# 2018-2019
# Progress Report

## Summary of Accomplishments and Performance Associated with Institutional Strategic Plan

Compiled by the
Office of Research, Planning, and Institutional Effectiveness

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**Purpose of Report**

Each year, Napa Valley College (NVC) compiles a report summarizing the progress made toward achieving the goals and objectives of the Institutional Strategic Plan. The resulting document serves as an Annual Progress Report on the Strategic Plan. This document summarizes activities and progress made in 2018-2019 relative to the goals and objectives of the 2018-2021 Institutional Strategic Plan.

**Structure of 2018-2019 Progress Report**

The 2018-2021 Institutional Strategic Plan (approved in 2017-2018) includes five broad goals:

- Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success;
- Engage NVC students and assist in their progress toward educational and job training goals;
- Increase NVC student achievement and completion of educational and job training goals;
- Ensure the fiscal stability of NVC as it transitions to a community supported district; and
- Enhance collaboration between NVC and community and civic partners.

This report is structured around the initiatives, measurable objectives, and deliverables associated with the five institutional goals. To provide context for the 2018-2019 Progress Report, the 2018-2021 Institutional Strategic Planning Goals – along with the initiatives, measures, and deliverables associated with each goal – are outlined on the next three pages (pages 5-7).

This Annual Progress Report focuses on <u>new</u> activities that were implemented to promote the five institutional goals in 2018-2019. To demonstrate the direct linkage between the defined initiatives and the accomplishments from 2018-2019, the information is presented in the form of a table – including descriptions of accomplishments associated with each individual initiative. Throughout this report, accomplishments are listed in tables containing purple headers, listing the relevant institutional goal at the top of the table and associated initiatives in each row of the table. Accomplishment from 2018-2019 are reported beginning on page 8 (for Institutional Goal 1).

The measures associated with each goal are presented in tables containing green headers (beginning on page 9 for Institutional Goal 1). For each measure, the 2017-2018 baseline performance and the 2018-2019 performance level are reported in the tables. A summary of the change in performance between the two years (e.g., +12%, -5%) is reported in the final column. A green – yellow – purple coding system is applied to the institution-level measures, to summarize the magnitude and direction of changes associated with each measure. Green indicates an improvement (over the 2017-2018 baseline) exceeding 1%, and purple indicates a

decline (from the 2017-2018 baseline) exceeding 1%. The green and purple ratings incorporate two gradations to distinguish increases/decreases falling within 1%-5% of the 2017-2018 baseline from those exceeding 5%. Changes within 5% of the baseline are lightly shaded, and those exceeding 5% have darker shading. Yellow indicates a change within 1% (± 1%) of the 2017-2018 baseline. The tables also include some examples of new developments for NVC that are reflected in the measures – for example, new partnerships with local high schools, co-curricular offerings that were expanded in 2018-2019.

Deliverables from 2018-2019 are summarized in tables containing yellow headers (beginning on page 10 for Institutional Goal 1).

**2018-2021 Institutional Strategic Plan**

Initiatives, Measures, and Deliverables Associated with
5 Institutional Strategic Plan Goals

| **Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success** | |
|---|---|
| **Initiatives** | **Measures & Deliverables** |
| ○ Increase partnerships with local schools to improve preparation and facilitate transition of students from area high schools to NVC<br>○ Coordinate with educational and community partners to expand services to support NVC students<br>○ Create new opportunities for local students to engage with NVC<br>○ Expand dual enrollment agreements to all K-12 districts in the NVC service area<br>○ Develop three-year strategic plan for expansion of course offerings at the South Valley Campus at American Canyon High School | ○ Increase number of partner schools (2017-2018 baseline: 6)<br>○ Increase capture rate among local high school districts (2017-2018 baselines for NVUSD, St. Helena, and Calistoga: 36.2%, 16.8%, and 8.5%, respectively)<br>○ Increase course-section offerings at partner schools (2017-2018 baseline: 29)<br>○ Increase joint internal-external support services for students (2017-2018 baseline: 1)<br>○ Increase opportunities for local students to engage with NVC (2017-2018 baseline: 14 )<br>○ Increase dual enrollment agreements (2017-2018 baseline: 1) |
| ○ Develop new mechanisms for communicating program-specific information to local high school students | ○ Three-year plan for expansion of course offerings<br>○ Communications matrix |

| **Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals** | |
|---|---|
| **Initiatives** | **Measures & Deliverables** |
| ○ Review and revise curricula to facilitate successful completion of transfer-level math and English<br>○ Enhance academic support programs and student support services to meet student needs and increase student success<br>○ Develop locally defined Guided Pathways implementation plan | ○ Increase academic and student support offerings (including multiple delivery modes) aligned with new initiatives (2017-2018 baseline: 16)<br>○ Increase proportion of first-time degree-/transfer-seeking students who complete transfer-level math and transfer-level English in first year (2017-2018 baseline: 15.4%)<br>○ Increase number and expand variety of co-curricular events (2017-2018 baselines: 11 offerings across 5 different types of events ) |

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| ○ Expand co-curricular event offerings<br>○ Improve facilities and instructional equipment to enhance opportunities for student engagement inside and outside of the classroom | ○ Implement changes to math and English sequences by fall 2019 to address AB 705 requirements<br>○ Year 2 Guided Pathways Plan (Fall 2019 – Summer 2020)<br>○ Year 3 Guided Pathways Plan (Fall 2020 – Summer 2021)<br>○ List of facilities and equipment improvements implemented 2018-2021 |

| **Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals** | |
|---|---|
| **Initiatives** | **Measures & Deliverables** |
| ○ Develop new instructional programs to meet needs of students and local community and increase opportunities for completion<br>○ Explore and implement strategies to facilitate student completion<br>○ Expand resources to increase accessibility to employment and internships aligned with Guided Pathways and Strong Workforce | ○ Increase number of degree and certificate program offerings (2017-2018 baseline: 89)<br>○ Vision for Success Goal 1: Completion<br>  ○ Increase the number of students attaining the Vision Goal Completion definition (2016-2017 baseline: 683)<br>  ○ Increase the number of students earning an associate degree (2016-2017 baseline: 629)<br>  ○ Increase the number of students earning CCCCO-approved certificates (2016-2017 baseline: 334)<br>○ Vision for Success Goal 2: Transfer<br>  ○ Increase the number of students earning associate degrees for transfer (2016-2017 baseline: 187)<br>  ○ Increase the number of students transferring to CSU and UC institutions (2016-2017 baseline: 139)<br>○ Vision for Success Goal 3: Unit Accumulation<br>  ○ Decrease the average number of units accumulated among students earning associate degrees (2016-2017 baseline: 93)<br>○ Vision for Success Goal 4: Workforce<br>  ○ Increase the proportion of exiting CTE students who report being employed in a job closely related to their field of study (2014-2015 baseline: 70%)<br>○ Increase number of resources to support internship opportunities for students and employment among graduates (2017-2018 baseline: 8) |
| | ○ Plans promoting completion agenda (Guided Pathways, AB 705)<br>○ Plans for expanding internships aligned with Guided Pathways and Strong Workforce |

| Institutional Strategic Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district | |
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| **Initiatives** | **Measures & Deliverables** |
| ○ Develop and implement a Three-Year Enrollment & Scheduling Management Plan<br>○ Develop and implement an ongoing marketing plan to increase awareness of NVC offerings and attract more students to specific instructional programs | ○ Decrease time to completion (2017-2018 baseline: 5.5 years)<br>○ Increase institution-level fill rates (2017-2018 baseline: 78.7%) |
| | ○ Enrollment & Scheduling Management Plan<br>○ Marketing Plan |

| Institutional Strategic Goal 5: Enhance collaboration between NVC and community and civic partners | |
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| **Initiatives** | **Measures & Deliverables** |
| ○ Pursue, develop, and expand mutually supportive partnerships between NVC instructional programs and community organizations<br>○ Expand offerings and opportunities for cultural engagement among the local community | ○ Increase number of partnerships with community organizations (2017-2018 baseline: 23)<br>○ Increase number of cultural event offerings open to the local community (2017-2018 baseline: 6) |
| | ○ [N/A] |

| **Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success** | |
|---|---|
| **Initiatives** | **Accomplishments 2018-2019** |
| Increase partnerships with local schools to improve preparation and facilitate transition of students from area high schools to NVC | ○ Organized and executed Math and English summit for all service area high schools<br>○ Introduced dual enrollment workshops at American Canyon High School and New Technology High School<br>○ Restructured outreach to local high school to create a seamless transition for students (including embedded academic coaches; access to orientation, educational planning, and financial aid on-site) |
| Coordinate with educational and community partners to expand services to support NVC students | ○ Partnered with Napa Valley Adult Education and Puertas Abiertas to provide off-site English as a Second Language courses at their locations to assist in transition and tacking of student progress<br>○ Partnered with Legacy Youth Project to provide presentations on STEM majors and careers<br>○ Sponsored on-site health insurance counseling and enrollment event with Community Health Initiative |
| Create new opportunities for local students to engage with NVC | ○ Offered counseling orientation and educational planning sessions at local area high schools<br>○ Reinstated STEM Summer Bridge Program, including outreach to local high schools<br>○ Implemented Campus Kickoff as an annual event, inviting all recent high school graduates to visit campus and learn what to expect their first few weeks in college<br>○ Expanded course offerings at American Canyon High School |
| Expand dual enrollment agreements to all K-12 districts in the NVC service area | ○ Developed and approved College and Career Access Pathways (CCAP) Dual Enrollment agreements with all service-area K-12 districts |
| Develop three-year strategic plan for expansion of course offerings at the South Valley Campus at American Canyon High School | ○ Draft South Valley Campus / American Canyon High School plan initiated |
| Develop new mechanisms for communicating program-specific | ○ Website and online catalog redesign to more clearly / consistently communicate program-specific information to incoming students |

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| information to local high school students | ○ E-Brochure adoption to provide customized program-specific information to potential students |

| **Measures Associated with Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success** | | | |
|---|---|---|---|
| **Measure** | **2017-2018 Baseline (or Other Baseline Year)** | **2018-2019 Performance (or Most Recent Year with Data)** | **Change** |
| Partner Schools | 6 | 13 | **+117%** |
| *Examples of new partnerships with Napa County high schools include: Valley Oak High School, Chamberlain High School, Justin-Siena High School, Napa Valley Independent Studies* | | | |
| Capture Rate: NVUSD* | 36.2% | 30.9% | **-5%** |
| Capture Rate: St. Helena** | 16.8% | 11.0% | **-6%** |
| Capture Rate: Calistoga** | 8.5% | 20.5% | **+12%** |
| *Capture rate for NVUSD calculated by comparing list of recent graduates against NVC enrollment records. **Capture rates for St. Helena and Calistoga are derived from the number of graduates from each school ("Regular High School Diploma Graduates" reported by the California Department of Education's DataQuest) and the number of students age 18 affiliated with St. Helena and Calistoga who enrolled at NVC the following year (based on NVC enrollment records). | | | |
| Course-Section Offerings at Partner Schools | 29 | 20 | **-31%** |
| Joint Internal-External Support Services for Students | 1 | 3 | **+200%** |
| *New internal-external support services include collaboration with: United Way and Napa Valley Adult School.* | | | |
| Opportunities for Local Students to Engage with NVC | 14 | 19 | **+36%** |
| *New opportunities for engagement with students at local high school include: outreach projects among specific disciplines (Visual and Performing Arts, Engineering, Physics, Career Education), career counseling at school sites, and new orientation course offering (COUN 92).* | | | |
| Dual Enrollment Agreements | 1 | 2 | **+100%** |
| *College and Career Access Pathways (CCAP) dual enrollment was expanded to cover NVUSD (as well as St. Helena Unified School District).* | | | |

| Deliverables Associated with Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success | |
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| **Deliverable** | **Accomplishments 2018-2019** |
| Three-year plan for expansion of course offerings | ○ Three-year plan embedded in draft goals for enrollment management |
| Communications matrix | -- |

| Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals | |
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| **Initiatives** | **Accomplishments 2018-2019** |
| Review and revise curricula to facilitate successful completion of transfer-level math and English | ○ All curriculum in math and English revised as needed to facilitate successful completion of transfer-level courses within the first year<br>○ Developed program plan for English AB705 implementation, including revised curriculum and scheduling strategies<br>○ Created 8 new non-credit English as a Second Language course outlines of record |
| Enhance academic support programs and student support services to meet student needs and increase student success | ○ Expanded math and writing center operations to support AB705 implementation, including expansion of faculty participation in Writing Success Center by providing teaching load for specific support services<br>○ Implemented new English and math placement processes (transcript-based), along with chemistry placement tool<br>○ Writing Success Center offered research workshops; topics included research topic development, source citation, and avoiding plagiarism<br>○ Expanded academic coaching model for recent high school graduates during their first year of enrollment<br>○ Implemented Transfer Center classroom presentations as a consistent practice<br>○ Implemented transfer webinars (in coordination with California State University (CSU), University of California (UC), private universities, and Historically Black Colleges and Universities) |

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| | ○ Expanded library resources including online subscriptions, face-to-face workshop; reviewed collection for currency and updated accordingly<br>○ Hired community volunteers for the Math Success Center<br>○ Evaluated student use of the Speech Lab and its impact on student performance |
| Develop locally defined Guided Pathways implementation plan | ○ Completed Guided Pathways Scale of Adoption Self-Assessment, reflecting priority activities for 2019-2020 (submitted April 2019)<br>○ Began drafting a self-guided placement tool to address AB 705 requirements |
| Expand co-curricular event offerings | ○ Organized a tour to the Museum of Modern Art for community building and educational experiences<br>○ [See metrics table below for additional information] |
| Improve facilities and instructional equipment to enhance opportunities for student engagement inside and outside of the classroom | ○ Folded general classroom facility and technology oversight into Office of Academic Affairs unit plan, putting these needs into the annual planning and budget process<br>○ Conducted comprehensive survey of facilities and technology status and needs in general classrooms<br>○ Secured $250,000 in capital outlay funds from 2019-20 budget for general classroom facility and technology improvement<br>○ Added a new library classroom and reconfigured a classroom into a general computer lab for student use<br>○ Installed 80 new computers on the main floor of the McCarthy Library<br>○ Upgraded two classrooms to incorporate new technology to support the mathematics curriculum<br>○ Created engaging displays highlighting Hispanic Heritage Month, Native American Heritage Month, African American History Month, Women's History Month, and National Poetry Month |

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| | ○ Purchased EZ-proxy to allow one sign-on authentication to all library databases; updated Library database webpage for clarity and ease of use<br>○ Installed sound-absorption panels to improve MESA/STEM Center Study Hall |

| **Measures Associated with Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals** | | | |
|---|---|---|---|
| **Measure** | **2017-2018 Baseline (or Other Baseline Year)** | **2018-2019 Performance (or Most Recent Year with Data)** | **Change** |
| Academic and Student Support Offerings Aligned with New Initiatives | 16 | 21 | **+31%** |
| *Examples of new offerings include: career industry webinars, Eureka career assessments, Myers-Briggs Type Indicator (MBTI) Assessment, Black Male Excellence Program, and Student Athlete Success and Support Program* | | | |
| Proportion of First-Time Degree-/Transfer-Seeking Students Who Complete Transfer-Level Math and Transfer-Level English in First Year | 17.8%<br>(2016-2017) | 15.4%<br>(2017-2018) | **-2.4%** |
| Co-Curricular Events:<br>Offerings<br>Types | <br>11<br>5 | <br>14<br>5 | <br>**+27%**<br>-- |
| *Examples of co-curricular expansion include university presentations, Academic Improvement and Achievement Workshops, and partnership productions and events between Performing Arts and Cafeteria Kids.* | | | |

| **Deliverables Associated with Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals** | |
|---|---|
| **Deliverable** | **Accomplishments 2018-2019** |
| Implement changes to math and English sequences by fall 2019 to address AB 705 requirements | ○ Chancellor's Office AB705 compliance verification complete and submitted<br>○ All curricular and scheduling changes implemented |
| Year 2 Guided Pathways Plan (Fall 2019 – Summer 2020) | ○ Initial Guided Pathways Scale of Adoption Self-Assessment ("Year 2 Plan") |
| Year 3 Guided Pathways Plan (Fall 2020 – Summer 2021) | -- |

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| List of facilities and equipment improvements implemented 2018-2021 | ○ Additional monitors installed to enhance 1:1 student counseling<br>○ Individual printers acquired for counselors (to address HIPPA requirements) |

| **Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals** | |
|---|---|
| **Initiatives** | **Accomplishments 2018-2019** |
| Develop new instructional programs to meet needs of students and local community and increase opportunities for completion | ○ Developed and approved LGBT Education degree and certificate, Ethnic Studies ADT, Hospitality ADT, and certificates in Architectural Drafting and Design, Entrepreneurship, Commercial Photography, Digital Photography, and Mechanical Drafting and Design |
| Explore and implement strategies to facilitate student completion | ○ Implemented major curricular revisions in English and Math per AB 705<br>○ Initiated planning for implementation of Guided Pathways |
| Expand resources to increase accessibility to employment and internships aligned with Guided Pathways and Strong Workforce | ○ Collaborated and held joint meetings with College of Marin, Santa Rosa Junior College, and Solano Community College<br>○ Partnered with USDA to offer two STEM internships to MESA students<br>○ Entered agreement with Kaiser to establish the Medical Scholars Program for pre-medicine MESA students<br>○ Coordinated to identify opportunities for engineering students and provide assistance with internship applications<br>○ Developed catering options through Scholar Eats |

| Measures Associated with Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals | | | |
|---|---|---|---|
| **Measure** | **2017-2018 Baseline (or Other Baseline Year)** | **2018-2019 Performance (or Most Recent Year with Data)** | **Change** |
| Degree and Certificate Program Offerings | 85 | 96 | **+13%** |
| Students Attaining the Vision Goal Completion Definition | 683 (2016-2017) | 643 (2017-2018) | **-6%** |
| Students Earning an Associate Degree | 629 (2016-2017) | 604 (2017-2018) | **-4%** |
| Students Earning CCCCO-Approved Certificates | 334 (2016-2017) | 380 (2017-2018) | **+14%** |
| Students Earning Associate Degrees for Transfer | 187 (2016-2017) | 228 (2017-2018) | **+22%** |
| Students Transferring to CSU and UC Institutions | 396 (2015-2016) | 403 (2016-2017) | **+2%** |
| Units Accumulated among Students Earning Associate Degrees (Average) | 93 (2016-2017) | 93 (2017-2018) | **--** |
| Proportion of Exiting CTE Students Who Report Being Employed in a Job Closely Related to their Field of Study | 70% (2014-2015) | 78% (2015-2016) | **+8%** |
| Resources to Support Internship Opportunities for Students and Employment among Graduates | 8 | 12 | **+50%** |
| *Examples of new resources associated with internships and employment include: American Canyon Family Resource Center/Career Center Services, memberships and partnerships with local Chambers of Commerce, and College Central – Career Center Employer Services (job postings in tri-county area spanning Napa, Solano, and Sonoma Counties).* | | | |

| Deliverables Associated with Institutional Goal 3: Increase NVC student achievement and completion of educational and job training goals | |
|---|---|
| **Deliverable** | **Accomplishments 2018-2019** |
| Plans promoting completion agenda (Guided Pathways, AB 705) | ○ Completion agenda-related plans and reforms implemented |
| Plans for expanding internships aligned with Guided Pathways and Strong Workforce | ○ California Association for Drug/Alcohol Educators (CAADE) and CCAP accreditation for Human Services & Addiction Studies |

| Institutional Strategic Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district | |
|---|---|
| **Initiatives** | **Accomplishments 2018-2019** |
| Develop and implement a Three-Year Enrollment & Scheduling Management Plan | ○ Draft three-year goals and plan completed |
| Develop and implement an ongoing marketing plan to increase awareness of NVC offerings and attract more students to specific instructional programs | ○ Implemented new online catalog with expanded academic program and department information to facilitate marketing and communication<br>○ Purchased and working on implementation of E-brochure as a mechanism to market program-specific information to students |
| **Other Accomplishments Associated with Transition** | ○ Continued communication and discussion around fiscal implications of becoming a community-supported district<br>○ Increased allocations to support funding priorities across the institution, including:<br>○ $1M allocated to Academic Affairs<br>○ $500K allocated to Student Affairs<br>○ $1M allocated to Administrative Services ($900K designated to scheduled maintenance)<br>○ $213K allocated to President's Area<br>Allocations reflect a combination of requests associated with operational continuance needs and new allocations to support strategic initiatives |

| Measures Associated with Institutional Strategic Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district | | | |
|---|---|---|---|
| **Measure** | **2017-2018 Baseline (or Other Baseline Year)** | **2018-2019 Performance (or Most Recent Year with Data)** | **Change** |
| Time to Completion (in Years) | 5.7 | 6.0 | +5% |
| Institution-Level Fill Rate | 78.7% | 80.3% | +1.6% |

| Deliverables Associated with Institutional Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district | |
|---|---|
| **Deliverable** | **Accomplishments 2018-2019** |
| Enrollment & Scheduling Management Plan | ○ Draft Enrollment and Scheduling Management Plan completed |
| Marketing Plan | ○ Formed 13 marketing/promotion teams to coordinate external communication efforts to target audiences (e.g., prospective students, students interested in specific programs, athletes, and the surrounding community)<br>○ Conducted surveys and interviews to discern institutional needs and prepare for new website |

| Institutional Strategic Goal 5: Enhance collaboration between NVC and community and civic partners | |
|---|---|
| **Initiatives** | **Accomplishments 2018-2019** |
| Pursue, develop, and expand mutually supportive partnerships between NVC instructional programs and community organizations | ○ Partnered with District Attorney's Victims Services Program and with NEWS to raise awareness of domestic/dating violence and sexual assault<br>○ Identified volunteer opportunities for students through the Movimiento Cultural de la Union Indigena, an organization that promotes indigenous culture in Napa and Sonoma Counties<br>○ Participated in county-wide suicide awareness/prevention program under the umbrella of County Behavioral Health Department<br>○ Partnered with Cameo Cinema to provide students with tickets to STEM-related films and discussions<br>○ Worked with Napa County Library's Literacy Program to encourage participants' use of McCarthy Library services<br>○ Partnered with di Rosa Center for the Arts to bring international theater maker for a student workshop |

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| | ○ Partnered with Napa County Robotics Club to organize a Math Challenge for junior and high school students |
| Expand offerings and opportunities for cultural engagement among the local community | ○ Partnered with Cafeteria Kids Theater to produce Mary Poppins<br>○ Initiated planning to expand use of Performing Arts Center as a cultural and civic hub for the Napa Valley |

| **Measures Associated with Institutional Strategic Goal 5: Enhance collaboration between NVC and community and civic partners** | | | |
|---|---|---|---|
| **Measure** | **2017-2018 Baseline (or Other Baseline Year)** | **2018-2019 Performance (or Most Recent Year with Data)** | **Change** |
| Partnerships with Community Organizations | 23 | 37 | **+61%** |
| *New partnerships were developed, particularly in regard to mental health, community health, and equity group advocacy. Examples include: Community Action of Napa Valley (CANV), Moving Forward Toward Independence, Napa County Probation, LGBTQ Connection, McGrew Behavior Intervention Services, McPherson Family Resource Center, Parent-Child Advocacy Network, NEWS-KEDS (Kids Exposed to Domestic Violence), Collabria Care, Napa County Office of Education – Mariposa and Bridging Brothers Group, Cope: Child of Parent Emergency, Arts Council Napa Valley, Boys and Girls Clubs of Napa Valley, and Healthy Cooking with Kids.* | | | |
| Cultural Event Offerings Open to the Local Community | 6 | 8 | **+33%** |
| *Examples include: events for community members with disabilities, Viva Mariachi Festival, and all music and theater productions, including Master's series.* | | | |