGREE			
Child, Family, and School Social Workers	\$16.05	Software Developers, Applications	\$26.66
Fundraisers	\$16.81	Biomedical Engineers	\$27.53
Chemists	\$19.09	Mechanical Engineers	\$27.81
Cost Estimators	\$19.59	Database Administrators	\$27.86
Elementary School Teachers, Except Special Education	\$21.99	Budget Analysts	\$27.93
Middle School Teachers	\$22.26	Engineers, All Other	\$28.90
Secondary School Teachers, Except Special and Career/Technical Education	\$22.53	Industrial Engineers	\$30.46
Operations Research Analysts	\$23.03	Information Security Analysts	\$30.85
Special Education Teachers, Secondary School	\$23.21	Registered Nurses	\$31.18
Biological Scientists, All Other	\$23.63	Electrical Engineers	\$31.18
Probation Officers and Correctional Treatment Specialists	\$24.39	Aerospace Engineers	\$31.30
Civil Engineers	\$24.64	Software Developers, Systems Software	\$32.06
General and Operations Managers	\$24.74	Financial Managers	\$33.09
Special Education Teachers, Kindergarten and Elementary School	\$25.19	Architectural and Engineering Managers	\$44.76
Management Analysts	\$25.70	Natural Sciences Managers	\$48.50
Medical and Health Services Managers	\$25.92		
MASTER'S DEGREE			
Marriage and Family Therapists	\$17.16	Physician Assistants	\$29.82
Healthcare Social Workers	\$17.47	Occupational Therapists	\$31.44
Educational, Guidance, School, and Vocational Counselors	\$18.60	Statisticians	\$32.20
Instructional Coordinators	\$22.00	Education Administrators, Elementary and Secondary School	\$34.09
Librarians	\$22.24	Computer and Information Research Scientists	\$34.61
Speech-Language Pathologists	\$28.60	Nurse Practitioners	\$40.33
Education Administrators, Postsecondary	\$29.14		
DOCTORAL OR PROFESSIONAL DEGREE			
Postsecondary Teachers	\$18.88	Physical Therapists	\$31.19
Clinical, Counseling, and School Psychologists	\$24.04	Family and General Practitioners	\$35.42
Biochemists and Biophysicists	\$28.92	Dentists, General	\$37.96
Veterinarians	\$29.52	Physicians and Surgeons, All Other	\$54.43
Medical Scientists, Except Epidemiologists	\$30.66		

³Entry-level wages represented by 10th percentile in San Diego County.

⁴"All Other" indicates need for highly specialized workers or emerging subsets of these occupations. See full report for more information.

Highest Ranked Industries

Top 10 Industries (2-Digit) in 4 California ZIPs

Emsi Q1 2019 Data Set

March 2019

1234 Arcadia
Vista, California 92084
858-668-4040

Parameters

Regions

Code	Description
92025	Escondido, CA (in San Diego county)
92026	Escondido, CA (in San Diego county)
92027	Escondido, CA (in San Diego county)
92029	Escondido, CA (in San Diego county)

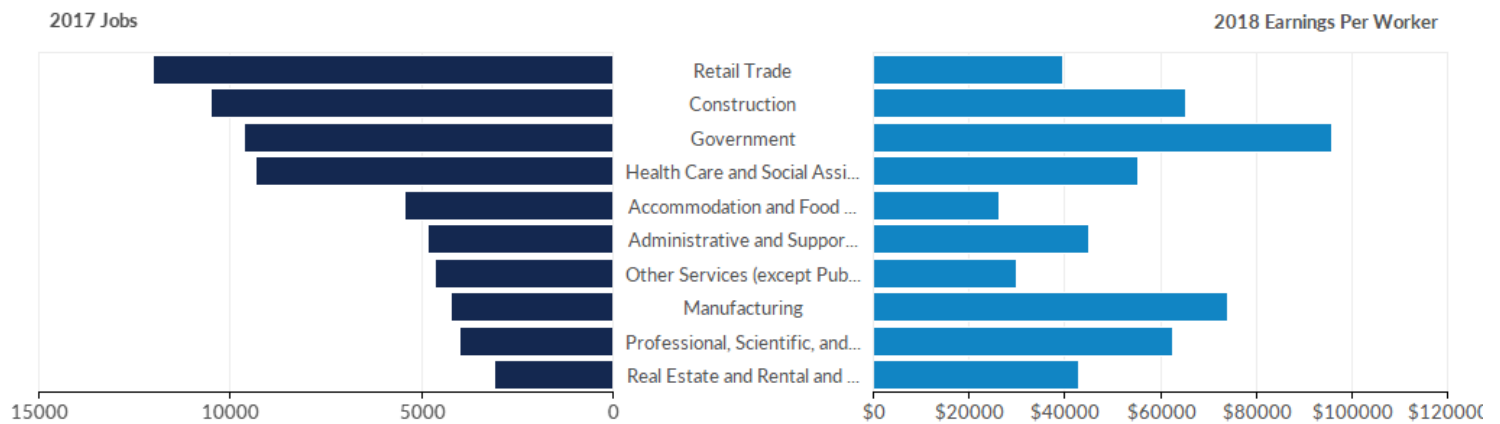
Timeframe

2017 - 2018

Datarun

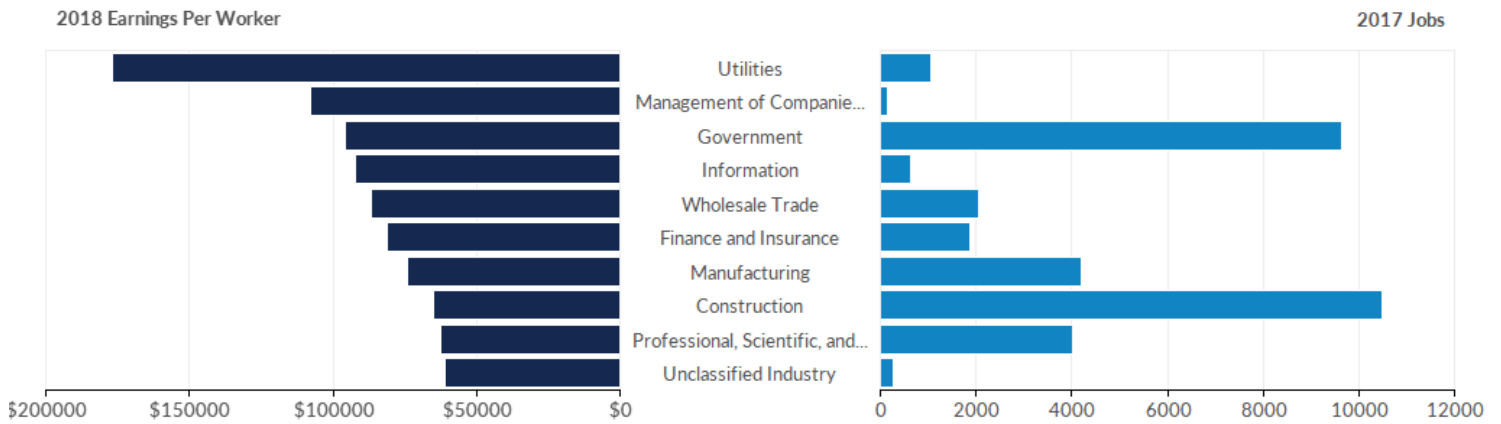
2019.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Largest Industries



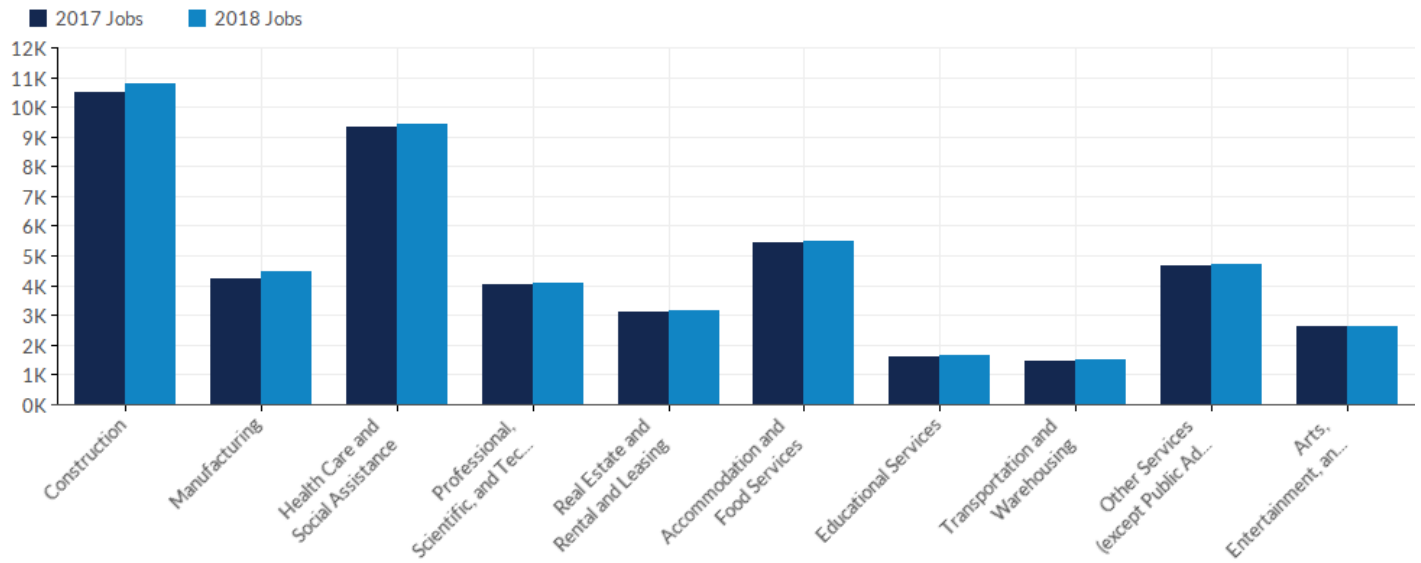
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Retail Trade	12,004	12,008	4	0%	\$39,726
Construction	10,490	10,783	293	3%	\$65,170
Government	9,641	9,634	-7	0%	\$95,941
Health Care and Social Assistance	9,318	9,419	101	1%	\$55,459
Accommodation and Food Services	5,433	5,491	58	1%	\$26,299
Administrative and Support and Waste Management and Remediation Services	4,840	4,866	26	1%	\$45,029
Other Services (except Public Administration)	4,649	4,694	45	1%	\$30,049
Manufacturing	4,214	4,481	267	6%	\$74,105
Professional, Scientific, and Technical Services	4,015	4,097	82	2%	\$62,528
Real Estate and Rental and Leasing	3,106	3,179	73	2%	\$43,028

Highest Paying Industries



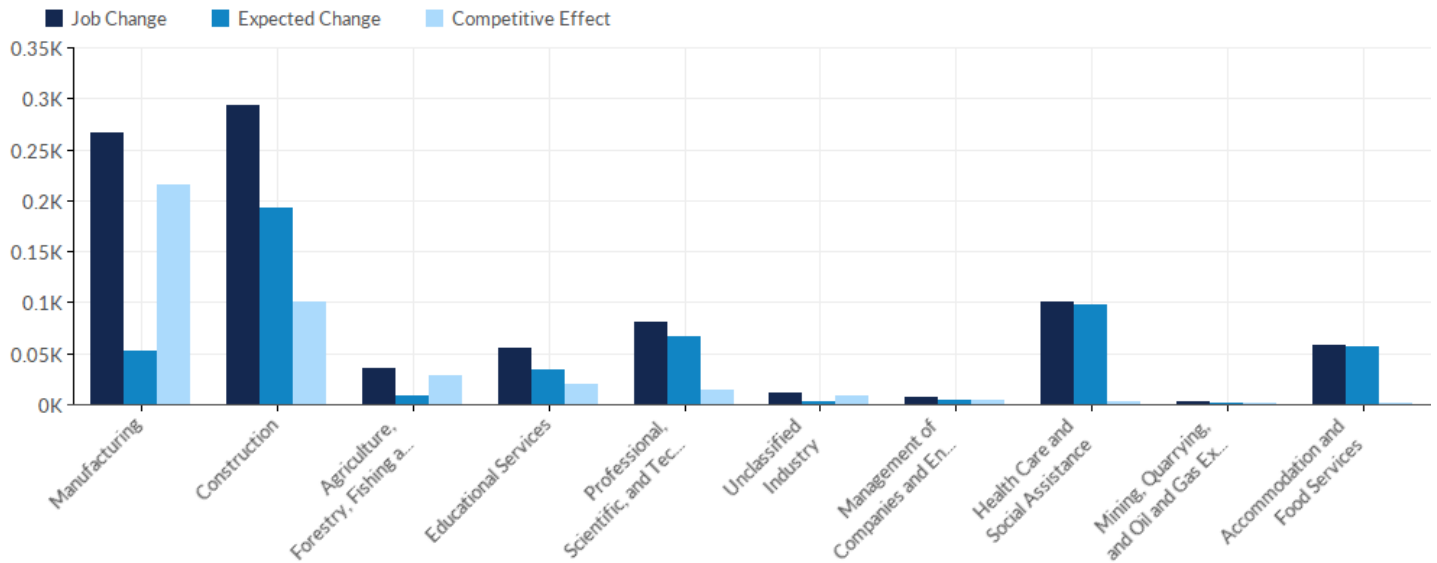
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Utilities	1,065	1,046	-19	-2%	\$176,729
Management of Companies and Enterprises	138	145	7	5%	\$107,977
Government	9,641	9,634	-7	0%	\$95,941
Information	623	609	-14	-2%	\$92,108
Wholesale Trade	2,069	1,928	-141	-7%	\$86,889
Finance and Insurance	1,863	1,888	25	1%	\$81,120
Manufacturing	4,214	4,481	267	6%	\$74,105
Construction	10,490	10,783	293	3%	\$65,170
Professional, Scientific, and Technical Services	4,015	4,097	82	2%	\$62,528
Unclassified Industry	264	275	11	4%	\$61,005

Fastest Growing Industries



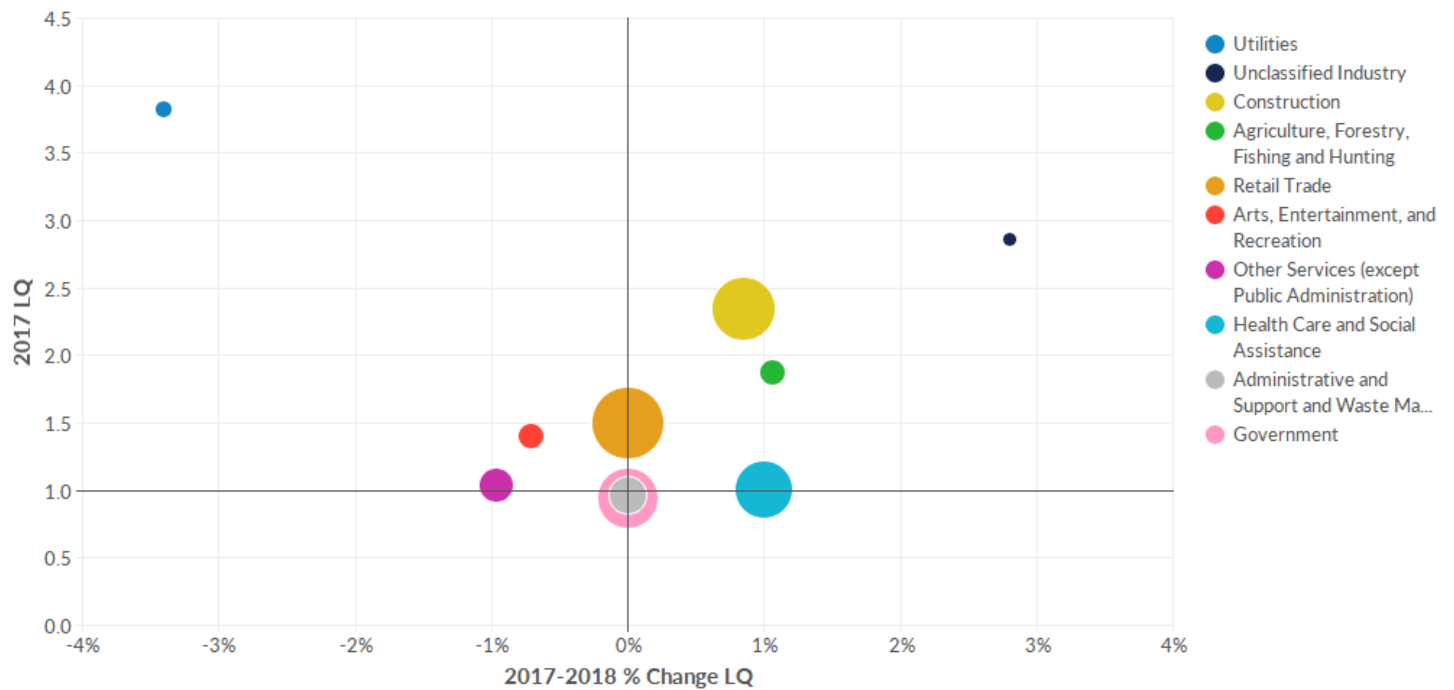
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Construction	10,490	10,783	293	3%	\$65,170
Manufacturing	4,214	4,481	267	6%	\$74,105
Health Care and Social Assistance	9,318	9,419	101	1%	\$55,459
Professional, Scientific, and Technical Services	4,015	4,097	82	2%	\$62,528
Real Estate and Rental and Leasing	3,106	3,179	73	2%	\$43,028
Accommodation and Food Services	5,433	5,491	58	1%	\$26,299
Educational Services	1,579	1,634	55	3%	\$54,675
Transportation and Warehousing	1,439	1,484	45	3%	\$43,197
Other Services (except Public Administration)	4,649	4,694	45	1%	\$30,049
Arts, Entertainment, and Recreation	2,604	2,647	43	2%	\$35,467

Most Competitive Industries



Industry	Jobs Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2018 Earnings Per Worker
Manufacturing	267	-2	54	52	215	\$74,105
Construction	293	58	134	192	101	\$65,170
Agriculture, Forestry, Fishing and Hunting	36	-28	36	8	28	\$42,424
Educational Services	55	15	20	35	20	\$54,675
Professional, Scientific, and Technical Services	82	15	51	66	15	\$62,528
Unclassified Industry	11	0	3	3	8	\$61,005
Management of Companies and Enterprises	7	2	2	4	4	\$107,977
Health Care and Social Assistance	101	-21	119	98	3	\$55,459
Mining, Quarrying, and Oil and Gas Extraction	3	1	0	1	2	\$48,357
Accommodation and Food Services	58	-13	70	57	2	\$26,299

Highest Industry Location Quotient



Industry	2017 Jobs	2018 Jobs	% Change	2017 LQ	2018 LQ	% Change LQ	2018 Earnings Per Worker
Utilities	1,065	1,046	-2%	3.82	3.69	-2.6%	\$176,729
Unclassified Industry	264	275	4%	2.86	2.94	0.0%	\$61,005
Construction	10,490	10,783	3%	2.35	2.37	4.3%	\$65,170
Agriculture, Forestry, Fishing and Hunting	2,795	2,831	1%	1.88	1.90	0.0%	\$42,424
Retail Trade	12,004	12,008	0%	1.50	1.50	0.0%	\$39,726
Arts, Entertainment, and Recreation	2,604	2,647	2%	1.41	1.40	0.0%	\$35,467
Other Services (except Public Administration)	4,649	4,694	1%	1.04	1.03	0.0%	\$30,049
Health Care and Social Assistance	9,318	9,419	1%	1.00	1.01	0.0%	\$55,459
Administrative and Support and Waste Management and Remediation Services	4,840	4,866	1%	0.96	0.96	0.0%	\$45,029
Government	9,641	9,634	0%	0.94	0.94	0.0%	\$95,941

Appendix A - Data Sources and Calculations

Industry Data

Emsi industry data have various sources depending on the class of worker. (1) For QCEW Employees, Emsi primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

ZIP Code Data Disclaimer

Due to a lack of source data at the ZIP code level, Emsi's ZIP-level estimates can be less accurate when looking at a small number of ZIP codes. This is especially likely to occur in rural areas.

State Data Sources

This report uses state data from the following agencies: California Labor Market Information Department

Highest Ranked Industries

Top 10 Industries (2-Digit) in 17 California ZIPs

Emsi Q1 2019 Data Set

March 2019

1234 Arcadia
Vista, California 92084
858-668-4040

Parameters

Regions

17 items selected. See Appendix A for details.

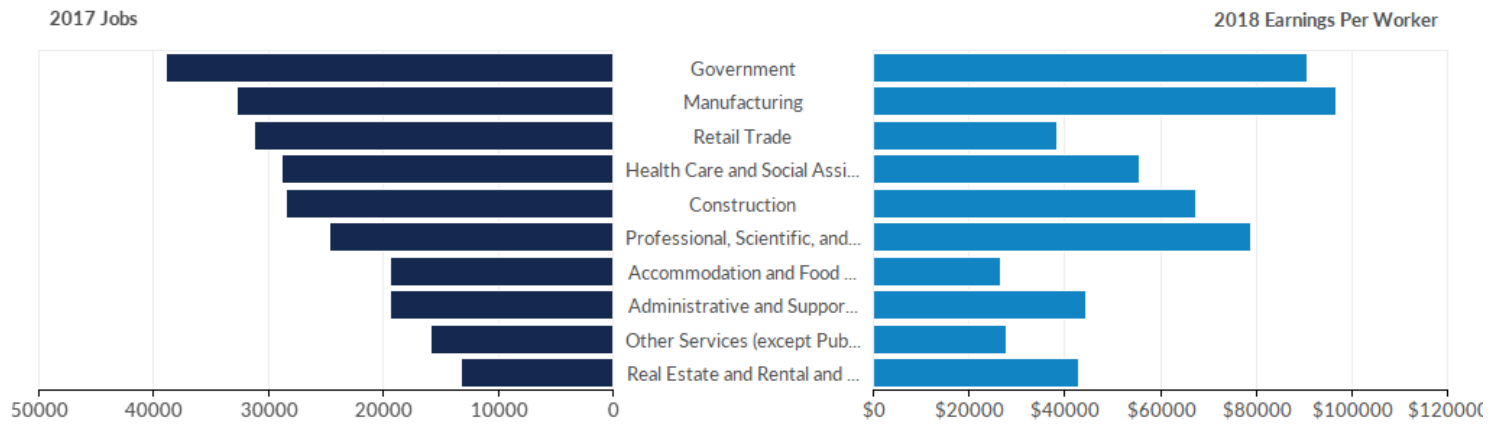
Timeframe

2017 - 2018

Datarun

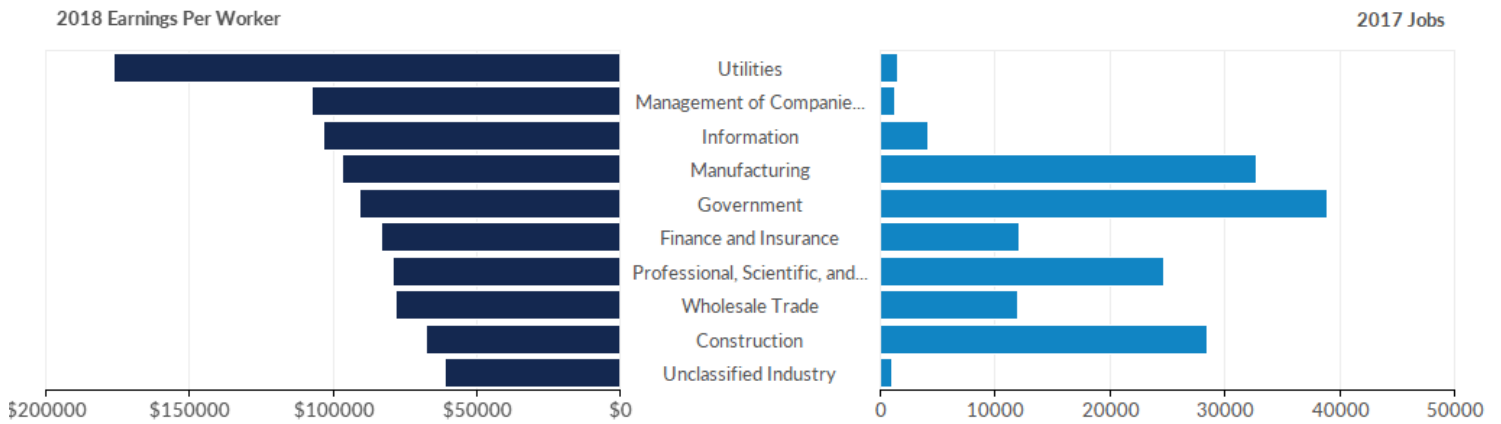
2019.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Largest Industries



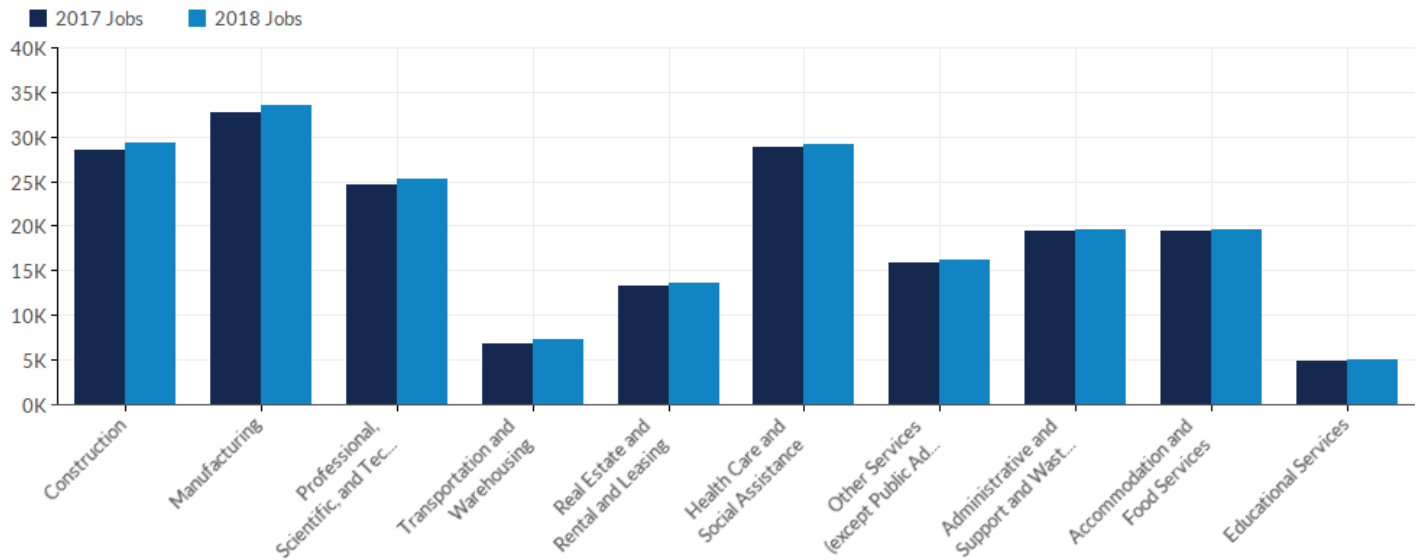
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Government	38,916	38,863	-53	0%	\$90,570
Manufacturing	32,778	33,490	712	2%	\$96,695
Retail Trade	31,277	31,286	9	0%	\$38,334
Health Care and Social Assistance	28,836	29,114	278	1%	\$55,724
Construction	28,438	29,313	875	3%	\$67,288
Professional, Scientific, and Technical Services	24,683	25,328	645	3%	\$78,901
Accommodation and Food Services	19,396	19,617	221	1%	\$26,689
Administrative and Support and Waste Management and Remediation Services	19,366	19,602	236	1%	\$44,517
Other Services (except Public Administration)	15,875	16,127	252	2%	\$27,812
Real Estate and Rental and Leasing	13,272	13,577	305	2%	\$42,998

Highest Paying Industries



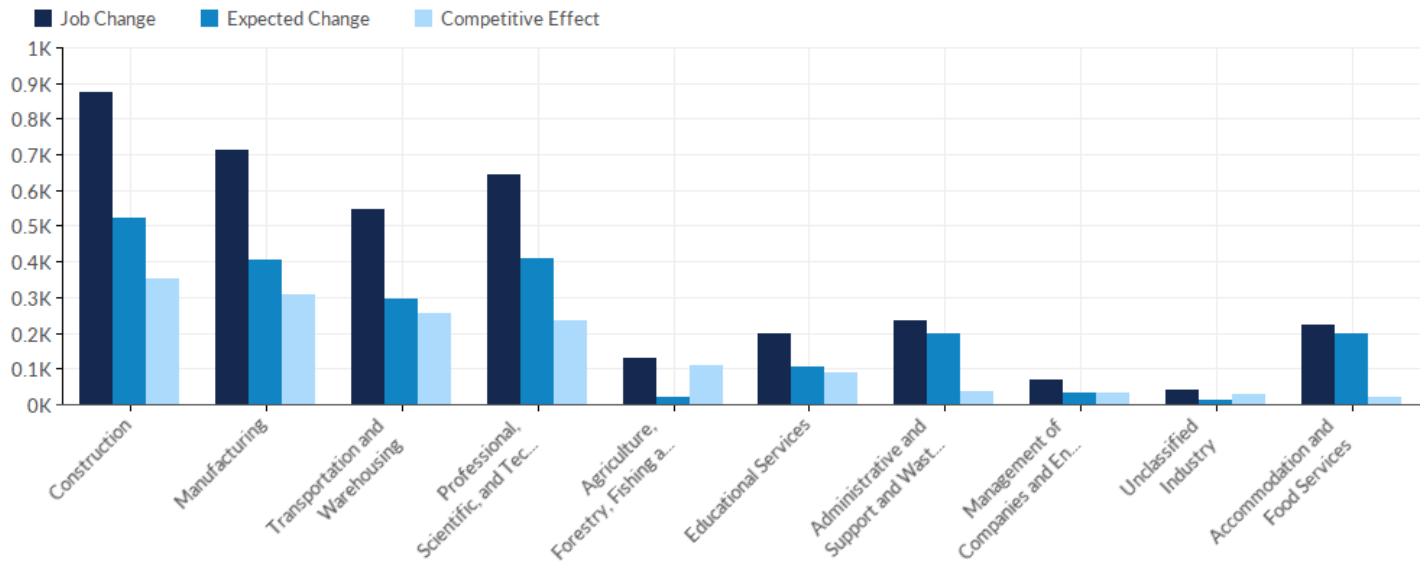
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Utilities	1,539	1,514	-25	-2%	\$176,465
Management of Companies and Enterprises	1,200	1,267	67	6%	\$107,517
Information	4,119	4,151	32	1%	\$103,055
Manufacturing	32,778	33,490	712	2%	\$96,695
Government	38,916	38,863	-53	0%	\$90,570
Finance and Insurance	12,056	12,200	144	1%	\$82,875
Professional, Scientific, and Technical Services	24,683	25,328	645	3%	\$78,901
Wholesale Trade	11,921	11,461	-460	-4%	\$78,187
Construction	28,438	29,313	875	3%	\$67,288
Unclassified Industry	974	1,014	40	4%	\$61,005

Fastest Growing Industries



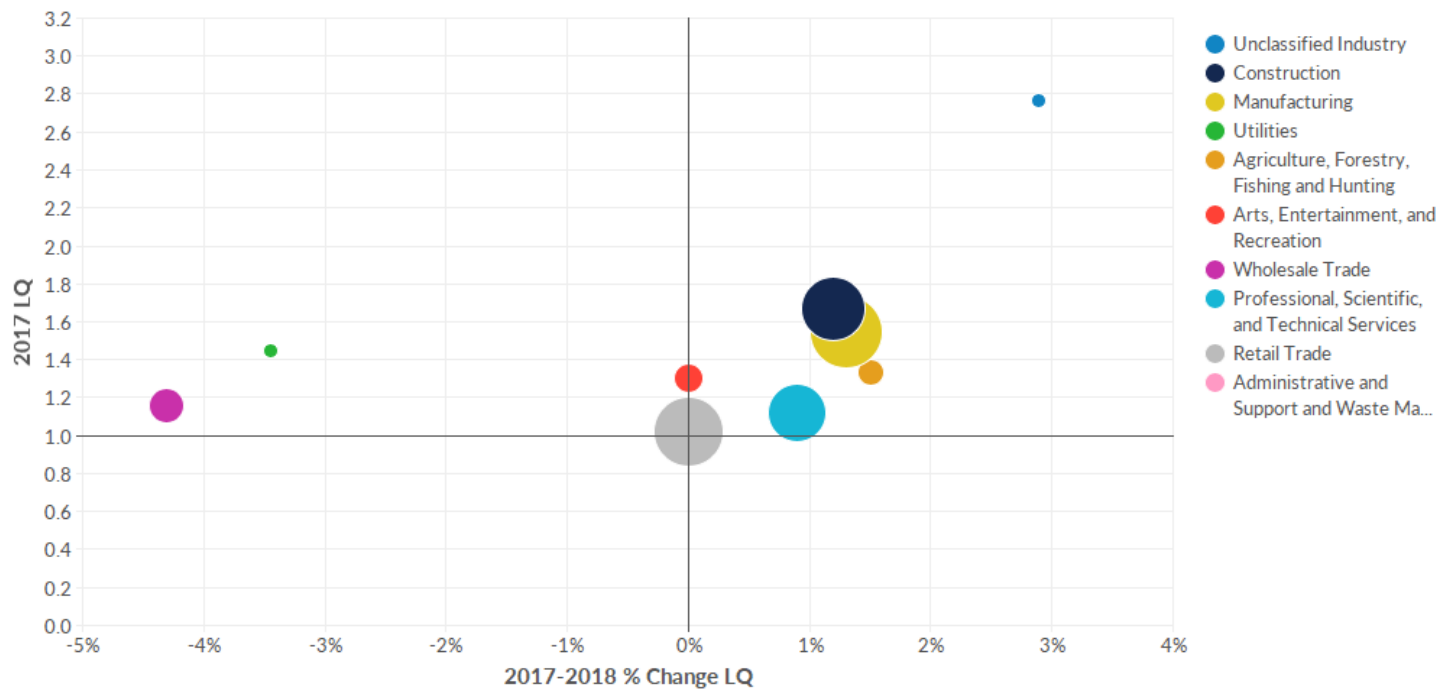
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Construction	28,438	29,313	875	3%	\$67,288
Manufacturing	32,778	33,490	712	2%	\$96,695
Professional, Scientific, and Technical Services	24,683	25,328	645	3%	\$78,901
Transportation and Warehousing	6,754	7,301	547	8%	\$36,994
Real Estate and Rental and Leasing	13,272	13,577	305	2%	\$42,998
Health Care and Social Assistance	28,836	29,114	278	1%	\$55,724
Other Services (except Public Administration)	15,875	16,127	252	2%	\$27,812
Administrative and Support and Waste Management and Remediation Services	19,366	19,602	236	1%	\$44,517
Accommodation and Food Services	19,396	19,617	221	1%	\$26,689
Educational Services	4,868	5,065	197	4%	\$37,862

Most Competitive Industries



Industry	Jobs Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2018 Earnings Per Worker
Construction	875	158	364	522	354	\$67,288
Manufacturing	712	-16	419	403	308	\$96,695
Transportation and Warehousing	547	208	86	294	253	\$36,994
Professional, Scientific, and Technical Services	645	94	316	410	236	\$78,901
Agriculture, Forestry, Fishing and Hunting	131	-75	97	22	110	\$41,672
Educational Services	197	45	62	107	90	\$37,862
Administrative and Support and Waste Management and Remediation Services	236	-48	248	200	36	\$44,517
Management of Companies and Enterprises	67	18	15	33	33	\$107,517
Unclassified Industry	40	-1	12	11	29	\$61,005
Accommodation and Food Services	221	-48	248	200	21	\$26,689

Highest Industry Location Quotient



Industry	2017 Jobs	2018 Jobs	% Change	2017 LQ	2018 LQ	% Change LQ	2018 Earnings Per Worker
Unclassified Industry	974	1,014	4%	2.77	2.85	0.0%	\$61,005
Construction	28,438	29,313	3%	1.67	1.69	0.0%	\$67,288
Manufacturing	32,778	33,490	2%	1.54	1.56	6.7%	\$96,695
Utilities	1,539	1,514	-2%	1.45	1.40	-6.7%	\$176,465
Agriculture, Forestry, Fishing and Hunting	7,549	7,680	2%	1.33	1.35	0.0%	\$41,672
Arts, Entertainment, and Recreation	9,162	9,339	2%	1.30	1.30	0.0%	\$28,469
Wholesale Trade	11,921	11,461	-4%	1.16	1.11	-8.3%	\$78,187
Professional, Scientific, and Technical Services	24,683	25,328	3%	1.12	1.13	0.0%	\$78,901
Retail Trade	31,277	31,286	0%	1.02	1.02	0.0%	\$38,334
Administrative and Support and Waste Management and Remediation Services	19,366	19,602	1%	1.01	1.01	0.0%	\$44,517

Appendix A - Regions

Code	Description
92003	Bonsall, CA (in San Diego county)
92025	Escondido, CA (in San Diego county)
92026	Escondido, CA (in San Diego county)
92027	Escondido, CA (in San Diego county)
92028	Fallbrook, CA (in San Diego county)
92029	Escondido, CA (in San Diego county)
92059	Pala, CA (in San Diego county)
92061	Pauma Valley, CA (in San Diego county)
92064	Poway, CA (in San Diego county)
92065	Ramona, CA (in San Diego county)
92069	San Marcos, CA (in San Diego county)
92078	San Marcos, CA (in San Diego county)
92081	Vista, CA (in San Diego county)
92084	Vista, CA (in San Diego county)
92085	Vista, CA (in San Diego county)
92127	San Diego, CA (in San Diego county)
92128	San Diego, CA (in San Diego county)

Appendix B - Data Sources and Calculations

Industry Data

Emsi industry data have various sources depending on the class of worker. (1) For QCEW Employees, Emsi primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

State Data Sources

This report uses state data from the following agencies: California Labor Market Information Department

Highest Ranked Industries

Top 10 Industries (2-Digit) in 6 California ZIPs

Emsi Q1 2019 Data Set

March 2019

1234 Arcadia
Vista, California 92084
858-668-4040

Parameters

Regions

Code	Description
92064	Poway, CA (in San Diego county)
92074	Poway, CA (in San Diego county)
92127	San Diego, CA (in San Diego county)
92128	San Diego, CA (in San Diego county)
92129	San Diego, CA (in San Diego county)
92130	San Diego, CA (in San Diego county)

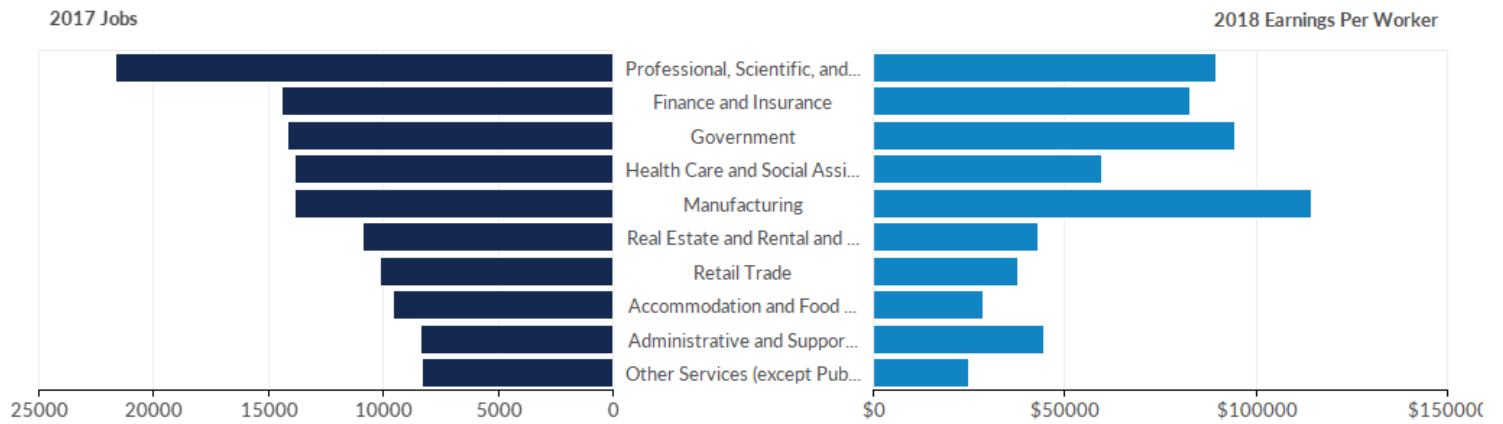
Timeframe

2017 - 2018

Datarun

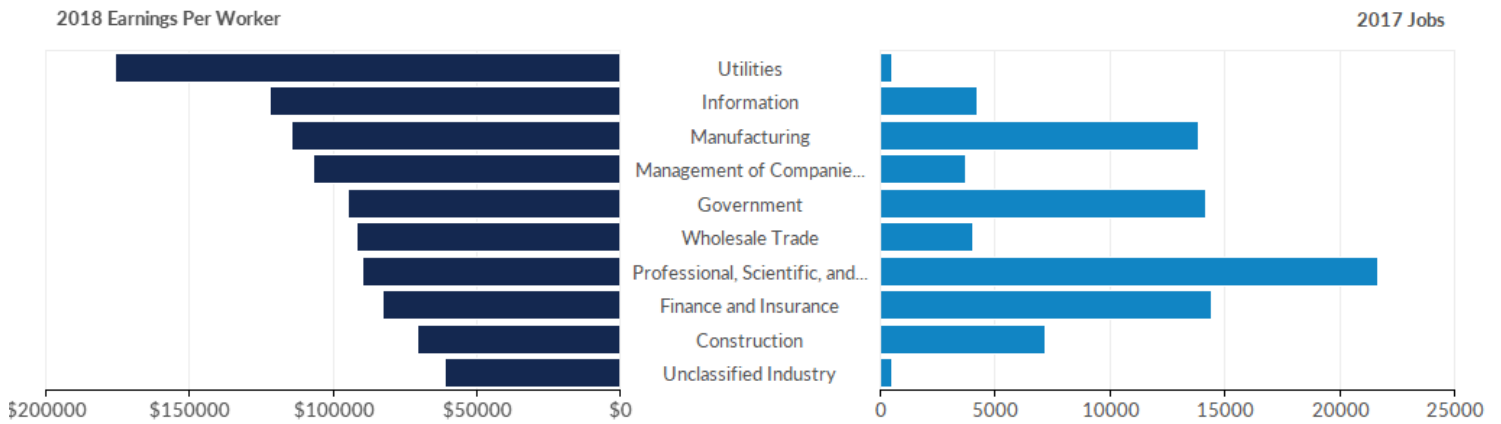
2019.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Largest Industries



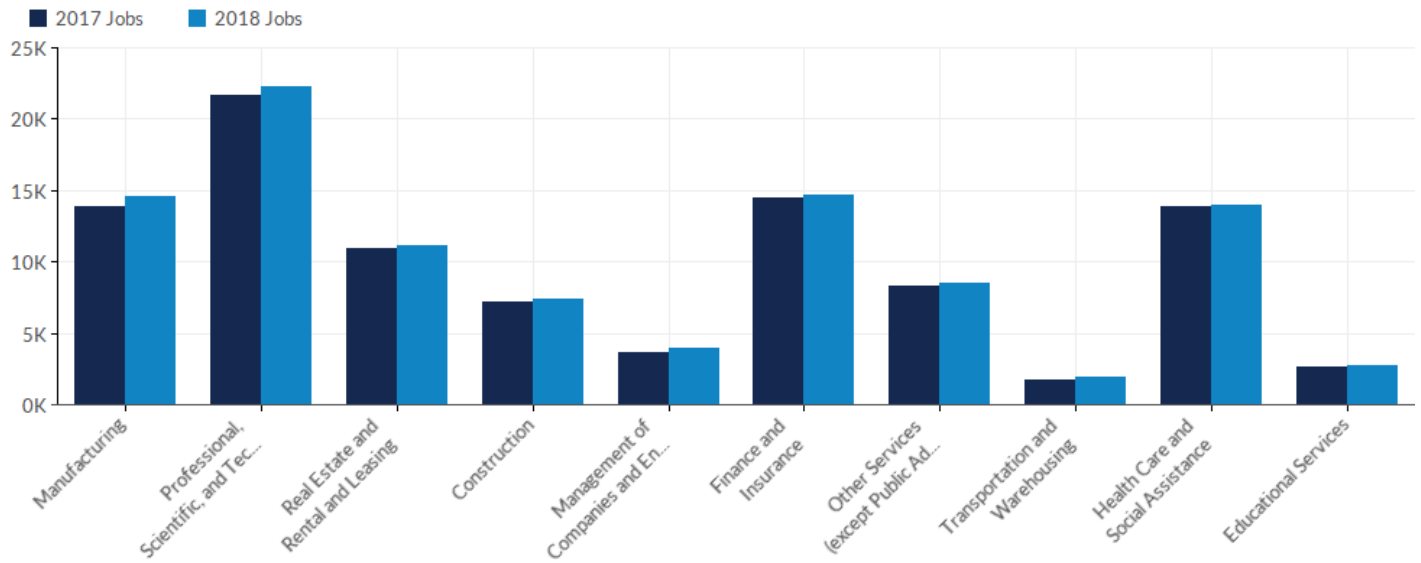
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Professional, Scientific, and Technical Services	21,686	22,301	615	3%	\$89,536
Finance and Insurance	14,451	14,656	205	1%	\$82,703
Government	14,193	14,167	-26	0%	\$94,646
Health Care and Social Assistance	13,839	13,965	126	1%	\$59,543
Manufacturing	13,827	14,532	705	5%	\$114,520
Real Estate and Rental and Leasing	10,902	11,146	244	2%	\$43,017
Retail Trade	10,145	10,160	15	0%	\$37,664
Accommodation and Food Services	9,568	9,677	109	1%	\$28,760
Administrative and Support and Waste Management and Remediation Services	8,393	8,500	107	1%	\$44,644
Other Services (except Public Administration)	8,318	8,480	162	2%	\$24,896

Highest Paying Industries



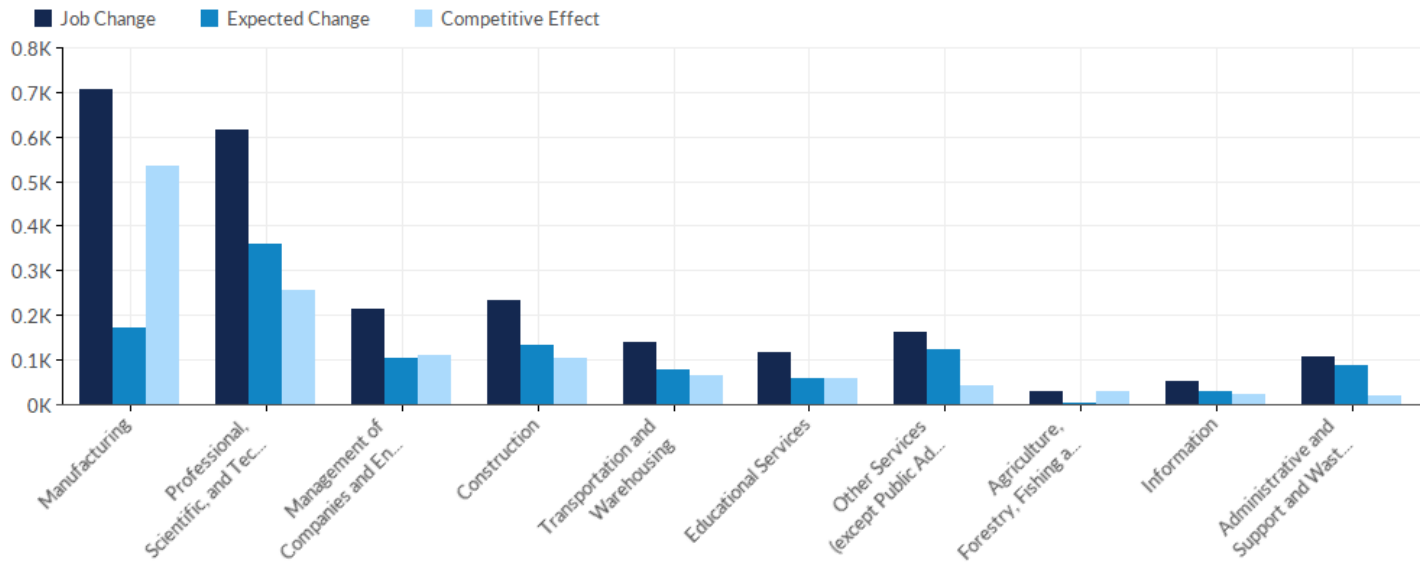
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Utilities	518	520	2	0%	\$175,944
Information	4,222	4,275	53	1%	\$121,799
Manufacturing	13,827	14,532	705	5%	\$114,520
Management of Companies and Enterprises	3,692	3,905	213	6%	\$106,955
Government	14,193	14,167	-26	0%	\$94,646
Wholesale Trade	4,014	3,779	-235	-6%	\$91,668
Professional, Scientific, and Technical Services	21,686	22,301	615	3%	\$89,536
Finance and Insurance	14,451	14,656	205	1%	\$82,703
Construction	7,191	7,425	234	3%	\$70,700
Unclassified Industry	480	500	20	4%	\$61,005

Fastest Growing Industries



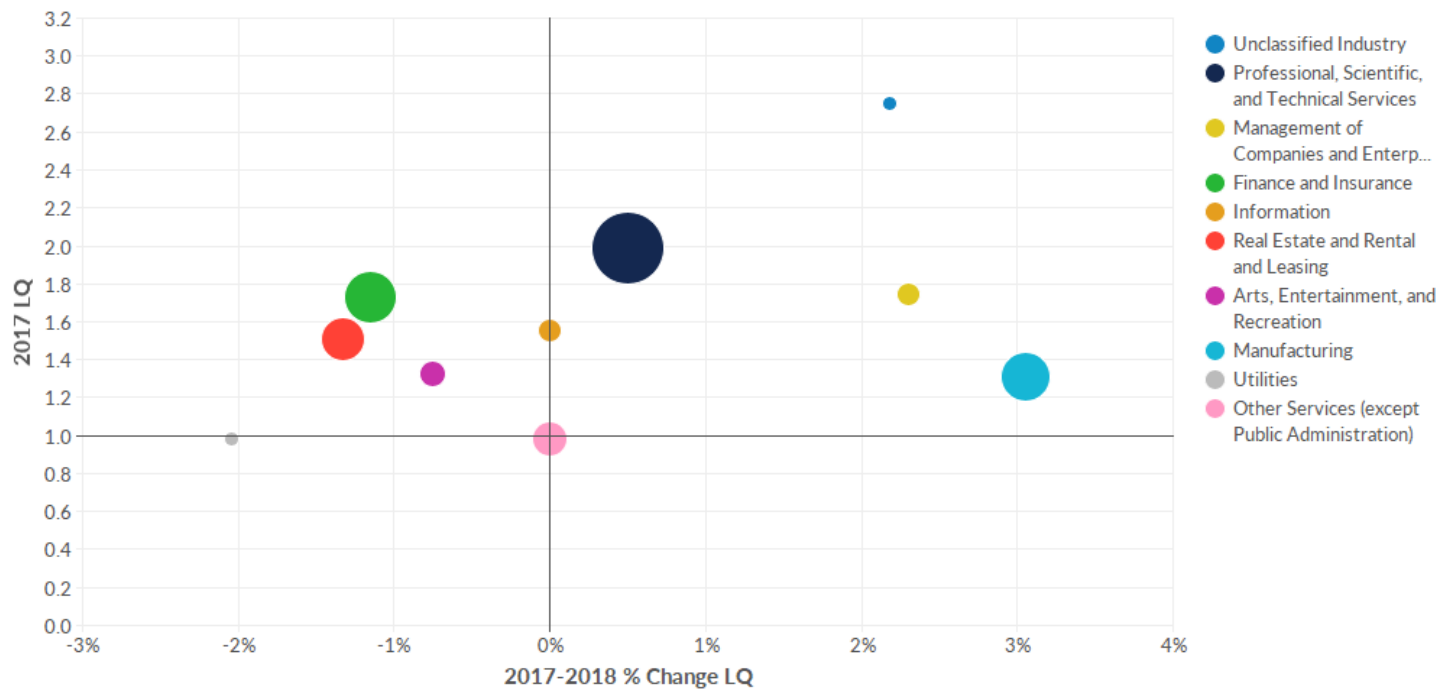
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Manufacturing	13,827	14,532	705	5%	\$114,520
Professional, Scientific, and Technical Services	21,686	22,301	615	3%	\$89,536
Real Estate and Rental and Leasing	10,902	11,146	244	2%	\$43,017
Construction	7,191	7,425	234	3%	\$70,700
Management of Companies and Enterprises	3,692	3,905	213	6%	\$106,955
Finance and Insurance	14,451	14,656	205	1%	\$82,703
Other Services (except Public Administration)	8,318	8,480	162	2%	\$24,896
Transportation and Warehousing	1,754	1,894	140	8%	\$53,802
Health Care and Social Assistance	13,839	13,965	126	1%	\$59,543
Educational Services	2,637	2,753	116	4%	\$29,881

Most Competitive Industries



Industry	Jobs Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2018 Earnings Per Worker
Manufacturing	705	-7	177	170	536	\$114,520
Professional, Scientific, and Technical Services	615	82	277	359	255	\$89,536
Management of Companies and Enterprises	213	56	47	103	109	\$106,955
Construction	234	40	92	132	102	\$70,700
Transportation and Warehousing	140	54	22	76	64	\$53,802
Educational Services	116	24	34	58	58	\$29,881
Other Services (except Public Administration)	162	15	106	121	41	\$24,896
Agriculture, Forestry, Fishing and Hunting	31	-10	12	2	28	\$41,105
Information	53	-24	54	30	23	\$121,799
Administrative and Support and Waste Management and Remediation Services	107	-21	107	86	21	\$44,644

Highest Industry Location Quotient



Industry	2017 Jobs	2018 Jobs	% Change	2017 LQ	2018 LQ	% Change LQ	2018 Earnings Per Worker
Unclassified Industry	480	500	4%	2.75	2.81	3.7%	\$61,005
Professional, Scientific, and Technical Services	21,686	22,301	3%	1.99	2.00	0.0%	\$89,536
Management of Companies and Enterprises	3,692	3,905	6%	1.74	1.78	5.9%	\$106,955
Finance and Insurance	14,451	14,656	1%	1.73	1.71	0.0%	\$82,703
Information	4,222	4,275	1%	1.55	1.55	0.0%	\$121,799
Real Estate and Rental and Leasing	10,902	11,146	2%	1.51	1.49	0.0%	\$43,017
Arts, Entertainment, and Recreation	4,654	4,741	2%	1.33	1.32	0.0%	\$24,956
Manufacturing	13,827	14,532	5%	1.31	1.35	7.7%	\$114,520
Utilities	518	520	0%	0.98	0.96	0.0%	\$175,944
Other Services (except Public Administration)	8,318	8,480	2%	0.98	0.98	0.0%	\$24,896

Appendix A - Data Sources and Calculations

Industry Data

Emsi industry data have various sources depending on the class of worker. (1) For QCEW Employees, Emsi primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

State Data Sources

This report uses state data from the following agencies: California Labor Market Information Department

Highest Ranked Industries

Top 10 Industries (2-Digit) in San Diego County, CA

Emsi Q1 2019 Data Set

March 2019

1234 Arcadia
Vista, California 92084
858-668-4040

Parameters

Regions

Code	Description
6073	San Diego County, CA

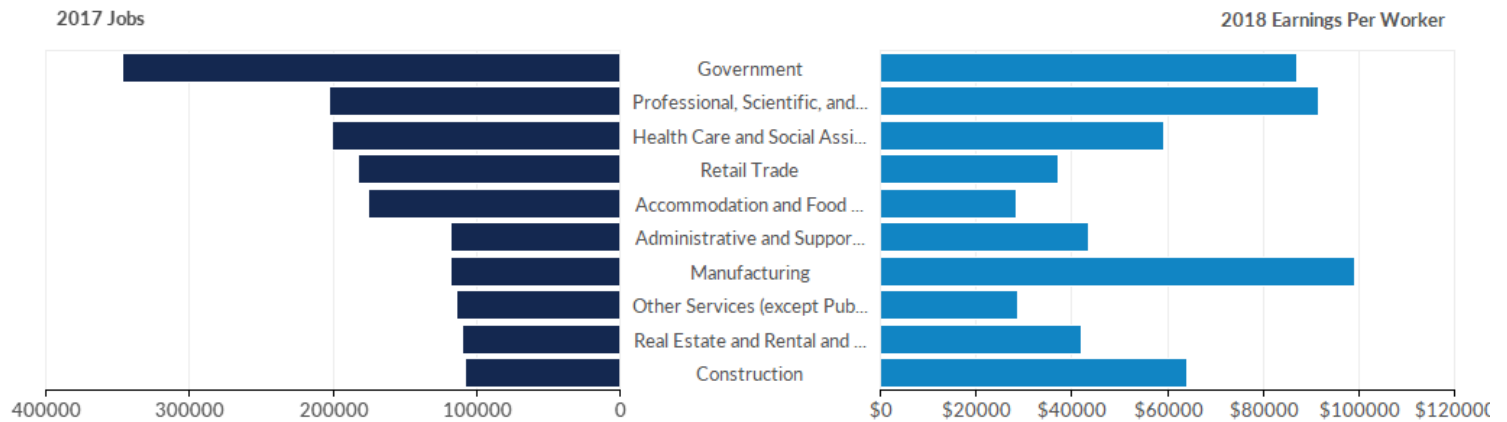
Timeframe

2017 - 2018

Datarun

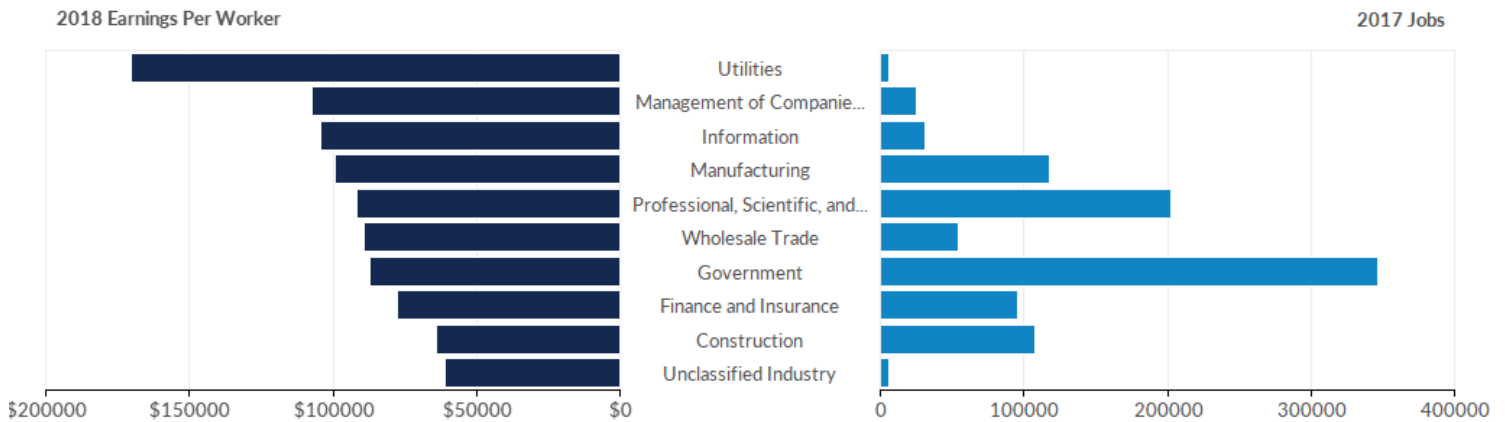
2019.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Largest Industries



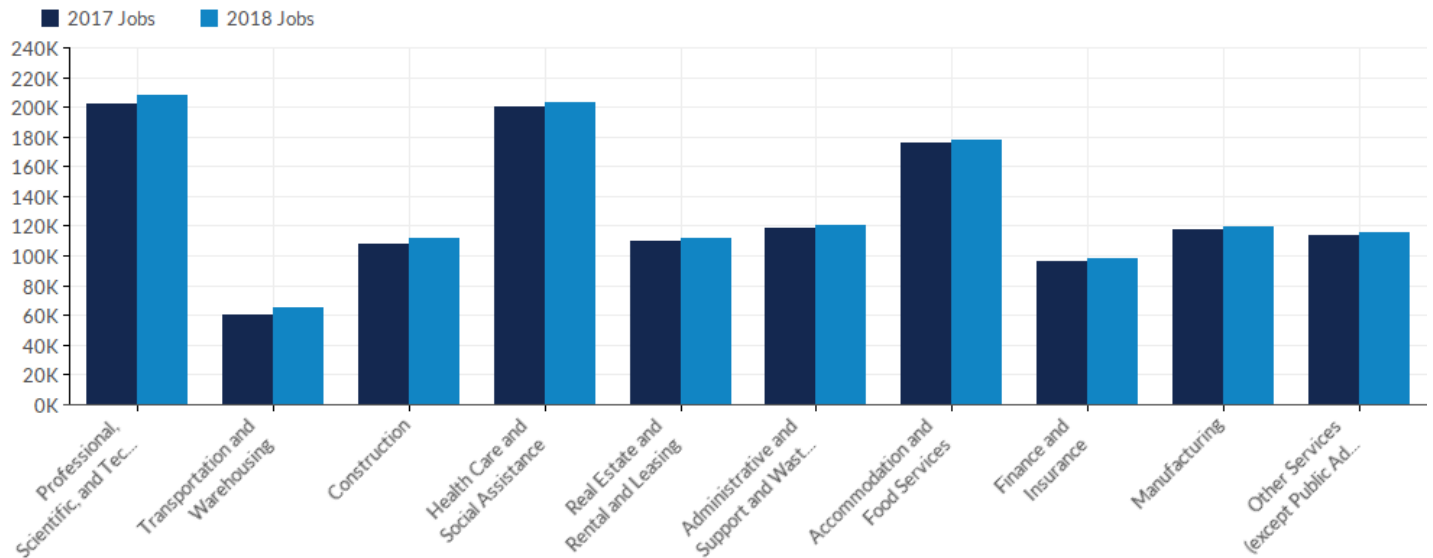
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Government	346,131	345,652	-479	0%	\$87,082
Professional, Scientific, and Technical Services	202,307	208,297	5,990	3%	\$91,489
Health Care and Social Assistance	200,143	202,691	2,548	1%	\$59,212
Retail Trade	182,660	182,887	227	0%	\$37,290
Accommodation and Food Services	175,455	177,628	2,173	1%	\$28,463
Administrative and Support and Waste Management and Remediation Services	118,356	120,601	2,245	2%	\$43,648
Manufacturing	117,918	119,782	1,864	2%	\$99,003
Other Services (except Public Administration)	113,428	115,284	1,856	2%	\$28,657
Real Estate and Rental and Leasing	109,344	111,834	2,490	2%	\$42,097
Construction	108,271	111,844	3,573	3%	\$64,216

Highest Paying Industries



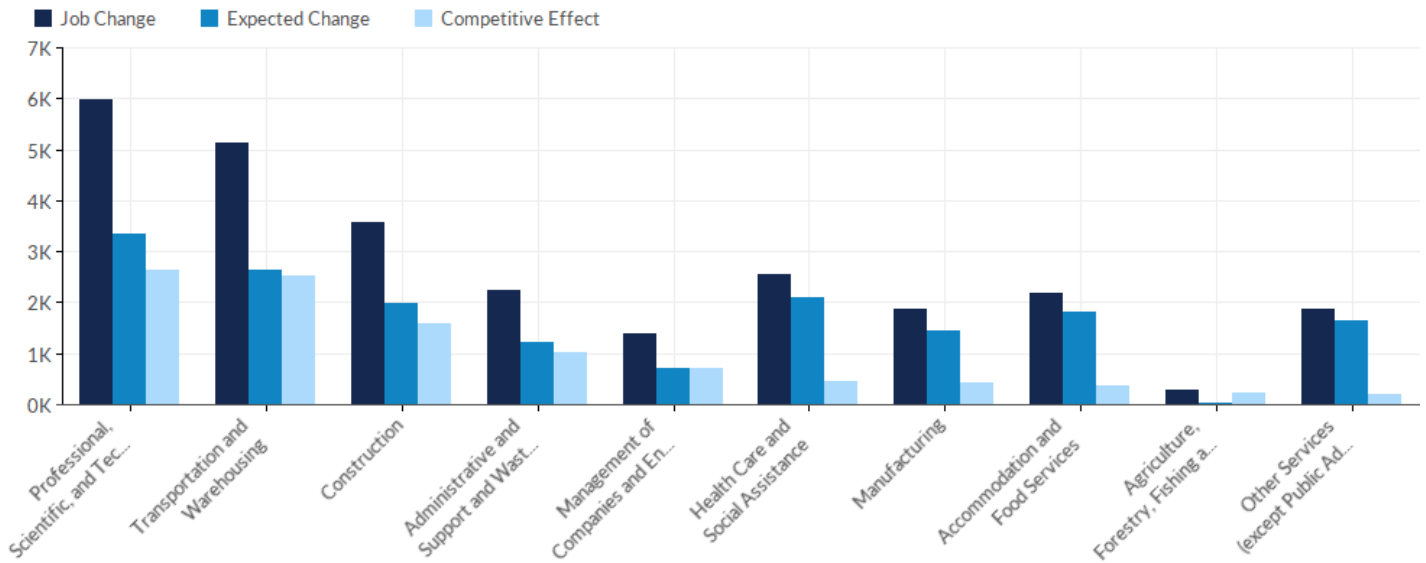
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Utilities	5,672	5,666	-6	0%	\$170,329
Management of Companies and Enterprises	24,841	26,231	1,390	6%	\$107,405
Information	30,909	30,702	-207	-1%	\$104,519
Manufacturing	117,918	119,782	1,864	2%	\$99,003
Professional, Scientific, and Technical Services	202,307	208,297	5,990	3%	\$91,489
Wholesale Trade	54,253	52,014	-2,239	-4%	\$88,999
Government	346,131	345,652	-479	0%	\$87,082
Finance and Insurance	95,951	97,902	1,951	2%	\$77,497
Construction	108,271	111,844	3,573	3%	\$64,216
Unclassified Industry	6,070	6,321	251	4%	\$61,005

Fastest Growing Industries



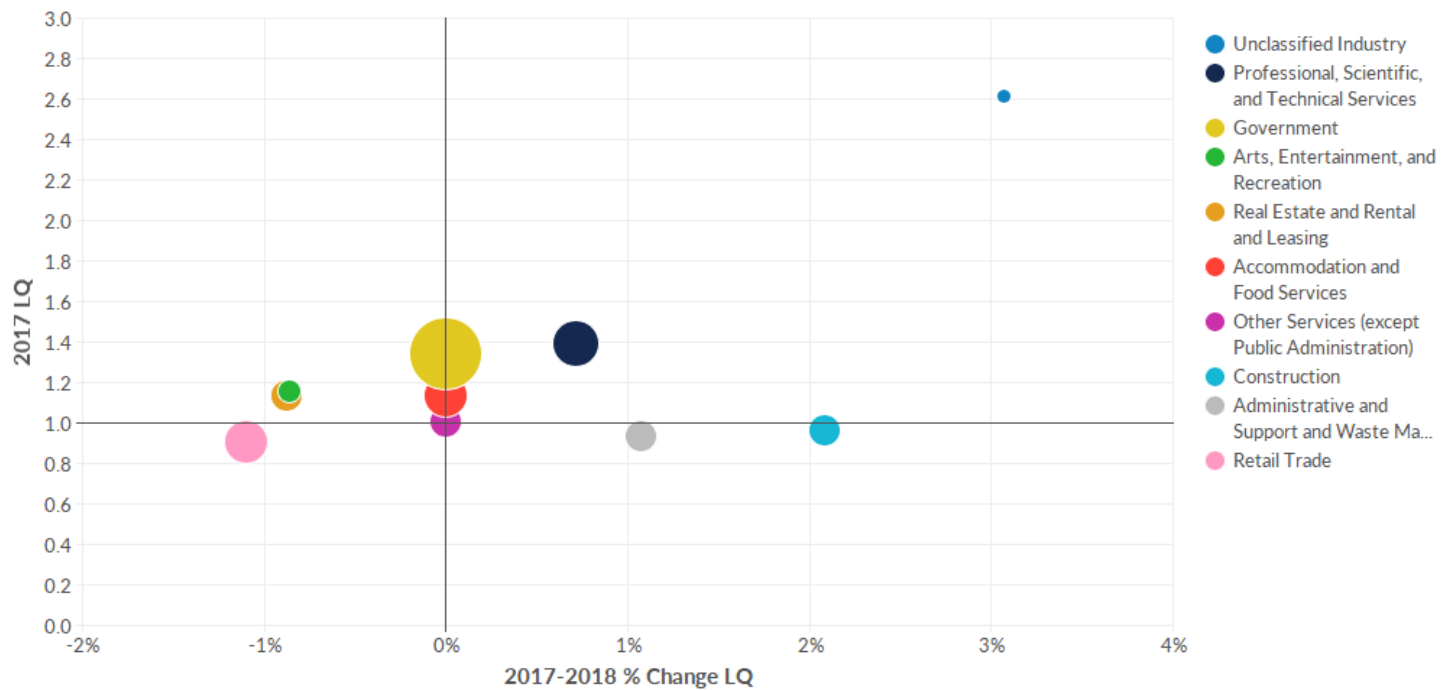
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Professional, Scientific, and Technical Services	202,307	208,297	5,990	3%	\$91,489
Transportation and Warehousing	60,329	65,468	5,139	9%	\$33,137
Construction	108,271	111,844	3,573	3%	\$64,216
Health Care and Social Assistance	200,143	202,691	2,548	1%	\$59,212
Real Estate and Rental and Leasing	109,344	111,834	2,490	2%	\$42,097
Administrative and Support and Waste Management and Remediation Services	118,356	120,601	2,245	2%	\$43,648
Accommodation and Food Services	175,455	177,628	2,173	1%	\$28,463
Finance and Insurance	95,951	97,902	1,951	2%	\$77,497
Manufacturing	117,918	119,782	1,864	2%	\$99,003
Other Services (except Public Administration)	113,428	115,284	1,856	2%	\$28,657

Most Competitive Industries



Industry	Jobs Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2018 Earnings Per Worker
Professional, Scientific, and Technical Services	5,990	769	2,588	3,357	2,634	\$91,489
Transportation and Warehousing	5,139	1,854	772	2,626	2,513	\$33,137
Construction	3,573	600	1,385	1,985	1,588	\$64,216
Administrative and Support and Waste Management and Remediation Services	2,245	-294	1,514	1,220	1,025	\$43,648
Management of Companies and Enterprises	1,390	377	318	695	695	\$107,405
Health Care and Social Assistance	2,548	-455	2,561	2,106	442	\$59,212
Manufacturing	1,864	-57	1,509	1,452	412	\$99,003
Accommodation and Food Services	2,173	-434	2,245	1,811	362	\$28,463
Agriculture, Forestry, Fishing and Hunting	276	-146	187	41	234	\$41,405
Other Services (except Public Administration)	1,856	206	1,451	1,657	199	\$28,657

Highest Industry Location Quotient



Industry	2017 Jobs	2018 Jobs	% Change	2017 LQ	2018 LQ	% Change LQ	2018 Earnings Per Worker
Unclassified Industry	6,070	6,321	4%	2.61	2.69	3.8%	\$61,005
Professional, Scientific, and Technical Services	202,307	208,297	3%	1.40	1.41	0.0%	\$91,489
Government	346,131	345,652	0%	1.34	1.34	0.0%	\$87,082
Arts, Entertainment, and Recreation	53,967	54,764	1%	1.16	1.15	0.0%	\$33,415
Real Estate and Rental and Leasing	109,344	111,834	2%	1.14	1.13	0.0%	\$42,097
Accommodation and Food Services	175,455	177,628	1%	1.14	1.14	0.0%	\$28,463
Other Services (except Public Administration)	113,428	115,284	2%	1.01	1.01	0.0%	\$28,657
Construction	108,271	111,844	3%	0.96	0.98	0.0%	\$64,216
Administrative and Support and Waste Management and Remediation Services	118,356	120,601	2%	0.93	0.94	0.0%	\$43,648
Retail Trade	182,660	182,887	0%	0.91	0.90	0.0%	\$37,290

Appendix A - Data Sources and Calculations

Industry Data

Emsi industry data have various sources depending on the class of worker. (1) For QCEW Employees, Emsi primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

State Data Sources

This report uses state data from the following agencies: California Labor Market Information Department

Highest Ranked Industries

Top 10 Industries (2-Digit) in 4 California ZIPs

Emsi Q1 2019 Data Set

March 2019

1234 Arcadia
Vista, California 92084
858-668-4040

Parameters

Regions

Code	Description
92069	San Marcos, CA (in San Diego county)
92078	San Marcos, CA (in San Diego county)
92079	San Marcos, CA (in San Diego county)
92096	San Marcos, CA (in San Diego county)

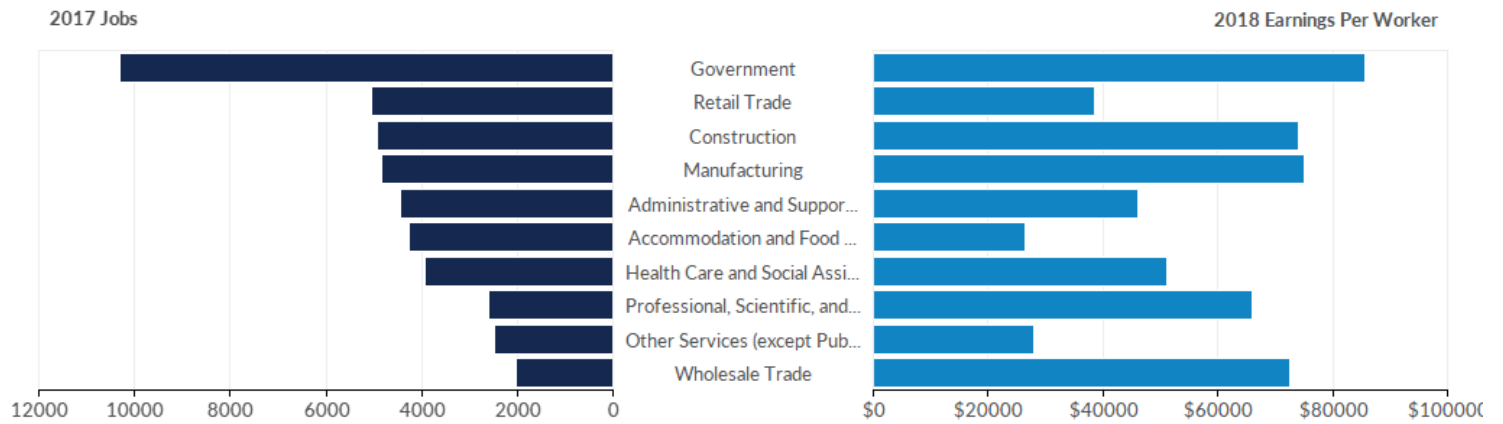
Timeframe

2017 - 2018

Datarun

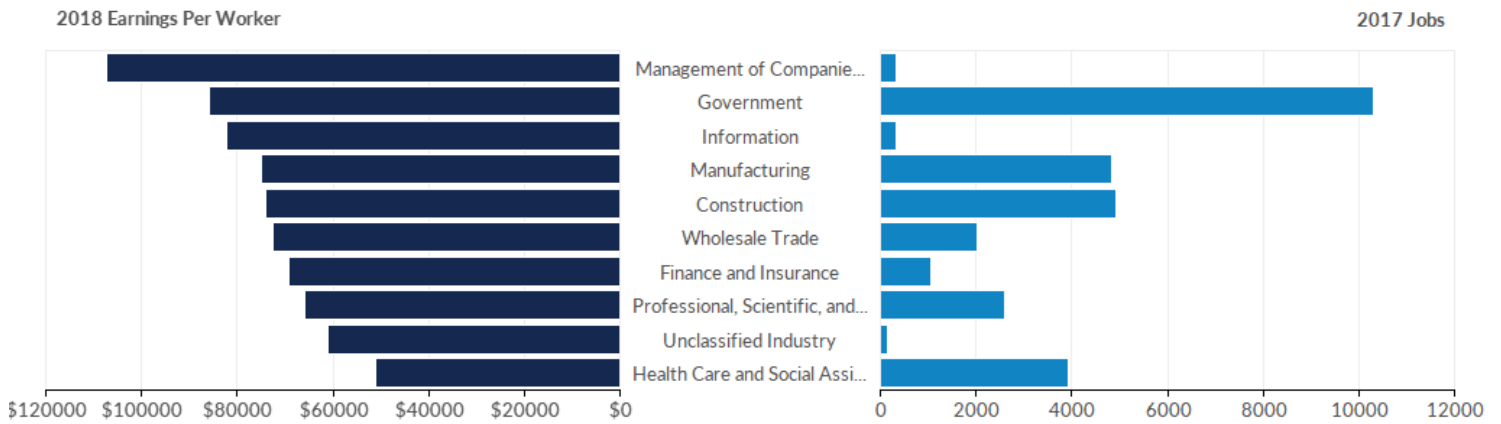
2019.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Largest Industries



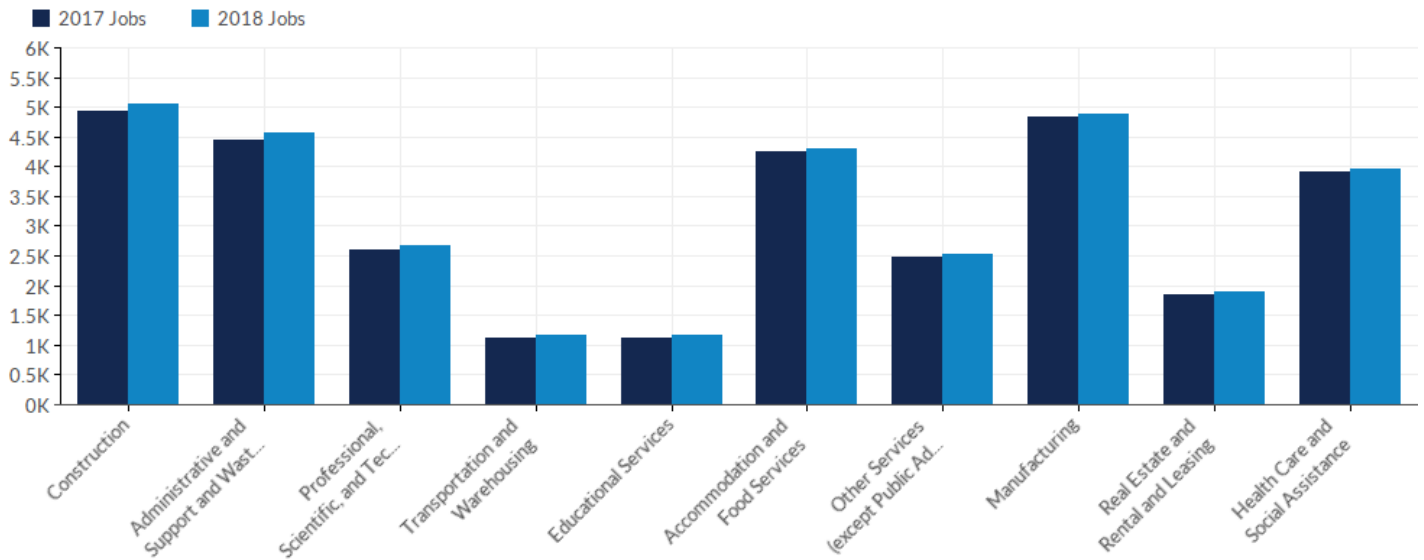
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Government	10,294	10,331	37	0%	\$85,768
Retail Trade	5,050	5,042	-8	0%	\$38,610
Construction	4,919	5,047	128	3%	\$74,015
Manufacturing	4,837	4,881	44	1%	\$75,066
Administrative and Support and Waste Management and Remediation Services	4,444	4,559	115	3%	\$46,072
Accommodation and Food Services	4,255	4,308	53	1%	\$26,552
Health Care and Social Assistance	3,920	3,961	41	1%	\$51,073
Professional, Scientific, and Technical Services	2,592	2,664	72	3%	\$66,039
Other Services (except Public Administration)	2,486	2,532	46	2%	\$28,072
Wholesale Trade	2,038	1,940	-98	-5%	\$72,654

Highest Paying Industries



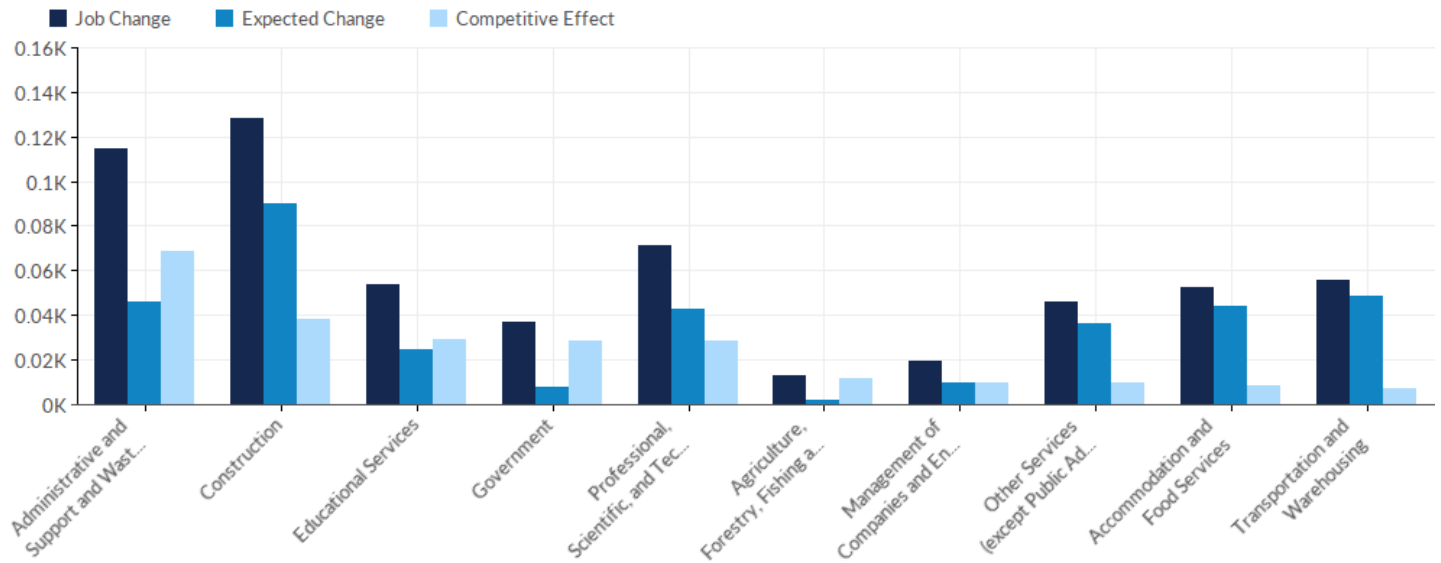
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Management of Companies and Enterprises	345	365	20	6%	\$107,193
Government	10,294	10,331	37	0%	\$85,768
Information	331	336	5	2%	\$82,098
Manufacturing	4,837	4,881	44	1%	\$75,066
Construction	4,919	5,047	128	3%	\$74,015
Wholesale Trade	2,038	1,940	-98	-5%	\$72,654
Finance and Insurance	1,065	1,084	19	2%	\$69,169
Professional, Scientific, and Technical Services	2,592	2,664	72	3%	\$66,039
Unclassified Industry	152	158	6	4%	\$61,005
Health Care and Social Assistance	3,920	3,961	41	1%	\$51,073

Fastest Growing Industries



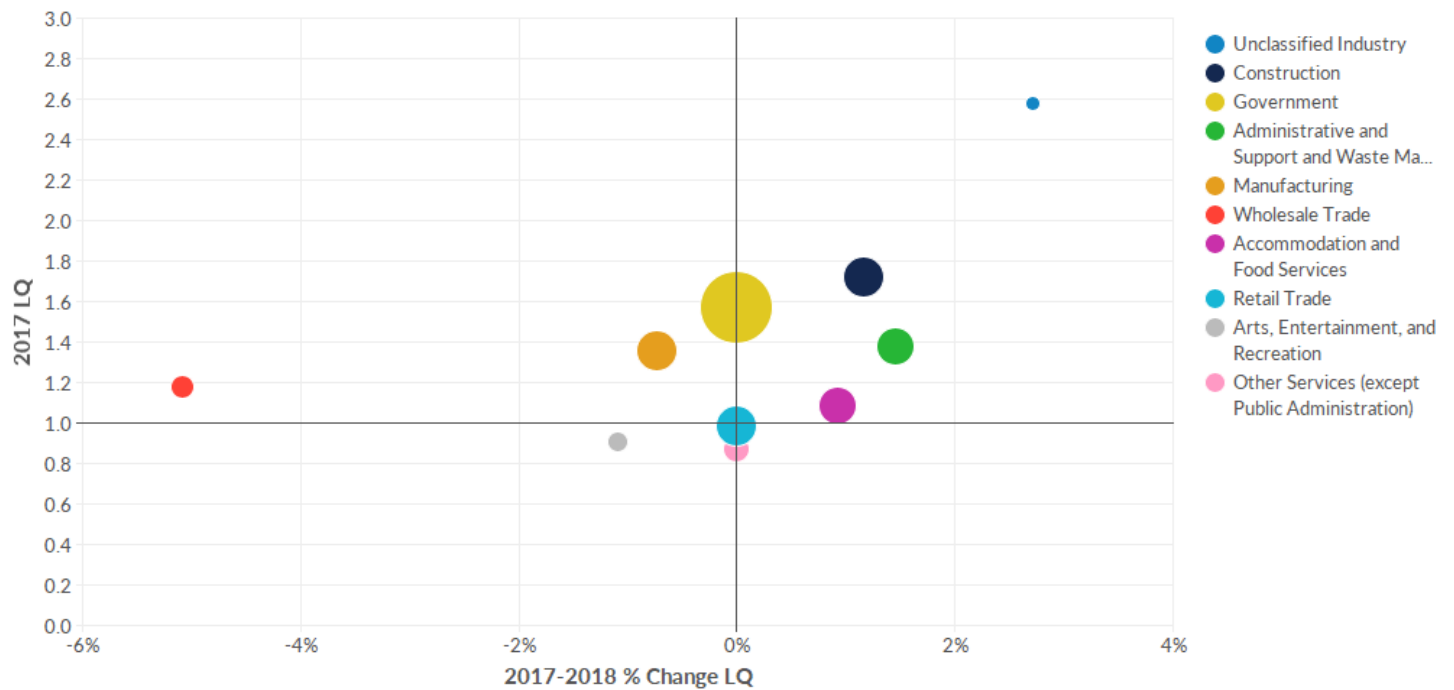
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Construction	4,919	5,047	128	3%	\$74,015
Administrative and Support and Waste Management and Remediation Services	4,444	4,559	115	3%	\$46,072
Professional, Scientific, and Technical Services	2,592	2,664	72	3%	\$66,039
Transportation and Warehousing	1,112	1,168	56	5%	\$43,330
Educational Services	1,122	1,176	54	5%	\$28,950
Accommodation and Food Services	4,255	4,308	53	1%	\$26,552
Other Services (except Public Administration)	2,486	2,532	46	2%	\$28,072
Manufacturing	4,837	4,881	44	1%	\$75,066
Real Estate and Rental and Leasing	1,847	1,890	43	2%	\$42,009
Health Care and Social Assistance	3,920	3,961	41	1%	\$51,073

Most Competitive Industries



Industry	Jobs Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2018 Earnings Per Worker
Administrative and Support and Waste Management and Remediation Services	115	-11	57	46	69	\$46,072
Construction	128	27	63	90	38	\$74,015
Educational Services	54	10	14	24	29	\$28,950
Government	37	-124	132	8	29	\$85,768
Professional, Scientific, and Technical Services	72	10	33	43	28	\$66,039
Agriculture, Forestry, Fishing and Hunting	13	-6	8	2	11	\$41,181
Management of Companies and Enterprises	20	5	4	9	10	\$107,193
Other Services (except Public Administration)	46	5	32	37	10	\$28,072
Accommodation and Food Services	53	-11	54	43	9	\$26,552
Transportation and Warehousing	56	34	14	48	7	\$43,330

Highest Industry Location Quotient



Industry	2017 Jobs	2018 Jobs	% Change	2017 LQ	2018 LQ	% Change LQ	2018 Earnings Per Worker
Unclassified Industry	152	158	4%	2.58	2.65	3.8%	\$61,005
Construction	4,919	5,047	3%	1.72	1.74	0.0%	\$74,015
Government	10,294	10,331	0%	1.57	1.57	0.0%	\$85,768
Administrative and Support and Waste Management and Remediation Services	4,444	4,559	3%	1.38	1.40	0.0%	\$46,072
Manufacturing	4,837	4,881	1%	1.36	1.35	0.0%	\$75,066
Wholesale Trade	2,038	1,940	-5%	1.18	1.12	-8.3%	\$72,654
Accommodation and Food Services	4,255	4,308	1%	1.08	1.09	0.0%	\$26,552
Retail Trade	5,050	5,042	0%	0.98	0.98	0.0%	\$38,610
Arts, Entertainment, and Recreation	1,075	1,090	1%	0.91	0.90	0.0%	\$25,818
Other Services (except Public Administration)	2,486	2,532	2%	0.87	0.87	0.0%	\$28,072

Appendix A - Data Sources and Calculations

Industry Data

Emsi industry data have various sources depending on the class of worker. (1) For QCEW Employees, Emsi primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

ZIP Code Data Disclaimer

Due to a lack of source data at the ZIP code level, Emsi's ZIP-level estimates can be less accurate when looking at a small number of ZIP codes. This is especially likely to occur in rural areas.

State Data Sources

This report uses state data from the following agencies: California Labor Market Information Department

Highest Ranked Industries

Top 10 Industries (2-Digit) in Vista Unified

Emsi Q1 2019 Data Set

March 2019

1234 Arcadia
Vista, California 92084
858-668-4040

Parameters

Regions

Code	Description
92081	Vista, CA (in San Diego county)
92083	Vista, CA (in San Diego county)
92084	Vista, CA (in San Diego county)

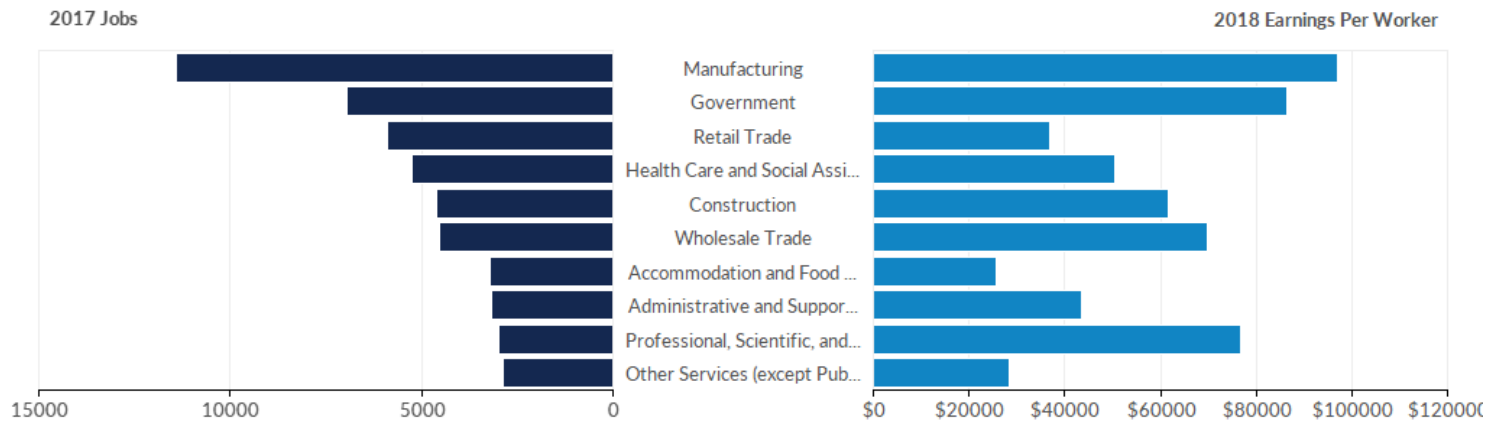
Timeframe

2017 - 2018

Datarun

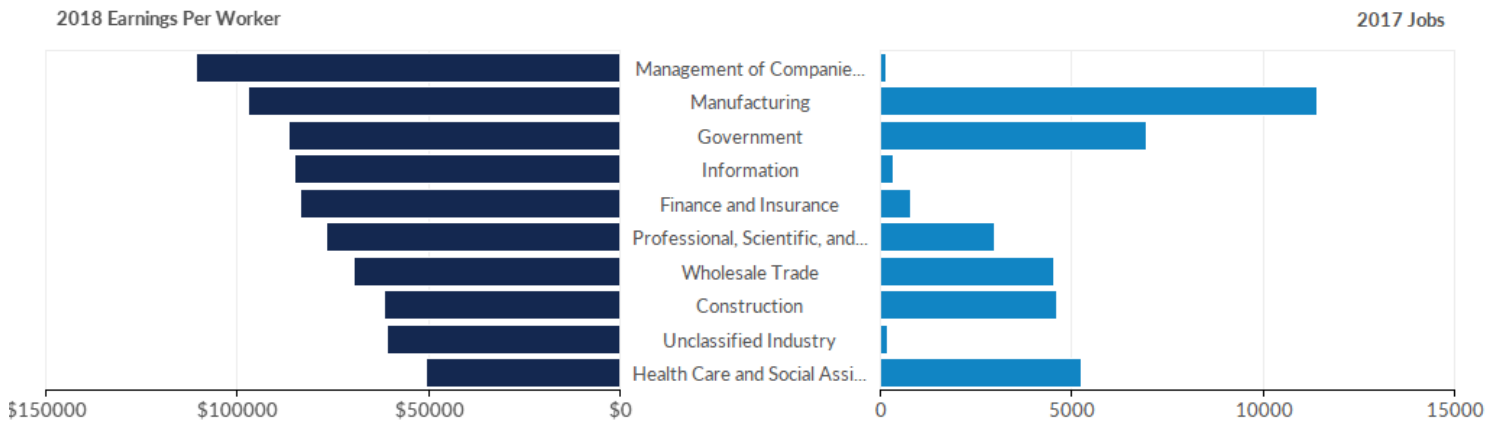
2019.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Largest Industries



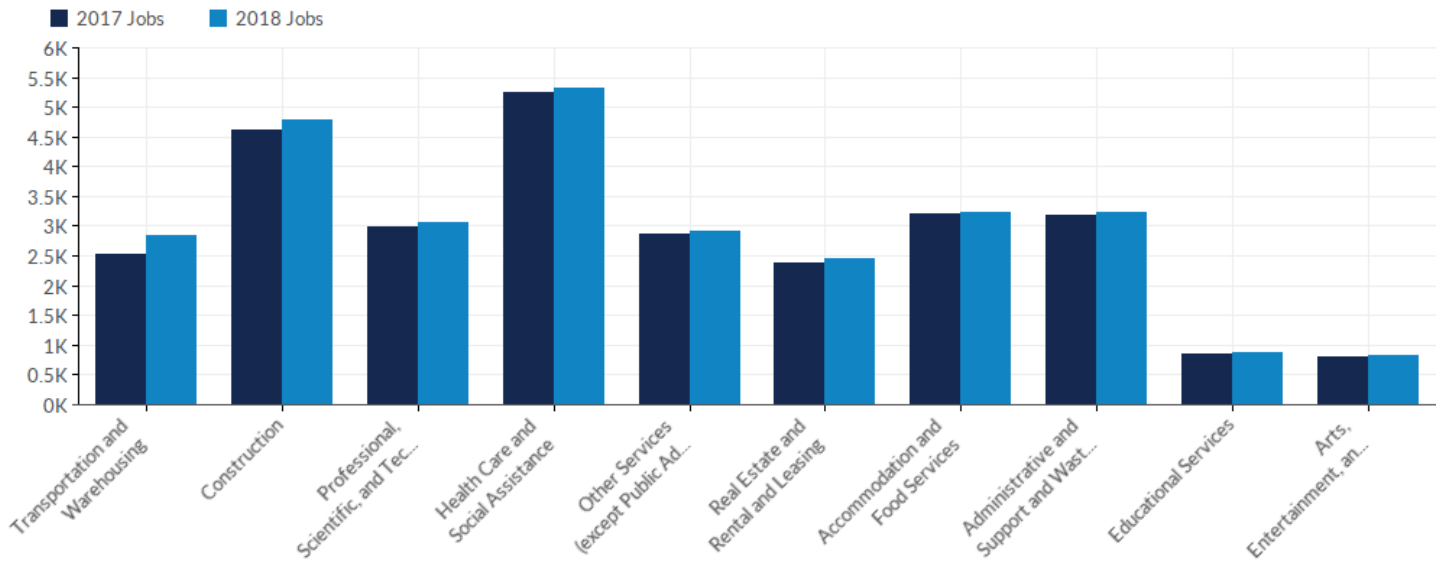
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Manufacturing	11,397	11,268	-129	-1%	\$97,008
Government	6,962	6,938	-24	0%	\$86,476
Retail Trade	5,880	5,879	-1	0%	\$37,011
Health Care and Social Assistance	5,249	5,312	63	1%	\$50,607
Construction	4,607	4,782	175	4%	\$61,659
Wholesale Trade	4,528	4,526	-2	0%	\$69,679
Accommodation and Food Services	3,195	3,234	39	1%	\$25,780
Administrative and Support and Waste Management and Remediation Services	3,189	3,227	38	1%	\$43,670
Professional, Scientific, and Technical Services	3,000	3,069	69	2%	\$76,756
Other Services (except Public Administration)	2,856	2,916	60	2%	\$28,549

Highest Paying Industries



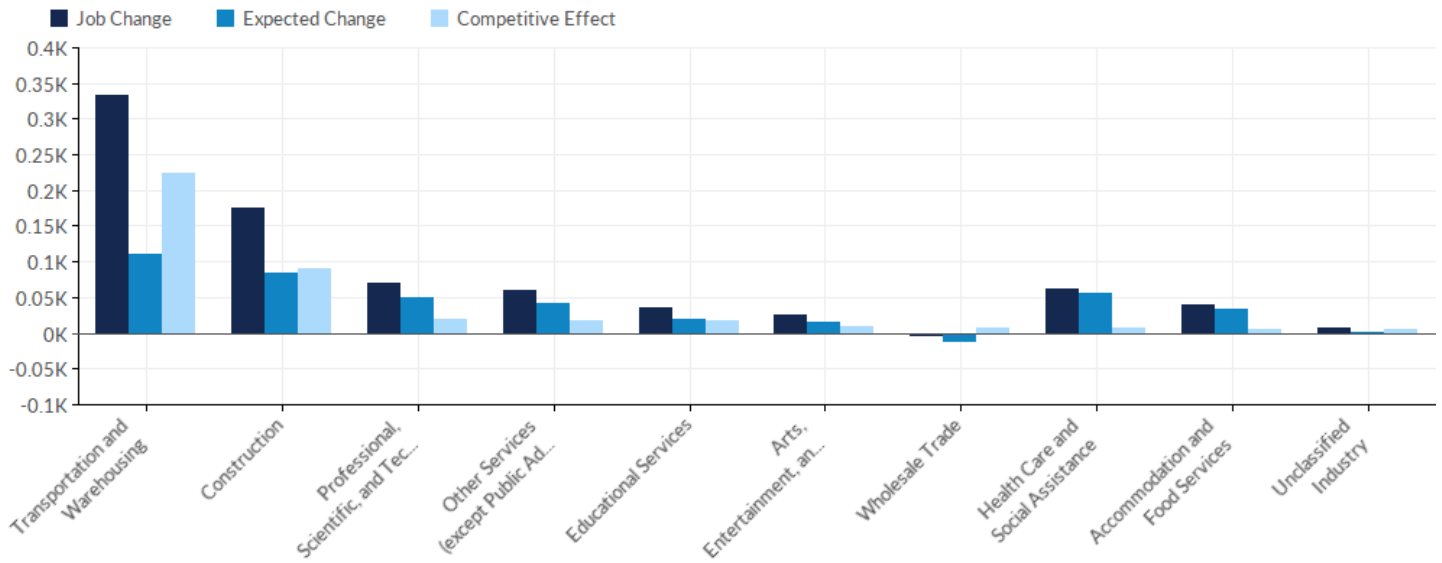
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Management of Companies and Enterprises	144	150	6	4%	\$110,607
Manufacturing	11,397	11,268	-129	-1%	\$97,008
Government	6,962	6,938	-24	0%	\$86,476
Information	326	322	-4	-1%	\$84,995
Finance and Insurance	811	825	14	2%	\$83,456
Professional, Scientific, and Technical Services	3,000	3,069	69	2%	\$76,756
Wholesale Trade	4,528	4,526	-2	0%	\$69,679
Construction	4,607	4,782	175	4%	\$61,659
Unclassified Industry	190	198	8	4%	\$61,005
Health Care and Social Assistance	5,249	5,312	63	1%	\$50,607

Fastest Growing Industries



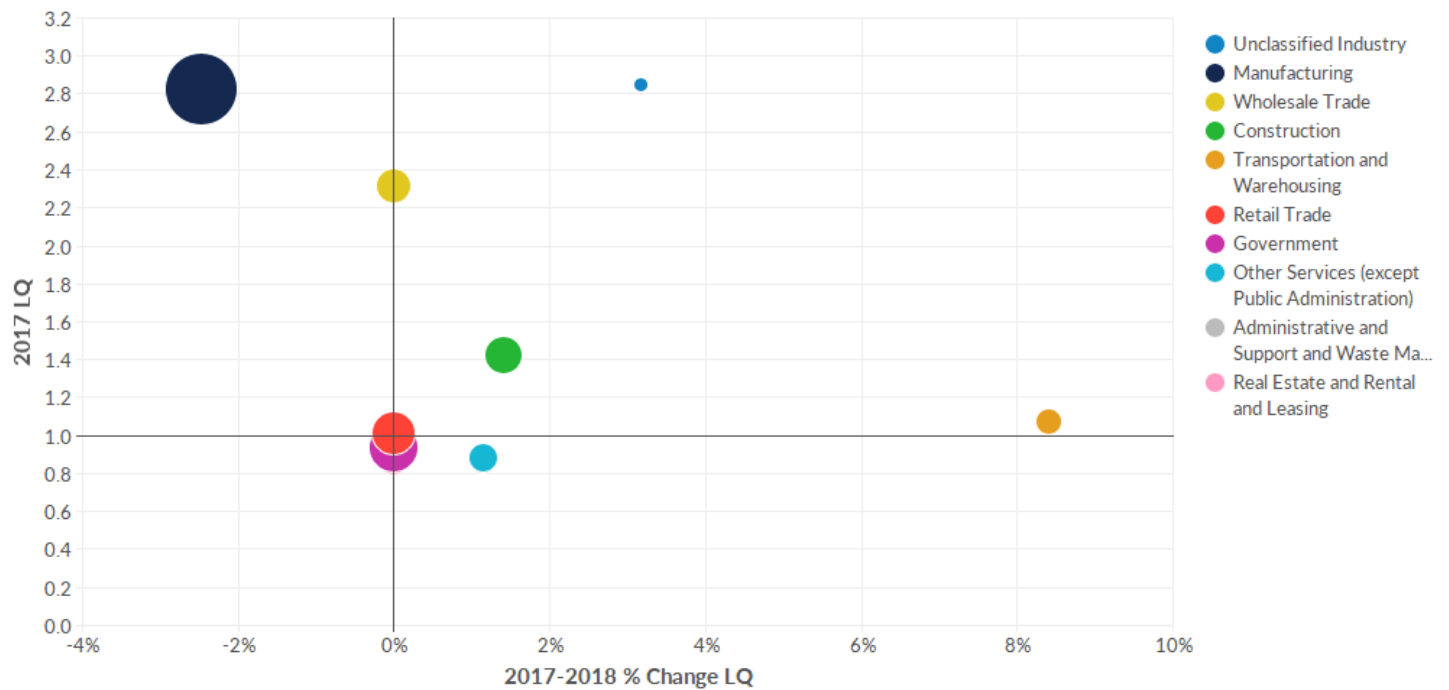
Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Transportation and Warehousing	2,520	2,853	333	13%	\$17,838
Construction	4,607	4,782	175	4%	\$61,659
Professional, Scientific, and Technical Services	3,000	3,069	69	2%	\$76,756
Health Care and Social Assistance	5,249	5,312	63	1%	\$50,607
Other Services (except Public Administration)	2,856	2,916	60	2%	\$28,549
Real Estate and Rental and Leasing	2,387	2,443	56	2%	\$42,974
Accommodation and Food Services	3,195	3,234	39	1%	\$25,780
Administrative and Support and Waste Management and Remediation Services	3,189	3,227	38	1%	\$43,670
Educational Services	845	880	35	4%	\$42,063
Arts, Entertainment, and Recreation	808	832	24	3%	\$25,726

Most Competitive Industries



Industry	Jobs Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2018 Earnings Per Worker
Transportation and Warehousing	333	77	32	109	223	\$17,838
Construction	175	26	59	85	91	\$61,659
Professional, Scientific, and Technical Services	69	11	38	49	19	\$76,756
Other Services (except Public Administration)	60	5	37	42	18	\$28,549
Educational Services	35	8	11	19	17	\$42,063
Arts, Entertainment, and Recreation	24	5	10	15	9	\$25,726
Wholesale Trade	-2	-69	58	-11	8	\$69,679
Health Care and Social Assistance	63	-12	67	55	8	\$50,607
Accommodation and Food Services	39	-8	41	33	6	\$25,780
Unclassified Industry	8	0	2	2	6	\$61,005

Highest Industry Location Quotient



Industry	2017 Jobs	2018 Jobs	% Change	2017 LQ	2018 LQ	% Change LQ	2018 Earnings Per Worker
Unclassified Industry	190	198	4%	2.85	2.94	0.0%	\$61,005
Manufacturing	11,397	11,268	-1%	2.83	2.76	0.0%	\$97,008
Wholesale Trade	4,528	4,526	0%	2.32	2.32	0.0%	\$69,679
Construction	4,607	4,782	4%	1.43	1.45	7.1%	\$61,659
Transportation and Warehousing	2,520	2,853	13%	1.07	1.16	9.1%	\$17,838
Retail Trade	5,880	5,879	0%	1.01	1.01	0.0%	\$37,011
Government	6,962	6,938	0%	0.94	0.94	0.0%	\$86,476
Other Services (except Public Administration)	2,856	2,916	2%	0.88	0.89	0.0%	\$28,549
Administrative and Support and Waste Management and Remediation Services	3,189	3,227	1%	0.87	0.88	0.0%	\$43,670
Real Estate and Rental and Leasing	2,387	2,443	2%	0.86	0.86	0.0%	\$42,974

Appendix A - Data Sources and Calculations

Industry Data

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State Data Sources

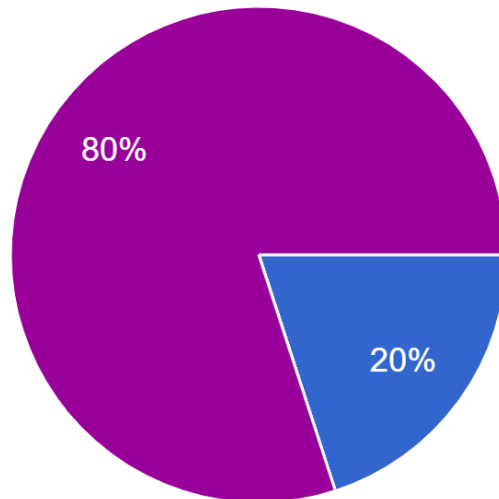
This report uses state data from the following agencies: California Labor Market Information Department

ETCN Self-Assessment

1.1.1.

5 responses

1.1 Consortium maintains effective collaborative processes for planning, implementation and accountability.



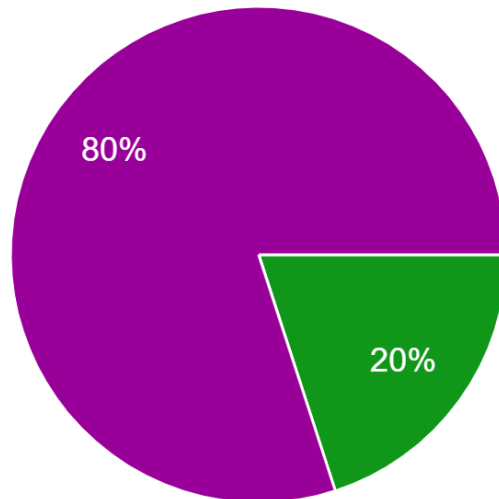
- 1 - No staff positions are charged with overall consortium management/coordination
- 2 -
- 3 - Part-time staff positions are charged with overall consortium management/coordination
- 4 -
- 5 - 1 or more staff positions are charged with overall consortium management/coordination

ETCN Self-Assessment

1.1.2.

5 responses

1.1 Consortium maintains effective collaborative processes for planning, implementation and accountability.



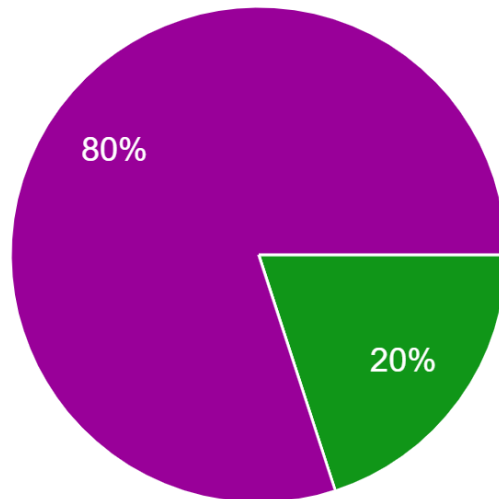
- 1 - Consortium seldom convenes to discuss progress toward goals
- 2 -
- 3 - Consortium occasionally convenes to discuss progress toward goals
- 4 -
- 5 - Consortium frequently to discuss progress toward goals

ETCN Self-Assessment

1.1.3.

5 responses

1.1 Consortium maintains effective collaborative processes for planning, implementation and accountability.



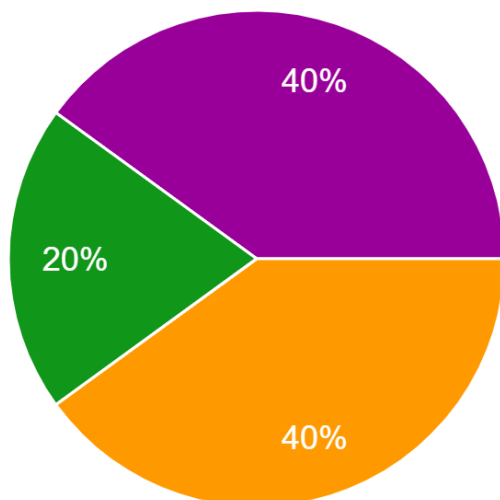
- 1 - Consortium has few documented processes or procedures for facilitating collaboration and coordin...
- 2 -
- 3 - Consortium has some documented processes or procedures for facilitating collaboration and coordin...
- 4 -
- 5 - Consortium has significant documented processes or procedur...

ETCN Self-Assessment

1.2.1.

5 responses

1.2 Consortium agencies have the leadership, management and accountability processes necessary to meet community needs for adult education



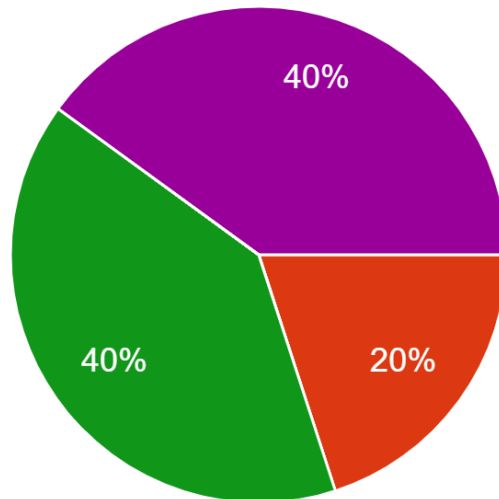
- 1 - Few agency leaders (adult school principals, community college staff with consortium leadership roles (d...
- 2 -
- 3 - Some agency leaders (adult school principals, community college staff with consortium leadership role...
- 4 -
- 5 - Mostly all agency leaders (adult school principals, community colleg...

ETCN Self-Assessment

1.2.2.

5 responses

1.2 Consortium agencies have the leadership, management and accountability processes necessary to meet community needs for adult education



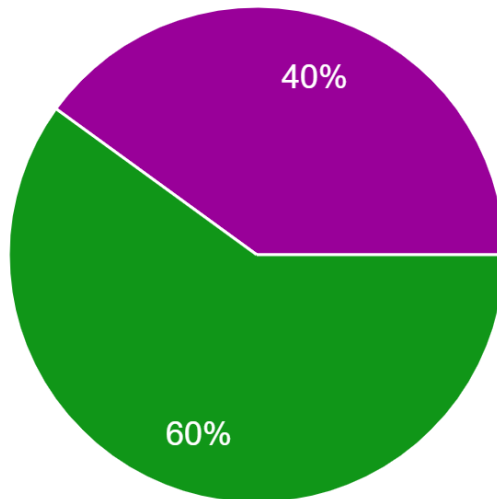
- 1 - Resource allocations (e.g., time and funding) for several agency leadership positions (principals, dea...
- 2 -
- 3 - Resource allocations (e.g., time and funding) for several agency leadership positions (principals, dea...
- 4 -
- 5 - Resource allocations (e.g., time and funding) for several agency lea...

ETCN Self-Assessment

1.2.3.

5 responses

1.2 Consortium agencies have the leadership, management and accountability processes necessary to meet community needs for adult education



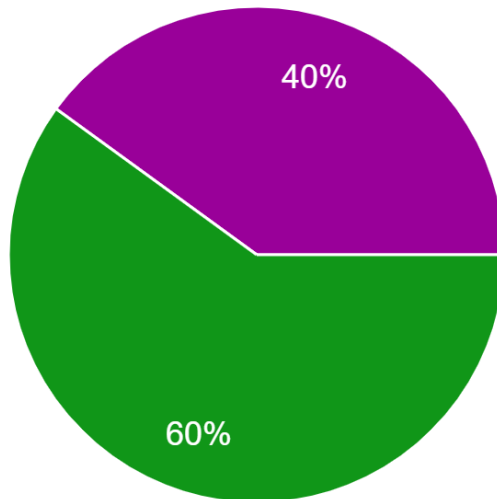
- 1 - Few agencies can be said to participate fully in consortium activities.
- 2 -
- 3 - Some agencies can be said to participate fully in consortium activities.
- 4 -
- 5 - Mostly all agencies can be said to participate fully in consortium activiti...

ETCN Self-Assessment

1.2.3.

5 responses

1.2 Consortium agencies have the leadership, management and accountability processes necessary to meet community needs for adult education



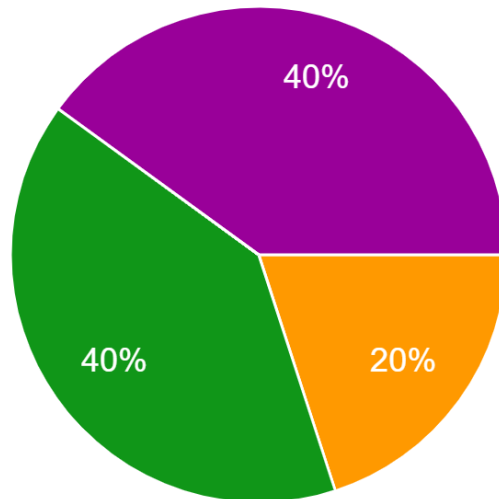
- 1 - Few agencies can be said to participate fully in consortium activities.
- 2 -
- 3 - Some agencies can be said to participate fully in consortium activities.
- 4 -
- 5 - Mostly all agencies can be said to participate fully in consortium activiti...

ETCN Self-Assessment

1.3.1

5 responses

1.3 Consortium agencies have resources that promote adult learning and provide high levels of access to communities of need



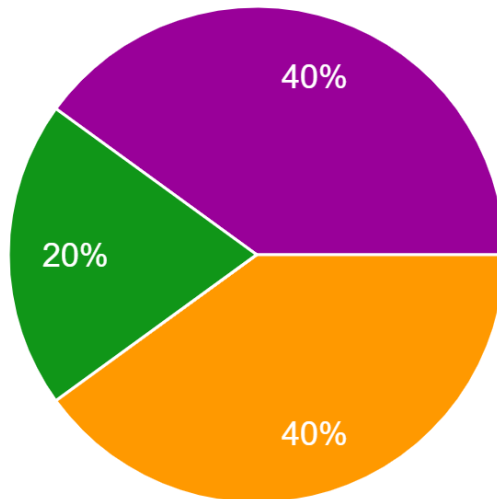
- 1 - Few agencies have staffing models that support agency wide coordination and collaboration to ac...
- 2 -
- 3 - Some agencies have staffing models that support agency wide coordination and collaboration to ac...
- 4 -
- 5 - Mostly all agencies have staffing models that support agency wide co...

ETCN Self-Assessment

1.3.2.

5 responses

1.3 Consortium agencies have resources that promote adult learning and provide high levels of access to communities of need



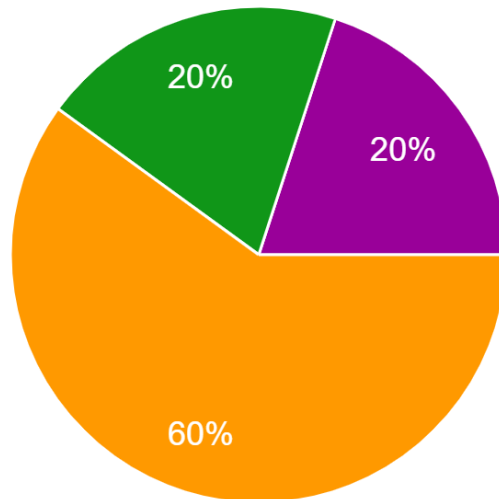
- 1 - Few agencies have access to sufficient number of classrooms and other learning spaces appropriate f...
- 2 -
- 3 - Some agencies have access to sufficient number of classrooms and other learning spaces appropriate f...
- 4 -
- 5 - Mostly all agencies have access to sufficient number of classrooms and...

ETCN Self-Assessment

1.4.1

5 responses

1.4 Professional development provides opportunities for faculty and staff to turn new knowledge into practice



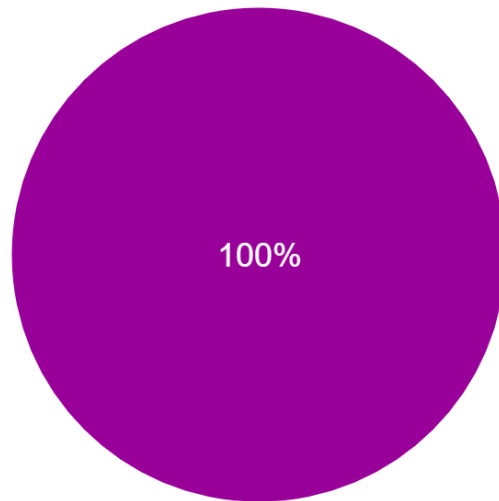
- 1 - New program staff/member representatives are expected to learn about AEBG policies on their own
- 2 -
- 3 - Some new program staff/member representatives receive limited training and orientation to the conso...
- 4 -
- 5 - All new program staff attend local program orientations that includes a...

ETCN Self-Assessment

1.4.2

5 responses

1.4 Professional development provides opportunities for faculty and staff to turn new knowledge into practice



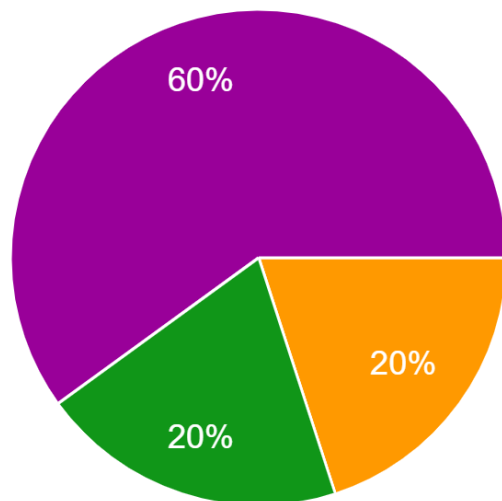
- 1 - Existing professional development for staff has not been aligned to ensure that the skills of staff meet th...
- 2 -
- 3 - Existing professional development for staff is somewhat aligned to ensure that the skills of staff meet th...
- 4 -
- 5 - Existing professional development opportunities for staff are clearly ali...

ETCN Self-Assessment

2.1.1

5 responses

2.1 Consortia and members collaboratively engage prospective students from communities of high need to provide services in aligned program areas



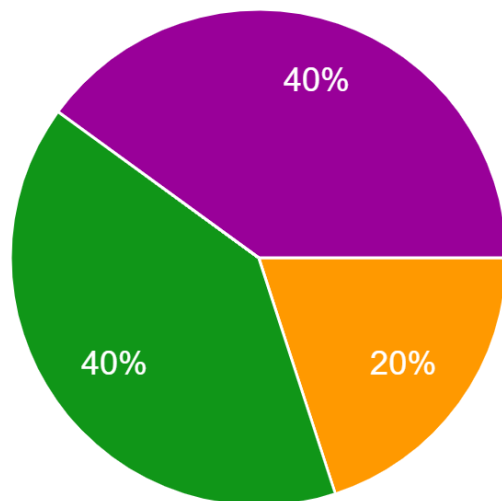
- 1 - Existing professional development for staff has not been aligned to ensure that the skills of staff meet th...
- 2 -
- 3 - Existing professional development for staff is somewhat aligned to ensure that the skills of staff meet th...
- 4 -
- 5 - Existing professional development opportunities for staff are clearly ali...

ETCN Self-Assessment

2.1.2

5 responses

2.1 Consortia and members collaboratively engage prospective students from communities of high need to provide services in aligned program areas



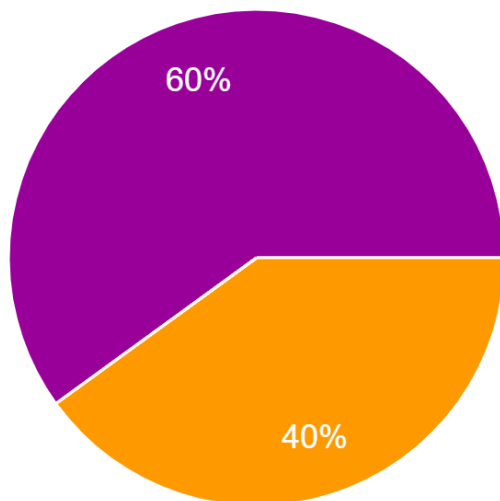
- 1 - Few programs conduct outreach or early engagement with prospective students to help them understand e...
- 2 -
- 3 - Some programs conduct outreach or early engagement with prospective students to help them understand e...
- 4 -
- 5 - Mostly all programs conduct outreach or early engagement with...

ETCN Self-Assessment

2.1.3

5 responses

2.1 Consortia and members collaboratively engage prospective students from communities of high need to provide services in aligned program areas



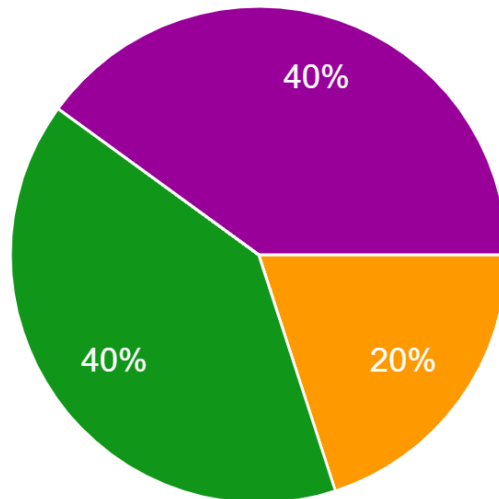
- 1 - Data are not used to inform recruitment
- 2 -
- 3 - Some census data, labor market data and/or assessments of regional and community needs are used to i...
- 4 -
- 5 - Recruitment is consistently informed by census data, labor market data and/or assessments of...

ETCN Self-Assessment

2.2.1

5 responses

2.2 Consortium agencies demonstrate a "no-wrong door" approach to regional education and training



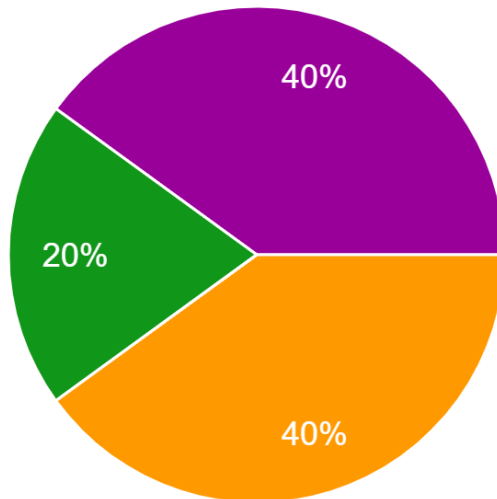
- 1 - Few counselors and advisors are knowledgeable of programs and services offered by the consortium
- 2 -
- 3 - Some counselors and advisors are knowledgeable of programs and services offered by the consortium
- 4 -
- 5 - Mostly all counselors and advisors are knowledgeable of programs and...

ETCN Self-Assessment

2.2.2

5 responses

2.2 Consortium agencies demonstrate a "no-wrong door" approach to regional education and training



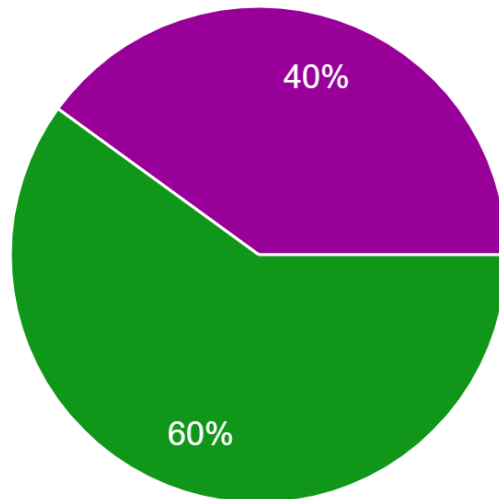
- 1 - Counselors/advisors are not comfortable referring students to programs or agencies outside of the...
- 2 -
- 3 - Counselors/advisors are somewhat comfortable referring students to programs or agencies o...
- 4 -
- 5 - Counselors/advisors are comfortable referring students to pr...

ETCN Self-Assessment

2.2.3

5 responses

2.2 Consortium agencies demonstrate a "no-wrong door" approach to regional education and training



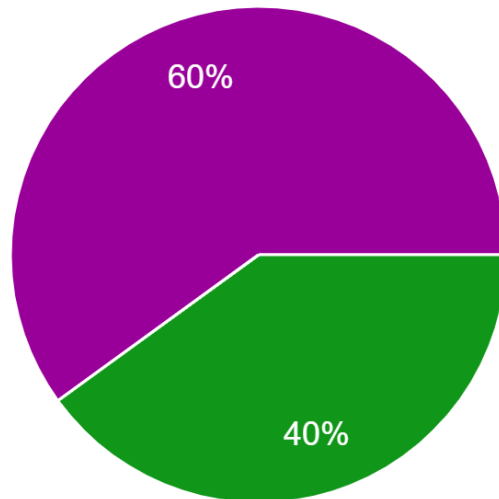
- 1 - Few if any agencies have program maps that clearly delineate requirements and aligned career pa...
- 2 -
- 3 - Some agencies have program maps that clearly delineate requirements and aligned career pa...
- 4 -
- 5 - Mostly all agencies have program maps that clearly delineate require...

ETCN Self-Assessment

2.2.4

5 responses

2.2 Consortium agencies demonstrate a "no-wrong door" approach to regional education and training



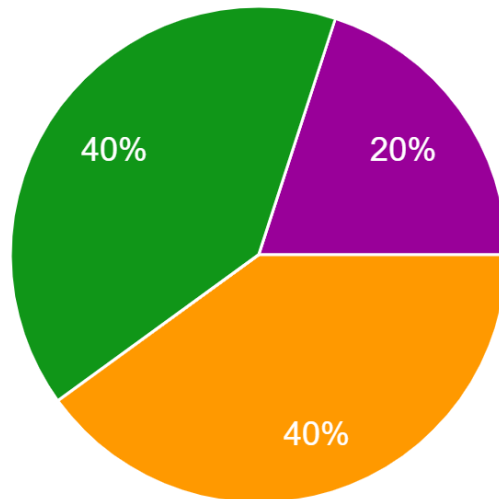
- 1 - Curricula are seldom organized around common standards for program areas college and career r...
- 2 -
- 3 - Curricula are somewhat organized around common standards for program areas college and career r...
- 4 -
- 5 - Curricula are mostly all organized around common standards for progr...

ETCN Self-Assessment

3.1.1

5 responses

3.1 Consortia members orient adult learners in a manner that is culturally responsive and promotes self-efficacy and confidence



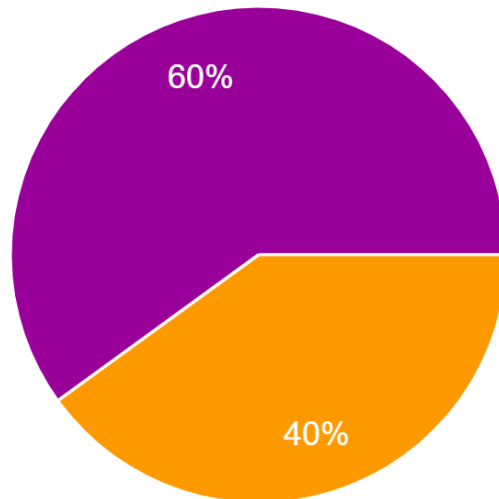
- 1 - Few programs provide mandatory orientation for first-time students
- 2 -
- 3 - Some programs provide mandatory orientation for first-time students
- 4 -
- 5 - Programs provide mandatory "high touch" orientation for first-time students designed to help students i...

ETCN Self-Assessment

3.1.2

5 responses

3.1 Consortia members orient adult learners in a manner that is culturally responsive and promotes self-efficacy and confidence



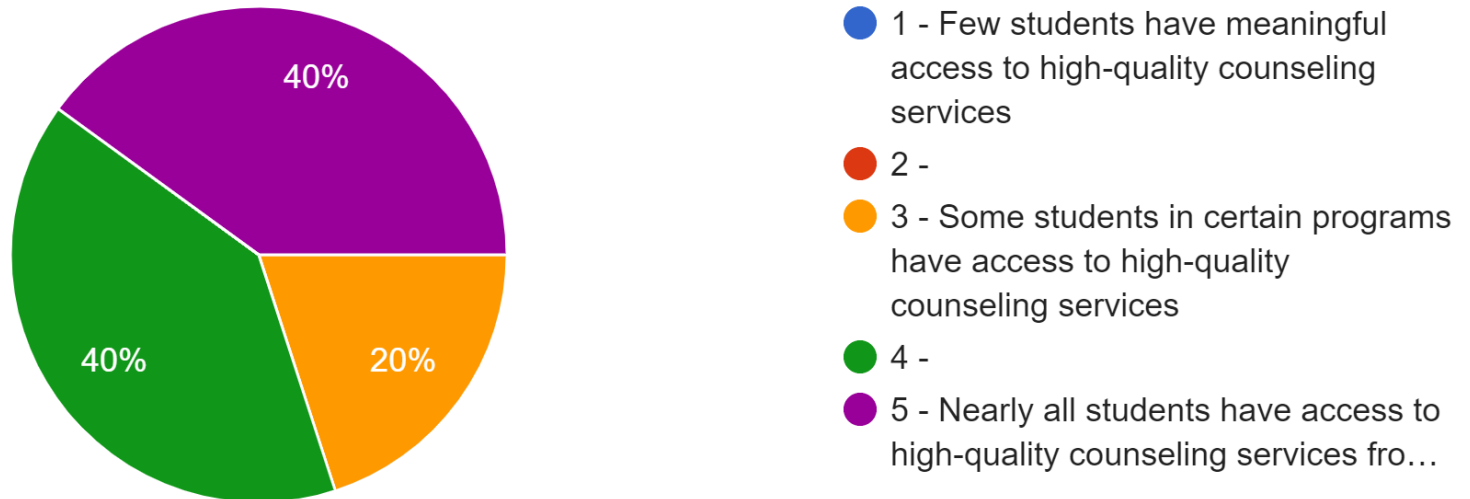
- 1 - Few to no partnerships exist among community providers
- 2 -
- 3 - Some partnerships exist among a few providers in the community to provide counseling, social and acad...
- 4 -
- 5 - Programs partner with providers in the community to provide case management services to students, i...

ETCN Self-Assessment

3.1.3

5 responses

3.1 Consortia members orient adult learners in a manner that is culturally responsive and promotes self-efficacy and confidence

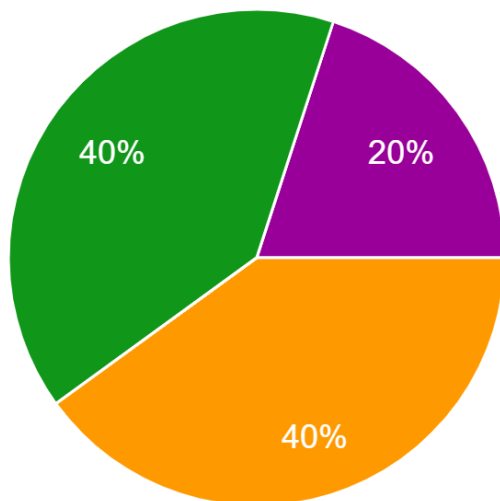


ETCN Self-Assessment

3.2.1

5 responses

3.2 Consortia and members use multiple measures to inform placement, education and career planning, classroom instruction and continuous improvement activities.



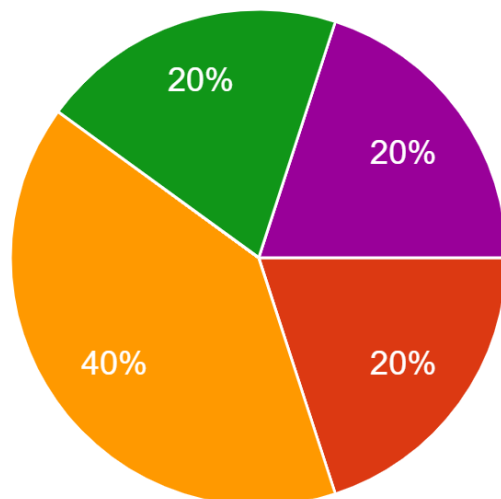
- 1 - There is little to no uniformity or consistency among providers regarding assessment, placement a...
- 2 -
- 3 - There is some consistency among providers regarding assessment, placement and use of individual lear...
- 4 -
- 5 - Providers have adopted common assessments and placement policie...

ETCN Self-Assessment

3.3.1

5 responses

3.3 Students complete individualized educational plans that reflect an informed understanding of their educational and career options



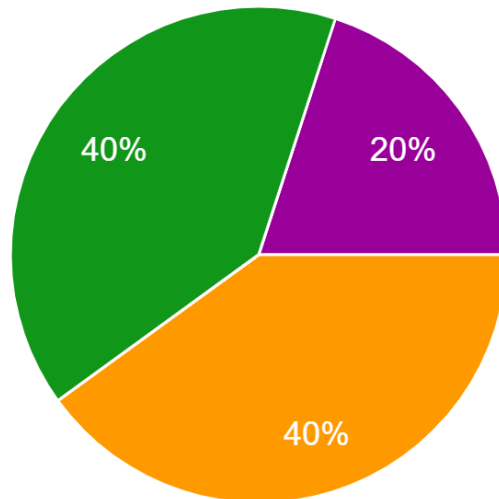
- 1 - Few students develop meaningful individual educational plans
- 2 -
- 3 - Some students develop individual educational plans they use to track progress through their programs
- 4 -
- 5 - Individualized educational and support service plans are developed early in the educational experience...

ETCN Self-Assessment

3.3.2

5 responses

3.3 Students complete individualized educational plans that reflect an informed understanding of their educational and career options



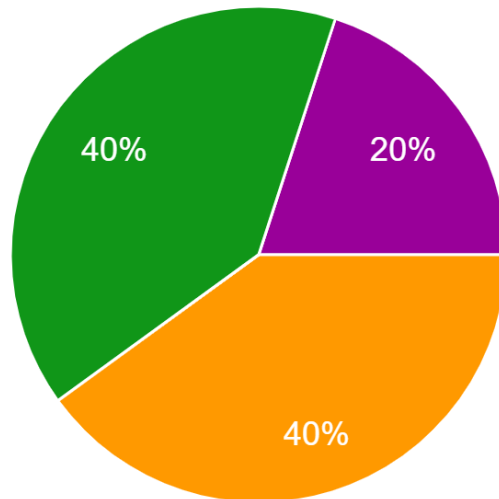
- 1 - Career planning occurs at the end of students' programs, if at all
- 2 -
- 3 - Some programs provide integrated career planning that is sometimes captured as part of a student's individualized educational plan
- 4 -
- 5 - Learning plans are shared across agencies and drive academic and career planning. Career planning is integrated into the learning plan

ETCN Self-Assessment

3.4.1

5 responses

3.4 Consortia and members collaborate in the provision of proactive counseling and support services to promote persistence and long-term student success



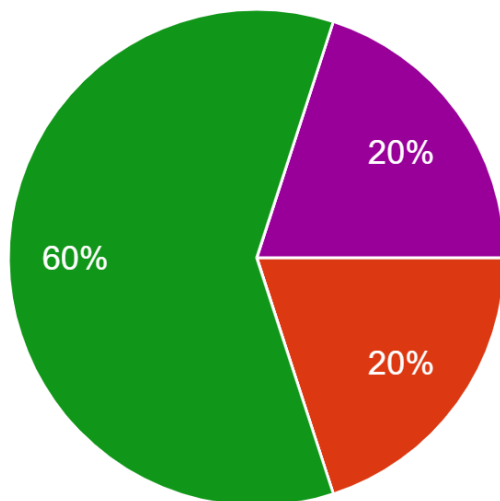
- 1 - Few agencies assess or promote the full range of wrap-around supports students need
- 2 -
- 3 - Some programs informally assess students needs and make referrals to partners for services
- 4 -
- 5 - Students are provided the full range of student services to support...

ETCN Self-Assessment

3.4.2

5 responses

3.4 Consortia and members collaborate in the provision of proactive counseling and support services to promote persistence and long-term student success



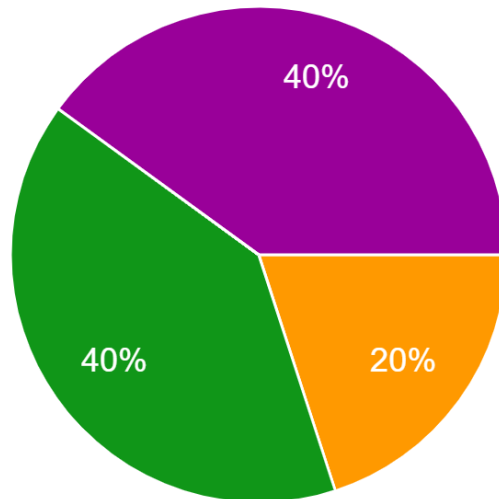
- 1 - There is almost no consistent approach to proactively identifying student needs or connecting them t...
- 2 -
- 3 - Dedicated advisors/staff/faculty tend to coordinate academic and non-academic supports to students, tho...
- 4 -
- 5 - Early alert systems are integrated into programs and prompt action by...

ETCN Self-Assessment

4.1.1

5 responses

4.1 Agencies have aligned and articulated programs



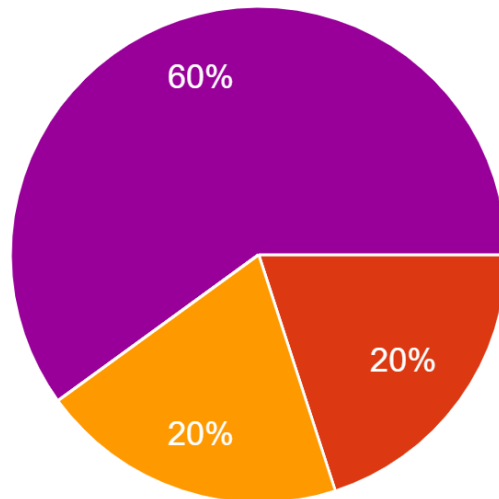
- 1 - No alignment has occurred
- 2 -
- 3 - Some alignment has occurred, and some curricula have been updated based on current learning theory and promising practices
- 4 -
- 5 - Curricula are aligned, up-to-date and informed by current learning theory and promising practices with...

ETCN Self-Assessment

4.1.2

5 responses

4.1 Agencies have aligned and articulated programs



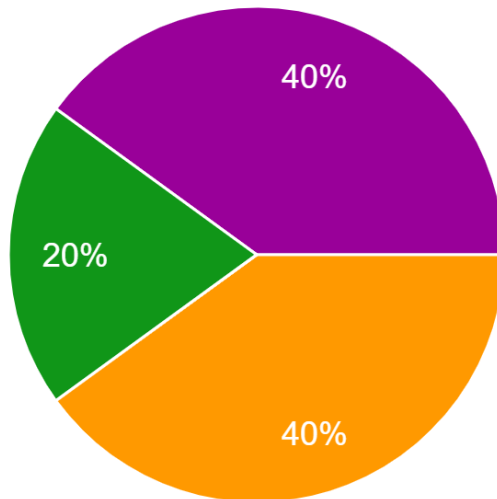
- 1 - No alignment/articulation has occurred
- 2 -
- 3 - Some programs are monitored for successful alignment and articulation
- 4 -
- 5 - Consortia/members actively track performance of aligned programs using established data collection procedures and agreed upon meas...

ETCN Self-Assessment

4.2.1

5 responses

4.2 Agencies offer robust integrated education and training programs



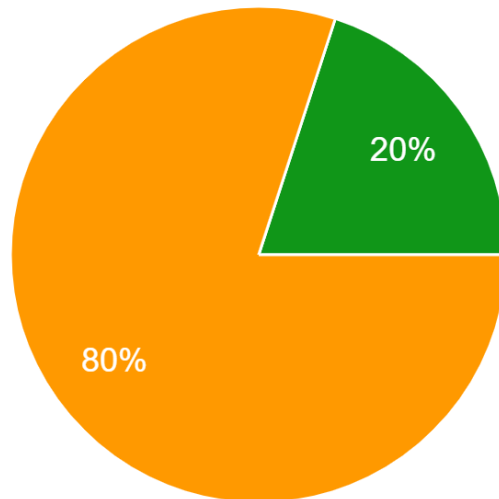
- 1 - Minimal contextualized ESL is provided at a small number of agencies
- 2 -
- 3 - Some concurrent enrollment is available
- 4 -
- 5 - Several concurrent enrollment opportunities across a number of disciplines are available

ETCN Self-Assessment

4.2.2

5 responses

4.2 Agencies offer robust integrated education and training programs



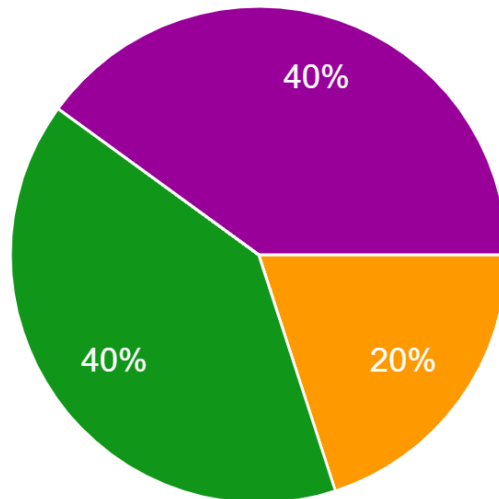
- 1 - Few to no concurrent enrollment opportunities are available
- 2 -
- 3 - Some contextualized ESL or basic skills IET courses are provided
- 4 -
- 5 - Basic skills and ESL courses are contextualized to include workforce training and workforce preparation activities

ETCN Self-Assessment

4.3.1

5 responses

4.3 Agencies provide coordinated, ongoing and consistent student support



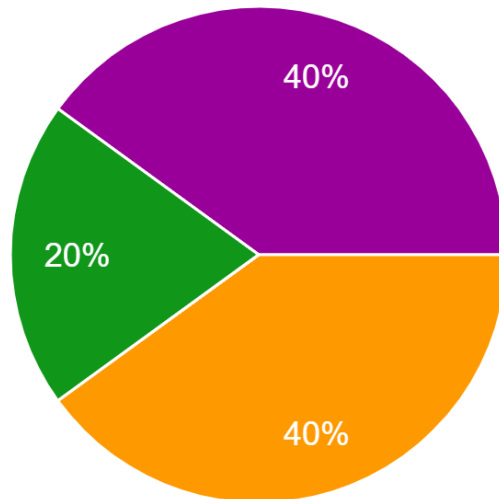
- 1 - There is little to no coordination around student support services
- 2 -
- 3 - Some agencies have processes for tracking student support needs and acting on data to ensure studen...
- 4 -
- 5 - Members have shared tools and procedures for collecting counseling, transition and support services data...

ETCN Self-Assessment

5.1.1

5 responses

5.1 Programs demonstrate effectiveness in training students into post-secondary and/or the workforce



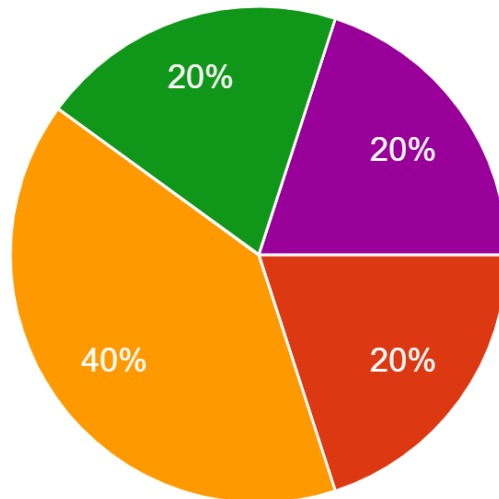
- 1 - There is little to no coordinated case management or formal support for transition into post-secondary or...
- 2 -
- 3 - Some agencies provide case managed transition support, though processes may not be uniform or ali...
- 4 -
- 5 - Members have shared systems and procedures to support transitio...

ETCN Self-Assessment

5.1.2

5 responses

5.1 Programs demonstrate effectiveness in training students into post-secondary and/or the workforce



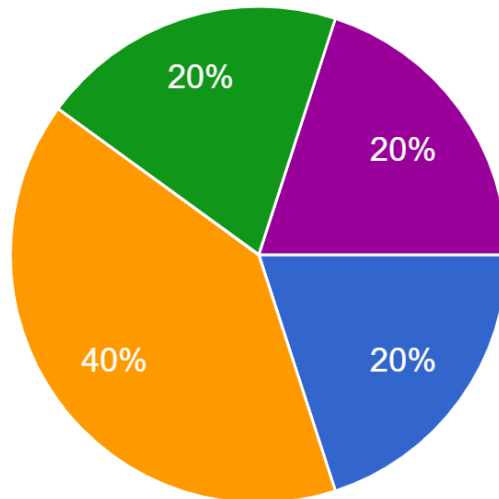
- 1 - Few programs have formal articulation/dual-enrollment policies or agreements
- 2 -
- 3 - Some programs have formal articulation/dual-enrollment policies or agreements
- 4 -
- 5 - Nearly all programs have formal articulation/dual-enrollment policies...

ETCN Self-Assessment

5.1.3

5 responses

5.1 Programs demonstrate effectiveness in training students into post-secondary and/or the workforce



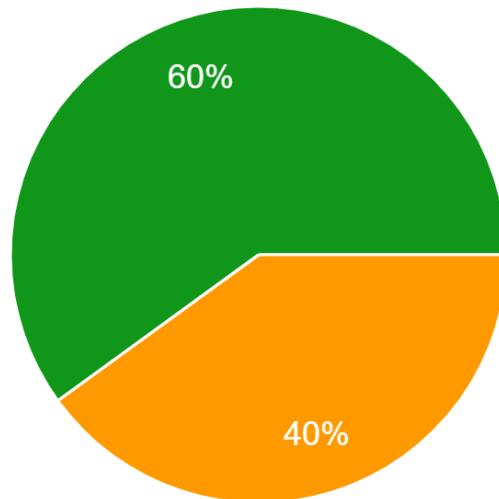
- 1 - The consortium does not set performance targets and only rarely looks at student achievement in a c...
- 2 -
- 3 - Some programs may set performance targets and/or there are consortium pans to develop proces...
- 4 -
- 5 - Nearly all consortium agencies actively collaborate to set and track...

ETCN Self-Assessment

5.2.1

5 responses

5.2 Partnerships with local workforce and community service providers are integrated into programs of study



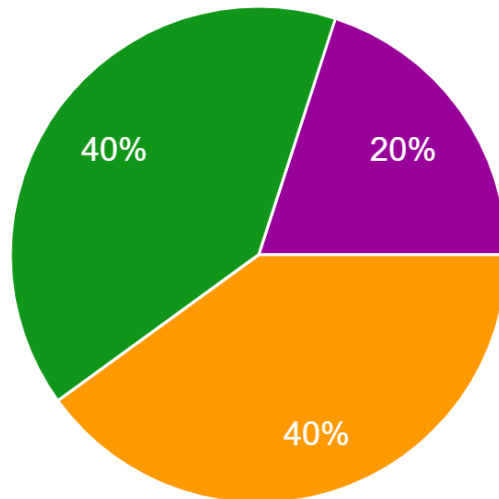
- 1 - Programs have few if any formal relationships with regional partners
- 2 -
- 3 - There are some formal agreements with regional partners to provide support services in select n...
- 4 -
- 5 - Programs actively collaborate with partners to provide service-learning, job-shadowing, mentoring, internshi...

ETCN Self-Assessment

5.3.1

5 responses

5.3 Programs conduct continuous improvement planning that is in conjunction with all regional adult education stakeholders



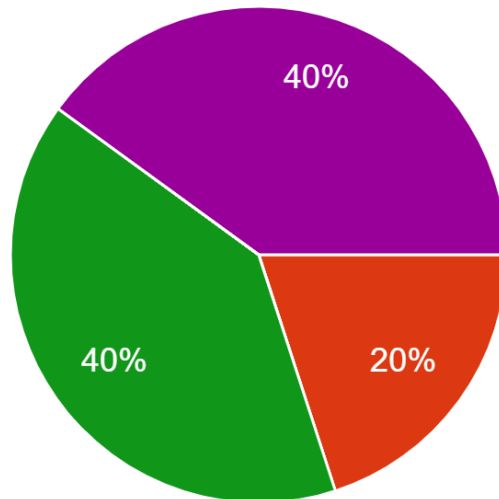
- 1 - Relatively little formal evaluation of program effectiveness conducted
- 2 -
- 3 - Program regularly assess their effectiveness supporting student goal achievement using data from AEBG...
- 4 -
- 5 - Program regularly assess their effectiveness supporting student goal achievement using data from AEBG...

ETCN Self-Assessment

5.3.2

5 responses

5.3 Programs conduct continuous improvement planning that is in conjunction with all regional adult education stakeholders

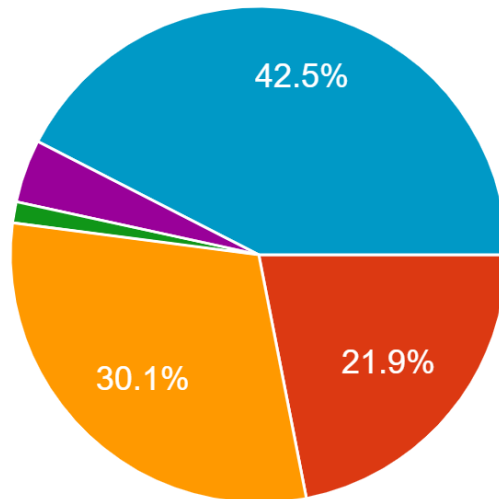


- 1 - Consortium does not conduct meaningful continuous improvement planning. When it does, community...
- 2 -
- 3 - Community partners, staff, faculty, students and other stakeholders are sometimes involved in continuous i...
- 4 -
- 5 - Community partners, staff, faculty, students and other stakeholders are...

ETCN Instructor & Staff Survey

1. Your District / School or College

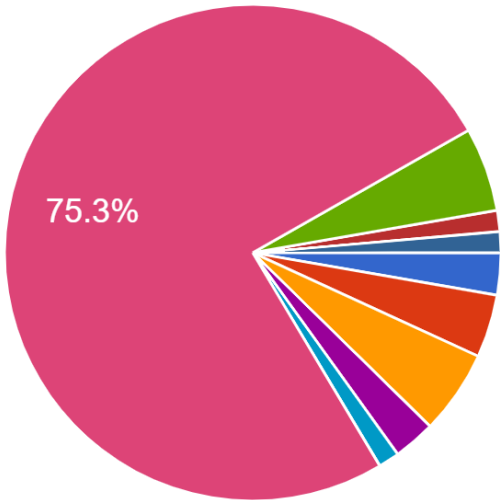
73 responses



- Escondido Union High School District / Escondido Adult School
- Palomar College
- Poway Unified School District / Poway Adult School
- Ramona Unified School District / Ramona Adult School
- San Marcos Unified School District / San Marcos Adult School
- Vista Unified School District / Vista...

2. What is your current role or position?

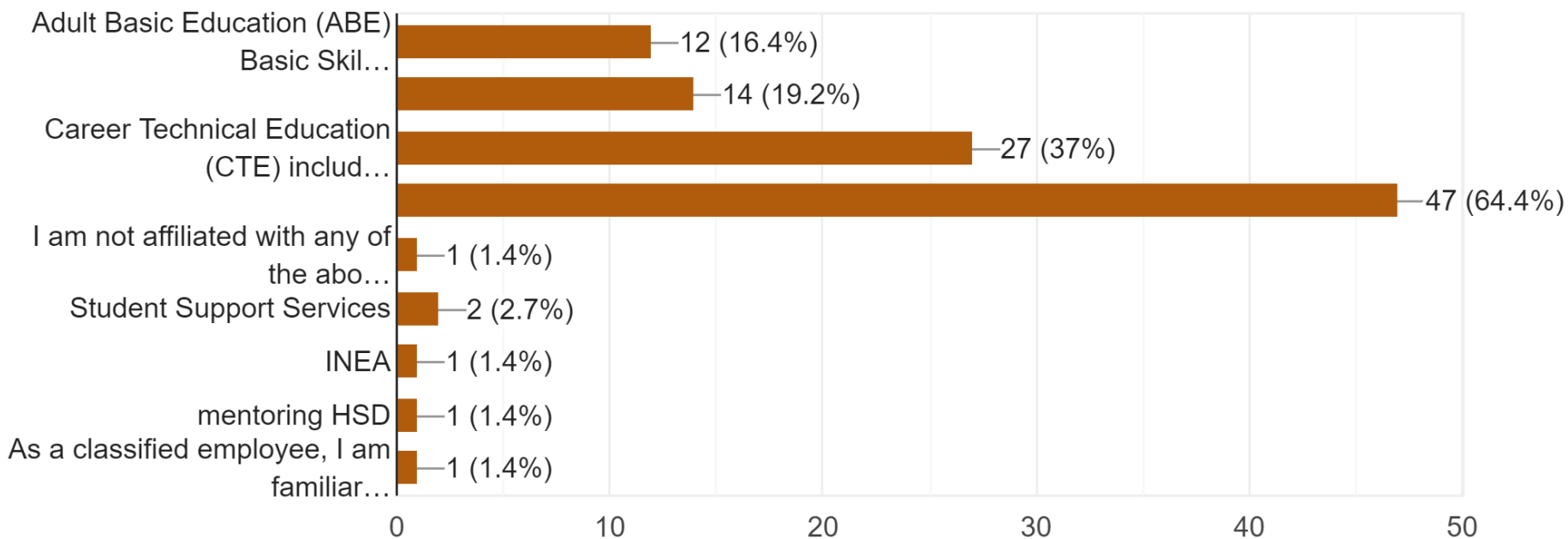
73 responses



- Community College Administrator / ...
- K-Adult School Administrator / Distri...
- Program Coordinator / Manager
- ETCN Shared-Position Staff
- Career Education Specialist / Transi...
- Counselor / Adviser
- Instructor / Faculty / Teacher
- Classified Staff

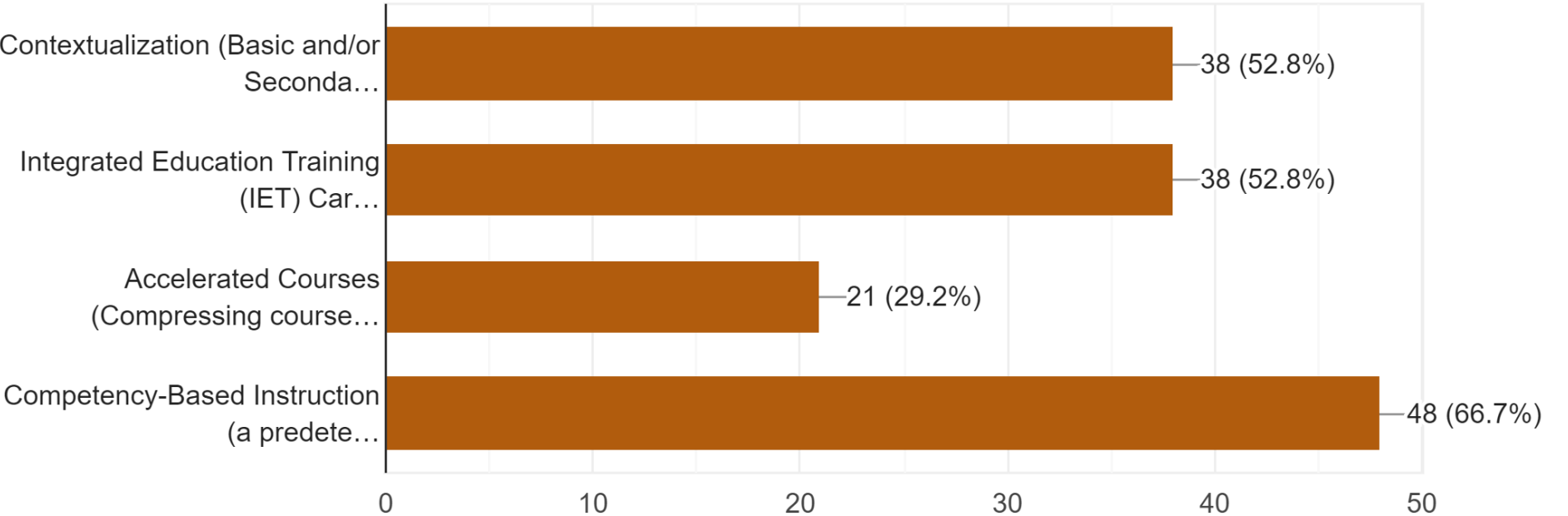
3. What program(s) are you affiliated with? (Check all that apply)

73 responses

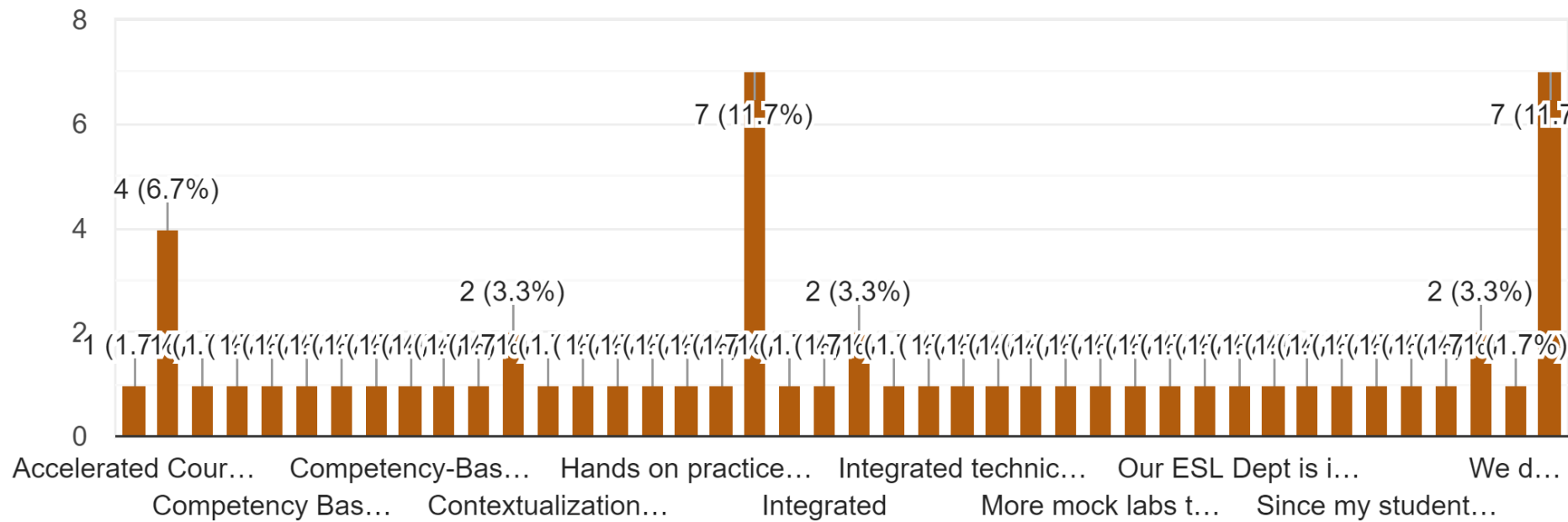


4. Which of the following strategies to accelerate student progress are currently being used within your program area(s)? (Check all that apply)

72 responses



60 responses



6. At your school, what additional course offerings are needed?

CPR and resume writing

Customer Service

I think stronger remedial classes would be great.

Excel Training leading to Certification, Early Childhood Education possibly the entry-level courses in the certificate program at Palomar such as CHDV 125 or 135 which are art and music based. These may be adapted for English learners more readily and could serve as carrots to getting students engaged in career courses and prepared for college CTE transitions in an accelerated way.

More IET with our CTE courses

None that I am aware of at this moment.

more combined courses where students can access ESL and ABE/ASE simultaneously, or ESL and CTE together.

Pronunciation

Phlebotomy courses, medical billing, etc.

IET

Hands-on training courses for a variety of vocations

not sure

basic vocational skills competency

I think students need more basic education to accompany their language learning.

Elective courses

ROP course

Life Skills- resume building, financial aid workshops, etc.

None

Current course offerings are adequate.

More technology

English lectures, Science lectures

Electives - Life skills, time management and more lectures.

Teacher - directed learning, lectures; life skills

Electives - more, Life skills - parenting etc, Intra - personal skills

Life skills electives, lectures for writing, test taking, teacher directed instruction.

6. At your school, what additional course offerings are needed? (continued)

Grow IT, CTE = Acct & different/additional medical programs

Technology training, pronunciation class

Lower level English support class that is not ESL.

We have the best software and we already addressed more lab/computer based instruction for the class by using a new book.

4 days per week citizenship

6 days a week citizenship

Citizenship 4 days a week.

4 days a week citizenship class

4 day citizenship class per week

Culinary, Food service handling, Medical, CPR, Business

More CTE courses.

Expansion of health pathway, ICT pathway and advanced manufacturing/engineering.

English for the workplace

unsure

Medical Math, time management teaching like skills

A writing lab where a teacher is assigned to teach writing skills above what is taught in the classroom

Soft Skills

A basic nursing dosage calculation math course would be advisable.

I believe the students in the medical pathways could benefit from a medical math course and possibly a writing for the professional environment course.

Uploading resume and supplemental documents and certificates to job postings.

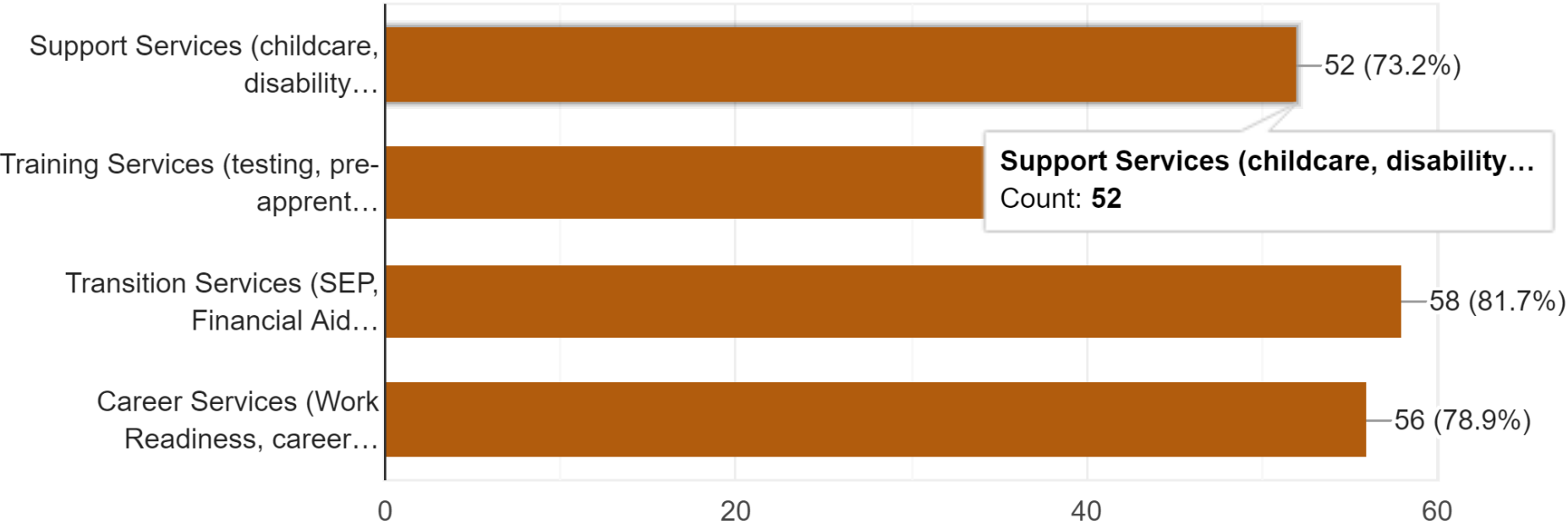
ESL Conversation

Job acquisition skills

More options for students who have completed Advanced ESL

7. Of the identified CA Adult Education Program (AEP) Services, which ones are being successfully offered at your school? (Check all that apply)

71 responses



8. At your school, what additional services are needed for students?

Internships

I think stronger job placement services are important for our students. More testing for CTE industry valid certifications aligned to competency based, college-articulated, entry-level CTE coursework / training. More networking opportunities for students to practice speaking in professional, school-based or other engaging settings. Internships which I am working towards.

Just delving into increased training services

I think the services we offer are good ones to offer; we need to make them each stronger and more accessible.

internships or work placement programs

Childcare

transportation and child care

Training services

not sure

The list may apply to what is offered on the main campus, but not to what is offered at the satellite site where I teach in the evening.,

Transition Services and Career Services

Career Services (Work Readiness, career exploration, job counseling, job search, job placement, etc..)

Embedded tutors would be nice.

Transition Services

I'm not yet in a position to comment on this.

N/A

Students do not know support staff or how to use them.

Support services - Students need to know which counselor to go to for various students.

Chomebooks for satellite ESL locations.

Conversation in English with instructors and or staff one on one instruction helps.

More internships

Technology training

8. At your school, what additional services are needed for students?

I really feel we have a lot of support in place. Maybe someone could talk about the types of certifications tests. I feel that of all the schools I have moved at VAEd does a really good job of supporting programs, teachers and students. The staff is very supportive in a group and individual basis, they provide workshops and transportation/field trips to the community college, I would like to maybe have meetings with students and hiring personnel to budge interview session, but again maybe that is already planned.

4 evenings or 4 days, citizenship classes.

Childcare

Childcare options, transportation options

Not sure.

Work-based learning opportunities, including internships, work experience.

Digital Literacy - Computer for beginners

unsure

More intership options

Hot meals and resume writing

Ways to motivate, drive students. Capture their attention

Can't think of any at this time.

More successful guest speakers like them.

Most of these services have been met here at Vista Adult Education School.

I really believe the student have multiple layers of wonderful support at this time.

More technology availability within the classroom.

no answer

Maybe the Culinary can provide healthy snacks for the students that attend night school. Resume assistance, interview training.

Transportation

Goal setting and advising for ESL students

Daycare for Transition/Advanced Plus ESL

9. What kind of professional development would be most valuable to you to affect learner outcomes? (Check all of interest)

72 responses

