

build the workforce of tomorrow **today**

A report on educational and
workforce development
opportunities from San Diego
Mayor Kevin L. Faulconer's
OpportunityWORKS taskforce
March 1, 2016



introduction

As San Diego continues to position itself as an international leader in innovation and technology, there is tremendous optimism for the future of the region's economy and career opportunities. Driven by a world-class quality of life, local spirit of collaboration and sophisticated industry networks, San Diego's dynamic innovation economy continues to experience positive growth and continued success.

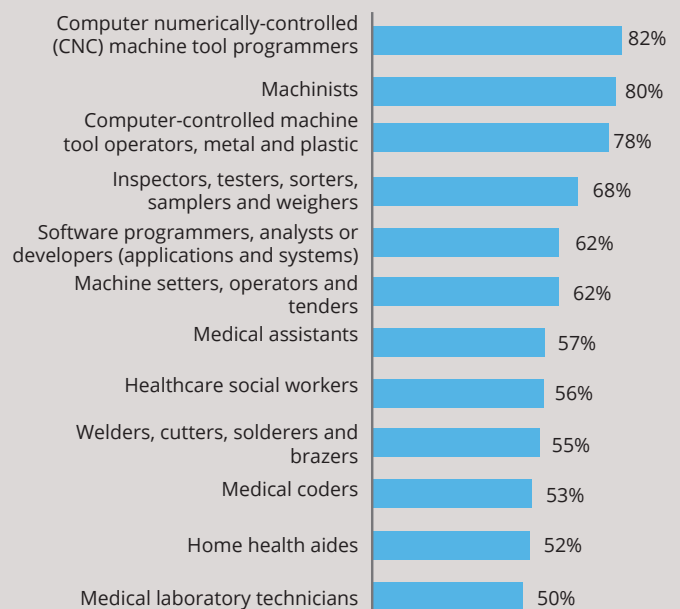
Unfortunately, as local businesses continue to grow and thousands of high-paying jobs become available, there are not enough qualified or skilled local applicants to fill these positions. San Diego's skills gap threatens the region's economic competitiveness, negatively impacts productivity and perpetuates wage stagnation.

At his State of the City address on January 14, 2015, San Diego Mayor Kevin L. Faulconer called on prominent local leaders from the city's education, workforce development, business and economic development communities to come together and recommend concrete solutions for improving access to affordable education, increasing opportunities for young people in the fields of science and technology and connecting San Diegans to successful careers that command a higher wage.

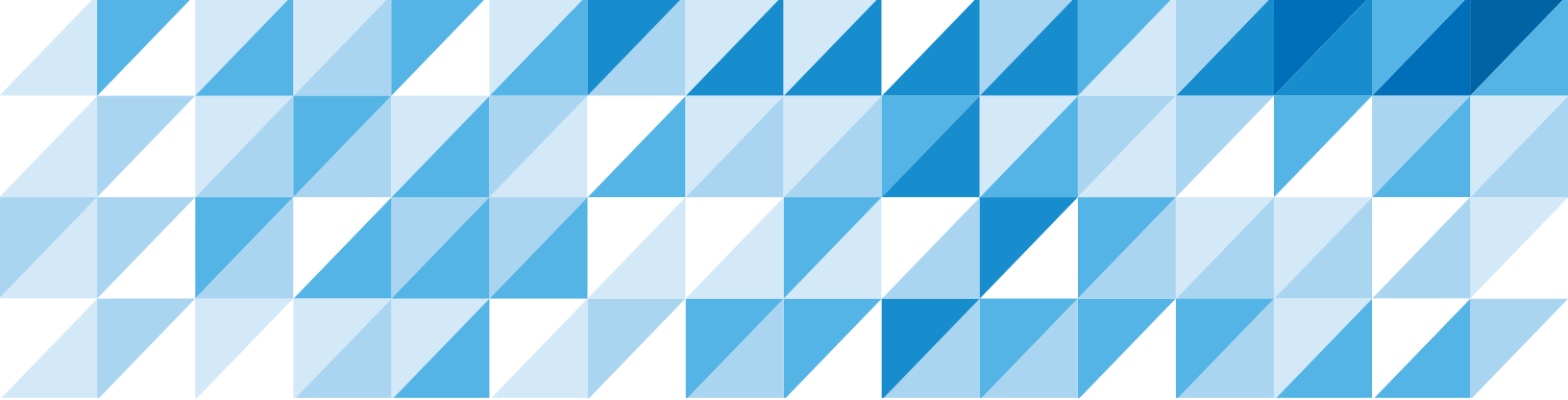
This group, Mayor Faulconer's OpportunityWORKS taskforce, met monthly throughout the city at different locations, heard presentations and updates from over a dozen community partners and stakeholders, debated the merits of existing local programs, and reviewed best practices from other regions. The results of this in-depth analysis is summarized in recommendations in this document.

As the industries that define San Diego's innovation economy continue to expand and become the foundation of San Diego's long-term growth, it is even more important to create opportunities for San Diego residents to learn about, engage and ultimately enter these industries. The recommendations in this report will help create the necessary educational and workforce development opportunities to ensure that all residents, families and children can share in the successes of San Diego's growing innovation economy.

Percent of Employers with Difficulty Hiring Workers by Occupation



Source: "San Diego's Middle Skill Jobs: Gaps and Opportunities," November 5, 2015, San Diego Workforce Partnership



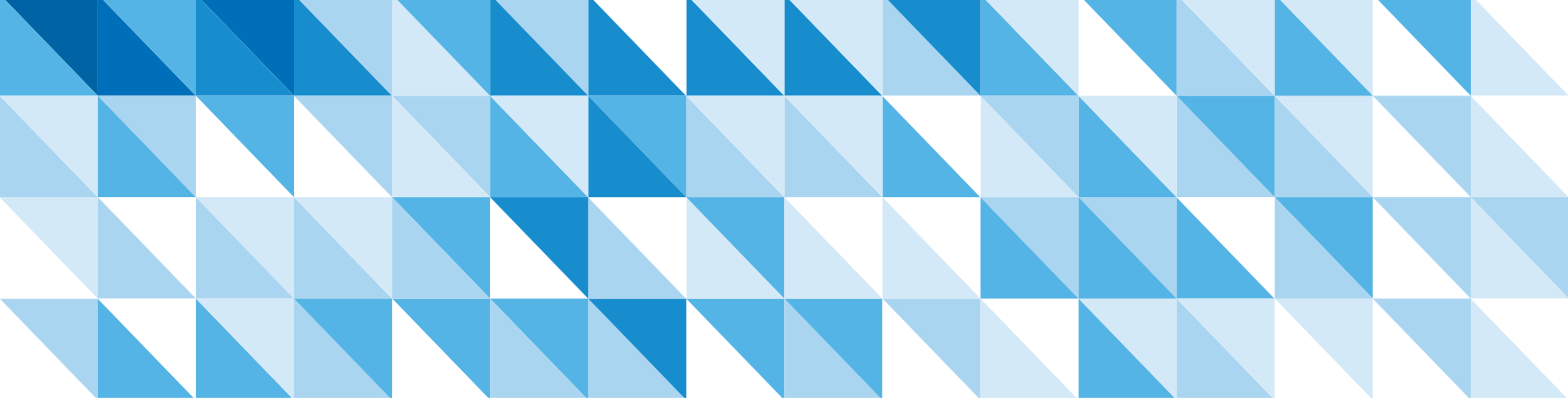
recommendations

1. Create a region-wide effort that focuses public and private efforts on five high-wage, high-demand and high-growth priority sectors.

The San Diego Workforce Partnership, San Diego Community College District and San Diego Unified School District have focused on promoting five high-wage, high-demand, and high-growth sectors: advanced manufacturing, clean tech/energy, healthcare, information technology (IT) and life sciences/biotech. According to their research, these sectors present the most significant and diverse career options for students, adult workers and career changers throughout the region. A partnership should be developed with local research institutions to regularly monitor changes in the local labor market to ensure regional resources are aligned with economic and industry trends in order to close the skill gaps and increase the growth potential in these priority sectors.

2. Develop a local strategy for allocating the region's federal workforce dollars to ensure funding priorities align with San Diego's employment needs and priority sectors.

The majority of federal workforce dollars the region receives are allocated through the San Diego Workforce Partnership. Therefore, the Mayor should collaborate with the San Diego Workforce Partnership to ensure funding priorities are directed to the priority sectors with the most employment growth. There should be an effort made to maximize the use of local funds by aligning them with sectors that are growing the fastest. In conjunction with this action, the taskforce also recommends collaboration with the philanthropic community to leverage public and private resources and ensure workforce funding is directed to these priority sectors.



3. Work with major companies to replicate and scale five regional learning centers inspired by Qualcomm's Thinkabit Labs.

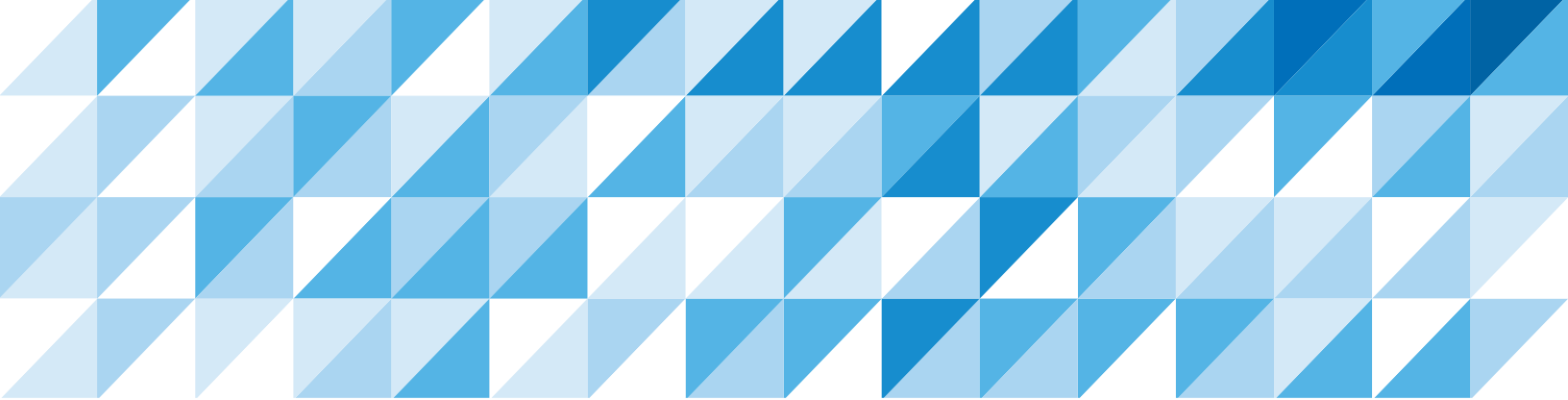
Qualcomm's Thinkabit Lab has served 3,000 local middle school students and is recognized as a best practice for career exploration and the promotion of science, technology, engineering and math (STEM) careers. Replicating these labs in other priority sectors would expand this new, innovative, industry-driven education and training model to more teachers and educators. It would also bring this successful teaching approach to significantly more students, increasing awareness of career opportunities for San Diego's youth within all of the priority sectors.

4. Create tailored "bridge programs" for graduating high school seniors in each of the five priority sectors with the San Diego Unified School District and local San Diego Community Colleges.

Many local high school students need jump-start in their transition to our local community colleges. By offering post-graduation "bridge programs" that focus on career themes that are aligned with each of the priority sectors, new graduates can immediately start learning the skills necessary to enter San Diego's high-wage, high-growth industries. Private sector employers that participate in the program would be given an opportunity to invest in the local workforce, lessening future recruitment costs and shortages of qualified and skilled applicants.

5. Create economic incentives for priority sector businesses to open and expand in low-to-moderate income neighborhoods like City Heights and Southeastern San Diego.

To expand access to San Diego's economic opportunities and better connect neighborhoods to employment, the Mayor should create a program or incentive package that will encourage expansion of priority sector businesses in underserved communities. This could involve expedited permitting, waiving of fees or taxes, incentives, and collaboration with local nonprofit organizations.



6. Create a “Workforce Cabinet” to bring together preeminent leaders in education, business, philanthropy and workforce development to advise the Mayor on building a stronger San Diego workforce.

The Mayor has the unique ability to bring together different elements of the civic community to solve complex issues. Continued direct engagement with the Mayor’s office will play an important role in advancing the long term strategies discussed by this task force. A permanent workforce committee will also formalize collaboration across San Diego’s education, workforce development and businesses communities. Continued discussions will bring many benefits, such as collaboration on grant efforts to maximize San Diego’s competitiveness in funding efforts.

7. Enlist businesses in creating meaningful partnerships with schools, community colleges and the San Diego Workforce Partnership around summer jobs, internships and work-based learning activities.

Employer engagement has emerged as the top challenge in every discussion this taskforce had over the course of its meetings. Using the stature of the Mayor’s office to better engage local businesses would be one of the most important outcomes that could come from this process. The Mayor could launch a campaign to encourage up to 100 businesses over a multiple-year timeline to provide meaningful work experiences for San Diego youth. The proposed Workforce Cabinet mentioned above could serve as a support system in developing these opportunities with the Mayor’s office.

8. Set a summer jobs or youth employment goal.

The Mayor should organize a regional effort to demonstrate a real commitment to youth employment. Other cities, such as Boston, put many students to work every summer with well over half of the commitments being paid for by the private sector. Boston has sustained these efforts for more than a decade, using both public and private resources and leadership. To create meaningful summer employment opportunities for youth, this task force recommends that the Mayor create a long-term, four- to five-year campaign towards increased summer youth employment.

conclusion

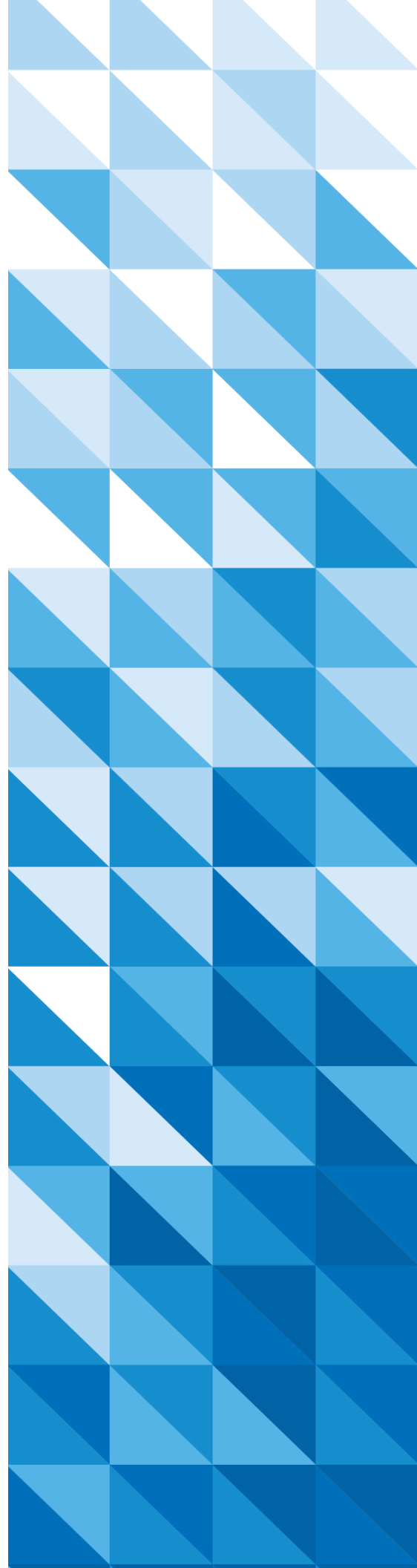
San Diego's economy is on the rebound. Yet despite positive economic trends and growing number of jobs available in San Diego County, employers still have difficulty finding qualified workers to fill these jobs. Many of the well-paying jobs of today require more skills than the jobs of the past. Educational attainment has remained relatively unchanged since 2004, yet San Diego employers expect more education and technical expertise from workers.

Many of these careers do not even require a college degree yet can provide good wages and opportunities for life-long careers. But the unfortunate reality is that not enough San Diegans have the skills to compete for San Diego careers.

Every San Diegan should have the opportunity to share in our growing economy and prosper. We must place an aggressive focus on closing the skills gap.

There is tremendous opportunity to connect thousands of San Diegans to fulfilling careers that will improve quality of life and accelerate regional economic growth. San Diego continues to produce globally renown companies that have brought astonishing breakthroughs such as mapping the human genome. Let's build a pathway for the next generation of San Diegans to access these exciting and growing careers. Together, we can build our better San Diego.

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mayor's opportunityWORKS taskforce

purpose, membership and guiding principles

Purpose

To recommend concrete actions and solutions for improving access to affordable education, increasing opportunities for young people in the fields of science and technology and connecting San Diegans to successful careers that command a higher wage.

Taskforce members

Co-Chairs

- Mark Cafferty, President and CEO, San Diego Regional EDC
- Constance Carroll, Ph.D., Chancellor, San Diego Community College District
- Mary Walshok, Ph.D., Associate Vice Chancellor of Public Programs, UCSD

Members

- Reginald Jones, CEO, Jacobs Center for Neighborhood Innovation
- Cindy Marten, Ph.D., Superintendent, San Diego Unified School District
- Elliot Hirshman, Ph.D., President, San Diego State University
- Peter Callstrom, President and CEO, San Diego Workforce Partnership
- Lani Lutar, President, Responsible Solutions, LLC
- Omar Passons, Senior Counsel, Stutz Artiano Shinoff & Holtz
- Jerry Butkiewicz, Manager of Workforce Readiness, San Diego Gas and Electric
- Shaina Gross, SVP, Chief Impact Officer, United Way of San Diego County
- Ben Motten, President, Conner Networks
- Jim Zortman, Senior Vice President, Northrop Grumman
- Magda Marquet, Ph.D., Co-Founder, Ajinimoto Althea
- Mike Murphy, President and CEO, SHARP Healthcare
- Don Rosenberg, Executive VP and General Counsel, Qualcomm

Designated Alternative Members

- Ky Lewis, Vice President/General Counsel, SHARP Healthcare (representing Mike Murphy)
- Joe Shapiro, Ph.D., Dean, SDSU College of Extended Studies (representing Elliot Hirshman)
- Cheryl Hibbeln, Ph.D., Director, High School Resources, SDUSD (representing Cindy Marten)