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I. Unit Plan

Definition of a Support Services Department/Unit

For purposes of this planning document, a support services unit is defined as a District department which is responsible for providing services throughout the District in a manner which creates and maintains an optimal learning environment for students and/or provides services necessary to support the overall operation of the District and colleges.

Unit Plan Purpose

Unit plans are annual documents created and used by District units to develop and maintain high quality services to support student learning and District and college operations. This operational plan allows the department/unit to appropriately implement its specific responsibilities to support accreditation standards, the LRCCD Vision/Mission/Values Statement, the LRCCD Strategic Directions document, changes to federal and state laws that impact the colleges and District, annual LRCCD executive staff goals, and other major district plans. Plan implementation is supported by allocations provided in the annual District Budget. Together these documents make up a major portion of the ongoing institutional planning, implementation, and evaluation cycle necessary to ensure continuous program and service improvement. The Accrediting Commission's Standard 1.B.3-4 states:

The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data.

The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.

The Role of Unit Plans in the Overall Institutional Evaluation, Planning, and Improvement Cycle

LRCCD supports the concept of evaluating current services to determine opportunities for improvement. Unit plans are used by units to identify growth and improvement needs at the operational level, and then provide information to the appropriate administrative and governance levels about the resources and activities required to meet the identified needs.

The District recognizes that its current rate of change, increased enrollment demand, unstable state budget allocations, ongoing facility expansion, changing technology requirements and the rapid growth and demographic changes in its surrounding communities require both short-term and long-term planning efforts. Therefore, unit plans focus on a 1-year time frame directly linked to resource allocations, while also encouraging departments/units to reference or append long-term plans where appropriate.

Plan Due Date

Unit plans are required to be updated annually by June 1 of each year and use this template. A copy of the review will be maintained in the unit and the Office of Education and Technology

II. Mission Statement

Provide your unit's mission statement below. Your statement must align with the District's mission statement.

Provide your unit's mission statement below.

The Workforce and Economic Development Center (WED) is a consortium of units dedicated to meeting the converging and evolving needs of students and employers through training, education, counseling, consulting and evaluation. During its nearly twenty-five year history, WED has acted as an "innovation center" for the District, identifying opportunities for the development of new curricula and partnerships, and supporting the progression of not-for-credit offerings to full for-credit courses, certificates and degrees.

WED collaborates with the Colleges, especially through mutually beneficial efforts around Federal- and State-funded projects and provides opportunities for cooperative proposal development. WED relies on a minimum of District funds; its aims include full cost-recovery at the end of each fiscal year.

At the time of writing (July 2014), the WED division consists of:

- The Training Source (not-for-credit contract education)
- The Government Training Academy
- The Northeastern California (Sacramento/Sierra Region) Small Business Development Center*
- The Center for International Trade Development
- The Northern California Center of Excellence (applied research)
- The Central Valley Center of Excellence (applied research)

*The SBDC in its current configuration is projected to cease its connection with the CSU-Chico lead Center after September 30, 2014. However, it would be important to note that, despite the loss of the SBDC name and the connection to the lead center, Los Rios WED will continue to provide services such as training and consulting to small businesses through partnerships with organizations such as chambers of commerce and Economic Development Corporations, the development of new grant and foundation proposals, and through open enrollment seminars and training programs offered in conjunction with other small business-focused agencies.

WED has a dual goal of creating a workforce that meets the economic development challenges of the region and supporting the economic development activities of partner organizations with aligned goals and missions.

These units share resources and efforts with the long-term goal of meeting the challenges of the community of employees and employers throughout Northern and Central California.

WED's Mission Statement was developed by the team in 2006, reviewed and improved in 2012, and reaffirmed in 2014:

The Mission of the Los Rios Community College District's Workforce and Economic Development Center is to provide, through collaboration with the District, its Colleges, and the business, government, labor and non-profit community, innovative education, training and consulting services that enhance the skills of the workforce and improve the region's economic prosperity.

WED's mission fits within the District's Mission to "Promote the social and economic development of the region by educating the workforce and offering responsive programs such as service learning, business partnerships, workforce literacy, training and economic development centers."

WED's Mission Statement aligns closely with the District's Goals and Strategies under Community, Economic and Workforce Development. The value of providing "Responsive Economic Development and Workforce Preparation Programs" and continuing to "...develop effective and relevant career and technical programs in collaboration with external partners..." is realized through WED activities.

For reference, the following are LRCCD's Vision and Mission statements.

Vision Statement

We, the Los Rios community colleges, provide outstanding programs and services so that all students meet and exceed their educational, career, personal and social goals. We meet the social and economic needs of the community.

Mission Statement

Relying on their professional and organizational excellence, the Los Rios community colleges:

- Provide outstanding undergraduate education, offering programs that lead to certificates, associate degrees, and transfer;
- Provide excellent career and technical educational programs that prepare students for job entry and job advancement through improved skills and knowledge, including the demands of new technologies;
- Provide a comprehensive range of student development programs and services that support student success and enrich student life;
- Provide educational services that address needs in basic skills, English as a second language, and lifelong learning; and
- Promote the social and economic development of the region by educating the workforce and offering responsive programs such as service learning, business partnerships, workforce literacy, training, and economic development centers.

III. Unit Responsibilities and Projects

List your unit's primary assigned responsibilities including those related to creating and/or supporting an effective learning environment. Also, identify any expected changes in responsibilities or major new projects (e.g. opening of new facilities, IT infrastructure upgrades, etc.) for the next academic year (summer, fall, spring). Please reference any LRCCD Strategic Plan strategies, accreditation standards or policies, or changes to state or federal laws that are informing your changes in primary responsibilities or new projects.

List your unit's primary responsibilities (ongoing):

WED has a range of responsibilities and services (ongoing) including but not limited to:

- Identification of opportunities for expansion of District's offerings
- Providing not-for-credit, short-term training for government employees
- Open enrollment seminars for small businesses, especially those planning to expand internationally
- Counseling and consulting for small business owners including support for the preparation of business plans and loan applications
- Trade mission development and support for California businesses
- Youth Entrepreneurship programs for high school students
- Train-the-trainer programs
- Partnering with the District's colleges in creating innovative for-credit courses, programs and degrees that are directly responsive to the needs of the region's employers
- Course development including the creation of training materials and standardized and continuously improved curricula
- Applied research of occupational, employment and regional economic trends, in direct support of the District's Perkins Career Technical Education projects and for the production of grants
- Grant proposal development and review
- Administration of grants
- Evaluation of the skills and abilities of program participants
- Project evaluation including cutting-edge Return on Investment (ROI) analyses
- Overseeing and assuring the continuous improvement of administrative processes including the flow of documentation and approvals to the Foundation, District Business and Finance, General Services, Legal Counsel, and Human Resources
- Maintaining budget and administrative records for auditing and program improvement and documentation of efforts
- Determining the most efficient and effective levels of staffing and the distribution of District funds and contract, grant and gift income to ensure the optimal use of available resources
- Management of the Ethan Way facility including class scheduling and upkeep
- Marketing of services and the maintenance of websites and social media sites

WED recently completed or is continuing to support several significant projects of sizable scale and scope with potential impact across the District including:

- The Sacramento City College Nursing Program at the Sutter Health Center for Health Professions: a decade-long collaboration training nurses for employment throughout northern California;
- The State Trade Expansion Program (STEP): a CITD initiative to bring California small businesses into the global marketing through trade missions to locations such as Germany, Brazil and Hong Kong;

- The Youth Entrepreneurship Program (YEP): an effort in collaboration with Folsom Lake College to introduce students ages 14 to 24 to the opportunities of a career in global trade;
- Government Training state-wide contracts with government agencies such as Department of General Services, Department of Transportation, Department of Fish and Game, the Personnel Board and many others on topics such as Supervision, Critical Thinking and Analysis, Business Writing, Teamwork and Leadership, supporting by ancillary services such as coaching, mentoring and evaluations of program effectiveness and impact;
- Ongoing research projects through the Center of Excellence with the California Energy Commission and the North/Far North Regional Consortium.

With the exception of the HealthForce and HITECH projects, all of these projects will continue into the foreseeable future. The long-term strategic plan to focus efforts and resources on the major economic and employment components of the Sacramento region – healthcare, government and small businesses – will continue, as we see significant opportunity for geographic expansion and product innovation.

List any new or expected changes in primary responsibilities this year (ongoing):

The Small Business Development Center as it is currently structured will no longer be part of WED by the end of Fall 2014. The District is declining to renew its contract with the lead center, and other methods of supporting small business development through WED will continue to be explored.

List any new projects your unit expects to implement this year (one-time only):

None

V. Unit Plans

Based on your unit's listed responsibilities and projects, most recent Program Review, and any additional information provided by the appropriate administrator and/or DIR, use the following question prompts

and linked forms to document how your unit will complete your assigned responsibilities and projects. State your unit's plans to:

A. *Identify appropriate **equipment, software, supplies** needed to support new projects, expanded responsibilities, and necessary upgrades.*

Overview: WED maintains the currency of supplies, equipment and software through three primary methods: the cyclic replacement of information and audiovisual technology through District processes (see comment just below); the purchase of equipment and software using contract funds (for example, projector upgrades using GTA funds to allow for us to use these as part of offsite training programs); and the securing of gift-funds to improve and enhance computer equipment and software for special projects.

Needs: To support its increased numbers of governmental training contracts, WED needs a revamped computer lab (thin-client replacement) that will better support on-site training and thus improved utilization of an important existing facility until the anticipated move. In addition, the "training experience" of clients using the WED facilities can and should be improved by the purchase of flipcharts, additional audio-visual equipment such as digital projectors, flat screens, audio systems and other similar equipment commonly found in the hotel-sited meeting rooms many of the GTA/TS clients are used to. This equipment will be moveable to the new facility.

Also, in respect to technology, we need to develop a clearly understood technology replacement cycle and plan. Achieving this will assist in the effective planning for new technology

B. *Identify appropriate **staffing** needed to support new projects or expanded responsibilities.*

Overview: WED has experienced a decline in staffing over the last five years. With the sunseting of the HealthForce and HITECH grants, as well as the closing of the Workplace Learning Resource Center and the Small Business Development Center (as currently projected and as that operation is currently structured), four management positions will have been discontinued by the end of Fall 2014.

Needs: IT support remains a problem. Since WED now relies on IT support from the District Office (as opposed to its own WED-sited staff), even small glitches in training room computer function can cause significant delays in a client's daily training schedule, creating client dissatisfaction and a potential loss of clientele. If not additional staff, then some other means of effecting timely IT support needs to be explored until such time as additional staff may be successfully funded.

With relocation to a new building with a significant increase in the available training space, it is possible that potential growth will require the creation, recruitment and staffing of several new positions in areas such as building management, marketing and audiovisual and information technology support. Over the next eighteen months, a comprehensive staffing plan will be developed and submitted for consideration.

C. *Identify **new buildings or major renovations** needed to support the completion of unit responsibilities.*

WED will be moving to a new facility on the corner of Tribute Road and Exposition Blvd. in late 2015 or early 2016.

D. *Identify **minor remodels or alterations** needed to support the completion of unit responsibilities.*

None anticipated, assuming the move to the new facility moves ahead as anticipated.

- E. *Identify **professional development** activities that help unit members stay current with their job requirements. Please list expected individual and department requests for professional development activities.*

Overview: Each manager and administrative staff is responsible for professional development. Grants provide professional development opportunities in areas such as health information technology, international trade and economic development, evaluation, and training methods and techniques;

Identified activities: Professional development opportunity requests for 2014-2015 are expected to focus on:

- Leadership
- Sales and marketing
- Entrepreneurship
- Supervision and managing effective teamwork
- Agile product and service planning and development
- Value-based visioning and planning
- Metrics and organizational improvement
- Quality and process improvement
- Business plan creation
- Managing conflict
- Training techniques and methods
- Regional economies
- International trade and supporting marketing in the global economy
- Time management
- Project evaluation
- Budgeting and fiscal management software
- Health information technology and other healthcare-related topics
- Small business development
- Economic development and the creation of expansive regional economies
- Career pathways
- Contract and grant administration
- Budget administration
- Fiscal management software
- Project management and supporting software
- District policies and procedures
- Human resources requirements and laws
- Safety and security
- Facilities and events management

- F. *Ensure required **safety and information security procedures** are followed to create and maintain a safe work environment. If individuals in your unit require training, please refer to the LRCCD Human Resources online safety and information security training opportunities.*

Staff at Ethan Way will continue to receive training in:

- CPR and automated external defibrillators (AEDs)

- Emergency Preparedness: NMS and SEMS
- Campus Community Emergency Response Team (C-CERT)

G. *Ensure unit members participate, and provide **leadership** to the district, in their areas of expertise.*

WED Executive, management and administrative staff will provide leadership through participation in:

- District Office Managers meetings
- Vice President of Administration meetings
- Vice President of Instruction and Vice President of Student Services meetings
- Career Technical Education Leadership Council
- Los Rios Managers Association
- The Classified Leadership Academy

H. *Ensure that the results from **assessments on quality and satisfaction** are used to improve services. Briefly describe the techniques/assessments currently used to ensure quality or required external standards (e.g., audits, inspections). Also, describe techniques/assessments being developed for use next fiscal year.*

In respect to GTA/TS activities, typically, levels of evaluation are determined by clients or by grant provisions. Evaluations are conducted at several levels including:

- Level I: Participant satisfaction (for short-term open enrollment seminars)
- Level II: Learning outcomes (for longer-term courses such as Supervision)
- Level III: Behavior change
- Level IV: Organizational impact
- Level V: Return on Investment

In addition, evaluations and audits are also conducted on major grants and contracts. Each of these projects requires periodic and intensive reviews of program performance (e.g. number of enrollments, completion and employment), adherence to Federal and State provisions and requirements for grant and fiscal administration.

Data is used by Project Managers, Responsible Administrators and Project Coordinators to ensure continuous program improvement.

In addition, the recently instituted (2010) WED “Process Improvement Teams “(PITS) have proven to be active elements in the organization’s drive to improve WED internal processes. The language in the last Unit Plan addressed the fact that “PITS might be composed of all WED staff or, when appropriate, colleagues from other DO departments such as General Services or Grants and Contracts Management,” and practice has borne out that prediction: PIT are routinely convened and then dissolved once the process improvement opportunity is completed, and any WED member can request the creation of a PIT and can recruit a team as needed.

I. *Ensure unit members know where and how to **refer employees or members of the public** needing support assistance not provided by your unit. Briefly describe what is being done in this regard.*

Not applicable.

- J. *State how your department/unit encourages participation in **individual service activities and volunteerism supporting students** (e.g., access/success, e-recycling, presentations, leading workshops, district committees, etc.).*

WED has successfully encouraged participation in individual service activities as evidenced by the fact that Wed staff have involved themselves in an impressive number of organizations and activities relevant to this area of the unit planning process:

- Northern California World Trade Center
- Asian/Pacific Islanders Chamber of Commerce
- NextED
- People Reaching Out
- Sacramento Workforce Investment Board
- Yolo County Workforce Investment Board
- Sacramento Metropolitan Chamber of Commerce
- Multiple economic development organizations through Northern California
- Multiple Chambers of Commerce throughout Northern California
- American Society for Training and Development
- Classified Leadership Academy
- Deans Academy
- District Grant Managers

- K. *State your unit's plans to develop and implement **any special or long term projects**, including those identified in your most recent Program Review (if applicable) and the LRCCD Strategic Plan (if applicable). If project plan(s) are contained in another document, list each plan below and attach a copy to your unit plan. For all other project plans, briefly describe projects and indicate implementation timelines below.*

WED plans to develop and implement, or to continue to implement and support, the following projects:

- Sacramento City College Extended Campus at the Sutter Center for Health Professions (2002-2016)
- Center for Health Innovations Programs (2012-2016)
- Youth Entrepreneurship Program (2011-2015)
- State Trade Export Program (2011-2015)
- Develop strategic planning and agile implementation plan (2013-2015)
- Develop and implement a state employee "Upward Mobility" project (2014-2016)
- Construct and disseminate comprehensive program and facilities marketing plan (2013-2015)
- Organized outreach to College leadership (ongoing)
- Revise and renew launch of the "Association Group," an effort to capture professional development program and event activity and revenue from the over one thousand associations in California, many in Sacramento.
- Add a value-added component to all current not-for-credit GTA offerings. This value added component would focus on increasing the application of current training via follow-up Web, email, hard-copy and video elements.

- Build a database of government and other public agency clients and program attendees via a monthly newsletter with video and Web enhancements.
- Explore and experiment with special events as a means to generate increased revenue, test market demand, and build a database that can be exploited for future open enrollment programs. “Special Events” are programs or events which may not be replicated, usually have significantly higher process than regular open-enrollment courses, and exploit unique speaker, topic, or format innovations to generate interest.

L. *Please provide any **suggestions for improving** the District’s unit plan process, including how to more effectively align with other District and college processes (strategic plan, other planning, resource allocation, etc.).*

- Create a review process more applicable to non-academic units
- Increase involvement of CTEL, VPI’s, and VPSS’ in WED planning processes (ongoing)
- Consider making WED part of the Program Placement Process so that it can more effectively plan its non-credit offerings in a way that will reduce the possibility of conflicts with the colleges while increasing potentially useful service in the non-credit mode to the community.

V. Appendix

List your unit’s accomplishments based on completion of last year’s unit plan.

- The Government Training Academy achieved one of the largest contract and revenue years in their history with over \$1.3 million in contract revenues with 10 CA State agency contracts. Many of

the contracts will roll over to 14-15 creating a sustainable base for further growth and diversification.

- Increased a \$250,000 per year contract with CALHR (the lead HR and training agency for CA State Agencies) to \$419,000 in 13-14 with a similar increase expected for 14-15. The contract serves over 25 other CA state agencies via open-enrollment programs.
- New program creation in 13-14 included the CORE Journey, an empowerment program based on cognitive and motivational psychology that already has the interest of three state agencies, and renewed interest in a CA Government Upward Mobility Program (developed by the GTA) that we hope to fund and launch in 14-15.
- In 2013, after a ten-year partnership with the Sutter Health Sacramento Sierra Region, the Los Rios Community College District graduated 533 nursing students via Sacramento City College. The Los Rios Community College District acquired over 15 million dollars of indirect and direct revenue.
- In 2014, the Los Rios Community College District was able to renegotiate a new contract valued at \$950,000. This new agreement will allow additional training opportunities for both Sacramento City College and American River College.
- In the 2013-14 fiscal year, the Center of Excellence program conducted over 30 research studies, in topics such as small business needs, barriers to international trade, alternative transportation skills gap analyses, and health care workforce trends.
- The Center of Excellence provided research expertise and technical assistance to 24 colleges in the Northern California and South Central Coast regions.
- Clarissa Correa received the “State Star” award. This award is given to individuals who through their daily work affected regional SBDC outcomes by demonstrating and achieving a high level of accomplishments. Clarissa’s peers recognized and honored her with this distinction.
- Over a two- year period, Los Rios administered a five million dollars DOL Healthforce grant. The grant leveraged \$25,733,088 worth of resources (LRCCD, Blood Source, Dignity Health, Kaiser Permanente, Sutter Health, UC Davis and other participating hospitals). By the June 30, 2013, the Los Rios trained over 600 students.

Program	Completed Training
Nurse Residency students (Sutter/Blood Source)	133
Medical Lab Tech students (FLC)	23

Ultrasound Tech students (CRC)	19
EMR Bridge (Electronic Medical Records) participants (WEDC)	458
Total completed	633
Goal	613
% of Goal	103%

List sources you used to support your unit plan statements.

- Each of the WED centers funded by the California Community College Systems Office (CCCCSO) Economic and Workforce Development (EWD) initiatives are required to meet performance goals as specified by their annual workplans. Each EWD Center records their performance on a web-based reporting system maintained by the CCCCCSO. Results of activity are reported quarterly and annually to the CCCCCSO and to the Director of Workforce and Economic Development.
- All of the EWD-funded projects at WED underwent Strategic Program Reviews to determine program effectiveness and whether or not the Centers met short-term performance and long-term strategic goals. These reviews are ongoing and will result in recommendations for continuous improvement.
- Income and expenditures of the Contract Education units (which are not EWD-funded centers) are monitored by both WED and the District Business and Finance Grant and Contracts Office and are reported annually on a Statement of Operations.
- Interviews by the Interim Associate Vice Chancellor with WED staff.

Attach supporting documents (Supporting Data from the DIR, etc.) following this page, identifying those you have attached, below.

The workplans, programs reviews and financial documents referenced above are available in the WED offices.