



Solano Adult Education Consortium

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Section 2: Comprehensive Regional Three-Year Plan

2.1 Executive Summary

The Solano Adult Education Consortium (SAEC) continues to make strides in addressing adult education and workforce training needs for students, job seekers, and regional industry. Currently, SAEC has 6 members that serve all of Solano County. During flexibility, only 2 out of 4 adult schools were operational. Since 2013 and the beginnings of AB 86, SAEC has rebuilt its adult programs in Vacaville and Benicia, expanded programs and services for its largest cities' adult schools in Vallejo and Fairfield, built a stronger relationship with Solano Community College, and re-engaged the Solano County Office of Education as a cohesive and foundational support for our educational and workforce programs.

The 2015-18 plan focused on the CAEP 7 program areas, addressing regional needs and gaps, and developing consortium capacity to rebuild and expand adult education and workforce opportunities for all adult students in the region. The original plan's 7 goals highlighted expanding ESL and high school completion offerings, developing seamless transitions to postsecondary training, providing more counseling and supportive services, expanding short-term CTE, supporting adults 18-22 with an IEP, and creating K-12 success programs for parents and community members. Although the influx of CAEP funding helped enormously to rejuvenate adult education in Solano County, the process of rebuilding and aligning has been somewhat cumbersome and slow due to staff capacity, time constraints, and competing agendas. Another larger issue has been data and accountability and how to accurately measure consortium progress as a whole. Only Vallejo and Fairfield-Suisun, as long-time WIOA recipients, have been continuously collecting data through TopsPro, so it has been challenging to accurately measure burgeoning schools' progress, transitions to postsecondary, and gains made by students.

All in all, Solano's adult schools have increased their enrollment numbers and program offerings by leaps and bounds. With this increase in access and enrollment, many more Solano adults have improved their literacy levels, obtained high school diplomas or equivalency, and completed postsecondary certificates and training programs. Since Solano Community College does not have a non-credit program and having no mechanism to measure college transitions, SAEC has been collaborating on developing bridge programs that align with the College's guided pathways and regional workforce needs. Over the past year and a half SAEC has also created a stakeholder workgroup around English Language Learners (ELL), which has produced student-centered planning and alignment and comprehensive marketing materials to reach more ELL in our community. The Solano County Office of Education

(SCOE) also has a limited adult program serving adult with disabilities, a paraeducator course, and workforce and supportive services to adults with barriers to education and employment. SCOE rejoined our consortium in 2018 and has contributed greatly to our capacity building as an umbrella organization that connects our K-12 districts at more levels. Since rejoining SAEC, SCOE has received 2 grants that will greatly improve our recruitment and capacity to provide student supportive and career service needs. In collaboration with Solano County Behavioral Health, SCOE was granted \$300K to create wellness centers at our adult school sites. SCOE was also awarded a \$550K grant from the Workforce Development Board of Solano County to provide opportunity youth comprehensive education and career services to help them make sound decisions about their future and career choices, as well as expose them to opportunities through work experiences that will prepare them to be successful in Solano's economy.

Another highlight of SAEC's accomplishments is its regional collaborations to share professional development opportunities and leverage resources with community partners. The Workforce Development Board of Solano County has been a key partner in applying for grants, improving student access to workforce services through co-enrollment and onsite engagement with students, and collaborating on the implementation of a countywide data integration system, CommunityPro Systems, which will greatly improve our ability to collect data and improve outcomes on postsecondary transition, co-enrollment, job attainment, and wage growth. SAEC is also a voting member of the local board, which has also provided critical demographic and labor market information to align our programs with regional industry. SAEC has also strengthened its relationships with the Solano Public Library system, County Health and Social Services, North Bay Regional Center advisory committee, labor unions, and other community-based organizations. Community partners attend SAEC's professional development trainings and consortium meetings. Through another grant, SAEC and its library partners participated in a 40 hour trauma-informed workshop that will inform SAEC as we build wellness centers at our adult schools over the next 3 years.

Organizationally, SAEC has improved its operating structure through normalized meetings, synching district calendars, formalized collaboration and information sharing, and planning consortium-wide activities. SAEC has also created workgroups that address data and accountability and ELL students. Through these workgroups, relationships among staff at all levels are deepening and have resulted in tangible results for a better understanding of data integrity and its impact on student outcomes and funding. The ESL stakeholders workgroup has a better understanding of the ELL landscape in Solano County to create a shared vision to serve more students more effectively.

The SAEC regional plan for 2019-2022 focuses on building capacity and programs, strengthening connections with community partners, developing pathways that lead to postsecondary transitions, and bolstering student support services.

GOAL 1: Build and Strengthen Connections with Community Partners

Each SAEC Member will carry out 2 events or activities per year to engage students and staff at all levels with partner organizations. These activities may include open houses, career & resource fairs, advisory committees, industry roundtables, and other stakeholder engagement activities that align with each member's unique demography, key industries, and program objectives. Consortium members will support each other and share challenges and successes.

GOAL 2: Improve Student Persistence

Through the implementation of the CommunityPro data integration system, SAEC will develop consortium-wide student intake, goal setting, and individual learning plans as well as support service referral and transition processes to improve student persistence and success. SAEC allocated a portion of the COLA to hire a transition specialist to work with students, design systems and processes, and implement CommunityPro consortium-wide. The data and accountability workgroup will expand to import and aggregate data to improve student outcomes.

GOAL 3: Develop Seamless Postsecondary Transitions

SAEC will increase the number of transfer students by 20% each year by developing a transitions workgroup with key Solano College and adult school staffs, establishing a regular onsite presence of College outreach specialists at adult schools, and developing activities and events that expose non-traditional students to postsecondary opportunities. The 2019-20 school year will be a baseline measure.

GOAL 4: Develop Consortium-wide Career Pathways/Programs

Each year, SAEC will develop one pathway/program aligned with key industry sectors that propels student directly into a sustainable wage job or a postsecondary training trajectory. These courses will be piloted by one member and then shared among adult schools to reach all students throughout the county. These courses may also include developing integrated education and training for ELL and ABE students.

GOAL 5: Marketing/Visibility

In order to strategically market workforce programs and build a more aligned and efficient system, SAEC will develop a comprehensive marketing plan for one workforce training program each year to promote to the community. The outreach materials will include labor market information, career pathway options, and wage information. Activities to highlight each program will include work site visits, industry speakers, student ambassadors, interviews with industry, etc. This first program's marketing plan will be a blueprint for future promotional programs.



In order to strengthen SAEC's shared mission, each goal is broken down into a feasible timeline with strategies and indicators to measure outcomes. The objectives focus on individual members' unique demographics, key industry sectors, and student needs, while creating processes that build and strengthen consortium governance and cohesiveness. This second phase of planning has highlighted the need for collaboration among consortium members as well as with broader community resources. As members' CAEP funds carryover has grown smaller and budgets have stabilized, SAEC members have come together with more trust and authenticity to build an adult education and workforce system in Solano County that effectively and efficiently uses the limited amount of human and fiscal resources.

2.2 Pre-Planning Assessment

Over the past 3 years, SAEC has been involved in a variety of regional stakeholder convenings and initiatives that have centered around opportunity youth, adults with disabilities, English Language Learners, people with multiple barriers reentering the workforce, as well as other populations served by CAEP. In the current robust economy, many regions and industries are looking to fill positions with workers from all walks of life. Connecting a diverse reentry or non-traditional population of students and job seekers with key industry sectors in Solano County is a major driver of programs. Like most adult programs, SAEC's adult students and job seekers require more than just a high school diploma and English proficiency. Foundationally, many need life and soft skills training, career and workforce services, mental health and wellness services, legal services, stable transportation and childcare, and the list goes on. Academically, non-traditional students need an academic plan that addresses a person's life and career goals, a career pathway that has multiple entry and exits points, digital literacy, and relevant technical skills. Most of all, students and job seekers need assistance navigating the many agencies, organizations, and programs that can support moving them toward a sustainable wage job and self-sufficiency in a region with higher than average unemployment and less than affordable housing options. SAEC's mission is to support all adults in their personal, academic, and professional goals, which sometimes entails helping people rebuild their lives. With a finite amount of funding, SAEC members realize that it is critical to understand our student and job seeker needs and strengthen connections to the community of support in Solano County and beyond.

Besides the pre-planning activities over the last 3 years, SAEC has studied program, demographic, and workforce data, surveyed community partners, staff, and students, consulted with a CAEP consultant to hash out shared goals and challenges, and assessed its current workgroup and collaborative efforts.

Data

With the assistance of the Workforce Development Board of Solano County, SAEC members now have a deeper understanding of the demographic, programmatic, and workforce data that will drive programming for each city's student and industry needs in the context of the county and region. The CAEP Consortia Fact Sheets were also introduced as a quick resource to use for academic and workforce program planning. With this deep dive into data and through our ongoing data and accountability workgroup, SAEC members realized that our data collection and reporting needs to be more accurate and uniform and how this data can better inform our program development.

Surveys

SAEC surveyed students, staff, administrators, and community partners to gauge awareness and the impacts of SAEC's programs and services. What stands out from staff responses is that more career education classes, postsecondary transitions, digital literacy, Adult Basic Education, and student support services are needed to serve students more effectively. Staff feel that the quality of programs is good, but there needs to be more of it to meet the needs of the community and to be responsive as demographics and workforce trends change. More collaboration with other consortium members is desired to improve programming and student outcomes, yet it seems to be at superficial levels among consortium member staffs. In order to remove barriers to deeper collaboration, staff responded with paid staff time, incentives, interest, and guidance. Staff's knowledge of partner organizations is average with frequent and occasional collaboration to improve and expand programs and services.

Many of the community partner responses were from organizations that serve low-income families, people with disabilities, unemployed people, and people lacking basic skills and English language proficiency. These agencies mainly provide education, transportation, childcare, and other basic needs to their customers. Respondents know about adult education programs mainly through mailed catalogs and flyers, promotional material in public places, and word of mouth. Some also see information on social media. Many also expressed on-site visits by clients and in-person info sessions to build awareness to reach more potential students. Solano's community partners are ready and willing to expand innovative and collaborative partnerships through leveraging resources, co-enrolling participants, and facilitating workshops for shared students and job seekers.

As for student feedback, most students are looking for a school that is close to home, low cost, and with flexible schedules. Many are looking for a job or a better job and would like more career training and employment services opportunities. The feedback from students was sparse, so focusing on a process to survey students more often to align programs with student need is an opportunity SAEC will work on.

From the surveys, SAEC learned that staff and community partners are eager to collaborate more to offer coordinated services to students and job seekers. Because adult education funding is finite, investing time and money in strategies to build awareness and strengthen relationships at all levels of organizations is an effective solution that produces learner persistence and improved student outcomes.

CAEP Consultation

Through the consultation services offered by CAEP TAP, Bob Harper, Executive Director of the South Bay Consortium, facilitated a listening and pre-planning session in March. Members were asked:

- 1) What is going well in the consortium?
- 2) What is each member’s pie in the sky dream or aspiration?

From that discussion, consortium members were able to authentically articulate their thoughts and reflections over the past few years and listen to others’ successes and challenges. This listening session was extremely helpful and produced the beginnings of SAEC’s 3 year plan objectives.

<p align="center">What’s Going Well (Strategies that work)</p>	<p align="center">Dream/Aspirations (Plan Objectives)</p>
<ul style="list-style-type: none"> · Building Programs – Bringing Adult Education Back · Welcoming Change · Regional Perspective · Communication – Shared Goals · Building Trust · Share Expertise · Mutual Support 	<ul style="list-style-type: none"> · Sharing Staff/Staff Capacity · More Access to Solano College · Building Connections with Community Partners · Clear Pathways · Supplemental Supports · Marketing/Visibility · Data Reporting

The pre-planning process highlighted the opportunity to grow and expand with the commitment and passion from staff, students, and community partners. It also became apparent that in order to grow, SAEC members need to work together more to hammer out shared problems and replicate successes. Supporting Solano’s community of adult learners and job seekers is a continual process, one that will require a deeper dive into many sources of data and intensive relationship building with individuals and organizations.

Table 1. Regional Service Providers

Provider Name	Provider Type	Address	Program Areas							
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS
Workforce Development Board of Solano County	Workforce Development	320 Campus Lane Fairfield CA				X	X	X		
Benicia Public Library	Literacy Programs	150 E L St Benicia CA	X	X	X		X			X
Solano County Libraries	Literacy Programs	Multiple locations across Solano	X	X	X		X	X		X
Solano County Behavioral Health	Health & Wellness	275 Beck Ave. Fairfield, CA						X		
Department of Rehabilitation	Vocational Rehabilitation	450 Chadbourne Rd # A, Fairfield CA					X	X		
Employment Development Department	Employment Services	1440 Marin St. Vallejo CA						X		
Legal Services of Northern CA	Legal Services	1810 Capitol Street Vallejo CA						X		
Fighting Back Partnership	Poverty Prevention &	505 Santa Clara St. Vallejo CA						X		

	Community Building									
Northern CA Laborers Training Center	Trades Instruction	1001 Westside Drive San Ramon					X	X	X	
North Bay Trades Introduction Program	Trades Instruction	North Bay Region					X	X	X	
Associated Builders & Contractors, Inc. NORCAL	Trades Instruction	4577 Las Positas Road, Unit C Livermore CA					X	X	X	
Family Resource Centers	Youth and Family Support Services	Multiple locations across Solano	X		X			X		X
Boys and Girls Club	Youth Development	100 Holly Ln Vacaville CA						X		X
Small Business Development	Small Business Support	1111 Webster St Fairfield CA				X		X		



Table 2. Funding for Adult Education Programs and Services

Source and Type of Funds	Funding Estimates FY2019-20	Funding Estimates FY2020-21	Funding Estimates FY2021-22
State / Federal Funding			
AEP	\$4,022,224	\$4,022,224	\$4,022,224
CalWORKs	\$34,000	\$34,000	\$34,000
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$574,670	\$574,670	\$574,670
Other			
Health Systems Development Grant	300,000	\$0	\$0
WIOA Youth Program: Career in Focus	550,000	300,000	300,000
Total	\$5480894	\$4930894	\$4930894

2.3 Community Need and Customers

Demographically, Solano County is the 5th most racially diverse county in the U.S. with an estimated 450,000 people. There are 211,500 people in the workforce with roughly 110,000 people commuting out of the county. Solano’s median income at \$66,828 is higher than the state average of \$61,818, but the lowest in the Bay Area. Due to the proximity to the Bay Area, Solano County has the highest percentage (35%) of families living below the Self-Sufficiency Standard in the Bay Area with 1 in 5 receiving some form of government assistance. Although Solano County does not have a large community-based organization landscape, the collaborative force is strong and cohesive. In contrast to San Francisco County where residents give \$1300 per capita to charity, Solano residents give \$3. Solano County sits along the Interstate 80 corridor between the Sacramento region and Bay Area, which makes it somewhat of a bedroom community with the trappings of unaffordable housing, lower wages than neighboring regions, higher unemployment, and economic and educational disparities.

Solano County Demographics

Educational Attainment		Age Distribution of Population		Ethnic Composition of Population	
Less than high school	12.4%	Under 5 years old	6.1%	White	39.0%
High school graduate only	23.3%	5 to 19	19.0%	Hispanic	25.8%
Some college, no degree	28.7%	20 to 44	33.8%	Asian	14.8%
Associate’s degree	10.0%	45 to 64	27.0%	African-American	13.8%
Bachelor’s degree	17.9%	65 and older	14.1%	Other	6.6%
Graduate degree	7.7%			(incl. mixed race/Pacific Islander)	

SAEC Program Demographics

Solano County's diversity is reflected in the many distinctions in each of its main cities.

Vallejo is the largest and most racially diverse city with the highest poverty (15.4%) and people without high school diplomas (12.3%). Solano County as a whole has a higher than average population of people under 65 with disabilities with Vallejo having the highest percentage at 8.7%. California's average is 6.9%. Vallejo also has the highest unemployment rate at 4.3%, higher than the CA average of 4.2%. Vallejo Regional Education Center (VREC) was able to continue services during flexibility and served 1736 students in 2017-18 according to CASAS data. Student population is majority female with more than half identifying as Hispanic or Latino. African Americans make up the largest race at VREC. Vallejo's foreign born population is 26% with VREC's ESL program serving 30% of its student population.

Fairfield is the second largest city with 10.6% of people living below the poverty level and 11.4% of people without a high school diploma. Fairfield is the County Seat and has the largest employer base. Fairfield's unemployment rate is 3.7%. Fairfield-Suisun Adult School (FSAS) was also operational during flexibility and served 3113 students in 2017-18. FSAS' largest program areas are ESL, HSD/HSE and CTE. FSAS serves almost as many CTE students as it does ESL and HSD/HSE. FSAS' population is majority female with half identifying as Hispanic or Latino. Fairfield has a foreign born population of 22% with 30% of students enrolled in ESL classes. FSAS is at maximum capacity with staff and resources to serve the community of ESL students.

Vacaville is the third largest city located closer to the Sacramento region on I-80 corridor. 8.8% of Vacaville residents are living below the poverty level and 11.4% of people don't have a high school diploma. Vacaville's unemployment rate is 3.4%. Vacaville's adult education program was completely shut down during flexibility and revived with the AB 86 regional planning grant. In 2017-18, Vacaville became a WIOA grantee. Vacaville served 398 students in 2017-18, mostly ESL and HSD students. Vacaville also has a robust program for adults with disabilities in collaboration with PACE Solano. Vacaville has expanded its program hours to include evening classes and has expanded its CTE offerings.

Benicia is just across the bridge from Contra Costa County with 7.2% of residents living below the poverty line and 3.7% without a high school diploma. Benicia did not have an adult education program leading up to AB 86 and formed a partnership with Benicia City Library to expand its ESL and HSE program. Benicia is also expanding its CTE offerings and getting its data collection and reporting up to speed for more accurate accountability.

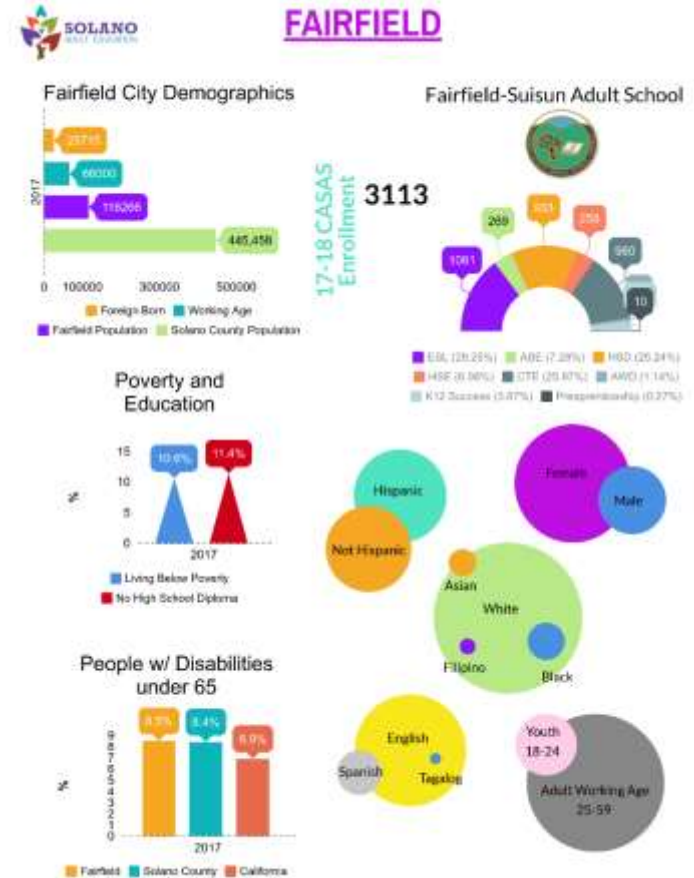
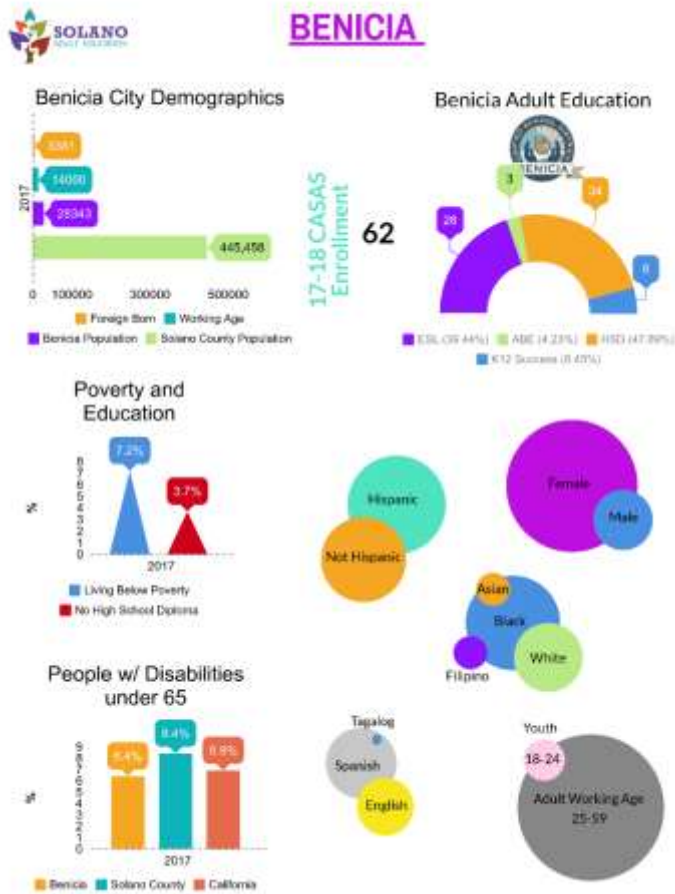
Although Dixon is not represented on the SAEC Board, FSAS offers ESL and HSD classes for the Dixon Unified School District. SAEC is looking to collaborate with CA Human Development to offer more CTE classes in the area. Dixon has a population of 19,488 with 13.8% living below the poverty level and 13% of people without a high school diploma. Dixon has a high percentage of Latinos with 22% of its population born in a foreign country.

As for other cities and school districts in Solano County, Suisun City is served by FSAS and Rio Vista falls under the Capital Adult Education Regional Consortium (CAERC). Travis Unified School District, with its close proximity to Travis AFB, receives many educational and family services through the air force base. Solano College also has a center at Travis AFB.

Solano College serves all of Solano County on its main campus in Fairfield with satellite campuses in Vacaville, Travis AFB, and Vallejo. Solano does not offer non-credit classes, so it is critical that non-traditional students access college through short-term, non-credit bridge programs. Currently, SAEC is developing a human services bridge class that will encompass registering for college, financial aid, support services, career exploration, and work-based learning. From this course, SAEC will expand this pilot program to other fields of study that align with regional workforce trends, college course offerings, and student interest. Solano College has also developed a Students Overcoming Adversity and Recidivism (SOAR) program for justice-involved individuals to assist them with postsecondary, support service, and workforce options.

Solano County Office of Education (SCOE) has become an integral part of SAEC's objectives in supporting adult student supportive service needs and career services through grants that focus on wellness and opportunity youth. Through SCOES's guidance, SAEC will have more capability to serve students' myriad of needs more efficiently and effectively.

Figure 1: SAEC City and Program Demographics



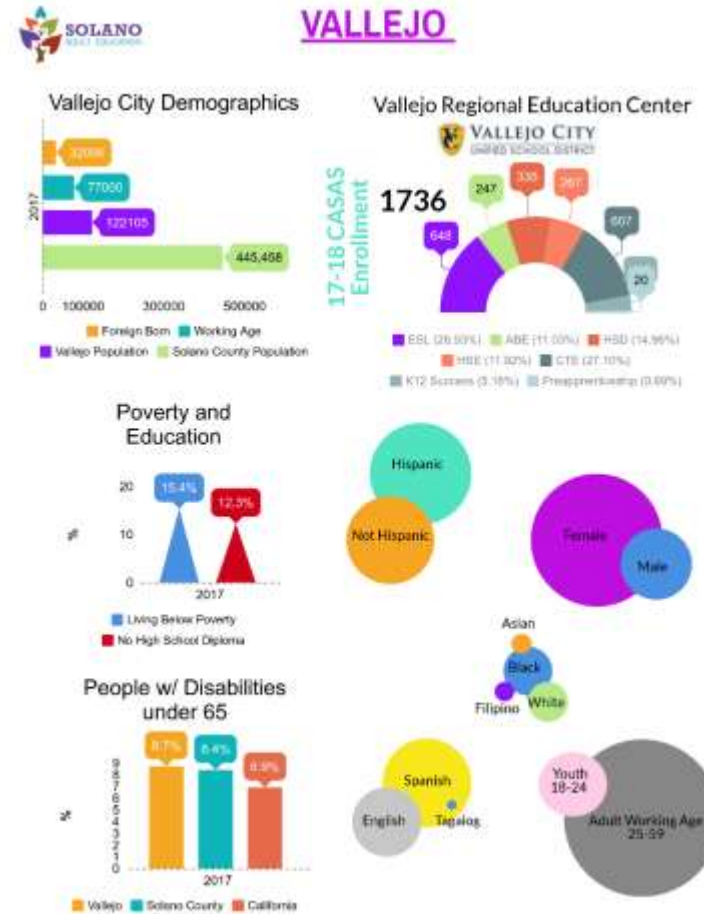
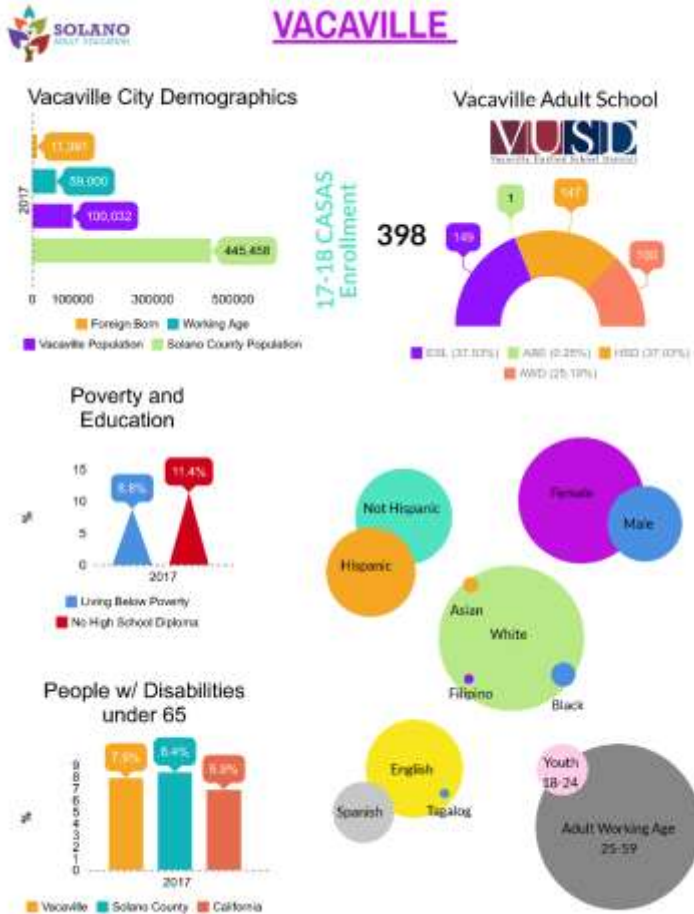


Figure 1 Source: American Community Survey and CASAS

Regional Labor Market

Over the next decade, Solano County is primed to use its regional advantages to create more business and job opportunities. Forecasts beyond 2020 suggest population growth, more housing and infrastructure demand, and more demand for goods and services for new and expanding businesses in Solano County. Job growth is incremental and balanced in all private industry sectors outpacing Sacramento and the Bay Area.

Figure 1: Solano County 2018 Index of Economic and Community Progress

Economic Snapshot	Community Snapshot
<ul style="list-style-type: none"> Solano County private-sector employers hired 4,000 more workers in 2018, a 3.5 percent increase from 2017. The public sector hired 300 more workers in 2018. Solano County’s unemployment rate was 3.8 percent at the start of 2019, the lowest rate on record for the county economy. Based on the most recent available data, inflation adjusted (real) gross product for Solano County grew by 2.4 percent in 2017, slightly slower than California, but faster than the national economy. Solano County’s real personal income per person increased in 2017, the most recent available data. Median household income also increased in 2017 after inflation, suggesting Solano County’s jobs growth and income growth are occurring together. Employment in industries focused on sales outside Solano County (“base” industries) decreased by an estimated 203 jobs in 2018, led by fewer non-durable manufacturing jobs and fewer farm workers. 	<ul style="list-style-type: none"> Solano County’s population added 3,153 residents in calendar year 2017, a 0.7 percent increase from more births than new residents. Solano County’s population is forecasted to grow from 2018 to 2030, with 64,420 more residents over those 12 years, with percentage growth faster than the state average. Solano County’s graduation rate fell slightly and is behind the state average for the 2017–18 academic year, but still remains above 81 percent. Methodology changed in 2016-17 to estimate these data and also for graduates that are UC/CSU ready. Solano County high-school graduates were UC/CSU ready in the 2017–18 academic year at the same rate as the previous academic year. Housing prices increased 8.2 percent in 2018 to \$450,000 (up from \$416,000 in 2017) at the median; housing affordability in Solano County fell. Rental prices continued to rise, to a median price of \$2,160 for all rentals in Solano County as of January 2019.

- | | |
|--|--|
| <ul style="list-style-type: none"> • Solano County median wages continue to rise and improve for local workers, lower than the median wages for the Bay Area and California overall. • The latest data on poverty rates (2017), based on five-year averages for Solano County, California and the nation, showed continued progress; Solano County's poverty rate fell by a full percentage point to 8.6 percent of households in 2017 from 2016. • The latest data on regional cost of living show rising cost levels in Solano County, with local inflation outpacing state and national averages in 2017. Continued jobs growth, rising rents and rising home prices explain most of the price growth. | <ul style="list-style-type: none"> • 659 building permits were issued for new homes for fiscal year 2017-18, fewer than fiscal year 2016-17. Approximately 695,000 square feet of commercial space was permitted during fiscal year 2017-18, also nearly half the square feet than the previous fiscal year. • Solano County government revenue from property values and taxable sales continued to rise in 2018. Assessed property values increased to over \$54 billion in 2018. |
|--|--|

Figure 2: Key Employment Sectors

Top 5 Employment Sectors (as of Dec. 2018)	
Education & Health Services	27,900
All Government (incl. US Military)	25,300
Retail Trade	18,800
Leisure & Hospitality	15,400
Manufacturing	12,200
Construction	12,100

Figure 1 & 2 Source: Solano County 2018 Index of Economic and Community Progress (www.solanocounty.com/economicindex)

Jobs Outlook & Required Skills by City

**SOLANO COUNTY
JOBS OUTLOOK**

City	TOP High Growth Sustainable Wage Jobs	TOP 5 Companies 100+ Employees	Suggested Skills Training
Benicia	<ul style="list-style-type: none"> Construction - All Trades Transportation Office Administration 	<ul style="list-style-type: none"> Valero Valley Fine Foods Henry Wine Group Underground Construction America's Lemonade Stand (Institutional Fundraising) 	<ul style="list-style-type: none"> TWIC Card Soft Skills Automotive & Trades Skills Digital Literacy
Vacaville	<ul style="list-style-type: none"> Laborers & Freight (Warehouse) Industrial Machinery Transportation 	<ul style="list-style-type: none"> Vacaville USD Dept. of Corrections Alza (Pharma Manufacturing) Alza (Lab Instrument Manufacturing) Kaiser 	<ul style="list-style-type: none"> OSHA 10 Forklift Automotive & Trades Skills Digital Literacy TWIC Card Soft Skills Digital Literacy
Fairfield	<ul style="list-style-type: none"> Certified Nursing Assistant Education Services Culinary/Hospitality 	<ul style="list-style-type: none"> Travis Airforce Base County of Solano Fairfield-Suisun USD Northbay Healthcare Solano Community College 	<ul style="list-style-type: none"> Customer Service Soft Skills Paraeducator Digital Literacy
Vallejo	<ul style="list-style-type: none"> Certified Nursing Assistant Emergency Medical Technician Culinary/Hospitality 	<ul style="list-style-type: none"> Kaiser Timec Acquisitions (Industrial Engineering) Highway Patrol Total Renal Care City of Vallejo SutterSolano Medical 	<ul style="list-style-type: none"> Customer Service Soft Skills Dispatcher Course Health-related Training Digital Literacy

Figure 1 Source: EMSI

Solano Commute Patterns

Between 2010 and 2017, Solano County residents spent an extra 2.4 minutes going to work on average. The average time it takes someone who lives in Solano County to get to work is 31.8 minutes. 59.2 percent of commuters spend a minimum of 20 minutes getting to and from work each work day. In all major cities, workers commute out of their cities to get to work. In order to tackle traffic and increased commuting, Solano Transportation Authority and other agencies are seeking funding for projects to expand access to the interstates and highway.

Figure 1: Commute Patterns

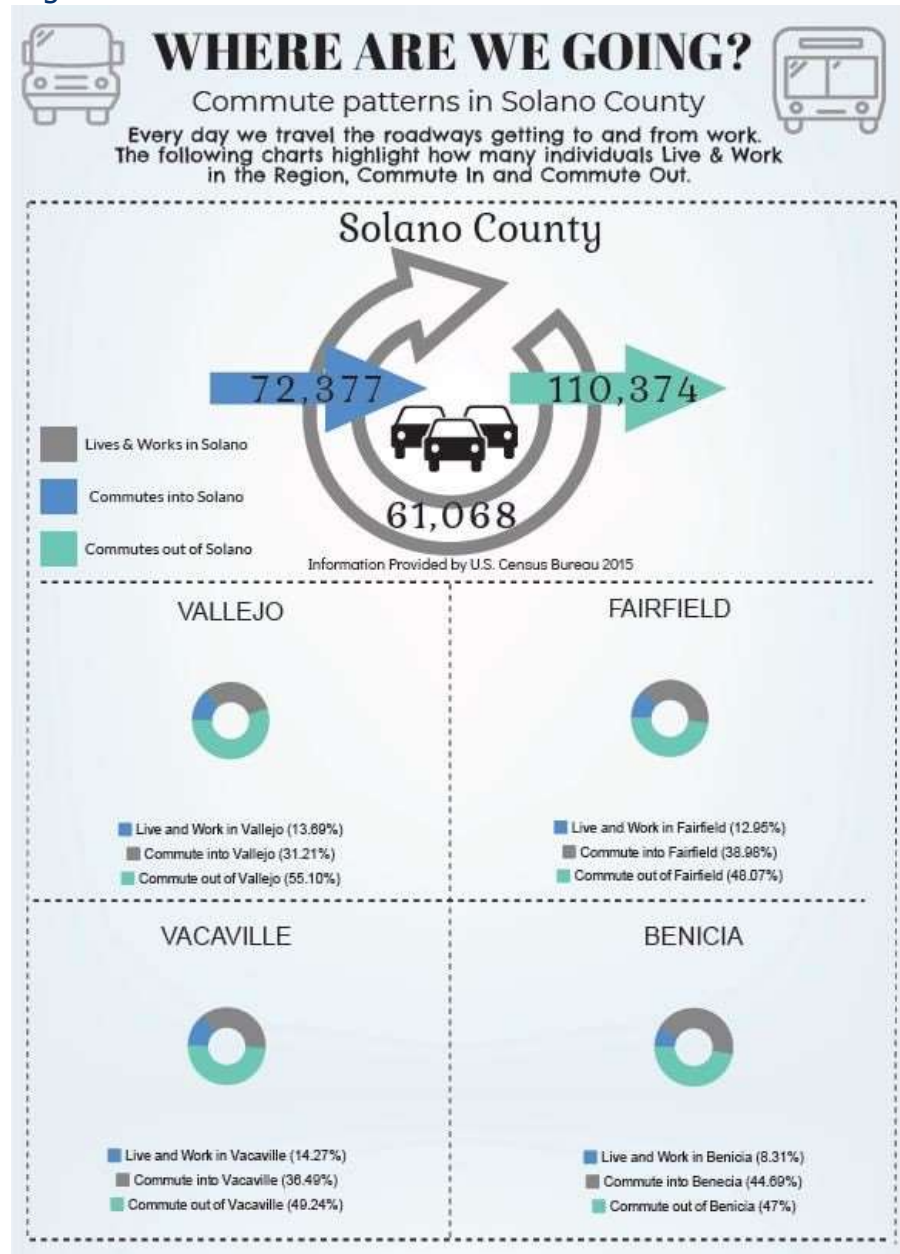


Figure 1 Source: U.S. Census Bureau 2015

SAEC's Role in Addressing Economic and Community Trends

With Solano County's continued expansion and job growth in all cities since 2010, SAEC's partnerships with workforce development, economic development, and industry are key. Solano's positive jobs growth forecast of 10.24 percent over the next decade will outpace statewide growth forecasts, which is good news, but also puts pressure on affordable housing and rising wage demands with more local residents working in Solano County.

Economically, Solano is in a good position to expand with some growing pains over the next decade. Solano County's median wage at \$19.81 is slightly lower than the state average of \$20.14. Increasing wages to attract local residents to work in Solano County is a goal for economic and workforce development. Median household income is steadily increasing and outpacing the state average, but still remains lower than other Bay Area regions. Poverty rates have also been falling since 2017. Affordability in Solano County is relatively good compared to neighboring Bay Area regions, but is losing this advantage as medium home prices continue to rise. This continued economic expansion will put pressure on housing demands and cost of living, which will impact Solano's affordability. Population growth is also expected in Dixon and Suisun City as more people move to Solano for jobs and more affordable living.

Industry trends show a decrease in farm jobs, while agricultural values have increased, which can affect local food and beverage manufacturer operations. Public sector jobs are also playing a smaller role in Solano's economy as goods and services producing businesses are increasing capacity. Jobs in tourism and hospitality are also rising faster than the state average with Solano's proximity to Napa and Sonoma wine regions. Construction in Solano may slow as rebuilding after the fires in other parts of California takes precedent. Jobs in the gig economy will continue to dominate the growth of new small business formation.

Health, education, software and coding, and leisure/hospitality are industries predicted to grow faster than the state average. SAEC will work closely with economic, workforce, and small business development to create education and training programs that are relevant to industry trends and produce the skills necessary to succeed in Solano's regional economy.

Demographically, the Solano County population is predicted to get older and more ethnically diverse with fewer children are expected at local K-12 schools over the next decade. This population forecast will put more pressure on government services with dependency ratios rising, decrease K-12 education funding, and impact labor force dynamics.

Also on the education front, 81.4 percent of students eligible to graduate from high school did so in the 2017-18 school year, which is slightly down from the previous year and lower than the state average of 83 percent. Solano County schools also fall below the statewide average for college and career readiness with 43 percent of graduates prepared for UC or CSU admission.

SAEC will keep its finger on the pulse of changing demographic trends as it builds education and training programs for Solano residents of all ages. With a more diverse and older population predicted, SAEC will work with public assistance and community-based organizations to coordinate services that support people's personal and professional goals and enhance their standard of living. There is also an opportunity to work more closely with K-12 districts and workforce development to support graduates and non-graduates in their pursuit of education and training that does not entail a university degree. Solano County residents have higher than average internet connectivity, so developing distance learning and blended learning opportunities for young and old is an opportunity for SAEC to reach more of community.

SAEC is primed to use this economic and community data to build and strengthen its partnerships with regional public, private, and nonprofit agencies. The following objectives and strategies are broad enough encompass many of the education and workforce trends required to support Solano's continued economic expansion. SAEC's charge over the next 3 years is to build program capacity and student access through intensive community engagement to further student support services, postsecondary transition, and successful entry into the workforce. By 2022, Solano County will have built a more comprehensive and effective adult education and workforce system.

2.4 Identifying Goals and Strategies

With 6 members and limited human and fiscal capacity to expand exponentially, SAEC will undertake program expansion strategically year by year to manage capacity and grow organically. With a successful general marketing campaign, student need could very well be much larger than SAEC’s ability to serve potential students. When new students come through SAEC members’ doors, they need to be enrolled and not put on a waiting list. Turning away students who already have barriers to education and employment because of a lack of capacity would be detrimental to the students as well the SAEC’s trust in the community. Therefore, the objectives below reflect a thoughtful approach to serving more adult learners and job seekers with growth that is manageable. The intention is to deepen relationships with community partners, which will increase possibility of leveraging resources, co-enrolling shared customers, and more effectively offering relevant basic skills and workforce training.

Objectives	Strategies
1) Build Connections with Community Partners	<ul style="list-style-type: none"> ● Dedicate key staff to community partnerships and collaboration ● Identify area of need for community engagement and focus on those partners ● Plan and implement community events and activities (open houses, career and resource fairs, advisory committees, industry roundtables, stakeholder engagement activities) ● Report quarterly to consortium on stakeholder engagement, activities, successes, challenges, etc.
2) Improve student retention by developing intake, student goal setting, individual learning plans, support service referrals, and	<ul style="list-style-type: none"> ● Hire a transition specialist by 12/31/19 ● Transition specialist works with each school site to develop processes ● Expand data & accountability work group to use data from all systems to improve student outcomes and persistence ● Transition specialist trains key staff at each site to use CommunityPro System, oversees implementation, monitors student activities, and collaborates with partner organizations

<p>transition services processes</p>	<ul style="list-style-type: none"> • Transition specialist reports out to consortium monthly on challenges and best practices
<p>3) Develop Seamless Postsecondary Transitions</p>	<ul style="list-style-type: none"> • Develop transition work group with key SCC staff, adult school staff, and transition specialists • Develop short-term non-credit bridge classes into postsecondary credit programs • Establish scheduled onsite enrollment/transition activities for each adult school site • Explore adult ed/college credit co-enrollment • Transition work group reports out quarterly to consortium members on activities, enrollments, challenges, and academic and support service student needs
<p>4) Develop Consortium-wide Career Pathways</p>	<ul style="list-style-type: none"> • Contract with ABC Construction to implement a pilot trades program in 2019-20 • Develop a consortium-wide health care program in 2020-21 • Develop a hospitality/culinary program in 2021-22 • Develop more IET programs for ESL and ABE students
<p>5) Market and increase visibility of key career training programs</p>	<ul style="list-style-type: none"> • Implement county-wide teacher recruitment for adult education and CTE • Develop a marketing plan for one program each year - Paraeducator in 2019-20 • Develop a career pathway with labor market information and postsecondary and workforce opportunities • Support and broaden classes with work site visits, industry speakers, graduate ambassadors • Develop flyers, posters, and comprehensive campaign

Figure 1. Logic Model

Goal Statement: As a consortium, we will strategically build and expand adult education and workforce programs to increase student access, persistence, and outcomes through collaborative efforts in the Solano community.

Inputs	Activities	Outputs	Immediate (Short-Term) Outcomes	Intermediate Outcomes	Long-Term Outcomes / Impact
<ul style="list-style-type: none"> • Adequate Funding • Time Commitment to Build Bridge Courses • Key Staff Commitment • Certificated Instructors for all Program Areas • Shared Transition Specialist Position • Marketing Consultant • Clean Data • Collaborative Spirits • Positive Attitudes • Trust 	<ul style="list-style-type: none"> • Develop 3 Bridge Courses • Implement 2 Community Partnership Activities per year • Hire and Orient a Transition Specialist • Create and Maintain Transition Work Group • Report out quarterly to Consortium on Work Group/Activity Progress • Implement CommunityPro Data Integration System • Develop 3 consortium-wide career pathways • Develop IET programs for ESL and ABE students • Develop a marketing plan • Use labor market and demographic data to better inform budget and programmatic decision making 	<ul style="list-style-type: none"> • Increased interaction with community partners • increased Student persistence by 10% each year • increased Postsecondary transition by 20% each year • Creation of 3 consortium-wide career pathways • Increased enrollment in strategically marketed programs • Increased measurable skill gains • Increased high school diploma and equivalency completion • Increased Completion of postsecondary certificates and degrees 	<ul style="list-style-type: none"> • Increased awareness of adult education in community • Better understanding of community resources by staff, teachers, and administrators • Increased awareness of adult education programs among consortium members' staffs • Increased enrollment • Increased referrals to supportive services • Increased student persistence • More career education course options • CommunityPro data integration will be fully operational in consortium • More postsecondary transitions • More leveraged resource opportunities • Cleaner data and reports 	<ul style="list-style-type: none"> • Cohesive community collaboration through shared events and activities • Increased student persistence by 30% • Increased postsecondary transitions by 30% • Development of 3 consortium-wide career pathways • Increased community awareness and input from marketing campaigns • Community partners will leverage resources amongst each other to expand programs and services to more effectively and efficiently support student, job seeker, and industry needs 	<p>Solano Adult Education students will be more successful in completing academic, professional, and personal goals to become lifelong learners, active participants in their community, obtain sustainable wage jobs, and career advancement.</p>

Assumptions	External Factors
<ul style="list-style-type: none"> ● Adult learners need a variety of supportive services to persist. ● Community partners want to collaborate and leverage resources. ● The Solano community will adopt and use CommunityPro as a whole. ● Marketing campaigns will increase enrollment. ● Adult students want postsecondary option in their community. 	<ul style="list-style-type: none"> ● Stable funding ● Economic conditions that affect employment and regional workforce trends ● Student need ● Consortium and partner organization stability in mission and staffing

Table 3. Progress Indicators

1. Each member will host 2 community engagement events or activities per year.
2. Improve persistence for students with 12 hours or more of instruction by 10% each year.
3. Increase number of postsecondary transfer students by 10% each year.
4. Develop and implement one consortium-wide career pathway program each year.
5. Every year, allocate part of any new money toward a shared consortium-wide effort.

2.5 Piloting and Implementation

Many of the strategies for the 2019-20 were started in the 2018-19 fiscal year with 2019-20 consortium funding allocated specifically to the new plan's initiatives. This past year, as budgets and capacity have stabilized, new grant funding has flowed into adult education for workforce and support services, and community partnerships have strengthened, SAEC has moved closer to making consortium-wide fiscal and planning decisions rather than individual member decisions.

In order to accomplish the consortium-wide and individual member objectives, annual member work plans will reflect how these goals, strategies, and indicators will be carried out. Members taking on a consortium-wide pilot program will document challenges and successes and report out to the consortium at monthly meetings. Members will support each other through continued sharing of resources, knowledge, and accountability to accomplish collaborative goals.

The implementation of this new regional plan will again be predicated on annual project area plans, with specific activities, assigned responsibilities, and a regular review of progress. Other factors that will enable SAEC's regional plan to thrive are the ability and interest in using data from all sources to drive programs and measure progress. Using qualitative and quantitative data through CASAS, CommunityPro, labor market information, focus groups, and surveys will also assist SAEC's members to better shape their delivery systems around student and job seeker needs as well as industry trends. Another element of success will be to engage key staff at all sites in consortium activities in order to further community collaboration and an understanding of SAEC's mission as an adult education and workforce system. SAEC will also revisit and embed CAEP Measures of Effectiveness into their planning and implementation process.

In the fall of 2019, SAEC will host an open house to share the 2019-22 regional plan with staff, community partners, students, and district leadership to share the importance of adult education and the shared collaborative spirit SAEC offers to the Solano community.

Knowing that systems and cultural change for an organization can take 5-10 years, as SAEC approaches the halfway mark, the influx of substantive and defined community partnerships and shared grant funding have moved the needle towards authentic collaboration and building an adult education and workforce system that enhances the Solano community.

The members of SAEC wish to thank all of the community partners, students, staff, elected officials, and county leadership, who have supported and continue to champion the importance of adult education in the Solano community.