

Comprehensive Program Review Report



Program Review - Training Resource Center

Program Summary

2022-2023

Prepared by: Jorge Zegarra

What are the strengths of your area?: a) Training Satisfaction - The overall satisfaction of our trainings has been rated higher than 4.5 out of 5 in the last four years.

b) Growth - In the 2021-2022 fiscal year, the Training Resource Center served 323 employers and approximately 2,305 participant registrations. These 2 metrics show an increase from the previous fiscal year

c) Ability to deliver customized and flexible training.

d) Funding available to help off-set employer/participant training costs. These are ETP contracts, food safety grants, Strong Workforce funding and the partnership with Butte community college for the utility line clearance arborist training program

e) Excellent staff (Laure Garver, April Henderson and Jennifer Vang). Their performance frequently exceeds expected standards.

f) Over 15 Subject Matter Expert Trainers.

What improvements are needed?: a) Focus on training courses that can provide a 65% gross profit margin or higher.

b) Access to additional grant funding sources

c) Development of new training courses

d) Increase the pool of Subject Matter Expert Trainers.

Describe any external opportunities or challenges.: Challenges:

a) Access to new funding sources.

b) Continuation of training courses and/or services that don't provide sufficient return on investment, such as Community Education.

c) Competition from private training providers, other community colleges, and training associations

Opportunities:

a) TRC has the opportunity to be a leader in offering job skills training to businesses and industry.

b) TRC has an excellent opportunity to position itself as the local hub for food safety related trainings.

c) TRC has the opportunity to increase its ETP funding for subcontracting purposes

d) TRC has the opportunity to lead the development of a pre-apprenticeship and apprenticeship programs.

Overall SAO Achievement: The overall performance of the service area outcomes for 2021-2022 was very positive. The number of courses, employers served and participants have increased. The quality of training courses have remained high (see SAO assessment findings). We also exceeded our financial targets.

Changes Based on SAO Achievement: We have identified four SAOs for the 2022-2023 fiscal year. These are training quality, training offerings, financial stability and workforce development programs. These align with the district goals of success, growth, equity and sustainability. The SAO workforce development programs was added in support of the plan to develop pre-apprenticeship and apprenticeship programs. TRC needs to research and pursue additional funding sources via grants and/or partnerships with community colleges or other organizations to expand training offerings. TRC also needs to continue its focus on the delivery of higher profit margin trainings.

Outcome cycle evaluation: The Training Resource Center continues to maintain progress. With the exception of the impact due to COVID-19, the performance metrics in the last few years have a moving in the right direction. Fiscal year 2021-2022 has been the best year so far for the Training Resource Center. TRC has grown in the last few years with a corresponding increase in the number of employers and participants served. It has also maintained a high level of customer satisfaction.

Related Documents:

[TRC Annual Update 2021-2022.pdf](#)

Program Review - Training Resource Center

Action: 2022-2023 Increase COS capacity to develop Apprenticeships

Contract Workforce Consultants who will assist in the development of Pre-apprenticeship and Apprenticeship programs for Healthcare, Industrial Maintenance/Automation and Ag irrigation or Welding.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Workforce Development Programs (Growth, Success, Equity and Sustainability)

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data): In 2018, Governor Gavin Newsom laid out his administration's ambitious goal to expand California's apprenticeship system to serve 500,000 apprentices by 2029. On July 2022, the California Labor & Workforce Development Agency, the Department of Industrial Relations and its Division of Apprenticeship Standards released a Five-Point Action Plan to guide the process as it moves forward to make the Governor's goal of expanding apprenticeships a reality. Many community colleges statewide have started or launched pre-apprenticeship and apprenticeship programs, including community colleges in the Central Valley (i.e. Wells Hills, State Center and Kern community College Districts). College of the Sequoias has not started a formal pre-apprenticeship or apprenticeship program. Lack of action will impair the advancement of the District goals of growth, success, equity and sustainability.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Management - Using Strong Workforce funds, Contract Workforce Consultants who will assist in the development of Pre-apprenticeship and Apprenticeship programs for Healthcare, Industrial Maintenance/Automation and Ag irrigation or Welding. (Active)

Why is this resource required for this action?: To support Gov. Newsom's goal to expand California's apprenticeship system to serve 500,000 apprentices by 2029 and the California Labor & Workforce Development Agency Five-Point Action Plan to make the Governor's goal of expanding apprenticeships a reality.

To support the growth, success, equity and sustainability district goals by remaining competitive with other Central Valley community college districts who are starting or have already launched pre-apprenticeship and/or apprenticeship programs.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 150000

Related Documents:

[CA Apprenticeship Five-Point-Action-Plan.pdf](#)

[Cal Labor Secretary - Apprenticeship Goals.pdf](#)

[CCC pre & apprenticeship grant program.pdf](#)

[DAS Pre-Apprenticeship outline.pdf](#)

[ETP Apprenticeship Memo Jan2022.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 2.4 - Increase the percentage of CTE students who achieve their employment objectives by five percentage points (job closely related to field of study and attainment of a livable wage) and the number of CTE students who successfully complete 9+ CTE units in a single year by 10% from 2021-2025.

Program Review - Training Resource Center

District Objective 3.1 - Reduce equity gaps in course success rates across all departments by 40% from 2021-2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: 2022-2023 Increase Essential Workplace Skills training for Healthcare

Using the existing TRC Essential Workplace Skills curriculum , delivery pilot courses for the healthcare industry and customize/improve the curriculum as necessary.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Workforce training offerings, training quality and Workforce Development.

Person(s) Responsible (Name and Position): Jorge Zegarra

Rationale (With supporting data):

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Using Strong workforce funds, deliver Essential Workplace Skills pilot courses for the healthcare industry. (Active)

Why is this resource required for this action?: To support the need for a soft skills training identified by the healthcare employers who participate in the Tulare-Kings health care partnership, facilitated by the Tulare WIB.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 50000

Related Documents:

[Strong workforce program update 20-21.pdf](#)

[SWP not-for-credit slide.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: 2022-2023 Obtain new Funding Sources

Identify 2 additional funding sources via contracts, grants and/or partnerships with community colleges or other organizations to expand workforce training offerings.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Training Offerings (growth) and Financial Stability (stability), Workforce

Program Review - Training Resource Center

Development programs.

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: 2022-2023 Develop Pre Apprenticeship and Apprenticeship pipeline at COS

Hire a Workforce Assistant Director whose main responsibility will be to develop a Pre-apprenticeship and Apprenticeship program.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Workforce Development Programs (Growth, Success, Equity and Sustainability)

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data): In 2018, Governor Gavin Newsom laid out his administration's ambitious goal to expand California's apprenticeship system to serve 500,000 apprentices by 2029. On July 2022, the California Labor & Workforce Development Agency, the Department of Industrial Relations and its Division of Apprenticeship Standards released a Five-Point Action Plan to guide the process as it moves forward to make the Governor's goal of expanding apprenticeships a reality. Many community colleges statewide have started or launched pre-apprenticeship and apprenticeship programs, including community colleges in the Central Valley (i.e. Wells Hills, State Center and Kern community College Districts). College of the Sequoias has not started a formal pre-apprenticeship or apprenticeship program. Lack of action will impair the advancement of the District goals of growth, success, equity and sustainability.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Management - Using Strong Workforce funds, hire a Workforce Assistant Director (Active)

Why is this resource required for this action?: To support Gov. Newsom's goal to expand California's apprenticeship system to serve 500,000 apprentices by 2029 and the California Labor & Workforce Development Agency Five-Point Action Plan to make the Governor's goal of expanding apprenticeships a reality.

To support the growth, success, equity and sustainability district goals by remaining competitive with other Central Valley community college districts who are starting or have already launched pre-apprenticeship and/or apprenticeship programs.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 150000

Related Documents:

[Cal Labor Secretary - Apprenticeship Goals.pdf](#)

Program Review - Training Resource Center

[CA Apprenticeship Five-Point-Action-Plan.pdf](#)
[DAS Pre-Apprenticeship outline.pdf](#)
[CCC pre & apprenticeship grant program.pdf](#)
[ETP Apprenticeship Memo Jan2022.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025
District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.
District Objective 2.4 - Increase the percentage of CTE students who achieve their employment objectives by five percentage points (job closely related to field of study and attainment of a livable wage) and the number of CTE students who successfully complete 9+ CTE units in a single year by 10% from 2021-2025.
District Objective 3.1 - Reduce equity gaps in course success rates across all departments by 40% from 2021-2025.
District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.
District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: 2022-2023 Increase Students served- growth

Increase the percentage of participants attending TRC trainings by 2% from 2021 to 2025.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Training Offerings (growth) and Financial Stability (stability)

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2021-2025
District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.
District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.
District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: 2022-2023 Increase Forklift skills Training

Deliver 7 cohorts of Forklift skills Training-meeting workforce demand of local employers

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

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Identify related course/program outcomes: SAOs: Workforce training offerings, training quality and Workforce Development.

Person(s) Responsible (Name and Position): Jorge Zegarra

Rationale (With supporting data): This is an important upskill for many employers in AG/Food production

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Using Strong workforce funds, deliver 7 cohorts of Forklift skills Training (Active)

Why is this resource required for this action?: To support the demand for skilled forklift operators.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 92300

Related Documents:

[Strong workforce program update 20-21.pdf](#)

[SWP not-for-credit slide.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 3.2 - Increase the course success rate by 10% for each disproportionately impacted student group in their transfer level Quantitative Reasoning and English courses by the end of their first year from 2021-2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: 2022-2023 Assess Training Quality

Maintain overall TRC training satisfaction above 4.0. This based on a training satisfaction scale of 1(strongly disagree) to 5 (strongly agree) reported via training evaluations.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAO: Training Quality (Success)

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

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District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2021-2022 Utility Line Arborist Training

Deliver at least 4 cohorts of the utility line clearance arborist training program in partnership with Butte Community College.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Training Quality, Training Offerings and Financial Stability.

Person(s) Responsible (Name and Position): Jorge Zegarra. TRC Director

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022

09/16/2022

Status: Action Completed

TRC delivered 6 cohorts of the utility line clearance arborist training program, in the 2021-2022 fiscal year.

Impact on District Objectives/Unit Outcomes (Not Required):

Related Documents:

[TRC Annual Update 2021-2022.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

Action: 2021-2022 New funding Sources

Identify 2 additional funding sources via contracts, grants and/or partnerships with community colleges or other organizations to expand training offerings.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Training Offerings and Financial Stability.

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Program Review - Training Resource Center

Update Year: 2021-2022

09/16/2022

Status: Action Completed

In Dec 2021, the Training Resource Center was awarded a new ETP contract worth \$1,508,480. We were also awarded an additional \$233,331 to deliver 5 more cohorts of the utility line clearance arborist program.

Impact on District Objectives/Unit Outcomes (Not Required):

Related Documents:

[TRC Annual Update 2021-2022.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: 2021-2022 Maintain Training Quality

Maintain overall TRC training satisfaction above 4.0. This based on a training satisfaction scale of 1 (strongly disagree) to 5 (strongly agree) reported via training evaluations.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAO: Training Quality

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022

09/16/2022

Status: Action Completed

As reported in training evaluations, the TRC training satisfaction for FY 2021-2022 was 4.78

Impact on District Objectives/Unit Outcomes (Not Required):

Related Documents:

[TRC Annual Update 2021-2022.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

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Action: 2021-2022 Students served

Increase the percentage of participants attending TRC trainings by 2% from 2021 to 2025.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Training Offerings and Financial Stability

Person(s) Responsible (Name and Position): Jorge Zegarra. Director

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022

09/16/2022

Status: Action Completed

The percentage of participants attending TRC trainings has increased by more than 25% from the previous fiscal year.

Impact on District Objectives/Unit Outcomes (Not Required):

Related Documents:

[TRC Annual Update 2021-2022.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.