Workforce Development Board (WDB) Agenda

Date: Thursday, February 18, 2021
Time: 8:00 a.m.
Place: [link](https://us02web.zoom.us/j/83884529636) Passcode: 694730

Instructions for Public Meetings

- Members of the public - please use the “raise hand” feature to speak, or you can chat your questions/comments to be read aloud
- Board members - participate by un-muting yourself, or submit questions/comments in chat box

Welcome and Introductions

- Chair calls the meeting to order and provides update
- Non-agenda public comment

Agenda Items

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Next Meeting: April 15th, 8am – 9:30am

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 use the “raise hand” function at the time of public comment. SDWP will provide accommodations to persons who require assistance. Questions: (619) 229-2900.
Item 1: CEO & Staff Update

REPORT ITEM – NO VOTE REQUIRED

An overview of Workforce Partnership activities and progress on strategic initiatives.
Item 2: Minutes of the December 3, 2020 Meeting

ACTION ITEM – VOTE REQUIRED

Members Present

Sammy Totah, Chair  Brisa Johnson  Althea Salas
Andy Berg  Kevin Johnson  Ricky Shabazz
Christina Bibler  Barb Krol  Sandra Shuda
Phil Blair  Tom Lemmon  Nancy Smith-Taylor
David Blake  Keith Maddox  Carmen Summers
Dennis DuBard  Kurling Robinson  Annie Taamilo
Shandon Harbour  Mimi Rosado  Rick Vaccari
Ed Hidalgo

Members Absent

Mike Zucchet  Carmencita Trapse

Staff Members Present

Peter Callstrom, President & CEO
Andy Hall, Chief Impact Officer
April House, Chief Operating Officer
Andrew Picard, Chief Programs Officer
Brooke Valle, Chief Strategy and Innovation Officer

Per Executive Order N-25-20, the requirement to which members of the public shall have the right to observe & offer public comment at the public meeting, consistent with the Brown Act, has been suspended.

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

Call to Order

The meeting was called to order by Sammy Totah, at 8:01 a.m. with a quorum.

Non-Agenda Public Comment

None

Report Item

Item 1  CEO Report

Peter highlighted SDWP’s work in diversifying the organization’s support, network, and connections nationally. Very few workforce development boards
work with philanthropy and the private sector for funding. SDWP has come a long way in a decade to develop a robust and diverse portfolio.

Action Items

Item 2  Minutes of the October 22, 2020 Meeting

Motion: WDB approves the meeting minutes.

Moved (A. Salas), Seconded (P. Blair), Carried Unanimously

Item 3  Membership Nomination

Peter announced the resignations of retiring WDB members Dr. Nabil Abu-Ghazaleh and Sandra Shuda. Sandra will be with us at the February 2021 meeting. S. Totah thanked them for their commitment and dedication.

T. Lemmon introduced nominee Carol Kim. He overviewed her experience and expertise, highlighting her instrumental role in the SB1 funding SDWP received for the High Road Construction Careers program.

Motion: WDB approves the membership nomination.

Moved (P. Blair), Seconded (A. Berg), Carried Unanimously

Information Items

Item 4  Employing Justice-Involved Workers

Daniel discussed the business case for hiring formerly incarcerated workers. SDWP is on track to serve 300 justice-involved individuals this program year with WIOA funding. SDWP also focuses on population-specific intervention including prison to employment. P2E has served 101 clients since May, and placed 50.

Izzy Moreno, Business Services Coordinator with Second Chance spoke on the work they do connecting clients with supportive services, assisting individuals with transportation and administering workforce-readiness programs for justice-involved community members. Former client, Windy Ortiz, shared her personal perspective re-entering the medical field with the support of Second Chance.

Peter introduced Dale Watkins (Sheffield Platers owner) who spoke on his positive experience employing justice-involved individuals. Peter and Dale happen to be in the same community in Carmel Valley. They chatted about Second Chance years ago which led to a connection to Second Chance. Sheffield Platers has worked with Second Chance graduates for the past 7 years.
and they have hired more than 100 individuals with many who have progressed in their career at Sheffield with progressively better incomes.

**Item 5  ISA Fund Update**

Parina reviewed changes in the ISA program’s recruiting processes, newly developed job readiness roadmap, and partnerships with local placement agencies for graduates. 30 students are projected to graduate in December 2020, and 23% have already received job offers, with half of those individuals making over $40k/year. SDWP also won a grant from the Caterpillar Foundation for $92k to continue to subsidize placements for the ISA and TechHire programs. Additionally, SDWP will receive $300k from the JP Morgan Chase Foundation to explore healthcare pathways for the ISA program.

**Item 6  Committee & Working Group Updates**

Peter thanked the executive committee for their work this year vetting candidates, reviewing WDB agendas, and for their direction and guidance. Rick overviewed audit committee membership, which includes 2 new members, and encouraged interested board members to contact SDWP staff to join the committee.

Ricky provided an updated on the racial justice work group, which is working on developing language for 2 new core values for the organization, reviewing internal feedback on DEI, and a proposal to create a standing committee for this work. Peter and April added that SDWP was nominated for a Diversity, Equity, and Inclusion with the San Diego Business Journal.

Andrew updated the board on the RFP working group and procurement status. A recommendation will be brought to the board at the February WDB meeting. Andrew discussed a re-launch of the ‘Future of Service Delivery Work Group’ that addresses SDWP’s career center system. Interested board members are encouraged to contact Andrew to get involved.

**Item 7  2021 Board Calendar**

The 2021 meeting dates were shared.

**Adjournment**

Sammy Totah adjourned the meeting at 9:18 am.
Item 3: Membership Update – Sandra Shuda Retirement

INFORMATION ITEM – NO VOTE REQUIRED

Sandra Shuda is a native San Diegan who currently serves as Vice President of People Services and Culture at Watkins Wellness and will be celebrating her retirement in February 2021. She has been a great asset to the Workforce Development Board, and we are thankful for her service!

Sandra spent several years in the finance/banking industry where she held positions as a compensation manager, sales and management trainer and a computer-based training analyst. She joined the Watkins family in 1992 as the human resources manager. She was promoted a few years later to director and became vice president of human resources in 1999. Currently, as the vice president of the people strategy and services group, she oversees everything from recruitment and employee training to benefit administration, compensation and payroll and employee safety and wellness. One of her team’s main objectives is to create programs that make a difference in the lives of their employees and those they support. Here she tells us a little bit about her.

If you had $1M to donate to a workforce development program, what would it be?

I’ve been in agreement with how the Workforce Partnership has spent all its monies thus far. If I could suggest one area that seems to still need help, it’s allocating funds to help and serve the homeless. Solutions for Change is a great example of a company who has ended homelessness for so many with its 1,000 day university model. Partnering with someone like Solutions would be a place where $1M would most definitely help.

What do you like best about being on the Workforce Development Board?

I love participating in a cause that makes a difference in people's lives. It’s been a passion of mine since I was a young child. When I was 16, one of my first jobs was as a child social worker. I helped children cope with parents who were drug addicts and I knew then that my passion was helping others.

What do you enjoy doing when you’re not working?

I love being with my family and friends. Although since March it’s been limited, it’s what brings me the most joy. My grandchildren spend a lot of time with us so that has been the shining light through this pandemic. As a family we love to fish in the Sierras and go on beach vacations, even though we live 5 miles from Carlsbad beach.
Item 4: Membership Nomination – Taylor Eubanks

**ACTION ITEM – VOTE REQUIRED**

WDB to approve the following board prospect:

Taylor Eubanks, Recruiting Sourcer, Tesla
Seat: Private Sector

Taylor Eubanks is a Workforce Development professional with Tesla bringing 6 years of diverse HR and recruiting experience. Taylor is currently working on her MBA in Human Resources and Recruiting at Ottawa University where she previously worked as an athletic recruiting coordinator. Her areas of subject matter expertise include recruiting, HR compliance and workforce development. Taylor is a member of AABE (American Association of Blacks in Energy), NAWIC (National Association of Women in Construction) and SHRM (Society for Human Resource Management). As a native Kansan Taylor is eager to bring her mid-west work ethic and can-do attitude to San Diego Workforce Partnership. She is interested in joining San Diego Workforce Partnership board for the opportunity to sit among likeminded professionals. Taylor believes that the thorough utilization of Workforce Development resources removes economic barriers for job seekers in the form of targeted exposure resulting in meaningful employment. She sees so much opportunity associated with Workforce Development and is eager to share that with the board.
**Item 5: Membership Nomination – Dr. Matt Doyle**

**ACTION ITEM – VOTE REQUIRED**

WDB to approve the following board prospect:

**Dr. Matthew Doyle**, Superintendent, Vista Unified School District  
Seat: Adult Education & Literacy

Dr. Matthew Doyle is the Superintendent of the Vista Unified School District, and also serves as the Executive Director of the International Center for Educational Research (iCERP) - a global space promoting intersectionality of thought and focus on the lifelong learner. He holds a doctorate in education leadership. Dr. Doyle is responsible for leading the design and implementation of the district strategic plan, the Blueprint for Educational Excellence and Innovation, in response to State of California LCAP funding provisions. Dr. Doyle’s primary focus is to create the conditions for transforming a traditional educational organization into a scalable, sustainable personal learning environment. The Personal Learning Challenge project won the Golden Bell Award from the California School Boards Association. Dr. Doyle has spent 31 years in education as a teacher, site administrator, district administrator and county administrator. Dr. Doyle has extensive experience supporting English language learners and students with special needs. His current area of strategic interest is the design and development of a learning ecosystem including prenatal to grade three systems, learning zones and building a career superhighway - an uninterrupted career development pathway for students to discover their strengths and interests and transform them into talent capital that aligns to the demands of the global marketplace. Dr. Doyle lives in Vista, California with his wife Alejandra and three sons Matthew, Alexander, and John.
**Item 6: Membership Nomination – Dr. Danene Brown**

**ACTION ITEM – VOTE REQUIRED**

WDB to approve the following board prospect:

**Dr. Danene Brown**, Regional Consortium Chair, San Diego & Imperial Counties Community Colleges  
Seat: Higher Education

Dr. Danene Brown is the Regional Consortium Chair for the San Diego & Imperial Counties Community Colleges. She represents the Career Education programs at the 10 regional community colleges: Cuyamaca College, Grossmont College, Imperial Valley College, MiraCosta College, Palomar College, San Diego City College, San Diego Continuing Education, San Diego Mesa College, San Diego Miramar College, and Southwestern College. Dr. Brown has over 25 years of experience working in the California Community College system spanning multiple San Diego community colleges. During her career, she has served in various administrative positions overseeing workforce development and career education programs. Her positions included: Dean of the School of Business & Technology, Instructional Dean of Arts, Humanities & Social Sciences, Interim Dean of the School of Social & Behavior Science and Multicultural Studies, and Associate Dean of Teacher Education & International Education. In addition to these roles, Dr. Brown has served as the Chair for the San Diego & Imperial Counties Community Colleges’ Workforce Development Council and has participated in the planning and implementation of the State’s Strong Workforce Program initiative, which has created an infrastructure to support Career programs to better serve students at the local and regional levels. She has collaborated with regional Economic Development Corporations, K-12 schools, and the Offices of Education for San Diego and Imperial Counties to develop and implement workforce development programs. D. Brown has a doctorate in Leadership Studies from University of San Diego, a Masters of Education from Virginia Polytechnic Institute and State University, and a Bachelor of Arts in Business Administration from California State University, Fullerton.
**Item 7: WIOA Youth RFP**

**ACTION ITEM – VOTE REQUIRED**

WDB to approve the results of the Request for Proposals (RFP) for the provision of youth services and authorize SDWP to enter contract negotiations with the following winners of the RFP evaluation process.

<table>
<thead>
<tr>
<th>Category</th>
<th>RFP Winner</th>
<th>Funding (estimate)</th>
<th>Youth Served</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Career Centers</td>
<td>Access, Inc</td>
<td>$1,900,000</td>
<td>485</td>
<td>June 1, 2021</td>
</tr>
<tr>
<td>Immigrant, Refugee and ELL Youth</td>
<td>San Diego Continuing Education Foundation</td>
<td>$600,000</td>
<td>114</td>
<td>July 1, 2021</td>
</tr>
<tr>
<td>Youth Experiencing Homelessness</td>
<td>San Diego Youth Services</td>
<td>$600,000</td>
<td>114</td>
<td>July 1, 2021</td>
</tr>
<tr>
<td>Justice Involved Youth</td>
<td>South Bay Community Services</td>
<td>$600,000</td>
<td>114</td>
<td>July 1, 2021</td>
</tr>
<tr>
<td>Black Opportunity Youth</td>
<td>No Provider Selected</td>
<td>$600,000</td>
<td>114</td>
<td>August 1, 2021</td>
</tr>
</tbody>
</table>

Contract terms will be for one year, with the option to renew for three additional one-year periods.

Estimated total funding amount\(^1\) is $4,300,000.

**Background:**

Providers will support youth with education and credential attainment, work readiness, work experience and job placements. Specifically, they assess each youth who enters the program to identify which “track” is most suitable for their current education, skills and experience and work with them to set goals and achieve them. Providers are evaluated by federal Youth performance measures established by the Workforce Innovation and Opportunity Act (WIOA).

- Enrollments
- Placements in employment, education, or training
- Median Earnings
- Credential Attainment
- Measurable Skills Gain
- Effectiveness in Serving Employers

**RFP Planning and Development Process:**

- Apr 2020: WDB established Board Working Group to develop RFP framework
- May 2020: SDWP hosted two virtual community town halls (136 attendees) and conducted two community surveys (youth and community members; 178 responses)
- June 18, 2020: WDB approved framework recommended by RFP Working Group
• Aug - Sept 2020: Nine workgroups developed RFP and program design; each with two youth members participating

**RFP Release and Competitive Process:**

- Oct 15, 2020: Released RFP to SDWP list of over 10,000 contacts
- Oct 22, 2020: Hosted Respondents Orientation to review RFP and answer questions
- Dec 3, 2020: Proposals due
- Dec 20, 2020 – Jan 14, 2021: Evaluation panel reviewed written proposals; each panel included two youth members
- Jan 25 – 29, 2021: Evaluation panel conducted interviews with qualified applicants
- Feb 18, 2021: Evaluation panel submits recommendation to the WDB

**The Evaluation Panel and Scoring:**

The Evaluation Panel was comprised of community experts from local government, State entities, non-profits (without a conflict), AJCC partners and senior staff members from other local workforce development boards across the State. Evaluators were selected based on expertise in workforce development and the local provision of youth services, and individuals with any potential or actual conflict of interest were excluded from the panel.

Two youth evaluators with lived-experience joined each evaluation panel as a paid work experience. Their input was invaluable in ensuring that the services we are recommending are relevant and accessible to youth in our community.

The evaluators were responsible for reviewing, scoring, and ranking proposals based upon the criteria stated in the RFP. Respondents who received a minimum of 145 points and were in the top 50% of proposals, qualified for oral interviews.

The WDB approved scoring based on a total of 200 points according to the following points for each section of the proposal:

<table>
<thead>
<tr>
<th>Proposal Section</th>
<th>Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org Qualifications and Project Management</td>
<td>15</td>
</tr>
<tr>
<td>Past Performance</td>
<td>20</td>
</tr>
<tr>
<td>Solutions Profile</td>
<td>100</td>
</tr>
<tr>
<td>Project Budget and Required Staff Positions</td>
<td>30</td>
</tr>
<tr>
<td>Job Quality</td>
<td>20</td>
</tr>
<tr>
<td>Oral Interview</td>
<td>15</td>
</tr>
<tr>
<td>Total Possible Points</td>
<td>200</td>
</tr>
</tbody>
</table>

**Overview of Evaluator’s Scores:**

After meeting as a group to review proposals and oral interviews the scores were as follows:

<table>
<thead>
<tr>
<th>Respondent’s Org. Name</th>
<th>Avg. Written Score</th>
<th>Avg. Interview Score</th>
<th>Final Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access, Inc</td>
<td>154</td>
<td>13</td>
<td>167</td>
</tr>
<tr>
<td>DB Grant Associates, Inc</td>
<td>146</td>
<td>13</td>
<td>159</td>
</tr>
</tbody>
</table>
Immigrant, Refugee and ELL

<table>
<thead>
<tr>
<th>Respondent’s Org. Name</th>
<th>Avg. Written Score</th>
<th>Avg. Interview Score</th>
<th>Final Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDCE Foundation</td>
<td>161</td>
<td>13</td>
<td>174</td>
</tr>
<tr>
<td>Somali Bantu AA</td>
<td>145</td>
<td>10</td>
<td>155</td>
</tr>
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</table>

Youth Experiencing Homelessness

<table>
<thead>
<tr>
<th>Respondent’s Org. Name</th>
<th>Avg. Written Score</th>
<th>Avg. Interview Score</th>
<th>Final Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego Youth Services</td>
<td>172</td>
<td>14</td>
<td>186</td>
</tr>
<tr>
<td>Interfaith Community Services</td>
<td>163</td>
<td>10</td>
<td>173</td>
</tr>
<tr>
<td>SDCE Foundation</td>
<td>152</td>
<td>N/A</td>
<td>152</td>
</tr>
<tr>
<td>Goodwill Industries of SD</td>
<td>138</td>
<td>N/A</td>
<td>138</td>
</tr>
</tbody>
</table>

Justice-Involved Youth

<table>
<thead>
<tr>
<th>Respondent’s Org. Name</th>
<th>Avg. Written Score</th>
<th>Avg. Interview Score</th>
<th>Final Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Bay Cmty Services</td>
<td>161</td>
<td>14</td>
<td>175</td>
</tr>
<tr>
<td>San Diego Second Chance</td>
<td>156</td>
<td>14</td>
<td>170</td>
</tr>
<tr>
<td>SDCE Foundation</td>
<td>152</td>
<td>N/A</td>
<td>152</td>
</tr>
<tr>
<td>Goodwill Industries of SD</td>
<td>138</td>
<td>N/A</td>
<td>138</td>
</tr>
</tbody>
</table>

Black Opportunity Youth

<table>
<thead>
<tr>
<th>Respondent’s Org. Name</th>
<th>Avg. Written Score</th>
<th>Avg. Interview Score</th>
<th>Final Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nile Sisters DVLP INIT</td>
<td>144</td>
<td>N/A</td>
<td>144</td>
</tr>
<tr>
<td>SDCE Foundation</td>
<td>135</td>
<td>N/A</td>
<td>135</td>
</tr>
<tr>
<td>SDSU Research Foundation</td>
<td>134</td>
<td>N/A</td>
<td>134</td>
</tr>
<tr>
<td>Metro Community Ministries</td>
<td>130</td>
<td>N/A</td>
<td>130</td>
</tr>
</tbody>
</table>

None of the Respondents to the Black Opportunity Youth procurement met the minimum score to advance to the Oral Interviews.

The panel of independent evaluators felt all Respondents were lacking in the categories of:
- Integrating Job Quality into program design
- Understanding outreach and recruitment of Black Opportunity youth
- Creating mentorship opportunities
SDWP will release a new RFP specifically for Black Opportunity Youth, revising it to emphasize the feedback we heard from our evaluators. SDWP will re-release the Black Opportunity Youth RFP by April 2021 and will bring results back to the WDB at the following board meeting.

**Thanking our evaluators:** SDWP staff would like to thank the youth, community leaders and experts who scored the proposals, spent weeks reading proposals, up to two days discussing scores with fellow panel members, and conducted oral interviews for finalists. A special thank you to those who bravely and articulately shared their own lived experiences to help shape the services and program delivery for our community.
Item 8: Racial Justice Working Group Recommendations

**ACTION ITEM – VOTE REQUIRED**

The Racial Justice Working group will provide an overview of activities and bring forward the following two recommendations for approval by the full board:

**Recommendation #1: Adopt “Equity” and “Inclusion” as Two Additional Core Values for SDWP**

**Inclusion:** We take responsibility for creating a culture where everyone is welcomed, heard, valued, and empowered to fully participate and reach their full potential.

**Equity:** We prioritize those who have been systemically denied opportunity through our policies, priorities, practices, and behaviors that result in access to opportunity for ALL colleagues, customers, and communities.

Current Core Values (Reference only, no vote needed)

**Collaboration** - Engaging in inclusive, respectful relationships among colleagues, customers and community that foster the achievement of shared goals.

**Excellence** - Driving quality, innovation and measurable outcomes through a customer-centered focus and a high-performance culture.

**Stewardship** - Strategic, efficient, effective use of resources to meet the evolving needs of our customers and community with the highest levels of integrity.

**Recommendation #2: Establish a Diversity, Equity, and Inclusion (DEI) standing committee of the board by adding the following language to the WDB By-Laws in Article VII, Committees:**

C. Diversity, Equity, and Inclusion (DEI) Committee. The primary focus of this committee is to provide vision, oversight, expertise, and dedicated time with SDWP senior leadership to execute on organizational goals related to DEI. Scope of the committee includes initiatives and services SDWP provides the community and internal policies, practices, and goals related to employment, hiring, and procurement. The committee also reviews and reports to the board on relevant data on the impact and relationship of hiring and employment trends of bias, discrimination, and racism on specific groups. The committee will help inform strategies and investments to drive equity across SDWP’s program outcomes. Committee members should be appointed on the basis of expertise, interest, and ability to contribute time, talent, and resources to DEI efforts. The DEI committee will:

1. Be comprised of a Chairperson (DEI Chair), appointed by the Board Chair. The DEI Chair term will be for two years, beginning in July.

2. The DEI Chair will be responsible for ensuring the committee establishes and updates a Committee charter outlining the committee’s area of focus. The DEI Chair or their representative will report key activities and milestones of the DEI Committee to the Board one time per year at minimum.
3. Be comprised of a majority of Board Members. Non-board members may also participate as committee members but are not required.


Next Steps (if approved):

- SDWP management to Incorporate additional core values into website, organizational materials, staff performance appraisals, and other organizational processes.
- Establish Chair and Membership of committee for calendar year 2021
- Set 2021 meeting schedule
- Update DEI Committee charter and work plan for 2021
- Regular reports to full WDB of committee progress against charter
Item 9: Energy, Construction, and Utilities Sector Initiative Update

INFORMATION ITEM – NO VOTE REQUIRED

Andy Hall, Chief Impact Officer, will provide an update on projects in the Energy, Construction, and Utilities (ECU) sectors, including an overview of the organization's revenue strategy applied to each sector, and specific updates related to the Construction Career Jumpstart program and the High Roads Construction Careers initiative.
Item 10: Committee & Working Group Updates

INFORMATION ITEM – NO VOTE REQUIRED

1. Audit committee

Speakers: Rick Vaccari & April House