

DRAFT

San Diego Mayor's Workforce and Economic Advisory Committee

(Draft) Recommendations for Review at Committee Meeting (July 15, 2015)

Written/Summarized by Mark Cafferty

Based on the information shared at our committee meetings—as well as the numerous conversations and e-mail exchanges we have had over the last six months—I am bringing forward the following ideas, recommendations and action items for the committee's review at tomorrow's meeting.

After getting input and feedback from all committee members, the recommendations will be compiled into a formal white paper for the Mayor. This paper will be delivered within the next thirty days and the formal work of the Mayor's Workforce and Economic Advisory Committee will conclude at that point.

Short-Term Recommendations/ Immediate Action:

1) First and foremost, it seems logical that the Mayor should lead with a strong statement about the importance of focusing resources on the "advanced industries" or "Priority Sectors" that the Workforce Partnership, Community Colleges and San Diego Unified School District are already aligning around. These sectors are: Advanced Manufacturing, Clean Tech/Energy, Healthcare, IT and Life Sciences/Biotech.

The Mayor could make the specific commitment to analyze/evaluate the needs, skill gaps and growth potential of these industries annually to ensure they should still be our primary targets in the future. Workforce Partnership, SDSU, EDC and UCSD (or others) could commit to doing this research each year for the next 4-5 years.

Analysis: Very specific, very doable, very useful, and easy to fund through existing resources (no new money should be needed).

** Note: This gives the Mayor an industry-based theme or platform to wrap a series of recommendations/actions around.*

2) From here, the Mayor could make the recommendation/commitment to partner with industry to create a "Thinkabit-style" lab for students and teachers (housed within a leading business) for each of the five Priority Sectors.

Obviously, Thinkabit (and Qualcomm) would be recognized as the model and serve as the IT representative. Northrop Grumman may already be interested in creating its own model. Great biotech models already exist that could be expanded upon (Venter, Salk Mobil Lab, etc.) as well. Sharp could potentially create the healthcare model on its own or in partnership with other hospital groups and SDG&E would be a logical choice to create the clean tech/energy model.

We would need to find a lead for advanced manufacturing. Some potential ideas could include: Solar Turbines, Illumina and NASSCO just to name a few.

Also, building off of our various apprenticeship discussions and presentations, the Mayor may also want to recommend that a local labor union (possibly the electrical workers union) build a similar program to teach students and teachers about careers and opportunities in the building trades.

Ultimately this would show a Mayoral/City commitment to creating new, innovative, industry-driven education/training models for students and teachers alike. It would also show true leadership and commitment from the businesses/organizations that step forward to lead. Doing this could help bring a Thinkabit-style experience to significantly more students and teachers and would increase awareness of career opportunities within these Priority Sectors.

Analysis: Very specific, doable (but not without some challenges), high profile, very useful and not too difficult to fund with/through industry buy in.

3) Next, the Mayor could work with SDUSD and the SD Community Colleges to create specific high-school summer "bridge programs" for each of the five Priority Sectors.

Constance Carroll has spoken often about this model. Data shows that it is very effective. Some of the programs already exist, and others would need to be created.

The idea here would be to help those leaving our local high school schools get a much-needed jump-start in their transition to our local community colleges. By having these bridge programs include career themes that are aligned with each of the priority sectors, it would allow for additional work-based learning and career exploration opportunities and attract greater support from the private sector.

It has been mentioned that similar bridge programs could be created for students transitioning from our local community colleges to SDSU. I am thinking that it is ambitious enough to start with the high school to community college transition. If the first round of bridge programs proves to be successful, additional or extended models could certainly follow.

Analysis: Very specific, very doable, very useful, doable from a funding perspective, but industry, community college and/or philanthropic money would need to be identified.

4) Target/direct some portion of the city's Workforce Innovation/Department of Labor dollars toward these Priority Sectors.

The specifics would need to be worked out with leadership at the Workforce Partnership. This is not dissimilar to many announcements we have seen from Mayor's offices around the country as part of their local jobs, employment and/or anti-poverty platforms. This would show the Mayor/City redirecting existing federal funding toward these (identified) Priority Sectors. In doing so, it would show a more strategic approach to the use of local training funds by aligning them with sectors that are growing faster, offer higher wages, have a greater economic impact, etc.

In conjunction with this action, the Mayor could recommend that groups like the United Way and/or San Diego Foundation (and other local philanthropic leaders) think about aligning some resources with the Workforce Partnership funding and programs that are connected to these sectors. Both the United Way and the San Diego Foundation have some programs and initiatives underway that could potentially align well with these efforts.

Analysis: Very specific, doable (but with some challenges and a lot of moving parts), very useful and easy to do from a funding perspective IF there is appropriate buy-in.

5) And lastly—and this is probably taking the biggest leap—Creating some specific fiscal incentives for businesses from these Priority Sectors that open/expand within neighborhoods like City Heights and Southeastern San Diego.

Perhaps Civic SD could play a role here as well. This could involve expedited permitting, waving of fees or taxes of some sort, incentives and possible support from groups like The Jacobs Center and Price Foundation (who are investing within these areas already). A program of this kind could be quite effective. New York City and New York State have seen significant success by incentivizing business location and growth within historically distressed regions.

Analysis: Needs to be more specific and better thought out. Certainly doable (lots of models in other cities to replicate) but pretty challenging. Might be better as a long term recommendation.

These five recommendations/announcements would show the Mayor/City engaging all of the key stakeholders (K-12, community college, university, industry, philanthropy, economic development, etc.) in specific actions right away.

We could then work on balancing these short-term recommendations with three additional long-term goals:

1) Create two smaller advisory committees to continue meeting and working with/advising the Mayor's Office on Workforce and Economic Development policy and activity.

The two main focus areas should be;

- 1) Ongoing workforce/pipeline training and development, and**
- 2) The creation of new businesses and industries.**

The group has certainly indicated that the direct engagement with the Mayor's Office on these issues has been very worthwhile. It has also been clear that most of the strong recommendations that the committee would like to focus on would take much longer than six-months to get our hands around. Most of these issues will require ongoing and often-changing/evolving strategies that will need to play out over many years.

But continuing to meet regularly with the Mayor/City on the growth and development of our workforce and the growth and development of new businesses and sectors would be very beneficial.

The groups could meet as often as they would see fit to and report back to the Mayor/City on a quarterly basis.

2) Potential new web-portal concept for businesses and job seekers that Ben Motten proposed.

I think most of us can see that Ben is on to something. There was a discussion about connecting Ben's concept to some of the technology efforts currently underway within the City. There was also some thoughts about a similar effort being spearheaded by a group focusing on "Linked Learning."

But however it plays out, a City effort to help individuals navigate career opportunities and progression within the region would be very beneficial.

3) And this is a big lift--have the Mayor commit to enlisting 100 businesses in creating real, meaningful partnerships with the schools, community colleges and the Workforce Partnership around summer jobs, internships and work-based learning activities.

Employer engagement has emerged as a huge challenge in every discussion we have had over the last six months. Using the stature of the Mayor to better engage local businesses in existing and future efforts would be one of the most important things that could come from this process.

The Mayor could launch a campaign of sorts--The One San Diego, One Hundred, 1 San Diego 100, #1SD100--or something like that.

This could play out with a multiple year timeline, announcing 25-30 new business partners each year. The proposed advisory committees mentioned above could serve as a support system in developing these opportunities with the Mayor's Office.

4) Lastly, it seems important to have the Mayor commit to a specific summer jobs or youth employment goal.

The number could be 1000, 2000 or something else—but somehow, showing a real and successful commitment to youth employment would be another important long-term effort.

The Mayor may be visiting Boston later this year for a meeting with Mayor Walsh. Boston is putting more than 10,000 students to work this summer with well over half of the commitments being paid for by the private sector. They have been putting this many students to work for more than a decade now.

This meeting between the two Mayors could be a great starting point for a long-term, four-five year campaign towards a large, efficient and effective commitment to summer youth employment.

Again, no recommendations above are final and are currently written to reflect my interpretations of our meetings, conversations and ideas.

I look forward to your feedback and input tomorrow.

Many, many thanks.

Mark