



Policy Board Agenda

Date: Friday, June 26, 2020
Time: 3—4:00pm
Place: <https://us02web.zoom.us/j/85643144124>
Password: 091529

Chair Welcome

- Non-agenda public comment

Topics (**Items 1 – 7: Action Items**)

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PUBLIC COMMENT: Members of the public may address the Board on issues on this agenda (three minutes per subject) and/or other items within the Board's scope. To speak, please unmute your mic at the time of public comment. The SDWP will provide accommodations to persons who require assistance. Questions: (619) 228-2900.

Item 1: Minutes of the February 28, 2020 Meeting

ACTION ITEM – VOTE REQUIRED

Members Present

Barbara Bry, Councilmember, City of San Diego, District 1

Nathan Fletcher, San Diego County Supervisor, District 4

Monica Montgomery, Councilmember, City of San Diego, District 4 (Vice Chair)

Jacob Richards, Board Member, United Way of San Diego County

Legal Counsel Present

David Powell, Deputy City Attorney, City of San Diego

David Smith, Senior Deputy County Counsel, County of San Diego

Location

San Diego County Administration Building, Board of Supervisors Chambers

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 Bry at 3:00pm, with a quorum present.

Non-Agenda Public Comment

None

Action Items

Item 1 Minutes of the December 13, 2019 Policy Board Meeting

Motion: Board approves the meeting minutes.

Moved (J. Richards), Seconded (M. Montgomery), Carried unanimously

Item 2 2020 Policy Board Chair & Vice Chair Selection

Motion: Supervisor Greg Cox as Chair and Councilmember Monica Montgomery as Vice Chair for the 2020 calendar year.

Moved (B. Bry), Seconded (M. Montgomery), Carried unanimously

Item 3 WDB Member Nomination

Peter Callstrom, President & CEO, presented the background and experience of WDB nominee Naomi “Mimi” Rosado. Rosado’s current role at NAVWAR focuses on community outreach and talent development.

Motion: Board approves the appointment of Naomi Rosado.

Moved (M. Montgomery), Seconded (J. Richards), Carried unanimously

Item 4

KRA Contract Modification

Andrew Picard, Chief Program Officer, overviewed the contract modification for KRA—a request for \$280,000 to support staffing and infrastructure in SDWP's Career Centers.

Motion: Board approves the KRA contract modification.

Moved (M. Montgomery), Seconded (N. Fletcher), Carried unanimously

Item 5

Access, Inc. Contract Modification

A. Picard introduced a \$130,000 contract modification to provide case management services for the 'Live Well' Internships pilot program, a partnership with San Diego County's Health & Human Services Department.

Motion: Board approves the Access Inc., contract modification with the amendment to keep program participant zip code in Southeast San Diego.

Moved (M. Montgomery), Seconded (N. Fletcher), Carried unanimously

Information Items

Item 6

FY2020 Q2 Financial Report

Andy Hall, Chief Impact Officer, presented the Q2 report. Halfway through FY20, 40% of the annual budget has been expended. SDWP is awaiting the results of 6 grant submissions totaling \$7.9M.

Item 7

Performance Dashboard

A. Picard provided an overview of Q2's performance dashboard.

Item 8

CEO & Staff Report

P. Callstrom overviewed SDWP's Workforce + Childcare event, the San Diego County Economic Roundtable, and the SDWP's selection for the USD Kaleidoscope Award for Good Governance. Upcoming events: the African American Achievement Summit on April 10. Peter acknowledged CM Montgomery for helping to message the AAA summit through social media. This outreach is extremely helpful to raise awareness and support.

The 4th annual Workforce Partnership 'Opportunity Summit' is on April 17.

Peter acknowledged Supervisor Fletcher for speaking at the childcare event, the USD event and also for bringing us together with labor and SDCOE to address the hiring of bus drivers.

Adjournment: The meeting was adjourned at 3:25 pm

Item 2: Board Membership – Carmen Summers, Microsoft

ACTION ITEM – VOTE REQUIRED

RECOMMENDATION:

Recommend Carmen Summers to join the WDB.

Organization

Microsoft Corporation

Job Title

Director of Sales

Bio

Carmen Summers is the Director of Sales, Azure Intelligent Cloud in Southern California. Carmen's main area of focus is supporting enterprise commercial customers in the San Diego, Orange County, and LA areas as they transform their business platforms on Cloud. Carmen acts as a liaison between enterprise commercial customers and Microsoft AI driven Market Activation initiatives (formerly CityNext) that support San Diego county and city to enable alignment and joint synergy on workforce development initiatives.

Carmen has been with Microsoft for 13 years and leads a world class team of Cloud Platform Specialists that help enterprise customers transform complex visionary ideas into sustainable, adaptive, technology solutions.

Prior to joining Microsoft, Carmen served in the United States Air Force and work for Electronic Data Systems. Carmen has lived in Oceanside, CA since 2013 and her husband is a San Diego native. Carmen is very active and passionate about finding transitioning military members careers in technology through Microsoft's Software and Systems academy for veterans out of Camp Pendleton.

Item 3: CEO Annual Review

ACTION ITEM – VOTE REQUIRED

RECOMMENDATION:

That the Policy Board review and approve the annual review of the CEO, Peter Callstrom based on the recommendation from the workforce board chair below.

Annual Review of Mr. Callstrom - SDWP CEO

July 1, 2019 – June 30, 2020

June 9, 2020

Members of the Consortium Policy Board:

Given the unique challenges presented by the COVID-19 pandemic, rather than convening a Joint Personnel Committee (JPC), I suggest the following:

- Receive the following summary and act to concur and/or amend.
- Your action along with this summary would complete the review process for this past year.
- The JPC could be reformed in the months ahead in order to prepare for the next review cycle.

Annual Summary of Performance

On behalf of the Workforce Development Board (WDB), I am happy to share that Mr. Callstrom continues to display the confidence needed to face the tough leadership challenges confronting us today. As such, I am happy to report that the WDB is very pleased with Mr. Callstrom's performance in the past year.

The SDWP continues to flourish under Mr. Callstrom's leadership. He balances authority with enthusiasm and leverages these skills to continue to build a stellar leadership team at the SDWP. I have had the opportunity to work with numerous staff members and found the team to be outstanding. Thanks to their high standards and focus on continuous improvement, the SDWP is making a positive difference on our region. Given the impact of COVID-19 on the employment projections for our County, we need the SDWP more than ever to help support the San Diego community in gaining successful employment. Paramount to the performance of the SDWP during the next year will be the widely recognized and strong leadership that Mr. Callstrom has and continues to demonstrate.

Under Mr. Callstrom's leadership, the SDWP has accomplished a great deal in the past year. While not an exhaustive list, a few notable highlights include:

- Seamless pivot to online services due to pandemic.
- Clean audits and fiscal stability.
- Diverse funding from public, private and philanthropic sectors.

- Expansion of the Income Share Agreement (ISA) initiative and launch of ‘Workforce Ventures’ - a separate 501c3 that protects the SDWP/Policy Board from risk while opening up new opportunities for new funding streams. The ISA is still the only one of its kind in the workforce development field.
- Forward thinking and specific strategic plan with KPIs for all staff.
- Outstanding marketing/communications that has raised awareness and support.
- National recognition as the leading workforce development organization.
- Peter and team have been asked to speak at many conferences throughout the country for their thought leadership – which has resulted in new funders.
- Awarded the 2020 ‘Kaleidoscope’ recipient - for outstanding nonprofit governance by the University of San Diego’s Nonprofit Management Institute.

Review of Compensation and Benefits

Compensation: No change.

Benefits: No change.

While the SDWP’s budget outlook remains strong, Mr. Callstrom and his executive team proactively decided to have no merit increase for staff beginning July of 2020. They will reevaluate this mid-year. If the SDWP can implement a merit increase at some point during FY20/21, we may revisit Mr. Callstrom’s compensation at such time.

If any questions, please contact me at your convenience.

Regards,

Sammy Totah

SDWP - Workforce Development Board (WDB) - Chair



Sammy R. Totah, Pharm.D.

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<http://kp.org/sandiego>

Item 4: FY 21 Budget

ACTION ITEM – VOTE REQUIRED

Recommend board approval for the FY 20 / 21 budget.

FY21 REVENUE

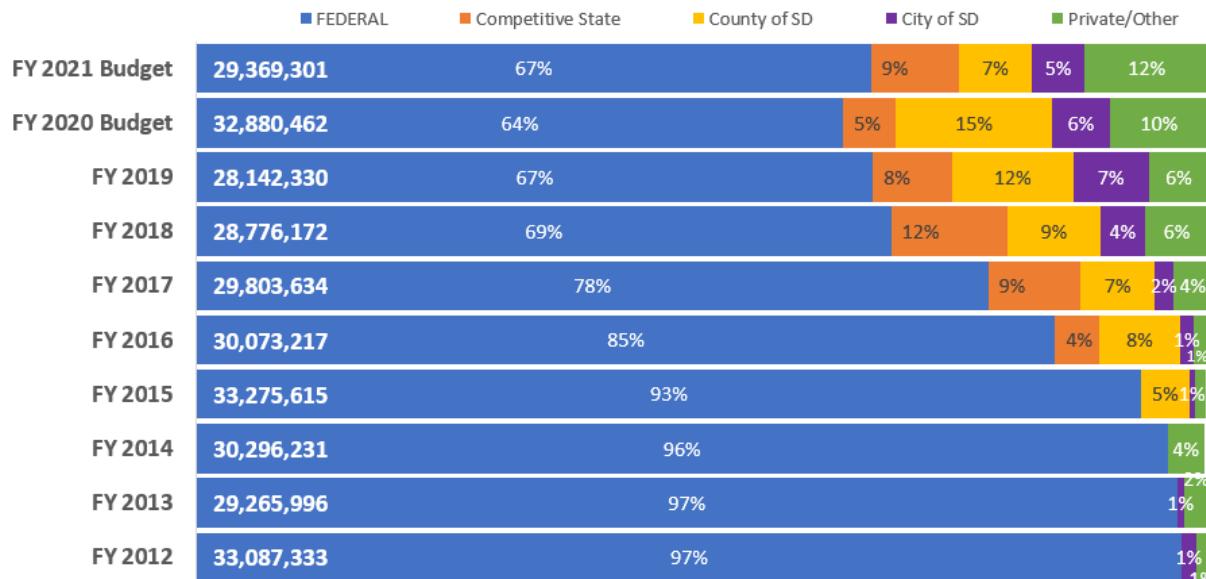
Revenue (*fig. 1*) is planned at \$29.3M or \$3.5M lower than the \$32.8M FY20 revised budget approved by the Board on December 5, 2019, a decrease of 10.7%. Revenue diversification is depicted over time (*fig. 2*) demonstrating growth in non-federal funding sources year over year prior to FY21. Non-federal revenue for FY21 is 8% less than last fiscal year due to reductions in San Diego County funding.

- **Strategy #1: Workforce Innovation and Opportunity Act (WIOA)Formula Funds** – These are funds received each year because SDWP is the regional board for San Diego County. WIOA formula funds decreased by approximately 6% or \$1.3M.
- **Strategy #2: Grants / Contracts** – These are competitive and non-competitive grants and contracts we receive from federal, state, and local government, as well as from the private sector and philanthropy. This category decreased by 31% or \$2.7M from the previous budget, primarily due to the cessation of the County of San Diego Expanded Subsidized Employment (ESE) program. Funds for these services were zeroed out in the State Budget – which passes these funds to Counties.
- **Strategy #3: Income Share Agreements** – Income share agreements increased 26% or \$0.5M from previous budget. This increase is primarily related to planned funding in FY21 from the original fundraising efforts for the Workforce ISA Fund.
- **Strategy #4: CalFresh Employment and Training** – This is a reimbursement program we are now administering on behalf of the County of San Diego.

Figure 1: Two Budget Cycle Revenue Comparison

	FY21	FY20	\$ Difference	% Difference
Strategy #1: WIOA Formula Funds	\$ 19,569,596	\$ 20,888,144	\$ (1,318,548)	(6%)
Strategy #2: Grants / Contracts	\$ 6,041,509	\$ 8,706,129	\$ (2,664,620)	(31%)
Strategy #3: Income Share Agreements	\$ 2,258,196	\$ 1,786,189	\$ 472,007	26%
Strategy #4: CalFresh Employment and Training	\$ 1,500,000	\$ 1,500,000	\$ -	0%
Total	\$ 29,369,301	\$ 32,880,462	\$ (3,511,160)	(11%)

Figure 2: Revenue by Funding Source



FY21 EXPENSES

The Workforce Partnership categorizes expenses in three categories (*fig. 3*):

- **Central Operations:** Includes executive, finance operations and support services. A 7% or \$0.15M decrease in spending is planned in this category, driven primarily by a reduction in staffing.
- **Direct Program Support:** Includes expenses that directly support specific grant programs and/or functions: Adult, Youth, Regional Planning, Businesses Services, Research, Communications, IT, Facilities, and Human Resources. Overall, a reduction of 7% or \$0.5M decrease in spending is planned, driven primarily by a reduction in staffing.
- **Programs & Contracts:** Services provided to program participants through contracted providers, including training funds, supportive services, and direct service staff (career centers, WIOA Youth Contracts, etc.). SDWP anticipates a decrease of 12% or \$2.9M which is primarily due to cessation of the Expanded Subsidized Employment program.

Figure 3: Planned Expense Categories

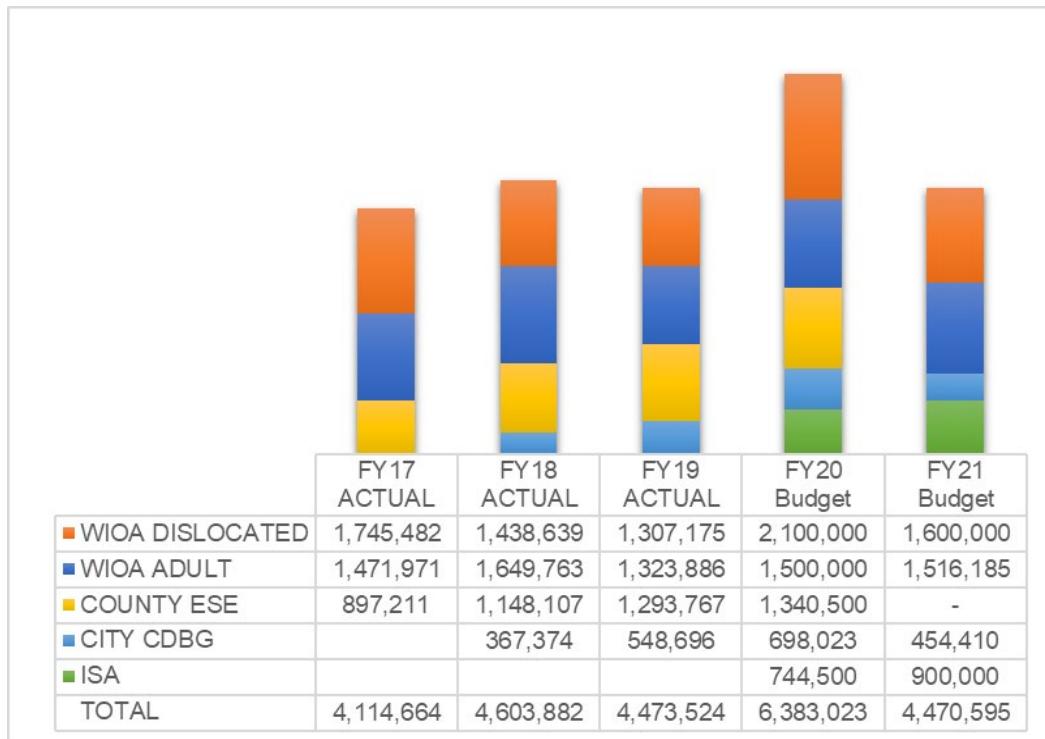
(Thousands)	FY21 BUDGET	FY20 BUDGET	\$ Difference	% Difference
Central Operations	2,185	2,339	(154)	(7%)
Direct Program Support	6,438	6,945	(507)	(7%)
Programs & Contracts	20,747	23,597	(2,850)	(12%)
Total	29,369	32,880	(3,511)	(11%)

FY21 TRAINING DOLLARS

SDWP invests in individuals in the community by providing training dollars (financial assistance) in the form of stipends, course registration, wages, etc. to help develop in-demand skills. The graph below

shows our continued commitment to putting as many dollars into the community as possible every year (fig.4).

Figure 4: Planned Training Dollars



- ✓ 98% reliance on federal funds
- ✓ Only function was intermediary funder
- ✓ \$0 from private sector or philanthropy
- ✓ No unrestricted funds (-\$225K)
- ✓ High overhead and inefficient operations
- ✓ Archaic technology. No marketing/comms
- ✓ No strategic plan or KPIs
- ✓ Exorbitant lease expense (our office and subleases)
- ✓ The end of ARRA funds – big decrease in fed funds
- ✓ Declining federal funds (-40% since 2000)
- ✓ Sequestration fears and the federal ‘fiscal cliff’
- ✓ Three boards and fragmented governance

Landscape

in 2012



- ✓ Unprecedented needs and uncertain recovery
- ✓ Public funds are deeply impacted and volatile
- ✓ Expanding - private sector, philanthropy
- ✓ Remote operations and service delivery
- ✓ Develop new revenue streams to fulfill 5 pillars
- ✓ Significant increased use of tech - internal/external
- ✓ Extensive marketing/comms – not the ‘best kept secret’
- ✓ National leader... ‘Trailblazer’... ‘Kaleidoscope’ awards
- ✓ Evolving our staffing model to meet challenges/costs
- ✓ Amplifying our work with efficient streamlined governance

Landscape

in 2020



Item 5: Contract Renewals: Youth Programs

ACTION ITEM – VOTE REQUIRED

Recommend board approve the following 12 contracts for PY 2020-2021 WIOA Youth Programs for a total of \$4,813,434.

Ten out-of-school youth contracts totaling \$3,987,192 (figure 1) would be executed for one year for PY 2020-2021, with a new procurement beginning in PY 2021-2022. Two County-wide foster care contracts totaling \$ 826,242 (figure 2) would be executed for one year for PY 2020-2021, with the option to renew one final year in PY 2021-2022.

BACKGROUND:

Through these 12 contracts, SDWP's youth provider network annually serves approximately 1,400 16-24 year-olds not working and not in school or in the foster care system. Services include career coaching, supportive services, education counseling, mentorship, internship, and job placement, as well as services to help participants succeed in their job and/or education placement.

Overall performance status for these contracts can be found in *Attachment A* below. Key performance goals required for the youth system include (but are not limited to):

- **75%** placement in employment or education 6 and 12 months after exit
- **65%** credential rate

These measures, as well as several other programmatic and fiscal management measures, are also negotiated into the contract and tracked quarterly (see attachment A).

Figure 1: Funding Recommendation for Out-of-School Programs:

East Region (\$614,436)		
Organization	Youth Served	Amount*
Access	168	\$424,068
International Rescue Committee	70	\$190,368
South Region (\$694,156)		
Organization	Youth Served	Amount*
Access	208	\$694,156
North Region (\$1,104,717)		
Organization	Youth Served	Amount*
Access	160	\$425,526
Interfaith Community Services, Inc.	59	\$348,091
YMCA of San Diego County	58	\$331,100
Metro Region (\$1,573,883)		
Organization	Youth Served	Amount*
Able-Disabled Advocacy, Inc.	83	\$461,496
Access	168	\$426,068
SD Continuing Ed, SD Community College District	71	\$356,267
San Diego Second Chance	55	\$330,052
Network Total	1,100	\$3,987,192

In addition to the out of school youth providers, SDWP funds two providers to provide education and workforce services for foster youth in partnership with the County of San Diego, Health and Human Services Agency (County HHSA).

Figure 2: Funding Recommendation for Countywide Foster Youth Programs

County-Wide		
Organization	Youth Served	Amount*
South Bay Community Services (Independent Living Skills)	153	\$427,986
Access (San Pasqual Academy)	85	\$398,256
Total	238	\$826,242

***Note re: Funding Amounts:** The contract amounts are based upon WIOA Youth funding from the State of California Employment Development Department (EDD) and SDWP's approved geographic distribution across the County's four regions. For PY 2020-2021, we received an increase in funding. Because this is the last year of this procurement, the recommendation is that contract allocations remain level to PY 2019-2020. The increase of \$339,114 will be set aside for the transition to a new procurement and youth that are enrolled in the program and need follow-up services.

Independent Living Skills (ILS): This program serves in-school and out-of-school current and former foster youth ages 16-24, helping transitioning youth and young adults graduate high school, access post-secondary education and training, find employment, and achieve self-sufficiency.

San Pasqual Academy (SPA) Program: Since 2001, SDWP has invested workforce funds in the SPA work-readiness program, a unique residential high school program for in-school foster youth in San Diego County. Through work-readiness, case management, internships, job shadows, and other workforce services, Access serves 90 foster youth each year as they graduate high school, leave SPA, and work toward their next step on their career path.

Covid-19 and Adapting Our Service Strategy

In light of COVID-19, all services are being delivered virtually, either online or over the phone. While this has impacted some of the ability to provide paid work experience, many of the services have continued without interruption. The Youth Providers are now able to provide orientations and conduct enrollments virtually and continue to serve and place clients. More information on key learnings since COVID-19 will be shared during the meeting.

Attachment A: Youth Program Quarterly Performance

PY 19/20 (Last three quarters)

Contractor	Program	Funding	Contract Award	(P) Program Perf. (F) Fiscal Mngt* Far right = Most recent
Youth Programs				
Able Disabled Advocacy [1 option year remaining]	(Metro) Out of School Youth (OSY)	WIOA	\$461,496	P  F 
Access, Inc. [1 option year remaining]	(Metro) OSY	WIOA	\$426,067	P  F 
	(East) OSY	WIOA	\$424,067	P  F 
	(North) OSY	WIOA	\$425,526	P  F 
	(South) OSY	WIOA	\$694,156	P  F 
	(County-Wide) Foster Youth SPA	WIOA	\$398,256	P  F 
Interfaith Community Services [1 option year remaining]	(North) OSY	WIOA	\$348,091	P  F 
International Rescue Committee [1 option year remaining]	(East) OSY	WIOA	\$190,368	P  F 
San Diego Continuing Education [1 option year remaining]	(Metro) OSY	WIOA	\$356,267	P  F 
Second Chance [1 option year remaining]	(Metro) OSY	WIOA	\$330,052	P  F 
South Bay Community Services [2 option years remaining]	(County-Wide) Foster Youth ILS	WIOA	\$427,986	P  F 
YMCA [1 option year remaining]	(North) OSY	WIOA	\$331,100	P  F 

Corrective action policy: SDWP places contractors on corrective action after any single quarter reporting under performance. Corrective action involves documenting immediate targets for improvement, and prescribed, frequent technical assistance sessions from SDWP staff. Generally, SDWP moves to recommend funding reduction if a contractor has seen two or more successive quarters below corrective action targets, without improvement on agreed upon milestones.

Item 6: Contract Renewals: Adult Programs

ACTION ITEM – VOTE REQUIRED

That the WDB approve the adult programs' contracts, including the Operation and Management of the America's Job Center of California (AJCC) Network for Program Year 2020-2021, which includes multiple funds competitively awarded to KRA Corporation. This item also recommends approval of funding to San Diego Second Chance for the operation of the Reentry Works program for Program Year 2020-2021.

BACKGROUND

The AJCC network is in many ways the backbone of our service delivery system, funding operations at six Career Centers that annually engage with over **~77,000** customers, providing intensive services to **4,200** individuals which includes individual career coaching, development of career plans, training funding, and job and internship placement. Key goals of the career centers include:

- **75%** employment placement rate,
- **75%** retention rate, and
- **80%** credential attainment rate for those we fund training.

These measures, as well as several other programmatic and fiscal management measures, are also negotiated into the contract and tracked on a quarterly basis (see attachment A). If approved, this contract year would be the third year with one remaining option year for the four-year procurement cycle.

In addition to the long-established Adult and Dislocated Worker WIOA funds for our region, we received two COVID-19 specific grants. The National Dislocated Worker Grant (NDWG) Employment Recovery (ER) and Underserved COVID Impacted Individuals Grant (UCII) will both be added to KRAs portfolio of services for Adults and Dislocated Workers.

Figure 1: KRA Contract Broken Down by Program and Amounts

KRA Funding Type	PY 19-20 Funding	PY 20-21 Funding
WIOA Adult	\$2,490,877	\$2,490,877
WIOA Dislocated Worker (DW)	\$2,687,289	\$2,687,289
NDWG Employment Recovery (ER)	\$0	\$107,400
Underserved COVID Impacted Individuals (UCII)	\$90,000	\$225,000
ESE	\$1,965,975	\$0
Rapid Re-Housing	\$138,860	\$0
DEI	\$90,960	\$0
Total	\$7,463,961	\$5,510,566

WIOA funds for Adults and Dislocated Workers remained level to last year, and KRA received an additional \$332,400 in COVID related funds. However, with the elimination of the State funding for the

ESE program and the sunsetting of the Rapid Re-Housing and DEI programs, KRAs total allocation has decreased by \$1,953,395 from last year.

WIOA Adult/Dislocated Worker Funding: These funds support the career centers that provide employment and training services to assist eligible individuals in finding and qualifying for meaningful employment, and to help employers find the skilled workers they need to compete and succeed in business.

NDWG Employment Recovery Grant (ER): In response to the unprecedented unemployment rates connected to the COVID-19 pandemic, the ER funds are intended to provide additional supported to Dislocated Workers. The eligibility criteria are broader than traditional DW funds and include individuals who were laid off or had reduced hours due to COVID-19, or are unable to work because they are subject to quarantine, a caregiver for someone who is subject to quarantine, need to care for children because of school/childcare provider closure, at higher risk or living with someone at higher risk of getting seriously ill from COVID-19, or required to telework but do not have the necessary equipment.

Underserved COVID Impacted Individuals (UCII) Grant: These funds are to be used for providing supportive services under the UCII grant to help workers most impacted financially by the COVID-19 pandemic. Supportive services shall be provided to individuals with an emphasis on providing supportive services to underserved populations, particularly participants in the ELL and ELL Navigator programs. These supportive services may include but are not limited to; equipment necessary to telework (e.g. computer, internet, etc.), housing assistance, utility assistance, childcare assistance, transportation assistance, and needs-related payments.

Covid-19 and Adapting Our Service Strategy

In light of COVID-19, all services have been converted to be offered virtually, either online or over the phone. While this has impacted in-person trainings/workshops and the ability for some employers to continue to provide on-the-job training (OJT), the majority of Career Center services have continued. The Career Centers are now able to provide orientations and enrollments virtually and continue to serve and place clients. More information on key learnings since COVID-19 will be shared during the meeting.

REENTRY WORKS BACKGROUND

Reentry Works aims to ease reentry transition, provide basic need stabilization, direct job placement, and reduce recidivism in the Southern Border Region (SBR): Imperial and San Diego counties. Key goals of Reentry Works include:

- Provide services to **150 individuals** pre-release at the East Mesa Reentry Facility and Las Colinas Detention and Reentry Facility,
- **75%** employment placement rate,
- **60%** retention rate, and
- **80%** credential attainment rate for those we fund training.

Covid-19 and Adapting Our Service Strategy

Unfortunately, due to COVID-19, all pre-release services conducted in the jails have been suspended until the County determine it is safe for external programming to resume. We are working closely with the Sheriff's Dept to identify when and how we can engage with participants in preparation for their release.

Program Year 2020-2021 Funds

An estimated total funding amount of \$591,463 will be awarded through the Prison to Employment (P2E) Initiative Direct and Supportive Service Grants, and San Diego County Sheriff's Department. Additional funds will be made available for subsidized wages.

Figure 2: Second Chance Contract Broken Down by Funding Source and Amounts

Second Chance Funding	Total
P2E_IDS (Implementation, Direct Services)	\$273,784
P2E_SSEL (Supportive Services, Earn and Learn)	\$272,679
San Diego County Sheriff's	\$45,000
Total	\$591,463

Attachment A: Adult Program Quarterly Performance

PY 19/20 (Last three quarters)

Contractor	Program	Funding Source	Contract Award	Program Performance Fiscal Performance*
Adult Programs				
KRA (All Regions) [July 1, 2019-June 30, 2020, with 2 option years remaining]	Career Center Network – America's Job Center of California (AJCC)	WIOA Adult/ Dislocated Worker	\$5,178,166	P  F 
Second Chance [Feb 1, 2020-June 30, 2020, 2 option years remaining]	Reentry Works**	CA Workforce Development Board & San Diego Sheriff's	\$331,367	P  F 

*Each program may be reporting quarter on separate cycle. SDWP funding streams have different performance cycles, most are on Jul-Jun or Dec-Jan, with some on Sept-Oct. Some are only 12- to 18-month pilot programs.

Corrective action policy: SDWP places contractors on corrective action after any single quarter reporting under performance. Corrective action involves documenting immediate targets for improvement, and prescribed, frequent technical assistance sessions from SDWP staff. Generally, SDWP moves to recommend funding reduction if a contractor has seen two or more successive quarters below corrective action targets, without improvement on agreed upon milestones.

Item 7: RFP Framework – WIOA Youth Providers

ACTION ITEM – VOTE REQUIRED

That the board approve the Request for Proposals (RFP) framework as outlined below and recommended by the Youth RFP Workgroup.

BACKGROUND

For the last 12 months, SDWP has been in the planning process for the release of the RFP to procure Youth services for Workforce Innovation and Opportunity Act (WIOA), funded through the U.S. Department of Labor (DOL), and additional special grant projects that the SDWP may pursue for Opportunity Youth (people aged 16-14 who are not in school and not working.)

As a result of significant planning including the research and evaluation of regional data, community engagement in the forms of town hall sessions, surveys (with responses from youth, community partners and employers) and engagement with board and RFP Work Group members, SDWP is recommending a dual approach for this RFP:

1. County-wide youth services provider will provide access to all youth while providing intensive one-on-one support, and regionally customized services to reduce disconnection rates, and
2. Population-specific interventions will allow for targeted partnership with Community Based Organizations who have demonstrated expertise in serving the specific population, as well as the ability to leverage their own existing resources to meet specific youth needs (e.g. housing for homeless youth) to which the broader County-wide model may not have access

Results of the Youth RFP Workgroup

The Youth RFP Workgroup is a board appointed steering committee, which collaborated with SDWP for an in-depth review of the data and RFP process and is providing joint recommendations to the WDB. The Workgroup consisted of key community partner from education, business, County HHSA, State Employment Development Department (EDD), and representatives from Policy Board members.

The Youth RFP workgroup's recommendation to the WDB is to approve the RFP framework with, with the following updates:

1. County-wide services distributed by region based on demand and need for services:

Region	Geographic Distribution	Estimated Funding Availability	Contracts
Metro	43%	\$662,200	-
North	26%	\$400,400	-
South	18%	\$277,200	-
East	13%	\$200,200	-
Total	100%	\$1,540,000	1

2. Integrate evidence-based practices and service-delivery models to serve specific youth populations with higher disconnect rates and multiple barriers. Funding allocation for each contract would be determined by the evaluation and scoring of proposals:

Region	Population-Specific Program	Estimated Funding Availability**	Contracts
County-wide	Justice Involved	TBD	1
County-wide	Homeless/Housing Insecure	TBD	1
County-wide	Immigrant/Refugees and ELL	TBD	1
County-wide	Black Opportunity Youth	TBD	1
Total*		\$2,400,000	4

*These totals do not include the 2 foster youth contracts already procured and co-funded by the County of San Diego

**Population-specific contract funding will be determined during the evaluation process, NTE total estimate \$2.4M

Term of Procurement

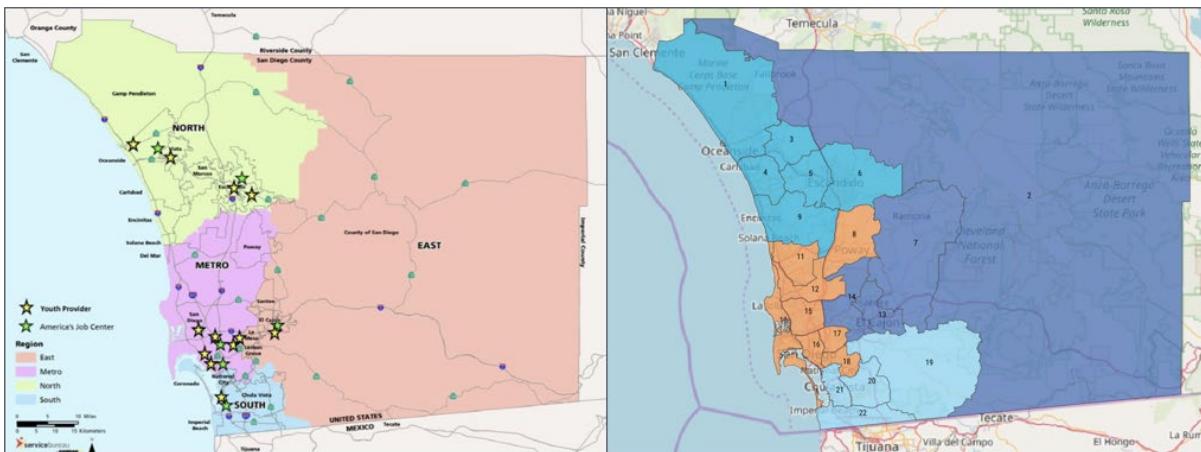
An initial one-year period with the option to extend contracts for three (3) additional one-year periods based on need, performance, and funding availability. The contract will include outcome measurements and be structured in a way that allows staff to work with our subrecipient to determine the most effective way to monetize and reimburse based on performance metrics. The period of performance for the first contract year will begin July 1, 2021 and end June 30, 2022.

Geographic Distribution of Funds Update

Last updated by the WDB in 2014, this updated Youth geographic distribution formula relies on Public Use Microdata Areas (PUMAs) instead of zip codes and census tracts to geocode our four regions. PUMAs are larger areas (they contain about 10,000 people) and contain Census tracts and blocks. These geographic variables are used instead of zip codes because they allow for use of Census data from the American Community Survey, which allows for a more accurate estimation than prior models – and makes it easier to update formula at the discretion of the Board.

The updated geographic regions cover slightly different areas from those used in the 2014 formula. For instance, the South region now covers a larger area that belonged to the East region. Similarly, the North region is smaller compared to the 2014 version

Map of 2014 and 2020 region boundaries (left and right, respectively):



SDWP anticipates that full funding allocations (administrative and programmatic funding) will be known on or about the time of the final negotiations of contracts in Spring 2021. Funding for WIOA services will be allocated according to our geographic distribution formula. Figure 2 below shows the percentage of funding to be distributed by region, upon approval of the geographic distribution. The total funding amount is subject to change based on available funding at the time of contract award, but will follow this distribution:

	2014 distribution	2020 updated distribution	% change from 2014
Metro	41%	43%	2%
North	27%	26%	-1%
South	17%	18%	1%
East	16%	13%	-3%

Results of Community Engagement: Virtual Townhalls & Community Surveys

SDWP has conducted community engagement activities to solicit feedback from youth and community members of San Diego on the RFP process.

In May of 2020, SDWP hosted two virtual Town Hall meetings and has conducted online surveys.

- Town Hall sessions:
 - 136 attendees (52% identified as non-profit reps, 30% identified as members of the general public and 13% identified as youth)
- Online surveys summary:
 - 34 youth, with 59% of them having participated in our services
 - 142 community members, with 75% working for a youth-serving agency and 25% being community members

More information will be presented to the Board on the Community Engagement results.

Performance

Respondents will be required to submit projected performance targets in their application to demonstrate their capacity and ability to deliver increased impact to meet the need for their region. This includes demonstrating how they will achieve outcome and impact metrics for both employers and job seekers.

Guiding these projected performance targets will be the required DOL performance measures, EDD negotiated metrics and all local performance measures as set by the WDB. The population-specific contracts may have different performance targets depending on the population being served. Some performance measures are still being defined by DOL.

Current Youth Network Performance Measures Targets		
Measures	Description	Contract Target
1. New Enrollments	Number of new participants enrolled into the program	To be proposed / negotiated
2. Placement in Education, Training, or Employment	Exited participants employed during the follow-up quarter	75%
3. Credential Attainment	Exited participants who received a recognized post-secondary credential/secondary school diploma or recognized equivalent	65%
4. Measurable Skills Gain	Participants who improved in a skill related to the training or education service they received	55%
5. Median Earning Gain	Median earning of participants who are in unsubsidized employment in 2 nd quarter follow-up	New, TBD
6. Effective employer services	Employer satisfaction, retention of employees and penetration	New, TBD

Selection Process

Funding will be awarded based on the proposals submitted and recommendation by an RFP scoring panel made of board members, local/national experts, and youth.

Item 8: High Roads Construction, Energy & Utility Projects

INFORMATION ITEM – NO ACTION REQUIRED

The Workforce Partnership has recently been awarded two grants to expand the size, quality, and diversity of the entry level construction, energy, and utility project.

High Roads Construction Careers (HRCC) (State of California – SB1 Gast Tax Revenue)

- \$1.5M over a 2-Year grant to provide
- 120 individuals served

San Diego & Imperial Counties are launching a new partnership: Apprenticeship Readiness Collaborative (ARC) which is committed to breaking barriers to employment in construction careers. HRCC funding will allow ARC to leverage current programs and create a formal regional partnership to fill existing gaps in providing structured pathways to and from pre-apprenticeship through employment.

Key partners include San Diego & Imperial County Building & Construction Trades, San Diego Continuing Education, Urban Corps, SANDAG, Southwestern college, various K-12 school districts.

Career Jumpstart (San Diego Gas & Electric)

- \$136,000 over a \$1 year period
- 25 candidates served.

To develop a pipeline of qualified candidates for rewarding, key positions at San Diego Gas & Electric (SDG&E) and other San Diego employers. This pilot program will focus first on entry level positions for SDG&E, such as the Laborer position and include training, training stipends, career coaching, and job placement services. 80% of all graduates placed at SDG&E and other partner utility and construction companies within 90 days of graduation. Major partners include SDG&E, other construction, energy, and utility partners, and a training partner (to be selected through competitive bid).

Item 9: CEO & Staff Report

INFORMATION ITEM – NO ACTION REQUIRED

Peter Callstrom and staff will provide updates on key activities and upcoming events and initiatives.