



San Diego
Workforce
Partnership



Local Plan Refresh

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1. Context

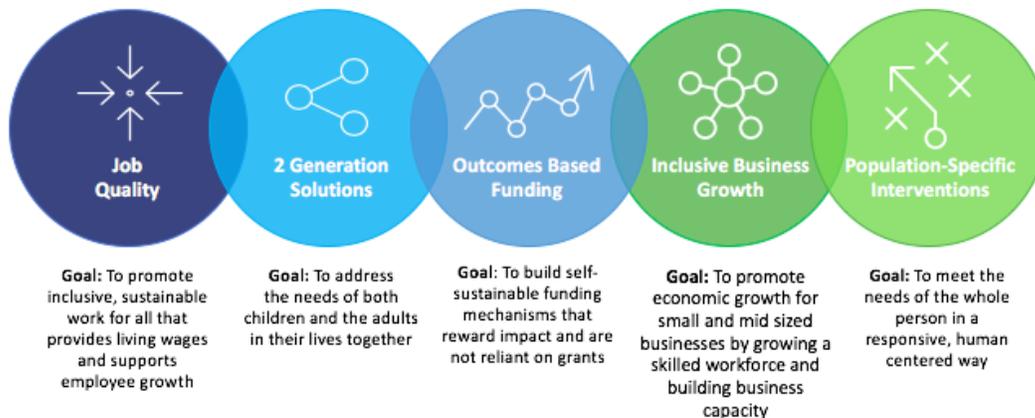
Since our local plan was established in 2016, San Diego Workforce Partnership (SDWP), as part of the Southern Border Region (SBR) has been doing extensive work to better understand the evolving needs of our community. We see, as demonstrated through the research of Stanford economist, Professor Raj Chetty, [Professor Raj Chetty](#), that both the American economy and labor market as well as our own region are rapidly changing. The forces of technical innovation, automation, and globalization have generated historical levels of wealth and prosperity, while at the same time leaving behind many of our workers, particularly the justice involved, and their families in low-wage, low-skill jobs that do not pay family sustaining wages.

Chetty's research shows that while this shift has generated economic growth and wealth generation for some, it has also eroded opportunity and income mobility for many more. The idea that each generation of America's children will have a higher living standard than their parents is under threat. The vision of a merit-based society where all children – regardless of household income, race, ethnicity, or geography - have an equal shot to make it in this country is becoming less of a reality in San Diego.

To reach equality of opportunity, practices, systems, and policies that have enabled, perpetuated, or failed to reverse the trend of growing inequality of opportunity must give way to a new way of thinking about workforce and economic development. As part of the region, SDWP continues to make changes to our systems and partnerships so that education and training become a lifelong practice and access to networks, resources, and knowledge are available to all. Practically, this has required expanding our partnerships across the community.

2. Plan Pillars

SDWP is aligned with the regional vision for “Economic mobility for our citizens and vibrant growth for our businesses”. To achieve this, SDWP has adopted the five pillars which will cut across all of our work, regardless of the population served, program launched, or partnerships established. Specifically, these include:



See Attachment A for more details on each of these pillars.

3. Priority Sector Refresh – Changes in Labor Market and Economic Conditions

While our local plan efforts are driven philosophically by our five focus areas, our efforts will also be guided tactically toward supporting the greatest employment needs in San Diego county and our region. This requires regularly refreshing our priority sectors and in demand occupations to reflect changes in the local labor market and economic conditions. In late 2018 as part of the regional plan refresh, the SBR

research team identified a set of priority occupations for each county (previously called in demand jobs)—occupations that have high and growing numbers of jobs and pay at least a self-sufficient wage at the entry level. The Center for Policy Initiatives sets the living wage in the region at \$13.09 per hour. SDWP Research Department identified priority jobs for the region that list a median wage that is above the living wage. These jobs are the targets of regional sector pathway programs currently operating in San Diego, as well as in development with regional partners for future utilization. While these priority jobs can be found throughout the economy, they are highly concentrated in four priority sectors that are shared between the two counties in our region. These sectors include **Education & Human Development, Health Care, Public Administration, and Energy, Construction & Utilities**. Locally and regionally, we will seek to set our populations on a path to family sustaining areas in these priority sectors/priority jobs. By focusing on these shared priorities, each local area will be able to leverage resources and best practices of the other.

In addition to our four regional priority sectors, the SBR research team also identified three local priority sectors that recognize the unique economic drivers of each local area. In San Diego County these sectors are **Advanced Manufacturing, Life Sciences R&D, and ICT and Digital Media**. More information about hot jobs and the regional and local priority sectors can be found in Attachment B.

4. **Collaboration with the CalFresh Employment and Training Program and Strengthened Partnership with County Human Services Agency**

SDWP and San Diego County Health and Human Services Agency (HHS) partner on numerous projects including CalFresh E&T (See Attachment C) and Child Support (See Attachment D). Monthly meetings take place to discuss project updates, program service strategies, and subrecipient applications. Nick Macchione, Director of HHS is a Workforce Development Board member and actively provides guidance on CalFresh E&T activities. CalFresh E&T services have been presented to all of our CBO subrecipients at quarterly meetings. Additionally, SDWP attends the quarterly CalFresh Task Force meetings to stay informed on program changes in eligibility, priorities, and federal/state policy updates.

SDWP and Imperial County also regularly look for opportunities to collaborate and share information on human services topics. Through the regional planning process, the region identified opportunities to consider joint training for staff, share challenges and success on a regular basis through regional meetings and consider ways to elevate knowledge of CalFresh for reentry populations as part of pre-release and transfer services.

SDWP actively partners with organizations that implement outcomes-based training and employment programs. Training providers braid resources internally to coordinate programs that meet the needs of the participants through vocational training, materials and supplies, soft skills training, social services support, and post-employment follow-up for up to 18 months. Current partners, such as CEO, use a social enterprise model to supplement funding, as well as enhance the E&T skills of participants in a particular sector.

SDWP integrates staff and resources from various departments to provide cohesive services to specific populations, while still maintaining separation of CalFresh E&T funding internally. The 50% reimbursement serves to increase the amount of resources available to provide quality training and support to those who want to work but still need assistance with job readiness. They are able to

leverage the 50% federal reimbursement to augment the quality and intensity of these services through improved program administration, equipment, and outreach strategies.

SDWP partners with organizations that have pre-existing referral networks through correctional facilities, the San Diego County Probation Department, food banks, substance abuse rehabilitation centers, the YMCA, immigrant and refugee services (IRC) and other community-based organizations that work with low-income and immigration populations. The 50% federal reimbursement serves as an incentive for partners to strengthen their relationships with their networks, and the CalFresh enrollment requirement will encourage new pathways and referral systems for these populations. Our partners, who already offer other services and programs to diverse populations, are also able to draw upon those pools of participants to enroll people in CalFresh and CalFresh E&T. Our current training providers also have strong relationships with various employers in their sectors and have established themselves as a reputable resource for reliable employee referrals and a support network for job retention services.

The baseline level of services available to CalFresh recipients includes Job Club and Supervised Job Search services that aim to ensure participants gain measurable job readiness skills and confidence to achieve their personal goals. Programs last on average 4 – 6 months. Our training providers offer comprehensive program curriculums that include workforce readiness classroom instruction, technical skills training, soft skills, interviewing techniques, resume writing skills, life skills, industry certification, financial literacy, career planning, job development, transitional work and on-the-job experience, internship and job placement services, and job retention support. The controlled size of the cohorts averages from 15-20 participants and fosters high-quality, individualized case management.

The local plans will modify services provided based on the experiences and outcomes of the programs. The plan aims to offer services and training that result in employment, and that give participants the skills and resources they need to help their families become self-sustaining. Providers follow-up with participants for up to 18 months to track their progress in employment, which can be used as a feedback tool for program analysis. Organizations can leverage the 50% federal reimbursement to invest in augmenting services to better meet the needs of these special populations and of the community.

The technical skills component, paired with training in soft skills and a supportive service network, gives participants direction and confidence in a specific sector pathway. The local/regional plan(s) can use the stories and successes of the cohort model as an example for other organizations that provide training in various sectors. As we develop the model, we can leverage our current training providers' referral networks to perform outreach to special populations who are eligible for CalFresh E&T but seek experience in other sectors. The data that is collected monthly will allow the region to continually measure participant progress and outcomes, assess program design, and identify service gaps impacting participant retention in a career pathway. Working with manageable-sized cohorts, with local nonprofits and community-based organizations, allows for agility in addressing changes in program design to best serve the needs of the regional population.

Supportive services are available through the CBO's providing the CalFresh E&T services and referrals to partner agencies. All participants of CalFresh E&T are assessed for unmet needs required to complete training and successful job placement. For example, a culinary training provider supplies a uniform, chef

knives, bus passes, and food for all of the participants. San Diego is also a partner of 211's Community Information Exchange database system to assist in navigating the intersection of health and social services through information sharing and team based coordinated care. See Attachment C.

5. Collaboration with Local Child Support Agency and CBOs who serve their local non-custodial parent population

The San Diego Workforce Partnership (SDWP) and our county's Department of Child Support Services (DCSS) began collaborating in 2018, alongside key CBOs (KRA, YMCA, Child Development Associates, First 5, SD County Office of Ed, Neighborhood House, SD Housing Commission), to facilitate information sharing in order to evaluate need and integrate services in a family-centered delivery model. The collaboration group is called the 2Gen Workgroup, to signify the commitment to pair workforce development with child development to get better outcomes for both parents (custodial and non-custodial) and children through training and other workforce support. In late 2018, initial steps were taken to gather data, share resources and braid funding to better serve families, with more extensive and complex strategies expected to be executed in 2019 and beyond. This group serves as the key mechanism to identify opportunities to braid resources, coordinate service delivery and expand access to occupational training, job and career search assistance, and supportive services within the local workforce development system. The goal is to eliminate benefits cliffs, leverage existing services and pool resources where there are gaps.

SDWP's career centers/AJCCs began providing office hours at DCSS offices in November 2018 to enroll both custodial and non-custodial parents in WIOA programs so they can receive supportive services and employment case management which will support retention of these workers. The AJCC staff provided a half day of training to DCSS case managers to improve their understanding of WIOA benefits and begin building strong referral pathways from DCSS to SDWP in January 2019. We expect a dramatic increase in co-enrollment and supportive services for noncustodial parents during 2019 as a result of this emerging partnership. As this rolls out, we will jointly refine the tools and incentives available to provide to noncustodial parents to promote their participation in workforce development and education training programs. SDWP is currently refreshing the standard referral form which is part of our MOU and DCSS, as well as the other new partners, will become part of the MOU process. Additionally, DCSS is located in the same facility at one of our AJCCs and is exploring co-location at another.

The two key tools to support this population are knowledge and rapid mitigation of impediments from court orders. To address this, DCS and the AJCC are exploring options for co-location and co-enrollment which will provide earlier indicators on support needed. DCS and the AJCCs will identify coordinated follow up processes to support retention and ensure that non-custodial parent is in a position to earn not only sustainable wages for him/herself but also to make appropriate child support payments. The 2Gen Workgroup is identifying necessary steps to support noncustodial parents in achieving successful outcomes. This includes targeting placement of parents in priority sectors and occupation as described in section 3 above.

While SDWP offers numerous services through grants and public (WIOA) funding with varying eligibility criteria, not all grants or funding has designated resources to address childcare or training for non-custodial parents and not all non-custodial parents meet the eligibility criteria for all programming. The crucial shift for successfully addressing these issues is to take a "whole family" approach which SDWP began exploring in late 2018. This approach can assist with not only identifying which program individuals qualify for but what interventions and when would be appropriate for each family. Partnering with DCSS and other community stakeholders we will explore the range of barriers that may be experienced by this population and continue to streamline efforts to provide appropriate services

based on need. SDWP and its partners realize that due to eligibility considerations and budget limitations, additional funding sources will likely be needed to fully support this whole family approach, particularly as it relates to childcare.

Depending on funding availability we will provide supportive services that include transportation, clothing, and tools for training program success. In addition, we have regular check ins and receive progress reports from the trainers. Once training is complete, we offer a series of workshops and if eligible, one on one sessions to assist in finding and retaining a job.

A primary focus of our DCSS is to *reduce* the use of enforcement tools that impede work and training. The two most prominent examples of these are the suspension of driver licenses and work licenses. While threats against these privileges can be effective at motivating noncustodial parents to comply with their child support order, when implemented, they reduce the likelihood of employment for the individual and create a larger gap in the ability of the parent to generate a family sustaining wage. For the youth system, SDWP leverages incentives to encourage completion of training; while financial incentives have not traditionally been leveraged for the adult system, SDWP does regularly collect learning which could inform the use of incentives more broadly. DCS and AJCs will explore whether the incentive processes used with youth could be applicable in the broader context of non-custodial parents. Especially since many of these families have received TANF and the pay back for supporting them in family sustaining employment is fairly large. This is where we think we can make the biggest impact.

To further support non-custodial parents in overcoming obstacles to success, particularly the hardest to serve populations (homeless, justice involved), DCSS and SDWP have been in discussions and expect to implement the following:

- Co-Locate in comprehensive career centers and have appointments or tabling at affiliate sites to educate and assist both custodial and non-custodial parents with child support issues. For many non-custodial parents who have experienced setbacks and owe back support, the amount of their wages garnished can take up to 50% of their paycheck leaving them with an insufficient wage to sustain themselves. DCSS can work with these parents to lower the amount of garnished wages and in some cases delay back payments while they stabilize.
- DCSS will work with our incarcerated population to provide help to alter child support orders for repayment so that they will not come out of jail with a large bill.
- DCSS will train career agents on services offered by the agency to refer participants.
- DCSS and SDWP will propose a pilot program to the State of California that will allow non-custodial parents whose children have received TANF to apply the back payments to a scholarship fund for their children. We feel this is family strengthening action allowing non-custodial parents to actively contribute to their children's future.
- DCSS will provide training and resources for our regions rapid rehousing partners (CBO's)
- DCSS may provide training dollars for non-custodial parents

Current obstacles to serving this population in an inclusive way are a siloed approach to services and servicing of individuals and families and timing for introducing services to individuals and families. The primary obstacle to local partnerships has been a lack of priority on such collaboration. Once our systems opened up dialog, collaboration opportunities have been readily apparent, and partners are pursuing them enthusiastically. Convening the 2Gen Workgroup to actively look for intersections in our funding and services and create workflows that provide a more comprehensive and creative way to overcome the barriers is primary. The secondary issue is that funding from both the workforce and child service systems is insufficient to cover the costs associated with high quality childcare making the

challenge financial vs. regulatory. Data system and lack of connectivity is the other obstacle. See Attachment D.

6. Partnerships and Engagement to Support Greater Opportunities for Competitive Integrated Employment

In 2013, the County of San Diego Health and Human Services Agency's Behavioral Health Services Division initiated the Supported Employment Initiative for the Adult and Older Adult System of Care. SDWP, in collaboration with the Corporation for Supportive Housing, the County of San Diego, the AJCC network and numerous stakeholders, created a Five-Year Strategic Employment Plan (2014–2019) for CIE. These efforts aligned with Live Well San Diego, the county's 10-year initiative to build a healthy, safe and thriving community. The overarching goal of the Strategic Employment Plan is to reduce the stigma of mental illness, while increasing employment opportunities for individuals with mental illness.

To implement this plan, SDWP established the Work Well Committee that meets monthly, rotating the focus of each meeting between employment strategies, business management, data collection and outcome strategies. The committee brings workforce development, mental health providers, Department of Rehab and other community agencies together to increase shared understanding of employment as part of a long-term recovery strategy for Jobseekers with DD/ID. **See Attachment E for a list of trainings deployed.**

The length of training and inability to “earn while learning,” cost of training, transportation, child care needs, and/or lack of flexibility in the training or education schedule can all be barriers to attending training, education or internships. Braiding and blending services and supports helps to alleviate these issues. Co-enrollment can provide support services to address child care and transportation and other needs, while Ticket to Work's vocational supportive services can provide items such as work attire, uniforms, textbooks, tools, and any other materials that a participant may need to complete a credential or a degree. Each participant has access to up to \$500 for these services by co-enrollment. Additionally, SDWP partners with DOR to provide auxiliary supports specifically tailored to best assist Jobseekers with ID/DD with transportation, child care, assistive technology and other needs.

In FY 2014, SDWP was awarded a \$6 million, five-year Workforce Innovation Fund (WIF) grant from the Department of Labor (DOL). WIF fund projects are intended to explore more effective strategies for improved job seeker and employer outcomes, greater efficiency in the delivery of quality services, and stronger cooperation across programs and funding streams in the workforce system. All 1,000 WIF participants were referred by DOR for this project. The project required recruitment and random assignment of 1,000 individuals with disabilities, and long-term outcomes tracking (employment, retention, wage, etc.) through SDWP's custom-built MIS system. The data tracking of these DOR participants was a fundamental component of SDWP's custom-built MIS system. Note: While this specific DOR program has ended, SDWP is working to integrate the learnings into our core service delivery approach.

Through years of partnerships developed under funding through various programming including the WIF, Behavioral Health Services technical assistance, and **the Local Partnership Agreement** strategic planning with The San Diego Regional Center, both collaboration and co-enrollments have increased. Particularly, through collocation agreements and increased team-based case management, more clients were served throughout the San Diego region. The most recent shift in programming in this arena is placement in Competitive Integrated Employment (CIE) for people with ID/DD.

One focus of CIE is to increase economic mobility by opening pathways to success in priority sectors. Through a partnership with the National Foundation on Autism Research (NFAR), individuals with autism received an 8-month long concurrent soft skills and software testing certification training to enter the software testing field. For this programming, SDWP partnered with the San Diego Regional Center.

The San Diego Regional Center provides supportive services and on the job supports for their clients with ID/DD. SDWP have actively been **engaged with this population through our Disability Employment Initiative (DEI)** since 2017 with NFAR students. With hundreds of software development companies located in the San Diego region, the software testing position is a successful entry point for job seekers interested in the software technology field. Companies such as Solar Turbines, Illumina and BAE Systems participate in the program. The San Diego Regional Center pays for the internships through the Paid Internship Program (PIP), up to \$10,400 per student. The internships initially funded through PIP have transitioned to full time employment.

SDWP is currently working in collaboration with San Diego County Board of Supervisors, the County of San Diego Human Resources Department, the San Diego Regional Center and Partnerships With Industry (a vendor for the San Diego Regional Center to provide job coaching to people with ID/DD) to **place individuals with ID/DD in internships in County of San Diego Departments**. It is anticipated that these internships will lead to permanent positions. Of note, the San Diego Regional Center outsources internship payroll to a third party provider to remove liability from the employer during the internship. The program will allow people with ID/DD to gain entry to County employment opportunities. This innovative approach starts with advocates and champions willing to make changes to current systems and build strategic partnerships. This collaboration started with Supervisor Nathan Fletcher who had an intern with Autism. That chance encounter led to this new program for San Diego County Departments that launched in August 2019 called Jays Program, named for the Supervisor's intern. The goal of the program is to match job seekers with positions that they are most interested in and passionate about in the CIE setting. Some of the positions at the County will include placements in Parks and Recreation, Human Resources, Public Works and local libraries. To facilitate hiring, events such as employer socials, individual job development and company tours afford clients opportunities to meet face-to-face with hiring managers to gain experience and greater comfort and competence with the hiring process.

SDWP has been an active member of the **Local Partnership Agreement planning teams** with the San Diego Regional Center. As the plan continues to develop, SDWP has contributed with planning and convenings to ensure that all partners are blending and braiding the available services and programs including PIP for clients to receive supported employment opportunities that best match their desired placement. Additionally, SDWP has worked closely with the Department of Rehabilitation and many of the organizations serving clients with ID/DD to make all partners aware of the eligibility and enrollment procedures, as well as the services that each of the other agencies offers. In this way, San Diego providers can work together for clients to co-enroll when appropriate and verify services are not duplicated. This also supports that the Integrated Resource Team (IRT) members are incorporating the same employment goals on all plans.

Moreover, key to the success of these programs, the Regional Administrator for the Department of Rehabilitation is part of the SDWP Board of Directors and as such keeps the board informed of DOR efforts. Finally, staff serving clients with ID/DD regularly attend DOR provided training (e.g. Windmills, hidden disabilities, self-disclosure, stigma). See Attachment E.

7. Collaborative Strategies to Strengthen Services for English Language Learners, Foreign Born Individuals and Refugees

In the Southern Border Region, one in four residents is foreign born and more than 500,000 adults speak English “less than well.” in San Diego county. SDWP identified better serving ELL participants with barriers as a priority and as nearly all locally-identified priority sectors (see section 3) require additional training and preparation, it is imperative that the region develop strategies to more effectively bridge ELL adults from initial language development services to training and career supports that offer opportunities for these adults to succeed. In early February, [Welcoming San Diego and the Mayor’s office](#) launched the [Strategic Plan for Immigrant and Refugee Integration](#). Welcoming San Diego is a multi-sector effort, of which SDWP is a part along with the City, County and immigrant serving CBOs, to advance the civic, social and economic integration of immigrants and refugees. We envision a vibrant, inclusive and resilient region that attracts families and businesses from around the world and where all San Diegans can flourish; this immigrant integration strategic plan is a culmination of year-long consultations and community forums.

San Diego was selected as one of eight communities to receive technical assistance from World Education Services (WES) Global Talent Bridge and their [Skilled Immigrant Integration Program](#) (SIIP). Through this work, we are focusing on the exploration of funding, research and internship programs which will support the progression of the immigrant, refugee and English Language Learner community toward livable wages.

One of the primary gaps in serving this population are the presence of culturally and linguistically accessible, community-based navigators who can serve as a “bridge” between the clients that walk in their doors – immigrants with limited English proficiency – and the resources (especially skills training) that are accessible via the American Job Centers of California (AJCC). Put simply, ELL participants are less likely to walk into an AJCC, staying instead within the structure of Title II or CBO providers. And even when they do, they struggle to access and persist in services, in part because they require a more intensive level of support and preparation to be successful navigating the AJCC and in part because AJCC’s need stronger connections to the community of providers that can offer culturally and linguistically-accessible supportive services.

SDWP will continue the ELL Workforce Navigator Project model which deepens promising partnerships between Title I providers, Title II providers, and immigrant-serving CBOs which was first piloted under an Accelerator grant from EDD. By sustaining the ELL Navigator model, we can better connect with, serve, and support ELL participants who need additional skills, training, and assistance to secure and retain living wage jobs in growing industries. It leverages experienced providers that have strong track records in serving the ELL population with workforce services. SDWP was part of a pilot initiative deep in the heart of one of the region’s primary immigrant communities in the City of El Cajon, located in the Eastern part of the County. The pilot program has positioned SDWP to evaluate the model in an area of high-need, through the provision of 18 months of services to 100 ELL adults, while also developing the experience and expertise to scale this model to other immigrant-serving regions throughout the County. SDWP will sustain this model in the East Region past the date of the pilot program, and also

plans to expand this model to the South Region of San Diego, County which serves a large number of Hispanic immigrant families.

SDWP will also continue to partner with CBO's and other local organizations who use Bridge programming, which includes sector-specific career pathway programs providing contextualized foundational skills, curriculum-based classroom training for the service industry, and occupational skills training and certification to address the gaps in learning. This will be used along with VESL and ESL classes through Adult Education providers. SDWP will continue to use the Navigator model in addressing workforce barriers for ELL/Refugees to better connect with, serve and support ELL adults who need additional skills, training and assistance to secure and retain a self-sufficient living wage for San Diego. SDWP will also continue funding training programs and cohort for ESL specifically, including those in our five priority sectors (i.e. Healthcare, and IT) and ensure that local AJCC's are staffed with navigators who can connect with and serve the ELL population.

SDWP has applied for the Workforce Accelerator Fund 7.0 grant. This project will rapidly develop English language skills, cultural fluency, job quality, and service sector (retail, hospitality, tourism) specific knowledge in incumbent workers and under employed job seekers who are immigrants, refugees and English Language Learners through an innovative combination of cell phone-based, contextualized language learning, personalized coaching, navigation and job quality training as well as credentialing programs. Project will also focus on raising community awareness of service sector and job quality trends. This builds on the work of SDWP and IRC over the last 12-18 months which successfully placed participants in "early employment" by providing basic job placement assistance to ELL newcomers through the AJCC system.

Additionally, SDWP is in discussions with private funders such as Walmart to support the development of incumbent workers. SDWP and its partners feel strongly that early employment is important but stopping there is insufficient to put individuals on a path to self-sufficiency and long-term upward mobility for workers and their families. Through our work to date, we saw that one third of the population served was placed into retail jobs and nearly half into service sector positions. This underscored the importance of connecting SDWP's current efforts to create strong career pathways and build quality jobs for this population, taking into consideration the high level of personalized support – cultural, immigration, family – needed for success. We have also learned the importance of making content available to participants on demand, using tech-enabled applications. To address this, we are partnering with Cell-Ed that brings a mobile-first training and communications tool to provide essential skills and career pathways for retail workers.

Finally, we are increasing our focus on educating both job seekers and employers on what quality jobs look like. This work draws on our Reimagine Retail partnership with Walmart where we are formulating a job quality definition, elements, evaluation and training that can be used across the community. Welcoming San Diego will be partnering with us to host convenings to build community knowledge and support for integration immigrants/refugees into San Diego. See Attachment F.

8. Collaborative Strategies for Other Populations

While San Diego as a whole does not have a significant population of seasonal farmworkers, the northern sector of our county does have a large presence of these workers. The North County Coastal Career Center and South County Career coordinates with the 167 grantee Center for Employment Training (CET). The AJCC's have a warm handoff approach in connecting Migrant Seasonal Farm Workers (MSFW) with CET. In the North region, we have a designated person that we call to refer a

client directly and in the South region our Outreach Worker will actually go to CET to register a client. Both centers provide MSFWs with an overview of services that the AJCC provides and to include CET information. CET has made the AJCCs aware of their screening requirements for their program via presentations at the All Staff Meetings and email blast.

The AJCC provides flyers with job and paid training opportunities from CET to the MSFW community and community based organizations that serve MSFWs. Examples of collaboration: CET and EDD participate in the Farm Worker CARE (Coordination/Communication, Advocacy/Access, Research/Resources, Empowerment/Education) Coalition. This is a diverse group of agencies and organizations dedicated to improving the living and working conditions of agricultural workers in San Diego County. Members include representatives and leaders of local health and social service agencies, community-based organizations, educational institutions, local governmental agencies and grassroots groups. Another example of how the North region AJCC partnered with CET during the Wildfire Project in North region. CET had received \$1.3 million from La Cooperativa Campesina de California and the State of CA EDD National Emergency Department to administer a Southern California Wildfire Program to serve the need of individuals' employment needs and assist Public and Nonprofit Organizations that were affected by the Lilac Fire. Wages and Workmen's Compensation was paid by La Coopertiva Campesina de California and EDD NEG grant. The North County AJCC assisted them in hosting recruitments, screening candidates and identifying unemployment insurance participants that may be eligible for their program."

9. Business Services – Inclusive Growth

San Diego understands that the business community is a fundamental partner in driving economic mobility in our communities. We are committed to fostering inclusive business growth and equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce. Changing skill requirements, a nationwide battle for talent, and a soaring cost of living are combining to form an unequivocal threat to our regional competitiveness which must be addressed head on. This requires the SDWP, in collaboration with partners all across the community, to not only assist businesses in improving the attraction and retention of talent but to also facilitate capacity building within the businesses themselves. Our vision is to create an integrated structure for serving businesses where:

- **Service:** Every business receives seamless service that exceeds their expectations - excellence every single time
- **Relationships:** We have extensive, deep, transformational relationships which transcend the ups and downs of the economy - true partnerships aligned to business need
- **Transformation:** Our brand is known for not just talking about difficult issues for business but partnering to solve them - strategic advisors not order takers
- **Growth:** We help businesses become more economically vibrant by meeting their workforce needs so that businesses are positioned to provide quality jobs to our community - anticipate not just react
- **Revenue:** Business affirm the value in the services we deliver by paying for them – path to sustainable services

As a local area, we are working with our partners to:

- Launch a Business Services Collaborative which brings together business services representatives from across the county to receive professional development, share tools, align

processes and build relations. First meeting will occur on January 28th, quarterly meetings to follow.

- Develop business specific materials to help businesses understand how to tap into the skills of the participants across our programs as well as the incentives available
- Align business efforts across the region to focus on what businesses need vs programs. To achieve this, we are launching re-engineering efforts to create a single hub for businesses. This will include a landscape study to understand all of the services available to businesses across SBR, align where possible, remove duplication and fill gaps. Based on the study, we will determine new services and develop a set of shared collateral to serve businesses.
- We have created a more integrated approach to layoff aversion, rapid response and business engagement in San Diego that we are looking to leverage across the region.
- Businesses engagement will support companies at all stages and help to prevent or mitigate layoffs limiting the efforts required for Rapid Response. San Diego will be able to quickly support workers subject to layoffs by connecting them to companies hiring in their skill sets as well as just in time training
- Advancing a robust sector strategy with meaningful career pathways (entry and upskilling) and business transformation tools in each of our chosen priority sectors. To achieve this, we have structured the SBR so that we can regularly refreshing our Regional priority sector report for San Diego and Imperial. Additionally, we are rolling out Career Coach (a single tool to make labor market data accessible) to the end user and train educators and case managers to guide users use of the tool and the priority sectors. Finally, we plan to bring on a Priority Sector Trainer for the Region that may be partly funded from SS 2.0
- Create a solid set of tested solution offerings (and partnerships) to offer businesses which have proven results and for which they are willing to pay (in whole or part i.e. co-funding)
- Achieve high match rates of candidates to quality jobs which demonstrate we truly understand what businesses needs and dramatically increase number of quality jobs in the market available to all. To support this we are, rolling out a single, Salesforce based portal for business services which will be available to all partners Ensure the organization keeps pace with the market by developing employer informed, sector-specific training/capacity building for staff/partners so they are equipped to prepare job seekers for the market (in coordination with Research)

10. Administration

To comply with administrative requirements for the local plan update, Attachments G and H provide a description of stakeholder outreach and comments received during the public comment period, January 14-February 14, 2019. Finally, the public notice displays are provided in Attachment I.

Attachment A
Details of SBR's/SDWP's Strategic Pillars

- **Job Quality:** Job Quality is about simultaneously producing outstanding outcomes for businesses and their frontline workers. A good job not only pays well but also gives workers the stability and support they need to care for their families and take the next step in their careers. Good jobs also support business growth by helping the business meet and exceed its bottom line goals. As part of our job quality efforts under this plan we will 1) Develop a definition of job quality that will serve as a standard for the community while being responsive to individual needs and launch a communications campaign 2) Equip workers with knowledge needed to advocate for themselves and provide consulting to businesses/coalitions looking to implement quality components 3) Elevate jobs that have 1 or more quality indicators to support worker choice through a Salesforce-based portal; recognize businesses who display a commitment to job quality 4) Review the outcomes and impact of job quality experiments, placement of workers in good jobs and economic benefit generated for businesses

- **2 Generation Solutions** are focused on creating opportunities for and addressing needs of both children and the adults in their lives together. The approach recognizes that families come in all different shapes and sizes and that families define themselves. Specific focus on Postsecondary Education and Employment Pathways; Early Childhood Education and Development; Economic Assets; Health and Well-Being; and Social Capital. Under this pillar we will 1) Incorporate the collection of data on the families we serve and connection to existing services into all existing programs; adapt systems as needed 2) Educate adult, youth and education practitioners on the 2 Gen framework, provide ongoing professional development on emerging resources. 3) Develop a set of solution offerings for delivery to educators and businesses; provide technical assistance/consulting support for implementation 4) Review the outcomes and impact of 2 Gen experiments, success of workers who receive 2 Gen responsive interventions and economic benefit generated for businesses as a result of 2 Gen support. To move this work forward, SDWP in partnership with Third Sector is convening government agencies, nonprofits, and funders on March 29, 2019 to begin to implement an outcomes-oriented approach to help some of the most vulnerable communities achieve self-sufficiency and economic mobility. The intent is to have attendees align on a shared vision for success and decide how each member will be held accountable to contribute to improved outcomes for these families. Third Sector, a nonprofit advisory firm, has found that the first step towards ongoing cross-agency collaboration is the prioritization of shared outcomes goals and the development of systems for measuring and learning from interim progress data. This half-day workshop is intended to do just that – to introduce the building blocks for partner agencies in San Diego to manage to shared long-term, positive outcomes goals. During the workshop, Third Sector will facilitate multiple hands-on activities to support the identification of common cross-agency goals, metrics for measuring progress towards those goals (at both the individual and family level), and administrative data sources for evaluating progress.

- **Outcomes Based Funding** focuses on the efficient and effective use of resources to solve intractable social and economic problems. This approach shifts from a reliance on output measurements to our ability to demonstrate that high-quality social services produce results for those in need. This pillar includes a wide variety of evidence-based policy- and decision-making such as Income Sharing Agreements, Pay for Success, social impact bonds and other innovative public-private partnerships. Under this pillar we will 1) Complete the design of an Income Sharing Agreement model which can be rolled out to any program or educational institution 2) Pilot the Income Sharing Agreements with

local educators, evaluate success and course correct as needed. 3) Apply the Income Sharing Agreement, Pay for Performance Contract and other outcomes based models to other educators, contracts and programs. 4) Establish a Center of Excellence for Outcomes Based Funding which includes templates, toolkits, technical assistance and consulting support for other workforce organizations

- **Inclusive Business Growth** focuses on equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce. This pillar considers how to address not only attraction and retention of talent but also capacity building within the businesses themselves, through partnership with the Chamber, EDCs, Small Business Administration and others. Under this pillar we will 1) Form deep relationships with small/mid-sized businesses to understand their needs; leverage business assessments across all programs 2) Deploy business-lead councils in each priority sector where coalitions of employers tackle shared attraction, development, retention and growth needs 3) Establish a catalog of service offerings (both in house and partner) which are tailored to meet small and mid-sized business' workforce need 4) Diversify earn and learn models to help workers gain on the job experience in new fields. Includes apprenticeship, pre-apprenticeship, internships, and entrepreneurial training linked to each of the priority sectors
- **POPULATION-SPECIFIC INTERVENTIONS** focus on deepening our programming which is truly differentiated and standardizing common functions in order to better respond to the needs of the community. This pillar considers how to connect programs, services and organizations to best serve participants as a whole person. Under this pillar we will 1) Build a customer-centered system of services that provides consistent and quality interventions to meet their or connects them to all relevant resources 2) Deepen our impact in existing populations to ensure our programs are building on success, increasing services and replicating strategies to serve more 3) Using the foundation of proven models and evidence-based strategies, pursue and explore new funding opportunities to create interventions for populations we have yet to serve. 4) Utilize data, evaluation and continuous improvement to constantly measure the impact of our interventions to course correct and expand our work where needed.

Attachment B

Priority Sector Research

<https://workforce.org/wp-content/uploads/2019/02/Priority-Sector-Appendix-for-Regional-Plan.pdf>

**Attachment C
CALFRESH E&T**

Information Sharing and Needs Evaluation

SDWP has involved CBO's in both delivery of CalFresh E&T services and program planning. Two CBO's that were involved in the discussion and planning in the early stages of CalFresh E&T implementation were Kitchens for Good and Center for Employment Opportunities. SDWP's recruitment and convening of CalFresh E&T partners has included an inventory of CBO's, service providers, and Community Colleges that are contracted to provide CalFresh enrollment services. These agencies attend a quarterly Task Force meeting through the San Diego Hunger Coalition to share information about best practices in client advocacy and application assistance, discuss the impact of regulatory changes, resolve challenges with specific cases, evaluate need and coordinate outreach. See Table 1 for a list of key Taskforce community partners. The Task Force has more than 50-member organizations, including food banks, pantries, community clinics, social service agencies, churches, and representatives from various departments within the County HHS.

Table 1. Taskforce Organizations

Key Taskforce Community Partners
HHS
Home Start
UCSD
SDSU
Mira Costa College
San Diego City College
La Maestra Community Health Centers
Home Start
Feeding San Diego
San Diego Food Bank
211 San Diego

SDWP partners with local nonprofits and CBO's that provide job training and employment services to active CalFresh and CalFresh-eligible participants. SDWP leverages partners' pre-existing networks to receive referrals, as well as their resources to provide eligibility determination and enrollment in CalFresh. Training providers offer vocational training and supportive services through a pre-determined program curriculum. The outcomes-based cohort model enables training providers to provide intensive services to a pre-approved group of participants. The cohort-model cultivates participant accountability and comprehensive case management. SDWP reimburses providers for up to 50% of the program costs and conducts regular on-site monitoring to ensure quality control. See Table 2 for the types of services and those eligible for the 50% reimbursement and Table 3 for the barriers supported by services.

Table 2. Relationship Between Workforce Services and 50% Reimbursement

Types of Workforce Services	Eligible for 50 % Reimbursement
One-on-one coaching	X
Mentoring	X
Job Search Assistance	X
Supervised Job Search	X
Job Club	X
Resume Building Workshop	X
Mock Interviews Workshop	X
Work Ethic Workshop	X
Problem Solving Workshop	X
Communication Skills Workshop	X
Job Fairs	X
Hiring Events	X
Work Experience	X
Job Placement	X
Childcare	
ESL Classes	
Housing Assistance	
Subsidized Work Experience	
Financial Classes	
Apprenticeships	
Transportation	
Skill Assessments	

Table 3. Benefits and Available Resources

Employment Barriers	Barriers w/ Disabilities	Resources	Eligible for CalFresh E&T
Transportation	X	Supportive Services	
Basic skills deficient	X	CalFresh E&T Services, AJCC services	X
Work Experience	X	CalFresh E&T Services	X
Housing	X	211, County Rapid Re-Housing Partners, San Diego Housing Commission	
Criminal Record		CalFresh E&T Services, Clear My Record	
Childcare		YMCA, 211, CalWORKs	
Job Readiness	X	CalFresh E&T Services	X

The contents of these reports will include identifiers for workforce system participants who engaged in training programs, the training programs entered, their completion status, and the employment outcome as determined by reporting through the State Base Wage File. California was one of eight states awarded in the SNAP E&T Data Grant. SDWP will enter data into the collection and reporting system, which will include a statewide workforce portal to act as a centralized, web-based data collection location for the program. SDWP has received read only access to CalWIN an online, real-time computer program that supports the administration of welfare in California. CalWIN is used to identify

individuals that are enrolled and active in CalFresh and generate reports submitted to the State. These reports are reviewed by the partners, with industry engaged, to determine where deficiencies lie and to help develop a more relevant program that will result in stronger outcomes for the participants involved. See Tables 4 and 5 for demographic information.

Table 4. CalFresh Program Participation

CalFresh [1]	Count	Percent
Annual Average Persons:	269,770	--
Children (under age 18):	157,645	58%
Elderly (age 60+):	32,622	12%
English as a Second Language:	118,919	44%
Households:	133,001	--
Child-Only Households (July 2017):	13,009	10%
Persons in Child-Only Households (July 2017):	27,188	20%

NOTE: 2016 Program Reach Index in San Diego was 61.1%; CalFresh categorizations are not mutually exclusive, meaning that program participants can fall under multiple distinctions. As such, percent totals do not sum to 100%

Table 5. CalFresh E&T Program Participation

CalFresh E&T[2]	Count	Average Age
Program Participants	23	30
Gender - Female	48%	52%
ABWAD	35%	65%
Diploma/ Ged	48%	52%
English as a Second Language:	57%	43%

NOTE: CalFresh E&T data is through September 2018, in October alone there were an additional 12 program participants. They have been excluded due to incomplete information.

[1] <http://www.cdss.ca.gov/inforesources/Data-Portal/Research-and-Data/CalFresh-Data-Dashboard>

[2] SDWP Data (in-house)

Attachment D

Local Child Support (LCS) for Non-Custodial Parents

The San Diego Workforce Partnership (SDWP) and our county’s Department of Child Support Services (DCSS) began collaborating in 2018, alongside key CBOs (KRA, YMCA, Child Development Associates, First 5, SD County Office of Ed, Neighborhood House, SD Housing Commission), to facilitate information sharing in order to evaluate need and integrate services in a family-centered model of service. The collaboration group is called the 2Gen Workgroup, to signify the commitment to pair workforce development with child development to get better outcomes for both parents (custodial and non-custodial) and children through training and other workforce support. In late 2018, initial steps were taken to gather data, share resources and braid funding to better serve families, with more extensive and complex strategies expected to be executed in 2019 and beyond. This group serves as the key mechanism to identify opportunities to braid resources, coordinate service delivery and expand access to occupational training, job and career search assistance, and supportive services within the local workforce development system. The goal is to eliminate benefits cliffs, leverage existing services and pool resources where there are gaps. See Table 1 for demographic information and Tables 2 and 3 for types of services and barriers supported.

Table 1. Local Child Support Program Participation

Child Support Program Services – 2018 [3]	Count	Percent
<i>Total Paternities Established During the Year</i>	10,501	--
Established Judicially	1,169	--
<i>Voluntary Paternity Acknowledgements</i>	9,332	--
Births to Unwed Parents	12,318	--
<i>Paternity Establishment Percentage</i>	--	85.20%
Children in IV-D Cases with Paternity Established or Acknowledged	46,959	--
Cases with Support Orders Established	55,488	--
Total Cases	62,301	--
Percentage of Cases with Support Orders Established	--	89.10%
<i>Cases with Arrears Due</i>	476,953	--
Cases Paying Towards Arrears	35,780	--
Percent of Cases with Collections on Arrears	--	74.60%
<i>Children in IV-D Cases</i>	--	--
Cases	62,250	--
Children in IV-D Cases	63,574	--
	Amount (\$)	Percent
<i>Current Support Due</i>	\$163,156,083	--
Current Support Distributed	\$117,132,678	--

Percent of Collections on Current Support	--	72%
Local Agency Support Distributed by Case Type	\$132,272,274	--
Current	\$8,448,467	6%
Former	\$53,266,243	40%
Never	\$70,557,565	53%
Local Agency Arrears Due by Case Type	\$808,258,570	--
Current	\$65,188,071	8%
Former	\$511,406,322	63%
Never	\$231,664,177	29%
CHHS Open Data - 2017 [4]		
	Amount (\$)	Count
Child Support Cases	--	--
Open Cases	--	62,974
Children in Child Support Cases	--	66,052
<i>Paternity Establishment</i>	--	--
Children with Paternity Established During Federal Fiscal Year	--	11,252
<i>Distributed Collections by Assistance Types</i>	--	--
Current Public Assistance[5]	\$12,781,445	--
Former Public Assistance[6]	\$70,284,618	--
Never Assisted[7]	\$92,422,661	--

NOTE: Federal Fiscal Year 2018 Preliminary Performance Data released 11/16/18 Child Support Program Services 2018

[3] California Department of Child Support Services. "Preliminary Performance Data Federal Fiscal Year 2018" Data Performance Analysis Branch. Issued November 2018.

[4] California Department of Child Support Services. "Department of Child Support Services Children in Child Support Cases FFY 2015- FFY 2017." California Health and Human Services Open Data Portal

[5] Amount of child support distributed on behalf of children who are recipients of Temporary Assistance for Needy Families (TANF) or Foster Care maintenance assistance payments

[6] Amount of child support distributed on behalf of children who formerly received assistance through the Aid to Families with Dependent Children Program (AFDC) or TANF or through the Foster Care Program

[7] Amount of child support distributed on behalf of children who are receiving Child Support Enforcement Services who are either currently or have formerly received Medicaid payments, but who are not receiving and have never formerly received assistance through the AFDC, TANF, or Foster Care Programs

Table 2. Type of Workforce Services

Service Type	Custodial	Non Custodial
One-on-one coaching	X	X
Mentoring	X	X
Job Search Assistance	X	X
Supervised Job Search	X	X
Job Club	X	X
Resume Building Workshop	X	X
Mock Interviews Workshop	X	X
Work Ethic Workshop	X	X
Problem Solving Workshop	X	X
Communication Skills Workshop	X	X
Job Fairs	X	X
Hiring Events	X	X
Work Experience	X	X
Job Placement	X	X
Childcare	X	X
ESL Classes	X	X
Housing Assistance	X	X
Subsidized Work Experience	X	X
Financial Classes	X	X
Apprenticeships	X	X
Transportation	X	X
Skill Assessments	X	X

Table 3. Resources for Non Custodial Parents

Employment Barriers	Barriers for Parents	Existing Resources
Transportation	X	Supportive Services for WIOA enrolled
Basic skills deficient	X	AJCC services, continuing education at community colleges, adult education
Work Experience	X	Expanded Subsidized Employment, OJT and other AJCC services
Housing	X	211, County Rapid Re-Housing Partners, San Diego Housing Commission
Criminal Record	X	CalFresh E&T Services, Clear My Record
Childcare	X	YMCA, Child Development Associates, Neighborhood House Association and other Head Start Providers, California State Preschool Program
Job Readiness	X	AJCC services, CalFresh E&T Services

To date we have found that the most important service to help program participants succeed in the labor market is to remove impediments to their ability to work such as drivers licenses revocation. This requires early engagement between workforce and CSS as some orders (i.e. credential revocation) must be approved by a court in order to be altered.

Current baseline services include DCS delivered workforce development including job fairs and light-touch job search assistance. Non-custodial parents also have access to all available services from the AJCCs in their area. Going forward, we will modify this baseline by increasing the number and quality of referrals through co-location and co-enrollment.

According to the San Diego Department of Child Services, the total Noncustodial Parents for the end of FFY1718 was 56,326. The percent of Incarcerated Noncustodial Parents for the same time was 12.6% and the percent of Noncustodial Parents w/ known history of incarceration was 23%. See Table 4 for concentration areas.

Table 4. Child Support Population By Zip Code

Zip Code	City	21-55 Population	Child Support Participants/21-55 Population
92113	Logan Heights	34,610	8.41%
92173	San Ysidro	18,306	7.72%
92114	Encanto	44,279	6.89%
92105	City Heights	43,934	6.55%
91977	Spring Valley	39,591	6.46%
91911	Chula Vista	55,957	5.85%
91950	National City	40,985	5.84%
92102	San Diego	29,454	5.62%
92139	Paradise Hills	24,212	5.33%
92154	Otay Mesa	54,541	5.14%
92021	El Cajon	45,528	5.03%
92083	Vista	24,326	5.02%
91910	Chula Vista	53,300	4.91%
92040	Lakeside	29,564	4.58%
92020	El Cajon	40,825	4.18%
92025	Escondido	32,984	4.11%
92027	Escondido	36,094	4.07%
92115	College Grove	39,923	4.06%
92071	Santee	38,460	3.50%
92057	Oceanside	37,492	3.27%

Attachment E

Competitive Integrated Employment (CIE)

In San Diego, there is a broad network of community resources and services for to support enhance employment opportunities for Jobseekers with ID/DD. SDWP through the AJCC system and other projects has connected to an array of systems and providers supporting Jobseekers with ID/DD including the Department of Rehabilitation, Blind Field Services, San Diego Regional Center, community based behavioral health providers, the housing authority and housing providers, and supported employment placement programs such as Goodwill Industries, Arc of San Diego, and Partnerships with Industry. Additionally, AJCCs work closely with Disabled Student Services in the community colleges and Job Corps.

SDWP has led several local initiatives to advance the employment of Jobseekers with ID/DD. In 2015, SDWP funded a WIOA Case Manager to be collocated at Goodwill Industries, to streamline referral and enrollment of Jobseekers with ID/DD into WIOA services. Through a grant with The County of San Diego called the Work Well Initiative, SDWP has planned and is implementing a five-year strategic plan to increase employment outcomes for adults with mental illness through increased employment supports within behavioral health programs utilizing a well-researched supported employment model called Individual Placement and Support (IPS). The plan also seeks to identify opportunities to streamline navigation systems for people with serious mental illness regarding employment and supportive services, and to increase awareness of mental illness and address related stigma within the workplace and community.

As a part of this project SDWP has facilitated benefits training for jobseekers with ID/DD, specifically mental health consumers, facilitated by an advocate with the Disability Rights California and a Work Incentives & Benefits Planner with the Department of Rehabilitation and provided IPS supported employment training to new behavioral health employment staff. SDWP is also a Workforce Innovation Fund grantee through the Department of Labor and is currently operating a project serving unemployed Jobseekers with ID/DD involved in TANF, DOR or behavioral health programs. The project involves a study to expand the research on IPS for populations with a range of disabilities across multiple systems within the AJCC.

- Department of Rehabilitation
- Blind Field Services
- San Diego Regional Center
- Community based behavioral health providers
- The housing authority and housing providers
- supported employment placement programs such as Goodwill Industries
- Arc of San Diego
- Partnerships with Industry
- Disable Student Services in the community colleges
- Job Corps
- San Diego State University Interwork Institute
- Deaf Community Services
- Community Mental Health Agencies

The AJCCs collocate to streamline connection to programs and services for jobseekers with ID/DD requiring a Memorandum of Understanding for all partners. Several AJCC locations include onsite DOR

staff, Deaf Community Services, community mental health agencies, and regular workshops from other employment and training providers to integrate WIOA services with supports available from other providers.

The Work Well Committee meets monthly to discuss employment strategies, business management, data collection and outcomes strategy. These were the topics provided:

- December 2017: Vocational training by Scripps Health A-Visions
- January 2018: Connect2Careers externship opportunity
- February 2018: 211 San Diego's Community Information Exchange (CIE) training on system to coordinate services for individuals
- March 2018: Resources for Self-care in Times of Crisis
- April 2018: San Diego County Peer Liaison Services available through Recovery Innovations International
- May 2018: Office of the Public Defender Fresh Start Program: Comprehensive Criminal Record Relief
- July 2018: Employment Opportunities by Center for Employment Opportunities
- August 2018: Understanding and Accessing our Psychiatric Emergency Response Team (PERT)
- September 2018: Working with AJCC's— co-enrollment and other service opportunities
- October 2018: Family Justice Center (Domestic Violence Month)

Attachment F
English Language Learners, Foreign Born Individuals and Refugees

Beginning on January 3, 2019, WIOA Section 188 requires that recipients of WIOA funds record language preference and Limited English Proficiency status for each applicant, registrant, participant, and trainee. SDWP will require that the Language section of the WIOA application is completed by participants in order to obtain relevant information about ELL population as indicated above.

The ELL Navigator will become an expert in serving this population and will be connected to other CBO's and agencies who serve similar populations. We are also hopeful that the Navigators connection with the population will create a word of mouth of our services in the community.

SDWP will add language to the Operations Manual based on Directive 17-03 to include the requirements of establishing an LEP plan in order to ensure that reasonable steps are taken to allow meaningful access for ELL individuals. SDWP will work with subrecipients to ensure they are establishing an LEP plan. Best practices around co-enrollments, leveraged funds and partnership and delivery of services with community-based organizations are evolving.

The San Diego ELL Workforce Navigator Project is an initiative that strategically deepens promising partnerships between Title I providers, Title II providers, and immigrant-serving CBOs under the leadership of the San Diego Workforce Partnership (SDWP). The project is designed to better connect with, serve, and support ELL adults who need additional skills, training, and assistance to secure and retain living wage jobs in growing industries. It leverages experienced providers that have strong track records in serving the ELL population with workforce services and seeks to pilot, evaluate, and systematize a model that works across the region.

ELL adults are less likely to walk into an AJCC, staying instead within the structure of Title II or CBO providers. And even when they do, they struggle to access and persist in services, in part because they require a more intensive level of support and preparation to be successful navigating the AJCC and in part because AJCC's need stronger connections to the community of providers that can offer culturally and linguistically-accessible supportive services.

IRC (CBO) leveraged a continuum of supportive programming including the following:

- Access to funding for short-term work supports including transportation subsidies and funds for work clothes.
- In-house, bilingual vocational ESL program (“VESL Plus”) with integrated, one-on-one employment counseling that prepares ELL adults for entry-level employment in 8-12 weeks; a key referral option for those adults that are not yet ready for engagement with AJCC services but need support in finding work quickly
- Access to sector-specific “bridge” programs in healthcare, telecommunications, hospitality, culinary arts, and building trades that offer short-term, contextualized learning to support language and basic skill development so that an ELL adult can effectively participate in advanced vocational training, either in a post-secondary educational institution or at an employer site.
- Financial education and coaching.

- Screening and enrollment in public benefits, including enrollment in Fresh Fund to double participants SNAP benefits when they purchase food at Farmer’s Markets
- Access to financial products that support self-sufficiency and economic stability (includes interest-free credit-building loans, low-interest auto loans, and low-interest emergency loans); auto loans for working adults are particularly critical in San Diego County, with a limited transportation system and employers clustered in regions that are often 20+ miles from where many ELL adults live.
- Free tax preparation services, critical for capturing Earned Income Tax Credit and other tax benefits for working families.
- Bureau of Immigration Affairs (BIA) accredited immigration legal services including assistance with work authorization renewals, citizenship, DACA, and more than 30 other forms of immigration relief.
- Referrals to accredited, culturally appropriate childcare, including referrals to the more than 100 immigrant-owned childcare businesses that IRC small business development team has helped to support.
- Health and Wellness programming, including in-language wellness groups serving ELL adults

IRC ELL Navigator role included:

- Outreach to the community, including in-reach to the 8,000+ ELL
- Accessing services at IRC with over 600 of the students in GUHSD Title II classes;
- In-language pre-AJCC case management to prepare the ELL adult for the AJCC experience;
- Supporting the client in gathering requisite documents such as work authorizations, transcripts, test scores, diplomas, certificates, and short-term training funds;
- Screening for and enrollment in Title I services;
- Assessing and connecting the client to supportive services; and
- Job placement assistance.

Title 1 & Title II:

- SDWP’s AJCC provider for the East County region provided the Title I services and Grossmont Adult Education provided adult education services to Title II clients. This grant allowed SDWP and its partners more effectively connect the Title 1 and Title II WIOA services that GUHSD providers.

AJCC-based Navigator role included:

- High-touch navigation support to ensure participants can access needed AJCC services;
- Focus on connecting ELL adults to training resources including training funds;
- coordination with IRC Workforce Preparation Coordinator to ensure that supportive services continue to meet the needs of the client; and
- Job placement assistance.

Partnership between Grossmont Adult Education, CompTIA and SDWP. San Diego’s East Region has a large immigrant population and over 40,000 refugees; with 1 in 20 of the region’s residents enrolled in adult education, the consortium is helping many of them achieve their dreams. More than 3,000 of the refugees enroll in Adult Education classes at Grossmont Adult Education annually. About thirty (30)

percent of these refugees arrive with college degrees or some college education but lack the advanced English language skills often required for mid-level and upper-level employment. For refugees, juggling learning with the work of resettlement and the needs of a family proves an even greater challenge than finding the needed pathway for career success. They, therefore, need to find ways to apply their credentials and professional experience, and complete their credentials with greater flexibility and more quickly than traditional college students.

Grossmont requested specialized training funds for this population for the development and integration of an IT class that leads to CompTIA A+ certification and provides the necessary language acquisition support, within a short amount of time. CompTIA A+ is a widely recognized certification; local and regional businesses in the manufacturing, tech, and bio-tech sectors recognize it as validation that an employee is competent to fulfill the roles of a support tech, service technician and support specialist. Because CompTIA A+ stands for comprehensive and vendor-neutral knowledge and is globally recognized, it opens up opportunities across IT environments in the region. Because a class that combines preparation for the certification with intensive language support, learners who are also studying English language, and especially those with foreign degrees in engineering, architecture, and business technology, will be fast-tracked into mid-level employment opportunities, job upgrades, and college careers. (An alignment project with Cuyamaca Community College has already cleared the path for the latter.) Because GAE is a Pearson VUE testing center already, we can also support our students “just-in-time” with the actual tests and certifications. It is our intention to develop this class as a sustainable and scalable project. See Table 1 for a breakdown of the ELL population and Tables 2 and 3 for refugee arrival numbers and population data.

Table 1. ELL Population

Type of Population	Count	Percent	LEP households	Percent of LEP households
Individuals [8]				
<i>Population</i>	3,125,554	--	--	--
Speaks only English	1,939,387	62%	--	--
Total that speaks a language other than English	1,183,104	38%	--	--
English Language Learner	421,471	13%	--	--
Households [9]				
<i>All households</i>	1,126,419	--	66,386	5.90%
<i>Households speaking:</i>	--	--	--	--
Spanish	265,858	23.60%	38,361	14.40%
Other Indo-European languages	52,885	4.70%	4,959	9.40%
Asian and Pacific Island languages	101,144	9.00%	17,808	17.60%
Other languages	20,439	1.80%	5,258	25.70%
School District [10]				
<i>Total</i>	464,629	--	--	--
Number of Limited English Proficiency students enrolled	108,834	23%	--	--

NOTE: LEP - Limited English Proficiency

Table 2: Refugee Arrival

Refugee Snapshot [11]	Count
Refugee Arrivals	1,532
Special Immigrant Visa	761
Asylees and Entrants	500
RA Resettled Refugees and SIV	2,655
Walk-Ins Resettled	482
Employment Services Participants	1,908

[8] U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates. Language Spoken at Home by Ability to Speak English for the Population 5 Years and Over

[9] U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates. Limited English Proficient Households

[10] Civil Rights Data Collection. Detailed Data Tables

[11]

<https://www.census.gov/quickfacts/fact/table/sandiegocountycalifornia,ca/POP645217#POP645217>

Table 3: Refugee Population

Arrivals into California by Country/Region of Origin [12]	Count	Percent
Afghanistan	328	2%
Iran	381	3%
Iraq	9,024	69%
Former USSR	105	1%
SE Asia	766	6%
Africa	2,382	18%
Other	167	1%
Total	13,153	--
Persons Obtaining Lawful Permanent Resident Status by Core Based Statistical Area (CBSA) of Residence [13]		
2015	18,524	--
2016	18,690	--
2017	18,106	--
Persons Naturalized by Core Based Statistical Area (CBSA) of Residence: Fiscal Years 2015 to 2017 [14]		
2015	14,189	--
2016	14,764	--
2017	16,638	--
International Rescue Committee Data [15]		
Beyond Secondary	--	15%
Secondary Education	--	28%
Primary Education	--	24%

[12] California Department of Social Services-Refugee Programs Bureau. "Refugee Arrivals Into California By Country/Region of Origin: Federal Fiscal Years 2012 through 2016."

[13] U.S. Department of Homeland Security. "Table 5. Persons Obtaining Lawful Permanent Resident Status by Core Based Statistical Area (CBSA) of Residence: Fiscal Years 2015 to 2017." 2017 Yearbook of Immigration Statistics

[14] U.S. Department of Homeland Security. "Table 23. Persons Naturalized by Core Based Statistical Area (CBSA) of Residence: Fiscal Years 2015 to 2017." 2017 Yearbook of Immigration Statistics

[15] Johnson, Mitch. Senior Program Manager. E-mail. 10 December 2018

Attachment G

Stakeholder and Community Outreach and Involvement in the Two-Year Review of the Local Plan Overview.

The Southern Border Region, San Diego Workforce Partnership (SDWP) and the Imperial County Workforce Development Board (ICWDB) undertook a comprehensive approach to stakeholder and community engagement by using the state list as a starting point and then evaluating those listed to ensure they were the correct contact, then adding appropriately to the list. Secondly, ICWDB and SDWP collaborated to have a single comprehensive list for the reentry and Multi-craft Core Curriculum meetings.

For those email addresses that were returned as undeliverable or not recognized, the regional organizer conducted web searches for the appropriate organizations, acquired contact numbers and verified the appropriate email address by googling unknown organizations and calling the website contact to identify the correct recipient and email address for the organization. The public notice was then resent to the updated email address. For the partner email addresses that were undeliverable, the appropriate board staff were made aware so they could contact the individuals. There were only two addresses in San Diego and one in Imperial that could not be reached.

Three public notices were sent via email, an initial meeting notice and two updates. They were sent separately to the state contacts Bethany Renfree, Michael Dowdy and Raphael Aguilera. Raphael Aguilera's email responded undeliverable; the issue was report to the state. The public notices provided the dates and times of the meetings, the locations of the meetings in both Imperial and San Diego Counties, the alternative conference dial-in number, the regional organizer's email address, the Southern Border Region web page for updates and a Community Input Form if an interested stakeholder was unable to attend either by conference line or in person.

Prior to the meetings, the agenda and slide deck were uploaded to the website for the upcoming meeting and following the meeting, the notes and recording, if available, were uploaded to the site. This was made available for any community member or partner to have ample opportunity to participate. A launch meeting was held to orient participants to the planning process.

Given the strong focus on reentry work as part of a regional plan, two separate meetings were held on this topic with the goal of enhancing present partnerships and developing new ones. One was an introduction to Prison to Employment and the overall work of the region and local boards around reentry. This meeting also discussed the planning process and how reentry planning would move forward. The second meeting for reentry was made available to discuss specific needs for the reentry population.

CalFresh E&T and Local Child Support Services were discussed in one meeting to respect busy partners' time since many partners and interested stakeholders would be involved in both. Additionally, English language learners, foreign born individuals and refugees meeting was combined with Multi-craft Core Curriculum (MC3) understanding that MC3 was also applicable to all populations included in the regional and the local plans. Finally, a community forum meeting was provided for the attendees to share in any of the subjects they wanted to discuss.

Each meeting could be attended in person, via conference call or by webinar. Details were provided on the Southern Border Region website and directions to the site were listed in the Public Notice. To comply with the California Workforce Development Board's Brown Act requirements, the public notices

were posted in each AJCC, on the Southern Border Region website and sent to the California State Workforce Development Board’s points of contact for further dissemination. The public notice and the two updates to it were sent to the state at least 10 days prior to the applicable meetings. Additionally, to ensure compliance, the agendas, slide decks and any applicable notes, as well as the audio version of the meetings (when available) were also posted to the Southern Border Region’s website. There were 108 combined attendees at the local and regional meetings. The Regional Organizer’s email address was included in both the public notices and the website if anyone had any questions. There was also a form added to the email and the website so interested parties could provide information for inclusion in the plan.

Because of the interconnectedness of much of the regional and local work, the local and regional meetings in San Diego were combined and all Imperial participants were invited to the regional meetings. In this way, it was hoped that a more comprehensive understanding of each topic could be ascertained and the overlap between the counties in the region could be better understood, even if the subject was not strictly a regional plan requirement. To ensure the best coverage, the plan update meeting dates and process were presented at multiple community meetings such as the educational consortia, Reentry Roundtable, Regional Research Council and Business Services Collaborative. Outreach, documentation and state notification for the local and regional planning processes were the same. These scores are noted in the below matrix

Table 1. Outreach and Community Engagement Matrix:

A. New Partnership with CalFresh	Exceed	Meet	Fail
i. Summary of Community Outreach Efforts and Stakeholder Engagement: The local representatives were included in the mailing list and invited to all planning meetings.	2		
ii. Documented Efforts to Engage Required Partners in Each Category: The electronic postings are available, the email showing all the bcc recipients are available, the resend for those that needed emails tracked down and the physical postings at the AJCCs are noted by digital pictures.	2		
iii. Provided Information to the California Workforce Development Board (State Board) on planning meetings, listening sessions, or other public meetings related to the planning process: The Public Notices were posted with the state and locally at least 10 days prior to meetings.		1	
B. Child Support Workforce System Partnership	Exceed	Meet	Fail
i. Summary of Community Outreach Efforts and Stakeholder Engagement: The local representatives were included in the mailing list and invited to all planning meetings.	2		
ii. Documented Efforts to Engage Required Partners in Each Category: The electronic postings are available, the email showing all the bcc recipients are available, the resend for those that needed	2		

emails tracked down and the physical postings at the AJCCs are noted by digital pictures.			
iii. Provided Information to the California Workforce Development Board (State Board) on planning meetings, listening sessions, or other public meetings related to the planning process: The Public Notices were posted with the state and locally at least 10 days prior to meetings.	1		
C. Updated Competitive Integrated Employment Partnership	Exceed	Meet	Fail
i. Summary of Community Outreach Efforts and Stakeholder Engagement: The local representatives were included in the mailing list and invited to all planning meetings.	2		
ii. Documented Efforts to Engage Required Partners in Each Category: The electronic postings are available, the email showing all the bcc recipients are available, the resend for those that needed emails tracked down and the physical postings at the AJCCs are noted by digital pictures.	2		
iii. Provided Information to the California Workforce Development Board (State Board) on planning meetings, listening sessions, or other public meetings related to the planning process: The Public Notices were posted with the state and locally at least 10 days prior to meetings.		1	
D. English Language Learners, the Foreign Born, and Refugees	Exceed	Meet	Fail
i. Summary of Community Outreach Efforts and Stakeholder Engagement: The local representatives were included in the mailing list and invited to all planning meetings.	2		
ii. Documented Efforts to Engage Required Partners in Each Category: The electronic postings are available, the email showing all the bcc recipients are available, the resend for those that needed emails tracked down and the physical postings at the AJCCs are noted by digital pictures.	2		
iii. Provided Information to the California Workforce Development Board (State Board) on planning meetings, listening sessions, or other public meetings related to the planning process: The Public Notices were posted with the state and locally at least 10 days prior to meetings.		1	
Total for Local Plan Topics			20

Attachment H Public Comments

There was one comment submitted in the 30 days the plans were made available. The substance of them are below:

Comment 1:

1. Overall, I think it could be beneficial to consider adding "us" - adult ed providers (five consortia in the region) - to the SDWP's plans and to its partner list. (As you know, California suffers a little bit from having to very different funding streams for (non-traditional) adult education: One comes through the Department of Education and funds or used to fund adult schools housed within High School districts. The other comes through the Chancellor's Office of Community Colleges and funds/used to fund non-credit courses at colleges. The two funding streams are under very different bureaucracies, process guidelines, report requirements, task masters. Adult Ed programs have, therefore and depending where they are housed, very different set-ups and access to databases, tools, services, etc. Adult Education Consortia were established also to overcome this strange separation - but we have a long road to travel. At this point in time, most adult ed programs at K-12 adult schools do not report their programs through the channels community college non-credit and credit programs are reported. As you can imagine, this distorts the picture in a region like ours where at least 50% of adult ed programs are offered through programs at least partially housed/overseen by High School districts.)

For an overview of all consortia, see here: <https://caladulted.org/ConsortiumDirectoryMap>

In our region, we have:

- East Region Adult Education
- Education to Career Network (North County)
- South Bay Consortium
- Northern Coastal (Mira Costa)
- San Diego Adult Ed (Metro region)

2. The refresh seems to emphasize work with the "justice involved population" more than any other population. Is that because it is a "refresh?" There are other populations as important, no?

3. Page 4, under item 3) points to "integration and co-enrollment with AJCC and WIOA providers." I think this is worth a second, third, ... consideration. Many WIOA clients are already working / studying with adult ed providers. And many adult ed providers offer training programs that directly benefit AJCC clients. However, at this moment in time, this system is not working (exceptions to the rule). It only works when clients are either enrolled to become participants in a specially funded project or when clients find adult ed program providers by chance. The centers do not consider us partners yet. When one steps into any center, one can always see posters for for-profit training providers (and sometimes IRC), but nothing really for adult ed providers/consortia. Also, clients are not intrusively counseled on the benefits of working with adult ed. (For ETPL programs that is problematic - a client who is sent to that list

might not be able to make an informed-enough decision.) And what about those who walk into an AJCC and then "do not qualify?" We could benefit from a system that would help such clients to find adult ed programs (that are free or low cost but wouldn't be visible to a client who doesn't qualify for extended services). [Free education programs are listed on ETPL]

4. On page 5, there is a reference to "peer-to-peer" learning. Which made me think of something we are exploring - student-mentors who get a stipends would be able to report "work experience" - the number 1 factor for employers who are hiring. Maybe there is something scalable in there?

5. On page 7 - what would a "job-readiness toolkit" look like? What if students already have digital portfolio?

6. On page 8 and 9, I would dare to say adult ed consortia NEED to be listed as partners. Especially Grossmont Adult Ed - the LEA for the SD Sheriff's department

7. On page 22, "Adult Education Block Grant programs" are mentioned - our name officially changed to "California Adult Education Program" (it's not a grant ...).

In the local plan refresh (not paged)

1. Under item 7 (Collaborative Strategies ...) - I think the first paragraph is misleading. It is not because San Diego is a "border community" that 500 K adults speak English "less than well.' Also, with the right feedback loops, adult ed providers would be the bridge - and often they already are. The third paragraph also indicates that we need much better communication between adult ed providers. In addition to VESL and ESL, adult ed is now offering "Integrated Education and Training" (IET) programs (also with WIOA funding). These programs offer academic and language support (and lead to certification, when they go well).

2. On the last page (?), under "as a local area ..." there is a typo - it should be 'local' and not 'locally'

3. In the third attachment "x," under "IRC ELL navigator role included" - there is a reference to 3,500 students in GUHSD title II classes. The ELL navigator did not "access" all these students.

**Attachment I
Public Notice and Public Meeting Mailing List**

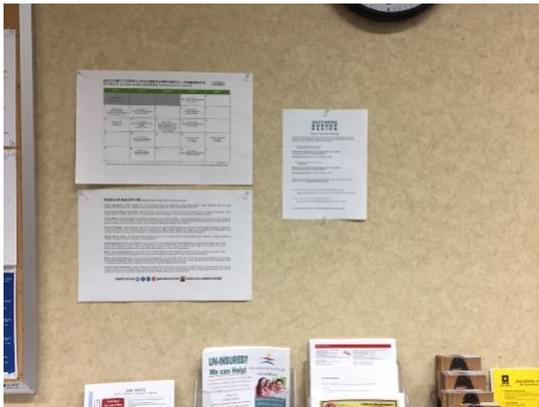
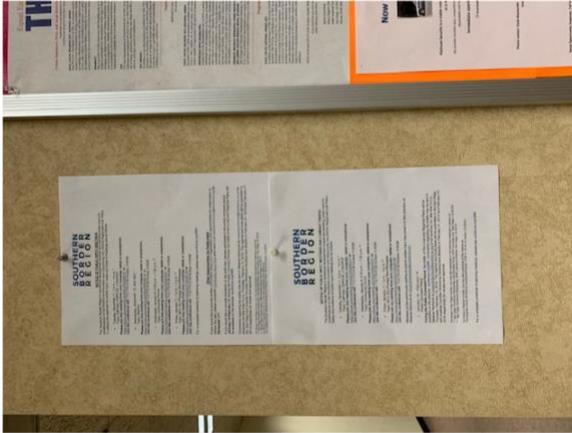
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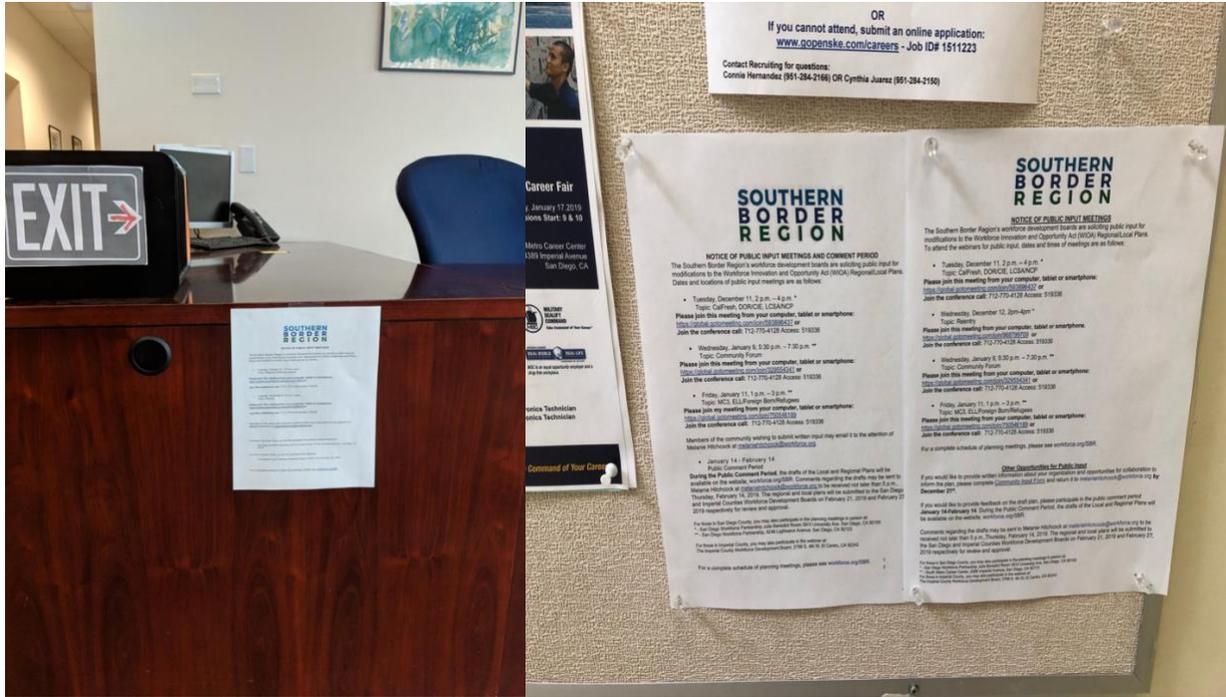
Notice and Mailing List - <https://workforce.org/wp-content/uploads/2019/02/SBR-Public-Notices-and-Mailing-List.pdf>

AJCC Proof of Posting Public Comment Notices

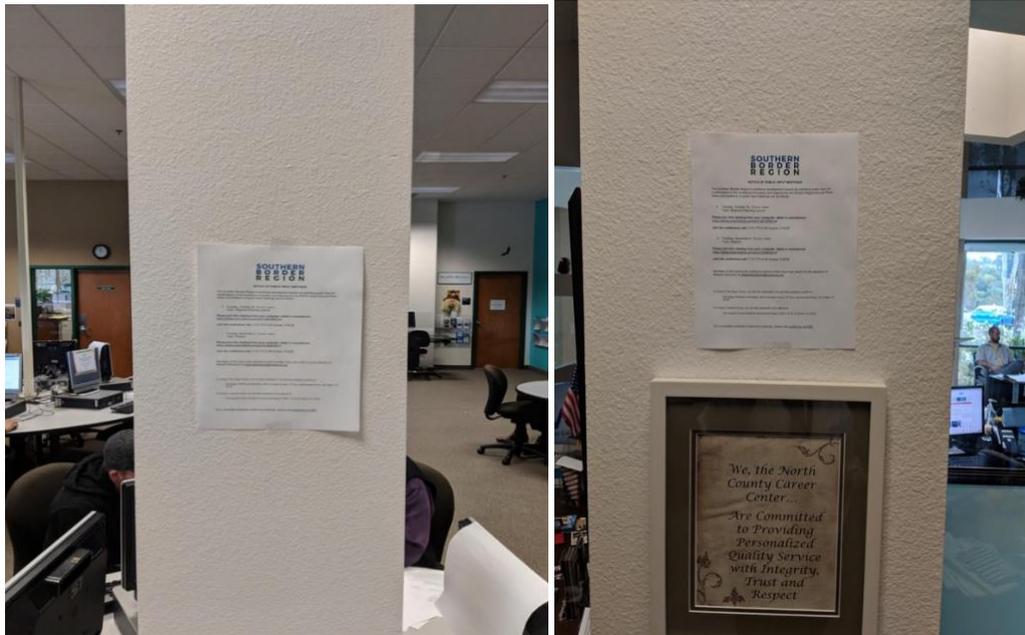
East County

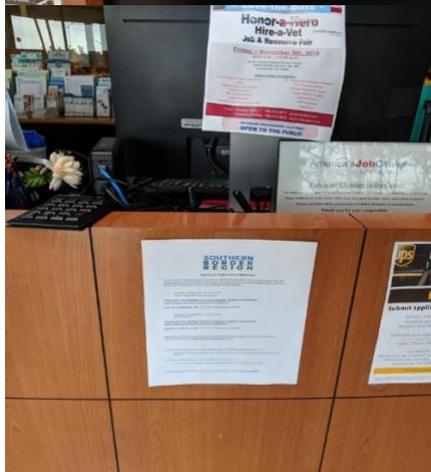
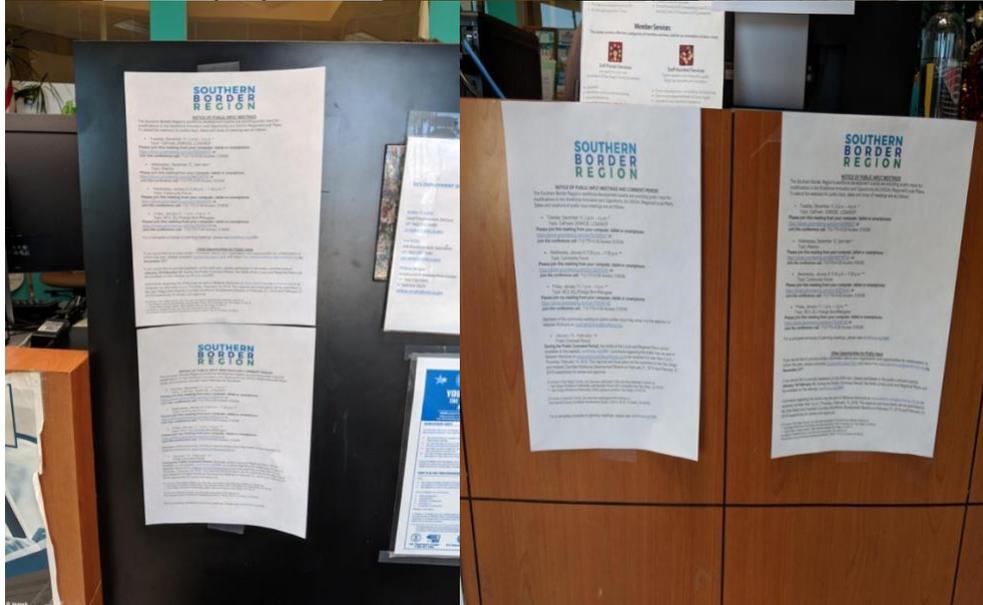
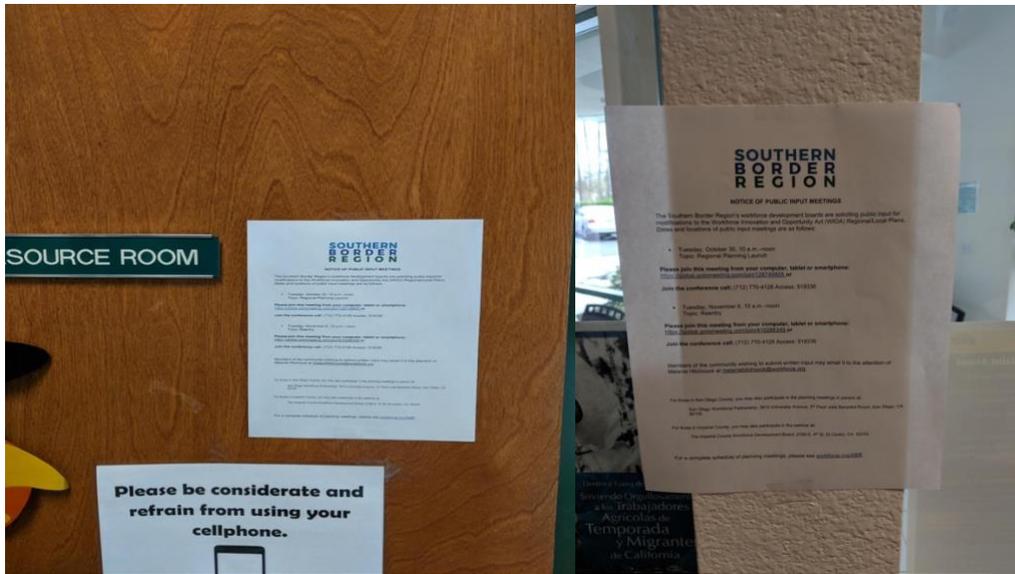
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Sent: Thursday, January 3, 2019 10:25 AM
To: Jimmy Watkins
Subject:



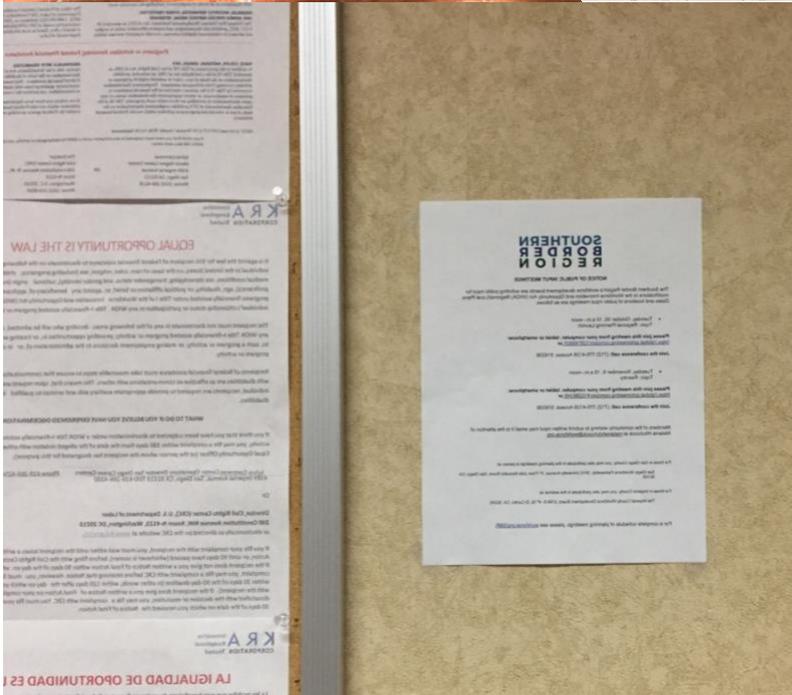
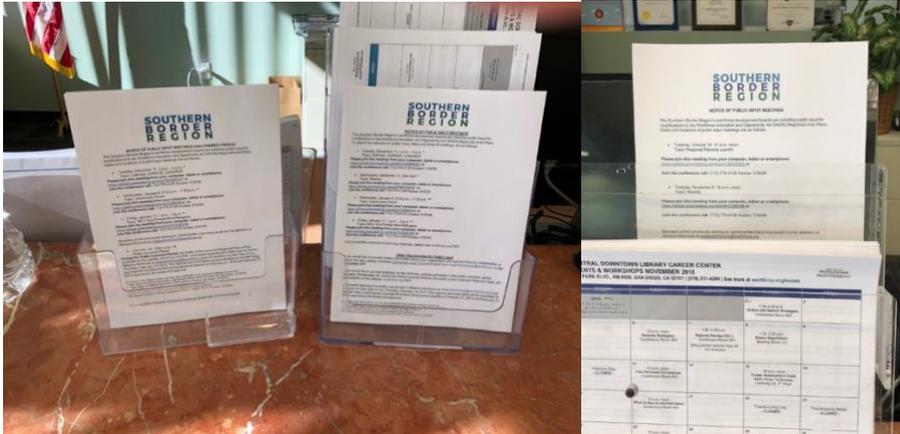


North County





South Metro Career Center



South County

