

Comprehensive Program Review Report



Program Review - Training Resource Center

Program Summary

2023-2024

Prepared by: Jorge Zegarra

What are the strengths of your area?:

- a) Growth - In the 2022-2023 fiscal year, the Training Resource Center served 325 employers and approximately 2,500 participant registrations. These 2 metrics show an increase from the previous fiscal year
- b) Customer Satisfaction - The overall satisfaction of our trainings has been rated higher than 4.5 out of 5 in the last four years.
- 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 in the Vegetation Management pre-inspector program
- e) Excellent staff (Laure Garver, April Henderson and Jennifer Vang). Their performance frequently exceeds expected standards. We have a new team member, Katie Cain, who started July 2023.
- f) Many Subject Matter Expert Trainers.

What improvements are needed?:

- a) Focus on training courses that can provide an adequate gross margin or higher to sustain the unit.
- b) Access to additional grant funding sources
- c) Development of new training courses, in particular Industrial Electricity related trainings.
- d) Increase the pool of Subject Matter Expert trainers, in particular for Industrial Electricity related trainings.
- e) Establish a SACA approved training facility and identify 5 employers who value SACA credentials
- f) Identify opportunities for SACA approved CBE training for employers and current COS students

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) Some competition from private training providers, other community colleges, and training associations
- d) The management of two locations at COS Tulare and the Visalia Industrial Park.

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 make the Visalia Industrial Park an authorized Smart Automation Certification Alliance (SACA) certification Center.
- 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 2022-2023 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 2023-2024 fiscal year. These are training quality, training offerings, financial stability and workforce development. These align with the district goals of success, growth, equity and sustainability. The SAO for workforce development was added in support of the plan to develop pre-apprenticeship, apprenticeship programs, as well as industry recognized Smart Automation Certification Alliance (SACA) micro-credentials and certifications. TRC needs to research and pursue additional funding sources via grants and/or partnerships with community colleges or other organizations to expand training offerings.

Outcome cycle evaluation: The Training Resource Center continues to maintain progress. The performance metrics in the last

few years have been moving in the right direction. Fiscal year 2022-2023 was a good year 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.

Action: 2023-2024 Provide Smart Automation Certification Alliance (SACA) certifications

TRC to become an authorized Smart Automation Certification Alliance (SACA) certification center to provide knowledge and competency based stackable micro-credentials to COS students, industry partners and community members.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

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Identify related course/program outcomes: SAOs: Growth, Success, Equity and Sustainability

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

Rationale (With supporting data): The goal is to provide highly affordable, accessible certifications that significantly increase the number of individuals who possess the skills represented by the SACA credentials, thereby ensuring that employers have the highly skilled worker they need, and COS students, industry partners and community members are prepared to enter or advance and be successful in a highly automated industrial world.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Equipment - Instructional - Phase 1B - Using Strong Workforce 8 funds, purchase equipment to provide SACA certified industry 4.0 automation systems specialist. (Active)

Why is this resource required for this action?: This resource is required to provide skills-based instruction and competency-based SACA certifications.

Notes (optional): Phase 1B will provide the following certified industry 4.0 automation systems specialist micro-credentials (equipment needed is in parenthesis):

211 Industry 4.0 TPM (870 Mechatronics)

212 Ethernet Communications 1 (870 Mechatronics)

213 Smart Sensor & Identification Systems 1 (870 Mechatronics)

214 Smart Factory Systems (870 Mechatronics)

215 Robot Systems Operations (870 Mechatronics or FANUC CERT CART)

216 Robot Systems Integration (870 Mechatronics)

Cost of Request (Nothing will be funded over the amount listed.): 510201.26

Related Documents:

[SACA Trifold.pdf](#)

[SACA 2022 Year in Review.pdf](#)

[COS - SACA Equipment Phase 1B rev1.pdf](#)

Facilities - Per discussion with Jonna, use Strong Workforce 8 funds to contribute to the relocation, lease and administration of the Regional Training Center at the Visalia Industrial Park. (Active)

Why is this resource required for this action?: The Regional Training Center at the Visalia Industrial Park will be the headquarters of the COS Training Resource Center. All TRC personnel will operate from this location. It will also house the automation systems equipment used for the SACA related instruction and competency-based certifications. TRC personnel will coordinate, schedule, proctor and manage the provision of the knowledge base and/or competency-based SACA certifications.

Notes (optional): The knowledge base (silver certification) is an online, written examination to be proctored by TRC personnel.

The competency-based (gold certification) is a hand-on examination to be proctored by a SACA qualified individual (e.g.

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CTE instructors)

Cost of Request (Nothing will be funded over the amount listed.): 180000

Related Documents:

[SACA Trifold.pdf](#)

[SACA 2022 Year in Review.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 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

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 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.

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

Action: 2023-2024 Increase number of employers served by obtaining 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: 2023 - 2024

Leave Blank:

Leave Blank:

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

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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: 2023-2024 Increase students served and workforce clients

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

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes: SAOs: Workforce 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.

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

Action: 2023-2024 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: 2023 - 2024

Leave Blank:

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

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improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness 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:

Update on Action

Updates

Update Year: 2022 - 2023

08/29/2023

Status: Continue Action Next Year

We have started the process to adapt and customized our existing TRC Essential Workplace Skills curriculum into an "Essential Soft Skill" course for healthcare. We expect to finish this process by the end of 2023 with pilot courses soon after.

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

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 Increase COS capacity to develop Apprenticeships

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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:

Update on Action

Updates

Update Year: 2022 - 2023

08/29/2023

Status: Action Discontinued

The 2022-2023 program review resource request, to contract workforce consultants using Strong Workforce funds, was not approved.

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

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

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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 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 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:

Update on Action

Updates

Update Year: 2022 - 2023

08/29/2023

Status: Action Completed

In January 2023, TRC obtained a \$92,160 contract from the California Community foundation to deliver Vegetation Management Pre-Inspector training. TRC also obtained \$200,000 from the Strong Workforce 7 program to deliver in-demand workforce training.

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

Link Actions to District Objectives

District Objectives: 2021-2025

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

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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

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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:

Update on Action

Updates

Update Year: 2022 - 2023

08/29/2023

Status: Action Completed

A new Director of Apprenticeships was hired on March 2023.

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

Related Documents:

[New Director of Appships COSeNews.pdf](#)

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](#)

[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

Program Review - Training Resource Center

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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:

Update on Action

Updates

Update Year: 2022 - 2023

08/29/2023

Status: Action Completed

The percentage of participants attending TRC trainings has increased 12% from the previous fiscal year

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

Related Documents:

[TRC Annual Report 2022-2023.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 Increase Forklift skills Training

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

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): This is an important upskill for many employers in AG/Food production

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2022 - 2023

08/29/2023

Status: Action Completed

We delivered 7 cohorts of Forklift skills Training

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

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:

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

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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: 2022 - 2023

08/29/2023

Status: Action Completed

As reported in training evaluations, the TRC training satisfaction for FY 2021-2022 was 4.8

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

Related Documents:

[TRC Annual Report 2022-2023.pdf](#)

Link Actions to District Objectives

District Objectives: 2021-2025

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