

San Diego Consortium Policy Board – Meeting Agenda

Date Friday, August 25, 2017

Time 1:00 pm

Place 1600 Pacific Highway, San Diego, CA – Room 310

MEMBERS

Chair: Scott Sherman, San Diego City Councilmember, District 7
Vice Chair: Kristin Gaspar, San Diego County Supervisor, District 3
Ron Roberts, San Diego County Supervisor, District 4
Barbara Bry, San Diego City Councilmember, District 1
Dr. Laurie Coskey, United Way, President & CEO

CALL TO ORDER AND NOTE OF ATTENDANCE

PUBLIC COMMENT

Members of the public may address the Policy Board on issues on this agenda (three minutes per subject) and/or other items within the Board’s scope. To speak, submit a Request to Speak form prior to the meeting. In compliance with the Americans with Disabilities Act, the SDWP will provide accommodations to persons who require assistance. If you require assistance, please call (619) 228-2900.

ACTION ITEMS

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Adjournment

- Next meeting – October 27, 2017

SDWP Events

August 28 | Youth & Young Adult Committee
3:30 – 5:00 pm | SDWP

October 4 | WDB Board Orientation
11:30am – 1:00 pm | SDWP

October 26 | Save-the-Date – SDWP Workforce Conference
rsvp info coming soon

Partner Events

September 1 | CALPIA Employer Forum
9:30 – 11:00 am | Jacobs Center, 404 Euclid Avenue | rsvp: iep@calpia.ca.gov

September 5-7 | CWA Meeting of the Minds Conference
Monterey, CA | Registration – www.calworkforce.org/meeting-of-the-minds/

September 11 | County of San Diego HHSA – Contractor and Community Forum
1:00 – 4:00 pm | Jacobs Center, 404 Euclid Avenue

September 25-27 | The Close It Summit 2017
Chicago, IL | Registration – www.closeit.org

October 4-6 | Investing in America’s Workforce Capstone Conference
Austin, TX | Registration – www.investinwork.org/conference

October 20 | USD Soles – State of Non-Profits and Philanthropy Summit
USD - 5998 Alcala Park, Mother Rosalie Hill Hall | rsvp: info coming soon

Item #1: Minutes of the June 23 Policy Board Meeting

Members Present

Scott Sherman, Councilmember, City of San Diego, District 7 (Chair)
Ron Roberts, Supervisor, County of San Diego, District 4
Barbara Bry, Councilmember, City of San Diego, District 1
Dr. Laurie Coskey, President & CEO, United Way of San Diego County

Member Absent

Kristin Gaspar, Supervisor, County of San Diego, District 3

Legal Counsel Present

Tom Bosworth, County Counsel, County of San Diego
Daphne Skogen, City Counsel, City of San Diego

Location: County Administration Building

All reports, memoranda and letters contained in the agenda or distributed at the meeting shall by this reference become part of the original minutes.

The meeting was called to order by Councilmember S. Sherman at 1:04 pm, with a quorum.

The following items were approved on the consent agenda:

- 1-06/23/2017 - Item 1* **Minutes of the May 12 Policy Board Meeting**
Approve the May 12 Board minutes.
- 2-06/23/2017 - Item 2* **Contract Action – Adult Programs (Year 2017-2018)**
Concur with the WDB and approve contract actions for 1) the America’s Job Centers of California (AJCC) network and 2) special grant projects for PY 2017-2018 funding.
- 3-06/23/2017 - Item 3* **Contract Action - Youth Programs (Year 2017-2018)**
Concur with the WDB and approve the following contract actions for PY 2017-2018 WIOA Youth Programs:
1. Out-of-School Programs;
 2. Foster Care Programs; and
 3. Youth Follow-up Contracts.
- 4-06/23/2017 - Item 5* **Eligible Training Provider List (ETPL) Policy Changes**
Concur with the WDB and approve the ETPL guiding principles and approach as recommended by the ETPL workgroup.

Consent Agenda Vote

Motion, Seconded, Carried Unanimously (Bry/Coskey)

Abstention: Item #1 – Councilmember B. Bry was not present at the meeting.

The following items were approved:

5-06/23/2017 - Item 4

RFP Framework – America’s Job Centers of California (AJCC) Network

Concur with the WDB and approve the RFP framework as outlined and as recommended by the AJCC RFP workgroup.

Motion, Seconded, Carried Unanimously (Bry/Roberts)

DISCUSSION

A. Picard reviewed the item and explained that a factor in shifting to one AJCC provider is the need for more efficient and cost-effective use of funds. Supervisor R. Roberts asked how staff plans to address potential reduced competition for the AJCC RFP. A. Picard said subcontracting relationships and partnerships are encouraged in the RFP. SDWP will quantify the effectiveness of using one contactor by analyzing the operational budget after the first year.

6-06/23/2017 - Item 6

FY 16 Audited Financial Statements and Tax Return

Concur with the WDB and approve the FY 16 Single Audit.

Motion, Seconded, Carried Unanimously (Coskey/Bry)

DISCUSSION

A. Hall reported that the City and County’s Executive Financial staff have been participating on the Audit Committee and have been very helpful. They provided a detailed and in-depth review which made for strong recommendations in fiscal control processes.

7-06/23/2017 - Item 7

SDWP FY18 Budget

Concur with the WDB and approve the FY 18 preliminary budget.

Motion, Seconded, Carried Unanimously (Coskey/Bry)

DISCUSSION

Councilmember B. Bry complimented SDWP for identifying new revenue streams, particularly in the areas of criminal justice and homeless.

Councilmember S. Sherman echoed Councilmember B. Bry's comments regarding the importance of diversifying our revenue streams.

L. Coskey thanked staff for presenting the information in a chart format. It allows readers to take it in and understand where we've been and where we're headed.

8-06/23/2017 - Item 8

Receive Report from Joint Personnel Committee (JPC) and Action on Personnel Agreement with Peter Callstrom to serve as Executive Director of the San Diego Consortium and as President and CEO of the San Diego Workforce Partnership.

Motion, Seconded, Carried Unanimously (Bry/Coskey)

The following items were discussed:

9-06/23/2017 - Item 9

Contract Performance Dashboard

A. Picard introduced the Contract Performance Dashboard.

10-06/23/2017 - Item 10

Flip the Script & CONNECT2Careers Update and Next Steps

A. Hall provided an overview of the event and talked about next steps to serve opportunity youth. SDWP created a website containing data and recommendations created by the summit attendees. The site also has the action plan and steps that need to be taken, as well as specific strategies on how to engage more of the community.

11-06/23/2017 - Item 11

CEO & Staff Report

- Board members were encouraged to review the key accomplishments included in their binders. The update covers the last fiscal/program year.
- CEO's Message - This Workforce Development article provides more information on the proposed cuts coming out of Washington, D.C.
- Sector Board companion pieces were developed to provide more in-depth information and next steps for those interested in our Priority Sectors. The pieces will be available in Spanish in the coming months.

- New posters have been developed for Blue Economy, Retail, Specialty Foods & Brews and Apprenticeships.
- San Diego Employer Forum 2017 – SDWP is partnering with CALPIA, Sheriff, Probation and Second Chance to host an employer event on September 1 at the Jacobs Center. The event will focus on hiring the formerly incarcerated. Board members were encouraged to get the word out to employers, other agencies and departments within the City and County who hire formally incarcerated individuals.

Adjournment

The meeting was adjourned at 1:39 pm.

Next meeting is August 25, 2017.

Item #2: Minutes of the January 20, Special Meeting of the San Diego Consortium Policy Board

Members Present

Scott Sherman, Councilmember, City of San Diego, District 7 (Acting Chair)
Barbara Bry, Councilmember, City of San Diego, District 1
Ron Roberts, Supervisor, County of San Diego, District 4
Laurie Coskey, President & CEO, United Way of San Diego County

Member Absent

Kristin Gaspar, Supervisor, County of San Diego, District 3

Legal Counsel Present

David Smith, County Counsel, County of San Diego
Daphne Skogen, City Counsel, City of San Diego

Location: County Administration Building

All reports, memoranda and letters contained in the agenda or distributed at the meeting shall by this reference become part of the original minutes.

The meeting was called to order by Councilmember S. Sherman, at 2:06 pm, with a quorum.

Public Comment

None

The following items were approved:

- 1-01/20/2017 - Item 3* **Appointment of Member of Policy Board to the Joint Personnel Committee**
Policy Board approved County Supervisor R. Roberts to sit on Joint Personnel Committee in place of County Supervisor D. Roberts
Motion, Second, Carried Unanimously (Sherman/Coskey)
- 2-01/20/2017 - Item 4* **Closed Session: Conference with Legal Counsel – Anticipated Litigation (Government Code 54956.9(d)(4))**
No action was taken at this time.

Adjournment

The meeting was adjourned 3:47 pm.

Item #3: Board Membership Nominations & Resignations

RECOMMENDATION

That the Policy Board approve the WDB's recommendation to add the following members:

Private Sector Seats:

Dennis DuBard - Manager, Public and Government Relations, General Dynamic, NASSCO

Mark Starr – Director, Microsoft

Mary Burton – VP of Human Resources, Sea World

Sandra Shuda – VP of Strategy & Services, Watkins Wellness

Community-based Seat:

Shandon Harbour – President & CEO, Associated Builders and Contractors

BACKGROUND

SDWP bylaws state that a majority (51%) of Directors shall be private sector representatives. The Executive Committee met on July 25, 2017 and reviewed all current applications.

There are four remaining open seats that must be filled by organized labor. No additional applications for these seats were received. P. Callstrom has reached out to various labor leaders for recommendations. The SDWP will continue to reach out for these representatives.

The following members completed their term and have resigned: Eric Robles, Krista Torquato, Lee Goodman, Mark Cafferty, Richard Barrera, Steve Redding.

ATTACHMENT

Nominated member applications

Workforce Development Board (WDB)

Applicant: Dennis DuBard

Application Date: June 7, 2017

Organization

General Dynamics NASSCO

Job Title

Manager, Public and Government
Relations

Category(s)

Private Sector Business/Employer

Bio

Dennis DuBard became the Manager of Public and Government Relations for General Dynamics NASSCO in August 2014. He is responsible for implementing NASSCO's strategic communications initiatives as well as developing the company's relationships with state and local government entities.

DuBard joined NASSCO in November 2010 as the Manager of Navy Programs Business Development. Prior to working at NASSCO, DuBard served as a naval aviator for more than 30 years with experience in Fleet Battle Group and Expeditionary Warfare Operations, including command of the USS PELELIU (LHA 5), Amphibious Squadron One, and Helicopter Combat Support Squadron Eight. He retired from active duty in 2007 with the rank of Captain. Dennis is active in the local San Diego community serving on the Board of Directors for the California Manufacturing and Technology Association (CMTA), the San Diego Military Advisory Council (SDMAC), San Diego Fleet Week Foundation, the San Diego Port Tenants Association (SDPTA), the Navy Helicopter Association and the San Diego Bowl Game Association. DuBard is a native of Houston, Texas. He earned a bachelor's degree from Texas A&M University and a master's degree in Strategic Planning and International Affairs from the U.S. Naval War College.

Why are you interested in serving on an SDWP board/committee?

Opportunity to support workforce development throughout the region

Describe your current and past experience serving on boards/committees?

I am on the Board of Directors for the following organizations: San Diego Military Advisory Council, San Diego Bowl Game Association, Fleet Week Foundation, National City Chamber of Commerce, San Diego Port Tenant's Association, California Manufacturing & Technology Association, Navy Helicopter Association

Describe any other community involvement activities:

Member of the Public Policy Committee, San Diego Regional Chamber of Commerce in the San Diego Region.

Organization

Microsoft Corporation

Job Title

Director

Category(s)

Private Sector Business/Employer

Bio

With over 25 years' experience, I act as Microsoft liaison to public sector customers, aligning Microsoft solutions with business problems. I help public sector customers transform complex visionary ideas into sustainable, adaptive, technology solutions. At Microsoft I am considered a specialist in the areas of Public Safety, Health and Human Services, and Government Affairs.

Why are you interested in serving on an SDWP board/committee?

Microsoft is very community focused. There are areas that our two companies are serving similar populations. I want to align the overlap to provide better services to the SDWP target population.

Describe your current and past experience serving on boards/committees?

I have served on the Smart Riverside Board [<http://www.smartriverside.org/>], and currently serve on the San Diego Futures Foundation Board [<http://sdfutures.org/>]. Both organizations focus on Digital Inclusion and programs that service the disadvantaged population of their respective regions.

Describe any other community involvement activities:

Occasional volunteer to community activities.

Organization

SeaWorld

Job Title

Vice President, Human Resources

Category(s)

Private Sector Business/Employer

Bio

Mary Burton brings a rich legacy of human resource and community involvement to all her endeavors. In her current role as Vice President of Human Resources for SeaWorld San Diego and Aquatica in Chula Vista, she is responsible for guiding and nurturing more than 4,000 SeaWorld ambassadors. In her current capacity Mary is responsible for recruitment, employee relations, events and morale programming, training and development, workforce planning and more. She is most proud of developing programs that mentor and support the park's large contingent of young ambassadors, many for which SeaWorld is a first time job. She has an effective track record of building strong organizational processes and is adept at balancing employee, regulatory and operational priorities. While Mary has enjoyed 30 years on SeaWorld's human resources team, from 2015 to 2016 she served as Association Director of Human Resources for the YMCA of San Diego County, the nation's second largest Y. Mary has lived in the San Diego community for 30 years. She has been active with the Boy Scouts of America and served as a USO volunteer. Mary holds a Master's degree in Business Administration from the University of Redlands and holds Senior Professional Human Resources certification. In her free time Mary enjoys showing off SeaWorld to visiting friends and relatives. Her hobbies include exploring the local desert region, gardening and photography. Mary resides with her husband and two sons in San Diego's East County.

Why are you interested in serving on an SDWP board/committee?

SeaWorld San Diego has been a community partner to San Diego for more than 50 years, as a leading tourism destination delivering personal, interactive and educational experiences that blend imagination with nature and enable our guests to celebrate, connect with and care for the natural world we share. At SeaWorld, our employees – or ambassadors as we call them – are our heart and soul. When our ambassadors are empowered and inspired, they create experiences that matter for our guests. While our more than 4,000 year-round and seasonal ambassadors in San Diego represent a diverse range of backgrounds and experiences, they share one common trait: They are passionate about what we do at SeaWorld. 89% of our ambassadors told us that they understand and believe in our company's core purpose. The ride operators, culinary and guest services staff, educators and other guest-facing ambassadors work front-line positions often as a first job. More than 800 between the ages 16 and 18 will join the SeaWorld or Aquatica workforce in 2017. We are committed to training and development and believe that a first job can set a foundation for not only for individual career success, but for strong communities. One

of our primary areas of focus is strengthening how we support and enable our employees' development. Our Human Resources purpose is to offer work and development that matters. The foundation for doing this, we believe, is opening up the lines of communication between managers and employees to share feedback, expectations and objectives. In addition, our most recent employee survey found a clear link between levels of engagement and the degree to which employees are having meaningful conversations with their manager. We recently launched a new initiative, called "The One," designed to ensure that meaningful conversations are happening regularly between leaders and those they lead. The SeaWorld Human Resources focus areas directly align with those of the San Diego Workforce Partnership. More than 50,000 have called SeaWorld a first job during the years since the park opened. We work with SDWP to connect individuals to work experiences that matter. Ambassador alumni now serve the community in roles such as public servants, teachers, and scientists. We are very proud of our partnership with SDWP because we believe our shared effort benefits the San Diego region for this and future generations.

Describe your current and past experience serving on boards/committees?

Human Resources Committee, International Association Amusement Parks & Attractions (IAAPA), San Diego Alumni Chapter Board Member at the University of Redlands, Committee Chair Boy Scout Troop 45, Lakeside California

Describe any other community involvement activities:

None

Organization

Watkins Wellness

Job Title

VP of People Strategy & Services

Category(s)

Private Sector Business/Employer

Bio

I'm a native San Diegan who loves to fish and spend time with my family and friends. My first language is Spanish as both my parents emigrated from Mexico. I have been married to my best friend, Steve for 39 years, have a daughter, Aarika who is a 3rd grade school teacher at La Costa Meadows and a wonderful son-in-law, Riley who is a Finance Manager at Qualcomm and two grandchildren, Berkley who is 4 and River who is 1 ½ years old. My husband left his job 4 years ago to care for our two grandchildren. I reside in Carlsbad about 3 miles from where I work.

My passion is helping people and, therefore, I work in the Human Resources field. I joined Watkins Wellness in 1992 and manage the entire people services and employee wellness teams' world-wide. Watkins Wellness is the number one manufacturer of portable spas with over 900 Dealers selling our products in over 70 countries. One of my main objectives is providing a work environment where performance thrives. Giving our employees an experience that is positive and rewarding that make a difference in their lives and the lives they support is important. People matter at Watkins Wellness.

Why are you interested in serving on an SDWP board/committee?

Phil Blair approached me and asked if I would consider being on the Board of Directors for SD Workforce Partnership. I have researched the company and its cause plus had lunch with both Phil and Peter Callstrom to learn more. I like what I have learned thus far and believe I can add value to this Board.

Describe your current and past experience serving on boards/committees?

Giving back to our community and my church are important to me. I'm a Christian who loves the Lord and enjoys helping others in need. I've served on the Board of Directors for the Vista Boys and Girls Club and recently served on the Board of Directors for North County Solutions for Change, a homeless shelter. As a young child I was an active participant at the Girls Club in Chula Vista and earned the prestigious title of Girl of the Year. My father, unfortunately, through an alcohol addiction became homeless in his early 50's and passed away at 55. Ironically growing up my father would bring homeless people to our home to feed them. I believe this is where my desire to help homeless people comes from.

Describe any other community involvement activities:

None

Workforce Development Board (WDB)

Applicant: Shandon Harbour

Application Date: September 21, 2016

Organization

Associated Builders and Contractors

Job Title

President/CEO

Category(s)

Community-based Organization

Bio

As the incoming President/ CEO of the San Diego Chapter of ABC, I am responsible for all aspects of planning, budgeting, and implementing the organization's strategic goals and every day activities. As the former Executive Director of the ABC Training Trust, I was responsible for executing all aspects of the apprenticeship program which trains in five construction disciplines (electrical, electronic systems technician, plumbing, pipefitting and sheet metal). Prior to the Executive Director position, I served as the VP of Safety and Education for the San Diego Chapter of ABC, responsible for the advanced education program. This program includes extensive ongoing safety for contractor members and other construction industry professionals and various other allied fields.

Prior to joining ABC, I served as part of the management team for SDA Security, a family owned business. I started "in the trenches" in the mail room and worked my way up through various management and leadership positions, including Human Resources Manager, Director of Sales and Operations and ultimately served as President for over seven years. Prior to working at SDA Security I served as a multi-subject elementary and middle school level teacher for the San Diego Unified School District and also served as a Peer Coach as part of district efforts to improve reading scores and literacy curricula. Personal Awards/ Recognition: Recognized as one of 20 outstanding leaders under 40 in the security industry Named to "40 Under 40" by San Diego Metropolitan YWCA Tribute to Women and Industry (TWIN) award recipient Finalist, San Diego Business Journal's Most Admired CEO Award, 2011

I am a second generation member of the Downtown Rotary Club 33 and third generation Thursday Club Member. I am a third generation San Diegan and a graduate of the University of Southern California. I live in the Scripps Ranch area of San Diego and am the proud mother of 3 boys.

Why are you interested in serving on an SDWP board/committee?

I wish to serve on the Workforce Development Board in order to forge a strategic partnership between ABC and the SDWP. I believe that there is a great opportunity for ABC to be a hiring resource for those coming through America's Job Centers and Career Centers. My experience while serving on various Employer Panels and as a presenter at various Career Fairs has highlighted the importance of broadening ABC's involvement with the SDWP.

ABC San Diego's Apprenticeship Training Trust is committed to training not only apprentices and journeymen in electrical, plumbing, pipefitting, electronic systems technicians and sheet metal trades; but we also offer training to those who wish to learn a career technical trade (we call this group craft trainees). Apprentice, Trainee, and Journeymen training play a key role in providing access to meaningful employment through on the job training programs. In this way, ABC and SDWP are closely aligned in that we both have a mission to meet the workforce needs of employers and provide job seekers with access to meaningful employment.

Describe your current and past experience serving on boards/committees?

As President of SDA Security, I participated on numerous boards including but not limited to: San Diego Employers Association, The Better Business Bureau, Membership Committee for the Rotary 33 organization and as Board Member and President of the San Diego Executives Association. As the ABC Vice President of Safety and Education, I supported various boards as a primary staff member. Associated Builders and Contractors conducts multiple boards governing our organization which include but not limited to: Board of Directors which oversees the 501c6 membership organization and a Board of Trustees which oversees our ERISA Trust listed as a 501c3. In addition, the Executive Director of ABC is a member of the ABC Health Trust board which manages the health care for the participating employers. I am also a member of the San Diego Regional Chamber of Commerce, Education Committee and the Defense, Veterans and Military Affairs Committee.

Describe any other community involvement activities:

Member of the downtown Rotary 33 since 2008 and have served on the Membership Committee as well as the Camp Enterprise Committee (Camp Enterprise is a program where we take high school juniors from all over the county to the mountains and teach them how to write a business plan over the course of 2 days).

Member of the Thursday Club – a longstanding women's organization dedicated to philanthropy in the San Diego Region.

Member of the Iris Club – an organization dedicated to supporting the San Diego Center for Children, the cities oldest organization helping foster children as well as children that have high emotional and special needs.

Member of the Capital Development Committee for the Rancho YMCA. Work on the Capital Development team in an effort to create a space for children's recreation in the Scripps Ranch area.

Member of San Diego Military Advisory Council.

Item #4: Regional and Local Plans / WIOA Partner MOU

RECOMMENDATION

That the Policy Board approve the WDB's recommendation to approve the Workforce Innovation and Opportunity Act (WIOA) Regional and Local Plans, including the Partner MOU, which have been developed in conjunction with the State WDB, Employment Development Department (EDD), Imperial County WDB, and the San Diego Imperial County Community College Association (SDICCA). This plan has been provisionally approved by the State.

BACKGROUND

The State of California has outlined three policy objectives which the fourteen regional planning units (RPU) across the state and all local boards must focus regional and local plans. These policy objectives include fostering "demand-driven skills attainment", enabling upward mobility for all Californians, including populations with barriers to employment, and aligning, coordinating and integrating programs and services.

San Diego has developed a set of plans which address all three areas. Our approach is informed by labor market information, and our efforts included seeking input from board and committee members, working groups with the community college system, close coordination with Imperial County WDB and an extensive public comment period on the documents themselves. The resulting plans are centered on nine core tenets, which were discussed by the WDB and its committees in 2015 and 2016.

- 1. The local workforce development system is more than the programs we fund.** Each of the stakeholders in our system manage individual programs, infrastructure and investments. We are working to connect these programs to create a more unified, integrated workforce development system that focuses on impact, not program requirements. One example of this work is the Flip the Script initiative which brings together young adults, parents, employers, workforce professionals, service providers, educators, funders, community members and elected leaders to "cut the rate" and "halve the gap" of disconnected youth by 2020.
- 2. Shared labor market data.** SDWP is collaborating with other Southern Border workforce stakeholders on sector research and reports, creating a common vision/agreement on which sectors/occupations to invest in, reducing duplication, and aligning the direction of our job training and education investments.
- 3. Creating opportunity for ALL San Diegans.** One example of expanding the definition of workforce development is the establishment of the Center for Local Income Mobility (CLIMB) which will generate opportunities to invest in families and children in San Diego County — the very front end of our workforce pipeline.

4. **Human-centered approach to system and service design.** We are organizing our services around customer needs, not programmatic requirements. We have trained partners, the community, and our own staff in human-centered design thinking and have received extensive recognition from national audiences on the HCD approach to recruiting through our Hiring at Happy Hour program which brings employers and job seekers together in a whole new way.
5. **Single entry point for business customers.** SDWP is exploring a streamlined approach to business services which is not based on program (AJCCs, CONNECT2Careers, etc.) but focused on meeting the needs of the business customer quickly and effectively.
6. **Increase service access points.** San Diego has launched two job centers in jails, one at the East Mesa Reentry Facility (ERMF) for men and the second at the Las Colinas Detention and Reentry Facility (EMRF) for women. Additionally, we were the recipient of a grant for the English Language Learner (ELL) and refugee population and are establishing innovative models to serve these groups through the use of community-based organizations and Adult Education.
7. **Common definition of work readiness.** SDWP understands that businesses want a way to measure and understand job readiness and essential skills in addition to the technical skills. To bridge the gap, we are rolling out nationally recognized career readiness tools such as the ACT National Career Readiness Certificate (NCRC) and the National Retail Foundation (NRF) Certification. We are also exploring the use of Labor Market Information (LMI) tools to inform a “skills-first” approach to work readiness.
8. **Less money spent on bricks and mortar, more invested in people.** SDWP is working closely with San Diego Continuing Education to explore opportunities for co-location to better serve our community. With the Board’s support, we are also moving to one service provider of the AJCC system, transforming our Eligible Training Provider List (ETPL) to focus on low cost, high quality training through partners such as adult education and community colleges to enable a larger number of participants to be served.
9. **Efficiency and measurable continuous improvement.** SDWP is rolling out of the TechHire initiative in partnership with the City of San Diego and San Diego Continuing Education to establish a more efficient mechanism for equipping students with real-world experience through internships, job shadowing and peer-to-peer coaching. Additionally, we are actively partnering with Google, Microsoft/LinkedIn and EMSI to explore new approaches for collecting, analyzing and visualizing big data to inform program design, support the pursuit of new funding and drive process improvement.

Click on the links below to review the documents listed.

- [Link](#) to the Regional Plan
- [Link](#) to the Local Plan
- [Link](#) to the WIOA Partner MOU

Item #5: Lease Renewal of South County Career Center

RECOMMENDATION

That the Policy Board approve the WDB's recommendation to approve the renewal of the lease for the South County Career Center (SCCC) located at 1111 Bay Boulevard, Suite E, Chula Vista, CA 91911.

BACKGROUND

SDWP currently oversees six comprehensive AJCCs throughout San Diego County, this includes the administration of three property leases:

- 1) SDWP's offices at 3910 University Avenue
- 2) South Metro Career Center at 4389 Imperial Avenue
- 3) South County Career Center at 1111 Bay Boulevard, Suite E, Chula Vista

As of December 2017, SDWP will also begin to administer the lease for Oceanside as EDD is transitioning all leases to local WDBs.

The current five-year term for the SCCC lease ended June 30, 2017. The SDWP intends to renew the lease for an additional five years. The SCCC is approximately 20,000 sq. ft., nearly half of which is subleased to agencies including: EDD, Department of Rehabilitation (DOR), San Ysidro Health Centers and other community partners. The costs and terms of this lease renewal are as follows:

Term	Monthly Cost*	Annual Cost*	Cost/SF/Mo	% Increase
FY18	\$36,806	\$441,672	\$1.852	
FY19	\$37,910	\$454,920	\$1.907	3.0%
FY20	\$39,047	\$468,564	\$1.965	3.0%
FY21	\$40,219	\$482,628	\$2.023	3.0%
FY22	\$41,425	\$497,100	\$2.084	3.0%

*Not including maintenance and utilities.

The current building meets all of EDD's ADA, seismic and asbestos requirements. Costs are competitive with other facilities in the region, and is easily accessible via public transportation.

Frequently Asked Questions by the SDWP staff and board about the AJCC leases:

1. ***Have all the organizations at South County Career Center who are subleasing space agreed to a five-year lease?***

SDWP structures our AJCC contracts so that SDWP carries very little liability on the AJCC leases.

Part of the risk the AJCC operator takes on is they must sign a master subtenant agreement with SDWP for the entire square footage (and financial obligation) that goes with it throughout the term of their AJCC contract. This requirement is included in the vendor contracts.

Therefore, as long as SDWP funds an AJCC operator in South County – which we plan to indefinitely unless there is a significant change in federal legislation - the lease costs are 100% covered by the operator. They can offset those costs with subtenants (which is generally not difficult as the Department of Rehabilitation, the Employment Development Department, and other agencies, are required by their agencies to be collocated at the AJCCs).

2. *Why doesn't the AJCC operator take on the lease directly with the landlord?*

This is something that has been done in the past, but a few key reasons make it advantageous for SDWP to hold AJCC leases:

- Operators have one year contracts (with options to extend based on funding, performance, etc.). They have a very difficult time getting favorable terms with a one-year contract, leading to higher square footage costs and less money for services.
- If the AJCC contract is terminated early, it may impede our ability to provide services to the public (something we are required by law to do every day other than federal holidays). If we hold the lease, SDWP can mobilize quickly to provide services ourselves and/or hire another vendor.

Negative examples exist across the country where local area boards were in trouble with federal agencies for not providing public services while in legal fights with providers who held leases.

- It gives SDWP leverage to **a)** create stability of the space (i.e. – the community knows where the AJCC center is in South County) and **b)** to set up strategic space partnerships (like we are doing with the community colleges) in a way we otherwise wouldn't.

Workforce boards holding the lease has been recognized as a best practice by EDD, NAWB, etc.

3. *As the board continues to think about the future of AJCCs, five years is a long time to wait before we make any moves. What do we do if we have significant strategy shifts over the next five years?*

- We have an 18 month “out” clause for the lease (we can give notice and end the lease without reason).
- We have negotiated a six-month “out clause” that states if funding goes down by 10% in a given fiscal year, we can end the lease with six-months' notice (i.e. – the federal government cuts WIOA significantly and we need to close centers).

4. *Of the \$36k monthly cost, how much of this is SDWP and how much is sublease contribution?*

100% is master subtenant contribution from the AJCC operator. The master subtenant will be the AJCC operator (currently ResCare – see #1) and is contractually obligated through their AJCC contract to be located at this address and carry the full liability of the lease as long their contract is in place. How they manage that obligation is up to them, with some requirements that we outline in the master subtenant agreement.

Item #6: Contract Performance Dashboard – PY16/17 Quarter 4

INFORMATION ITEM – NO ACTION REQUIRED

This snapshot provides a high-level overview of contractors, programs, and performance as of the end of program year 2016-2017.

“Performance” is an indicator of whether the entity is meeting target outcomes as well as contractual compliance.

Green	Yellow	Red
In compliance and on track to meet all metrics.	Minor corrective action or slightly below performance standards.	Out of compliance, unable to meet contractual goals and significant corrective action.

Adult			
Contractor	Program Name	Funding Stream	Contract Total
ResCare (South)	Adult/Dislocated Workers	Department of Labor (DOL)	\$1,415,022
	Expanded Subsidized Employment (ESE)	County of San Diego	\$ 172,699
	Breaking Barriers San Diego	DOL- Workforce Innovation Fund	\$ 212,256
ResCare (North)	Adult/Dislocated Workers	WIOA	\$1,552,389
	Expanded Subsidized Employment (ESE)	County of San Diego	\$ 85,572
	Breaking Barriers San Diego	DOL –WIF	\$ 200,127
KRA (Metro)	Adult/ Dislocated Workers	DOL	\$3,234,744
	Breaking Barriers San Diego	DOL – WIF	\$ 449,780
	Expanded Subsidized Employment (ESE)	County of San Diego	\$ 222,487
Grossmont Unified (East)	Adult/ Dislocated Workers	WIOA	\$1,178,045
	Expanded Subsidized Employment (ESE)	County of San Diego	\$ 177,367
	Breaking Barriers San Diego	DOL –WIF	\$ 148,579
MDRC-Evaluation Study	Breaking Barriers San Diego	DOL –WIF	\$ 854,869
Second Chance	Reentry Works 1	DOL	\$ 387,481
	Reentry Works 2	DOL	\$ 387,481
Youth			
Able Disabled Advocacy	(Metro) Out of School Youth (OSY)	WIOA	\$510,000
Access, Inc.	(Metro) OSY	WIOA	\$460,000
	(East) OSY	WIOA	\$459,000
	(North) OSY	WIOA	\$460,000
	(South) OSY	WIOA	\$400,000
	(Metro) Foster Youth Independent Living Services	WIOA	\$247,500
	(County-Wide) Foster Youth SPA	WIOA	\$432,000
BiOCOM Institute	(County-Wide) OSY - Introductory Life Sciences Experience (ILSE)	WIOA	\$275,000
Comprehensive Training Systems*	(South) OSY	WIOA	\$343,040
Interfaith Community Services	(North) OSY	WIOA	\$456,221
International Rescue Committee	(East) OSY	WIOA	\$237,500
San Diego Continuing Education	(Metro) OSY	WIOA	\$437,600
Second Chance	(Metro) OSY	WIOA	\$450,000
South Bay Community Services	(East, South, North) Foster Youth ILS	WIOA	\$302,500
YMCA	(North) OSY	WIOA	\$430,539

*Contract was closed out at the end of program year 2016-2017. Option year was not executed for the 2017-2018 program year.

Item #7**2017/2018 Board Meeting Calendar**

INFORMATION ITEM – NO ACTION REQUIRED

Policy Board meeting calendar.

- October 27, 2017
- December 15, 2017
- February 23, 2018
- April 27, 2018
- June 22, 2018

Item #8: CEO & Staff Report

INFORMATION ITEM – NO ACTION REQUIRED

The CEO and staff members will provide an update on SDWP activities.