



Policy Board Agenda

Date: Friday, June 25, 2021
Time: 3—4:30pm
Place: <https://us02web.zoom.us/j/81787626853>
Passcode: 769440

Action Items:

Item 1:	Minutes of the April 23, 2021 Meeting	2
Item 2:	Membership Nomination – Jeff Noyes	6
Item 3:	FY 21/22 Budget	7
Item 4:	Black Opportunity Youth Contract	10
Item 5:	Contract Renewal – KRA Corporation	13
Item 6:	Contract Renewal – Access and South Bay Community Services	17
Item 7:	RFP Framework Approval – Foster Youth	20
Item 8:	Contract Renewal – Second Chance Contract	21
Item 9:	Local Plan Approval	23

Information Items:

Item 10:	Career Center Operational Vision (2022 – 2025)	26
Item 11:	CEO & Staff Report	28

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 to speak 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 April 23, 2021 Meeting

ACTION ITEM – VOTE REQUIRED

Members Present

Monica Montgomery Steppe, Councilmember, City of San Diego, District 4 (Chair)
Joel Anderson, San Diego County Supervisor, District 2 (Vice Chair)
Sean Elo-Rivera, Councilmember, City of San Diego, District 9
Nora Vargas, San Diego County Supervisor, District 1
Nancy Sasaki, CEO, United Way of San Diego County

Legal Counsel Present

David Powell, Deputy City Attorney, City of San Diego
Shiri Hoffman, Senior Deputy County Counsel, County of San Diego

Staff Present

Peter Callstrom, President & CEO
Andy Hall, Chief Impact Officer
April House, Chief Administrative Officer

Location

Via Zoom

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.

The meeting was called to order by at 1:03pm, with a quorum present.

Non-Agenda Public Comment

None

Action Items

Item 1 Minutes of the March 8, 2021 Meeting

Motion: Board approves the meeting minutes.

Moved (S. Elo-Rivera), Seconded (J. Anderson), N. Sasaki abstained.

Items 2-3 Membership Nominations

Peter proved details board composition requirements prescribed by the Workforce Innovation & Opportunity Act (WIOA). Peter then overviewed the qualifications of 2 private-sector nominees: Veronica Dela Rosa of San Ysidro Health and Terry Kurtenbach of the San Diego Convention Center Corporation. M. Montgomery Steppe thanked SDWP for consistently bringing forward excellent nominees. Peter

also noted that upon the approval of the nominations, WDB will be women majority led for the first time in SDWP's history.

Motion: Board approves the nominations.

Moved (N. Vargas), Seconded (N. Sasaki), Carried unanimously

Item 4

Appointment of the Joint Personnel Committee (JPC)

Peter detailed the purpose and requirements of the annual review process for the CEO role, conducted by the JPC. 3 members of each SDWP board (WDB and Policy Board) serve on a committee that reviews the CEO's work, collectively known as the JPC. The Chairs of each board along with two other members of each board constitute the JPC. Jacob Richards, who was not in attendance, informed Mr. Callstrom of his interest in serving on the committee as he has served on the JPC in the past. N. Vargas volunteered as the third member of the Policy Board.

Motion: Board approves the nominations of M. Montgomery Steppe, N. Vargas, and J. Richards to the JPC.

Moved (M. Montgomery Steppe), Seconded (S. Elo-Rivera), Carried unanimously

Item 5

2019-20 Audit Report

A. House overviewed the results of the audit report. SDWP remains a low risk organization and received an unmodified opinion. An unmodified or "clean" opinion is the best type of outcome. An unmodified opinion provides a high level of assurance that a professional, independent examination of financial statements has not revealed any actual or possible material misstatements in those financial statements. Additionally, there were no material weaknesses, deficiencies, or instances of non-compliance within SDWP's financial statements or federal awards. Peter added that SDWP has come a long way in internal controls and the management of new funding sources. He added that coming out of a difficult year with the highest audit outcome possible is a testament to all staff. Additionally, the audit results are instrumental in SDWP's pursuit of additional funds and investments to bring to the region.

Motion: Board approves the 2019-20 Audit Report.

Moved (J. Anderson), Seconded (N. Vargas), Carried unanimously

Information Items

Item 6

Income Share Agreement Annual Report

Andy provided an overview on the ISA as an alternative financing approach for higher-education and workforce training. SDWP is partnered with UCSD Extension for certifications in technology: business analytics, java programming, and digital marketing. Upon graduation, if and only if students get a job making above \$40,000/year they pay 5-8% of their income back into the fund. The program serves

as a renewable learning fund – enabling more students to participate as funds are reinvested back to the ISA pool. The SDWP is the only Workforce Development Board in the country with an ISA program.

Andy updated the Policy Board on key ISA performance indicators. Due to the pandemic, the program goal of 60% of graduates to be placed 3 months after graduation has not been met. Placement rates are now at 43% and climbing weekly. SDWP remains confident in the program's design. The ISA fund, not the students, is bearing the impact created by the pandemic. The 2021 focus includes raising \$2M for technology programs, operational improvements, and expanding into new sectors.

S. Elo-Rivera emphasized the importance of tackling the student debt crisis. He asked Andy why SDWP partnered with UCSD Extension over the San Diego College of Continuing Education or the Community College system, which can provide some of the ability and agility for programs like this. Andy responded that SDWP released an RFP for various schools to apply. Per the guidance of a technology council of various businesses, it was determined that the UCSD curriculum met more of their hiring needs and criteria. He added that moving forward there is opportunity to work with other partners and SDWP is looking forward to doing so. S. Elo-Rivera thanked Andy and added that to the extent SDWP and the Board are able to disrupt the educational elitism that occurs and negatively affects community colleges, it should be noted that assumptions made about the quality of education affect opportunity equity. He added that the ISA program it is a form of debt, while manageable and less risky than traditional student loans. He continued, that debt in any form can perpetuate the racial wealth gap, and that every dollar directed in that direction is a dollar not directed toward wealth building. He appreciates the program but would like to consider the work SDWP can do to make education less of a commodity and less money-driven, for example, encouraging participation in the community college system.

Peter thanked S. Elo-Rivera for his perspective. The initial proof of concept for ISAs has been positive and SDWP wants to expand to other educational partners. He added that SDWP works to ensure every participant is well-informed as to what the program entails, what it costs, the payback system. Additionally, some of strengths of the program are the ability assist individuals is making a career change quickly and pathways into high-paying jobs. Currently, there are 6 participants making above six-figures in their new careers. N. Vargas discussed bridging the gap between the healthcare sector and community colleges to develop ISA programs at a lower cost. The Supervisor would be happy to partner on this.

Item 7

Revenue and Strategy Briefing

Andy overviewed SDWP revenue by fund source and the strides in diversification the organization has made in recent years. For most of SDWP's history the organization was funded almost entirely from federal funding, typical of workforce boards around the country. SDWP has been proactively diversifying its funding sources. In FY 2021, only 59% of the budget was federal funding, with the remainder being a combination of state, county, city, and private sector philanthropic funds. Andy discussed the long-term revenue strategy, with increased diversification and expanded growth in ISAs, CalFresh E&T, and fee for service revenue. Andy thanked

S. Elo-Rivera and M. Montgomery Steppe for their assistance in approval of \$1.5M in community block grant programs for FY 21/22.

Peter announced that SDWP will be awarded \$300k through the San Diego Foundation's "Black Community Impact Fund" to fund the TechHire and Career Construction Jumpstart programs. Additionally, the James Irvine Foundation awarded a \$1.5M grant to SDWP to create "CyberHire San Diego", a new workforce talent pipeline initiative that aims to increase the number of unemployed/underemployed and low-wage workers in cybersecurity careers.

Item 8

CEO & Staff Report

Due to time constraints, the CEO & Staff Report was deferred to the next meeting.

Adjournment: The meeting was adjourned at 3:58 pm

Next Meeting: Friday, June 25, 2021 at 3:00pm

Item 2: Membership Nomination – Jeff Noyes

ACTION ITEM – VOTE REQUIRED

Policy Board to approve the following board prospect:

Jeff Noyes, District Administrator, San Diego District - Department of Rehabilitation
Seat: Department of Rehabilitation (DOR)

Jeff Noyes is the District Administrator (DA) for the San Diego District of the California Department of Rehabilitation (DOR). The CA DOR is the largest public Rehabilitation program in the country. He has a Bachelors Degree in Business Management from Bryant University and a Masters Degree in Rehabilitation Counseling from SDSU. He has been with DOR since 2005, initially as a Rehabilitation Counselor before becoming the manager of the District Operations Support unit and then the DA. In total, he has been working with people with disabilities in the employment field for 20+ years.



Jeff is interested in serving on the SDWP Board because he feels that it is important to have someone on the Board that represents the employment needs of People with Disabilities. The Board does an excellent job in supporting populations including the unserved, underserved and diverse communities and the Disability community certainly falls into these categories. With Carmencita Trapse's pending retirement, it is important that this community is still represented.

Jeff currently sits on the Advisory board of the Interwork Institute/Rehabilitation Counseling Program at SDSU as well as the San Diego Community College District (SDCCD) Disability Support Programs and Services (DSPS) Advisory Committee. Outside of DOR, he volunteers with two organizations that serve current and former foster youth, which includes 10+ years with Just in Time for Foster Youth (JIT) and 8 years with Voices for Children as a Court Appointed Special Advocate (CASA).

Item 3: FY 21/22 Budget

ACTION ITEM – VOTE REQUIRED

WDB approved the FY 21/22 Budget.

Staff will present the FY22 budget, including confirmed revenues and planned expense categories.

FY22 REVENUE

Revenue is planned at \$37.8M, an 8% or \$3.0M increase over the FY21 revised budget of \$34.8M.

Two Budget Cycle Revenue Comparison					
	FY22	FY21	\$ Diff	% Diff	% Budget
WIOA Formula Funds	\$ 21,271,168	\$ 20,730,074	\$ 541,094	3%	56%
Grants / Contracts	\$ 11,552,491	\$ 9,430,072	\$ 2,122,419	23%	31%
Income Share Agreements	\$ 1,446,001	\$ 2,561,578	\$ (1,115,577)	(44%)	4%
CalFresh Employment and Training	\$ 3,493,670	\$ 2,126,365	\$ 1,367,305	64%	9%
Total	\$ 37,763,330	\$ 34,848,089	\$ 2,915,241	8%	100%

Strategy #1: WIOA Formula Funds - Increased 3% or \$0.5M. SDWP does not have control over the level of this funding; it is defined by the federal government and the California EDD.

Strategy #1: WIOA Formula Funds			
	FY22	FY21	% Budget
Adult	\$ 6,945,256	\$ 6,722,363	18%
Dislocated Worker	\$ 6,837,894	\$ 6,746,896	18%
Youth	\$ 7,019,791	\$ 6,751,942	19%
Rapid Response/Layoff Aversion	\$ 468,227	\$ 508,873	1%
Total	\$ 21,271,168	\$ 20,730,074	56%

Strategy #2: Grants / Contracts – Increased 23% or \$2.1M from last FY - due to new grant awards for Sector Initiatives specifically Irvine Foundation \$1.4M and the California Workforce Development Board (CWDB) 0.7M.

Grants / Contracts			
	FY22	FY21	% Budget
Competitive Public (Fed, State, Local)	\$ 3,090,929	\$ 2,846,649	8%
Intergovernmental Transfers	\$ 5,492,598	\$ 5,261,935	15%
Private Foundations	\$ 2,905,531	\$ 1,140,202	8%
Fee for Service – Research	\$ 63,433	\$ 57,341	0%
Total	\$ 11,552,491	\$ 9,430,072	31%

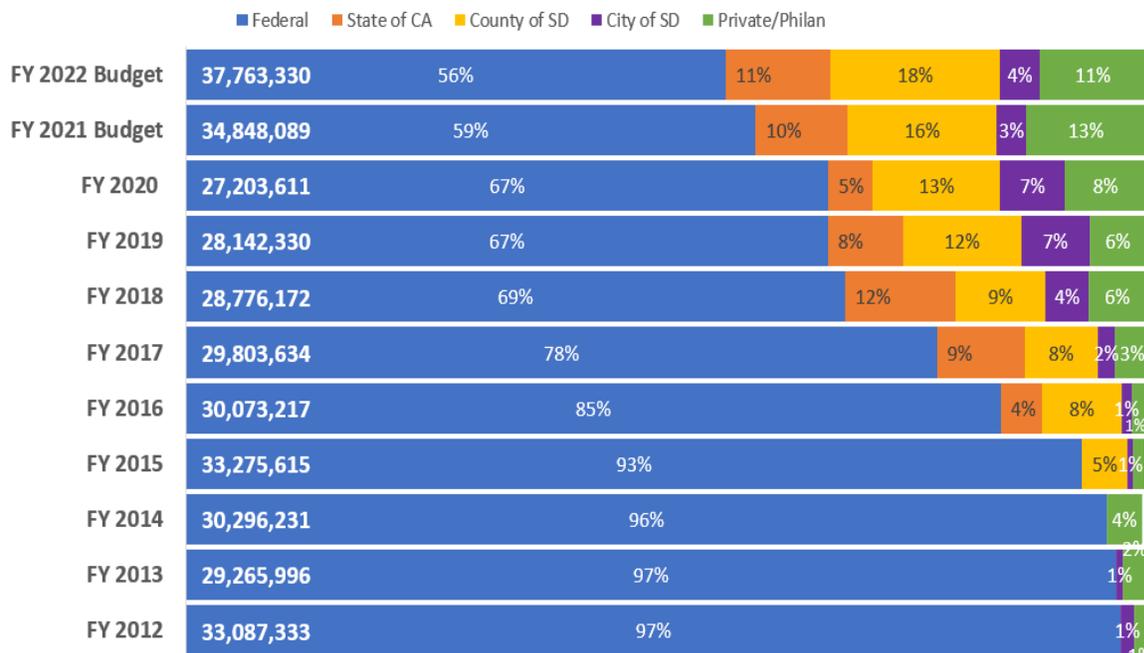
Strategy #3: Income Share Agreements – Decreased by (44%) or (\$1.1M) from previous budget - primarily due to ISA grants from Rockefeller and Lumina which ended in FY21.

Strategy #3: Income Share Agreements			
	FY22	FY21	% Budget
Round 1 Program Raise	\$ 1,432,960	\$ 1,730,905	4%
Research & TA	\$ 13,041	\$ 830,673	0%
Total	\$ 1,446,001	\$ 2,561,578	4%

Strategy #4: CalFresh Employment and Training – Increased by \$1.4M.

Strategy #4: CalFresh Employment and Training			
	FY22	FY21	% Budget
CalFresh Staffing / Admin	\$ 320,807	\$ 146,365	1%
CalFresh 50% Claims*	\$ 3,172,863	\$ 1,980,000	8%
Total	\$ 3,493,670	\$ 2,126,365	9%

*50% claims are non-federal expenses (staff, training, participant costs, etc.) to provide employment and training services to CalFresh recipients that are reimbursed by the federal government through the SNAP E&T program.



FY22 EXPENSES

SDWP categorizes expenses in three categories:

Central Operations: Includes executive, finance and support services. A 26% or \$0.6M increase is planned, driven by fiscal infrastructure/upgrade investments.

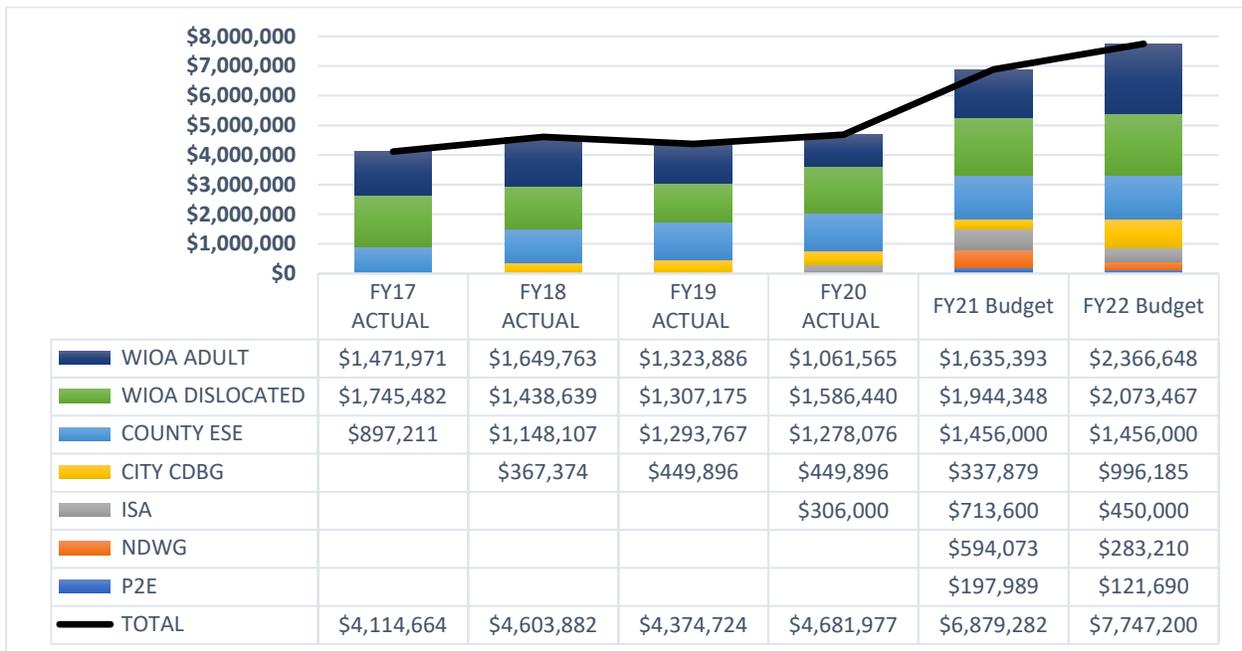
Direct Program Support: Includes expenses that directly support grant-funded programs and/or functions. Departments: Adult, Youth, Regional Planning, Businesses Services, Research, Communications, IT, Facilities, and HR. Overall reduction of (8%) or (\$0.6M).

Programs & Contracts: Services provided through contracted providers, including training funds, supportive services, and direct service staff (career centers, WIOA youth contracts, etc.). Anticipated increase of 11% or \$2.1M - primarily due to CalFresh and Sector Initiatives contracts.

FY22 Planned Expense Categories					
	FY22	FY21	\$ Diff	% Diff	% Budget
Central Operations	\$ 2,829,000	\$ 2,245,000	\$ 584,000	26%	7%
Direct Program Support	\$ 6,750,000	\$ 7,335,000	\$ (585,000)	(8%)	18%
Programs & Contracts	\$ 20,094,000	\$ 17,996,000	\$ 2,098,000	12%	53%
Training and Wages	\$ 7,747,000	\$ 7,272,000	\$ 475,000	7%	21%
Total	\$ 37,420,000	\$ 34,848,000	\$ 2,572,000	7%	99%

FY22 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 skills. The graph below demonstrates our commitment to maximizing community investment.



Item 4: New Contract - YMCA / Paving Great Futures to Serve Black Opportunity Youth

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:

#5: Population-Specific Interventions

Background:

The Black Opportunity Youth evaluation committee recommends the Policy Board approve the recommendation to contract with YMCA of San Diego County, and their partner, Paving Great Futures, to provide services to Black Opportunity Youth aged 16-24.

Contractor	Revenue Source	Amount	# Served	Cost Per Person
YMCA / Paving Great Futures	WIOA Youth	\$600,000	114	\$5,263
Key Contract Outcome(s)				
<ul style="list-style-type: none">• 77% placed in education, training, or employment within six months• \$4,000 median quarterly wage• 67% attain an industry recognized certificate, credential or degree• 60% show measurable skills gain				

Contract Term: July 1 2021 – June 30 2022

New Contract or Renewal: New Contract

Option Years: Year 1, with the option to renew for three additional one-year periods.

Contract Payment Terms: Cost Reimbursement

Contractor Selection: YMCA / Paving Great Futures was selected through a competitive Request for Proposals (RFP) process.

Scope of Work: WIOA Youth Workforce Development services, including, but not limited to program enrollment, assessment, work-readiness training, job/internship placement, enrollment in education and training, career coaching and exploration, supportive services, mentorship, and financial literacy.

Background

YMCA/Paving Great Futures 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.

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)
- Jun 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

RFP Re-Release

- April 1, 2021: Release RFP to SDWP list of over 10,000 contacts and several key community stakeholders to help share the opportunity
- April 8, 2021: Hosted Respondents Orientation to review RFP and answer questions
- May 6, 2021: Proposals due
- May 10, 2021 – May 28, 2021: Evaluation panel reviewed written proposals; panel included three community members and two youth with lived experience
- June 1 – 4, 2021: Evaluation panel conducted interviews with qualified applicants
- June 17, 2021: Evaluation panel submits recommendation to the WDB

The Evaluation Panel and Scoring

The five person panel included three experts from local community-based organizations, non-profits, and those that have worked with the Black Opportunity Youth population and two youth evaluators with lived experience that were provide with a paid work experience. Evaluators were selected based on expertise in workforce development and the local provision of youth services. Orgs/individuals with any potential or actual conflict of interest were excluded from the panel.

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:

Proposal Section	Point Value
Org Qualifications and Project Management	15
Past Performance	20
Solutions Profile	100
Project Budget and Required Staff Positions	30
Job Quality	20
Oral Interview	15
Total Possible Points	200

Overview of Evaluator's Scores

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

Respondent's Org. Name	Avg. Written Score	Avg. Interview Score	Final Score
YMCA / Paving Great Futures	158.6	14.9	173.5
Access Inc. (with Village of Promise and DETOUR Empowers)	161	11.9	172.9
SDCE Foundation	156.5	11	167.5
Nile Sisters	156.6	9.3	165.9
Interfaith	154.1	11.2	165.3
SDSU Research Foundation (with SD Code School, We Tha Plug, Open Heart Leaders)	152.4	N/A	152.4
Metro Community Ministries	131.6	N/A	131.6
DREAMBuilders (with Petra House)	97.3	N/A	97.3
HealthCare Integrated SVCS	75.1	N/A	75.1

Thanking our Evaluators

SDWP thanks the youth, community leaders and experts who scored the proposals, spent weeks reading proposals, up to four 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.

Item 5: Contract Renewal – KRA Corp for Career Center Operations, Career Services and Expanded Subsidized Employment

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:

#3: Outcomes-Focused Financing

Recommendation:

That the Policy Board to approve entrance into the final year contract with KRA Corporation for the operation and management of the America’s Job Center of California (AJCC) Network for Program Year 2021-2022. This contract includes multiple funds competitively awarded to KRA Corporation, and the approval of the Expanded Subsidized Employment (ESE) contract to serve CalWORKs recipients. The anticipated total contract amount will be \$5,850,560.

Figure 1: KRA Contract Broken Down by Program and Amounts

Scope 1: Revenue Source	Amount	# Served*	Cost Per Person
Federal WIOA Adult	\$2,600,000	1,000	\$2,600
Federal WIOA Dislocated Worker (DW)	\$2,800,000	1,000	\$2,800
Contract Outcomes			
<ul style="list-style-type: none"> • 2,000 enrolled (1,000 in Adult, 1,000 in DW) • 100% employed at exit target • 77% employment at 1st, 2nd & 4th quarter after exit • 75% credential attainment • 49% measurable skills gain • \$7,500 median quarterly earnings for adults and \$9,600 for DW <p>*Scope also includes lease and partner management, maintenance, and customer experience for 6 career centers open to the public (reopening July 1, 2021), serving 10,000+ walks in per year.</p>			
Scope 2: Revenue Source	Amount	# Served*	Cost Per Person
National Dislocated Worker Grant Employment Recovery (ER)	\$19,023	40	\$475.57
Contract Outcomes			
<ul style="list-style-type: none"> • 40 enrolled • 70% placed in work-based/on-the-job training. • 75% Employed at exit 			
Scope 3: Revenue Source	Amount	# Served	Cost Per Person*
County of San Diego Expanded Subsidized Employment (ESE)	\$431,537	N/A**	N/A**

Contract Outcomes			
<ul style="list-style-type: none"> • 80% of candidates enrolled from CalWORKs placed in full time employment • 55% Job Retention rate at 1st and 4th quarter • 100% of \$1,456,000 wage reimbursements expended 			
Total	\$5,850,560		

* Cost Per Participant does not include training funds or subsidized wages, which are disbursed by SDWP directly to training providers and businesses.

** ESE program serves those referred by the County. There is not a target number served, but service level agreements (SLAs) of percentage of clients referred.

Contract Term:

Scope 1: WIOA Adult and Dislocated Worker (DW): June 30, 2021 – June 30, 2022

Scope 2: National Dislocated Worker Employment Recovery Grant July 1, 2021 – Dec 30, 2021

Scope 3: Expanded Subsidized Employment (ESE): July 1, 2021 – June 30, 2022

New Contract or Renewal: Renewal

Option Years:

Scope 1: 4th and final option year in 4-year procurement cycle

Scope 2: Final payment of an 18-month grant

Scope 3: 4th and final option year in 4-year procurement cycle

Contract Payment Terms: Cost reimbursement / Performance Based (6.5%, or \$375,300 of contract on pay points for exceeding performance).

Contractor Selection: Competitively procured through Request for Proposals (RFP) and approved by the Board in 2018.

Target Population:

Scope 1: General public and workers / jobseekers over 18 years old in San Diego County

Scope 2: People laid-off due to Covid-19 economic impact

Scope 3: “Work ready” parents participating in County CalWORKs Welfare-to-Work program

Scope of Work:

Scope 1: Career exploration, career coaching, workshops and webinars, development of career plans, training funding, and job and internship placement. Scope also includes lease and partner management, maintenance, and customer experience for 6 career centers open to the public (reopening July 1, 2021), serving 10,000+ walks in per year.

Scope 2: Provide supportive services, training and job placement

Scope 3: Place people in occupations that will support families making the transition from public assistance to self-sufficiency. ESE helps reduce employer’s costs associated with identifying, hiring, and onboarding employees by reimbursing companies up to 100 percent of the wages of a new hire in the first 180 days of employment.

Background

The Career Center network is made up of six facilities providing self-directed, group, and 1-1 personalized services to County residents. Throughout the pandemic, the Centers have been closed to walk-in appointments but have offered online and virtual services. The below table outlines how contractor is performing YTD on similar scopes of work.

Figure 2: Contract performance (July 1, 2020 – March 31, 2021) - Management Analysis

Scope 1: WIOA Adult and Dislocated Worker (\$5,178,166)	Goal (YTD)	Actual (YTD)	Notes
# Served (WIOA Adult)	751	458	Placed on corrective action
# Served (WIOA Dislocated Workers)	751	499	
Employment at Exit (Adult)	567	241	
Employment at Exit (DW)	567	297	
Entered Employment 2 nd Qtr after Exit (Adult)	72%	73%	
Entered Employment 2 nd Qtr after Exit (DW)	72%	78%	
Credential Attainment (Adult)	70%	84%	
Credential Attainment (DW)	70%	69%	
Measurable Skills Gain (MSG) (Adult)	44%	51%	
Measurable Skills Gain (MSG) (DW)	44%	44%	
Median Earnings per quarter (Adult)	\$7,000	\$7,800	
Median Earnings per Quarter (DW)	\$9,000	\$10,518	
Scope 2: National Dislocated Worker Emergency Grant (\$107,400)	Goal (YTD)	Actual (YTD)	Notes
# Served	130	130	
Placed in Work-Based Training	36	18	
Employment at Exit	7	7	Low volume due to project timing
Scope 3: Expanded Subsidized Employment (\$597,335)	Goal (YTD)	Actual (YTD)	Notes
Placements	N/A	87	County SLAs passed on to contractor. Covid-19 has led to relaxed work requirements for ESE referrals.
Placements as a percent of referrals	70%	64%	
Retention in job after 3 months	52%	38%	
Retention in job after 12 months	52%	46%	

Overall, KRA has struggled to adapt to the pandemic and connect with jobseekers, enroll them in their programs, and place them in jobs. We attribute this underperformance to:

- Macro trends of reengaging entry level workers into the workforce and students in [post-secondary education](#), including workforce related training. Childcare shortages related to school closures and safety concerns related to Covid-19, among other factors, are likely contributing ([see article](#)).
- Challenges in the ability of the contractor to proactively outreach and engage workers, jobseekers, and businesses as a result of career center office closures during pandemic.

To address these challenges, SDWP staff have done the following:

- Have placed KRA on formal “corrective action” for underperformance. This information is provided to evaluators in future SDWP RFP processes that KRA may compete in.
- Incorporated performance-based payments for up to \$350,911 of the contract, an amount equivalent to the allowable negotiated profit for this contract per negotiated guidelines.

As this contract action is the final option year, SDWP is not recommending further contractual action at this time and is recommending executing this contract renewal as stated above. SDWP will be working with the board to design the Scope of Work and payment structure in the fall of 2021 to recompet elements of this contract through a competitive RFP process. More information on this process and vision can be found in information Item # 12.

Item 6: Contract Renewal – Access and South Bay Community Services to Serve Youth in the Foster System

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:

#3 Outcomes-Focused Financing

#5 Population-Specific Interventions

Recommendation:

That the Policy Board authorize SDWP to enter a contract with the following:

Contractor	Funding Source	Amount	# Served	Cost Per Person
Access (San Pasqual Academy)	WIOA Youth	\$400,000	80	\$5,000
South Bay Community Services	WIOA Youth	\$480,000	129	\$3,720
Contract Outcomes				
<ul style="list-style-type: none">• 77% placed in education, training, or employment 2nd and 4th quarter after exit• \$4,000 median quarterly earnings• 67% credential attainment				

Contract Term: July 1 2021 – June 30 2022

New Contract or Renewal: Renewal

Option Years: Access (SPA): Currently the final year, based on plans for SPA to close.
South Bay Community Services: 5th and final option year in 5-year procurement cycle.

Contract Payment Terms: Cost Reimbursement

Contractor Selection: Access (SPA): A Memorandum of Understanding (MOU) was developed formalizing the partnerships among the County of San Diego Child Welfare Services, the San Diego County Office of Education, New Alternatives, Inc., Access, Inc. and the SDWP in 2001. Based on the unique structure of SPA, this arrangement has been approved by the State of CA since then. South Bay Community Services: Contracts were competitively procured and approved by the board in 2017 for 5 option years to end June 30, 2022.

Target Population(s): Youth aged 16-24 in or emancipated from the foster care system

Scope of Work: WIOA Youth Workforce Development services, including, but not limited to program enrollment, assessment, work-readiness training, job/internship placement, enrollment in education and training, career coaching and exploration, supportive services, mentorship, and financial literacy.

Background

SDWP funds two agencies to provide education and workforce services for foster youth in partnership with the County of San Diego.

1. Access – San Pasqual Academy (SPA) Program: Since 2001, SDWP has invested funds in the SPA work-readiness program, a unique residential high school program for in-school foster youth ages 14-21 in San Diego County. Through work-readiness, case management, internships, job shadows, and other workforce services, Access serves 80 foster youth each year as they graduate high school, leave SPA, and work toward their next step on their career path. While there is still some uncertainty related to the future operations of SPA, we are committed to providing services as long as youth are still in need. We are working closely with the County to monitor the future status of SPA and its potential closure.
2. South Bay Community 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.

Figure 2: Contract performance in FY 20/21 (July 1, 2020 – March 31, 2021)

Access (SPA) (\$400,000)	Goal (YTD)	Actual (YTD)	Notes
# Served	67	60	
Placed (2 nd qtr after exit)	72%	91%	
Placed (4 th qtr after exit)	72%	100%	
Median Quarterly Earnings	\$3,600	\$3,824	
Credential Attainment	62%	100%	
South Bay Community Services (\$480,000)	Goal (YTD)	Actual (YTD)	Notes
# Served	102	91	
Placed (2 nd qtr after exit)	72%	63%	Placed on Corrective Action
Placed (4 th qtr after exit)	72%	68%	
Median Quarterly Earnings	\$3,600	\$2,438	
Credential Attainment	62%	73%	

Management Analysis

Access (SPA)

SPA may be closing at the end of the school year in June of 2022 ([see article](#)). This specific program has continued to be one of our highest performing youth programs, and the integration with the high school has produced some of the best outcomes for foster youth in the state.

Of the youth who were at least 18 years old when discharged from the academy, 92% of them graduated with a high school diploma or GED, which greatly exceeds California’s high school graduation/GED rates for foster youth,” according to a 2020 UC Davis report.

If SPA does close, services will be transferred to other youth providers in our network.

South Bay Community Services

Overall, SBCS has struggled to place foster youth during the pandemic. This can be attributed to:

- The pandemic has had a particularly hard impact on youth employment in fields like tourism, hospitality, and food services. At the height of the pandemic, the youth unemployment rate was more than double that of the general adult population.
- Enrollments are dependent on referrals from the County of San Diego and have declined.
- Challenges in the ability of the contractor to be proactive in their outreach with the County and other partners.

To address these challenges, SDWP have done the following:

- Placed SBCS on “corrective action” for underperformance. This information is provided to evaluators in future SDWP RFP processes that SBCS may compete in.
- Working closely with staff to connect them to other employment programs we are currently offering through SDWP’s Sector Initiatives team.

Item 7: RFP Framework Approval – Foster Youth

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:

#3 Outcomes-Focused Financing

#5 Population-Specific Interventions

Recommendation:

That the Policy Board authorize SDWP to allocate \$600,000 of WIOA Youth funds in partnership with County HHSa to serve foster youth.

Contract Term: July 1 2022 – June 30 2023, with an four additional option years

Contractor Selection: Competitive procurement. The County HHSa is the lead in the joint procurement for the ILS and WIOA Services to release a planned combined RFP in September/October 2021. One or more contracts could be awarded to provide these services.

Target Population: Youth aged 16-24 in or emancipated from the foster care system

Scope of Work:

- Recruitment and enrollment of 16–24-year-olds currently in or aged out of the foster care system.
- Career assessment, planning, and career coaching
- Basic skills and work readiness training
- Placement in internships, jobs, and/or post-secondary education
- Follow up support for 12 months after placement.

Background

The Independent Living Skills (ILS) and Workforce Services program provides services to in-school and out-of-school, current and former foster youth, ages 16-24. Since 2001 the County HHSa and SDWP have partnered to issue a single joint Request for Proposals (RFP) to produce two contracts:

1. A County HHSa contract for Independent Living Skills (Tier 1) and,
2. the SDWP contract for workforce services (Tier II)

Expected Performance Metrics:

- At least **200** individuals enrolled.
- **77%** enrolled in education or training, or employed after six months
- **\$4,000** quarterly medium earning gain
- **67%** will attain a credential
- **60%** will show a gain in skills through training or education

In addition to the WIOA Youth funds that SDWP allocates, County HHSa has a planned \$1,146,521 toward this procurement.

Item 8: Contract Renewal – Second Chance Contract

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:

#3 Outcomes-Focused Financing

#5 Population-Specific Interventions

Recommendation:

That the Policy Board authorize SDWP to enter a contract with the following:

Contractor	Funding Source	Amount	# Served	Cost Per Person
Second Chance	State of CA Prison 2 Employment (P2E) Funding	\$529,122	75	\$7,055
Contract Outcomes				
<ul style="list-style-type: none">• 75% placed in employment• 60% retain employment for 6+ months• 70% complete training				

Contract Term: July 1 2021 – March 31 2022

New Contract or Renewal: Renewal

Option Years: This is the 3rd and final year in a 3-year procurement cycle.

Contract Payment Terms: Cost Reimbursement

Contractor Selection: Competitive procurement approved by WDB on October 17th, 2019.

Target Population(s): Any individual that has been incarcerated, on parole or probation in San Diego and Imperial Counties

Scope of Work: Reentry employment and training services for justice-involved including, but not limited to program enrollment, assessment, work-readiness training, job/internship placement, enrollment in education and training, career coaching and exploration, intensive supportive services, and case management.

Background

Reentry Works supports our *Population Specific Interventions* pillar by creating customized employment service strategies to support our justice-involved community members. Reentry Works aims to improve reentry transition, basic need stabilization, direct job placement, and reduction of recidivism in the Southern Border Region (SBR): Imperial and San Diego counties.

Covid-19 Impact: Due to the pandemic, all pre-release services conducted in the jails were suspended for the previous program year. Therefore, all services were provided to participants during post-release, and referrals came directly from probation, community-based organizations and web-based advertising.

Participants were provided with a laptop and Wi-Fi supportive services upon first interaction. Virtual pre-release workshop will restart in June 2021. Individuals that participate in the virtual pre-release workshops will receive post-release job placement services from Second Chance.

Past performance in FY 20/21 (July 1, 2020 – March 31, 2021)

Second Chance (\$546,463)	Goal (YTD)	Actual (YTD)	Notes
# Served	139	142	
Training Completions	72%	0	Measures suspended due to program design changes related to Covid-19
Credential Attainment	72%	0	
Placement in Employment	75%	72%	
Employment 2 nd quarter after exit	60%	N/A	No participants have reached this point yet
Employed 4 th quarter after exit	60%	N/A	

*These metrics are being removed in an upcoming contract amendment due to program redesign discussed below.

Management Analysis

With higher numbers of individuals released from custody due to Covid-19, Second Chance has enrolled more individuals than initially targeted. However, many of these enrollments typically happen through in-person pre-release services, which were suspended for the last year.

Supportive Service funds were used to provide each participant with a laptop to engage virtually while in-person case management was not possible. Virtual training posed challenging with this specific population, so the program design pivoted to focus on employment outcomes.

Current funding from the state ends in March 2022. We have applied to the new round of P2E funding through the Department of Labor and expect to hear back by the end of June 2021. If we do not receive that funding, we will continue to fundraise for the program. Through separate funding we can continue to provide pre-release workshops and job coaching in the jails.

Item 9: Local Plan Approval

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:

All Pillars

Recommendation:

That the Policy Board approve the Local Plan.

Daniel Enemark, Senior Economist, will provide an overview of the research and data that are driving our strategic planning, including the local and regional plans required by the State of CA for WDBs.

Please see [this video](#) for an expanded presentation (full URL: <https://youtu.be/tpqgAP4l1NM>)

Background

The California WDB has divided the state of California into fourteen regional planning units and requires each of these units to maintain a regional and local plan (the Plans) which outlines their approach to serving business and job seekers. San Diego is part of the [Southern Border Region \(SBR\)](#) planning unit which includes Imperial and San Diego county workforce development boards, along with a range of partners including the community college system, adult education, economic development and the business community.

Compliance with State Local and Regional Plans vs. SDWP's Strategic Pillars

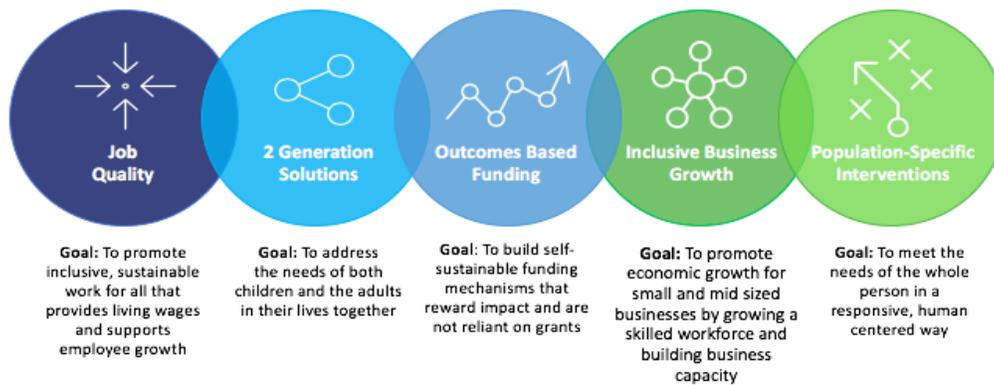
The **Plans** are a required compliance activity for all WDBs to respond to specific WIOA program goals as defined by the State. However, SDWP has over 33 other grants in addition to WIOA – and uses our **Five Strategic Pillars and KPIs** to encompass all of our additional priorities to best serve our region.

The Plans are reviewed by the State to determine if the key required federal WIOA activities for youth, dislocated workers and adults are met. The State uses them to ensure WIOA specific programmatic activities are aligned with the State's overall job placement goals and other WIOA targets. The Plans also are used to ensure WDBs are on track and aligned with the State to receive additional grant funding for special projects. While the Plans are a critical State compliance activity, they only represent a narrow portion of our overall strategic planning efforts.

What's different about the Five Strategic Pillars?

Our **Five Strategic Pillars** are: inclusive business growth, job quality, outcomes-focused funding, population-specific interventions and 2Gen. The pillars are used to describe the long-term strategic plan and overarching framework for how we intend to achieve our mission through 2025. We realize that while the State's Plans and their associated WIOA programs are important, it is critical we drive systems change and strategies across all areas of our work to bring workforce transformation to our community.

San Diego and Imperial Counties have a shared vision for our work which is to foster economic mobility for our citizens and vibrant growth for our businesses. To achieve this, we established our five strategic pillars which will cut across all of our work, regardless of the population served, program launched, or partnerships established. Specifically, these include:



Process & Timeline

Regional and local plans are required to be updated periodically and must be approved by the local workforce boards. October 2020 marked the beginning of the latest refresh cycle. The Plan refresh is based on a set of state requirements and input was collected through a series of discussions with strategic partners and public meetings.



Over the course of three months, we held four public meetings to solicit input and feedback on the Plans. Each meeting had approximately 10-20 attendees participate. RSVPs and event dates were listed on our website for all to join and invitations were sent to key community partners, including Corrections/Reentry, Community Colleges & Education, Refugee and Immigrant organizations, CalFresh and TANF partners as well as any members from the public.

This current presentation of the Plans for approval is for the period July 1, 2021, through June 30, 2025. While they must be reviewed every two years to meet State WIOA requirements, SDWP has committed to updating our Five Strategic Pillars annually to ensure we are continually evolving our strategies to meet the needs of jobseekers and businesses in our region.

Priority Sectors

While our work is organized by our five focus areas, our efforts are tactically focused on supporting the greatest employment needs in the region. This requires regularly analyzing economic data to establish our priority occupations and populations the organization is focused on through our service delivery infrastructure.

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 & Digital Media**.



We distribute this information in a variety of formats to our partner organizations and educators to raise awareness in the community about the opportunities available in the regional labor market. Most notably we have created an online, interactive tool that the SDWP created called “[MyNextMove](#)” for jobseekers and partners to explore this information. The sector lens will also be particularly useful when engaging groups of businesses and will inform business services strategies.

Local Plan-Specific State Requirements

This **local plan refresh** focuses on stronger partnerships to serve non-custodial parents, English language learners, refugees, and immigrants through programs such as CalFresh, TANF and Supported Employment models for individuals with disabilities. Because the State requires these specific topics to be addressed, SDWP also includes our additional Five Strategic Pillars to ensure we include not only meet State requirements but also capture all of our additional strategies and vision.

Where to review SDWP’s Five Strategic Pillars and full Regional and Local Plans

To view the full plans, please see the following:

- Regional Planning Webpage ([link](#))
- Regional Plan ([link](#))
- Local Plan ([link](#))

Item 10: Career Center Operational Vision (2022 – 2025)

INFORMATION ITEM – NO VOTE REQUIRED

Pillar Strategy:

All Pillars

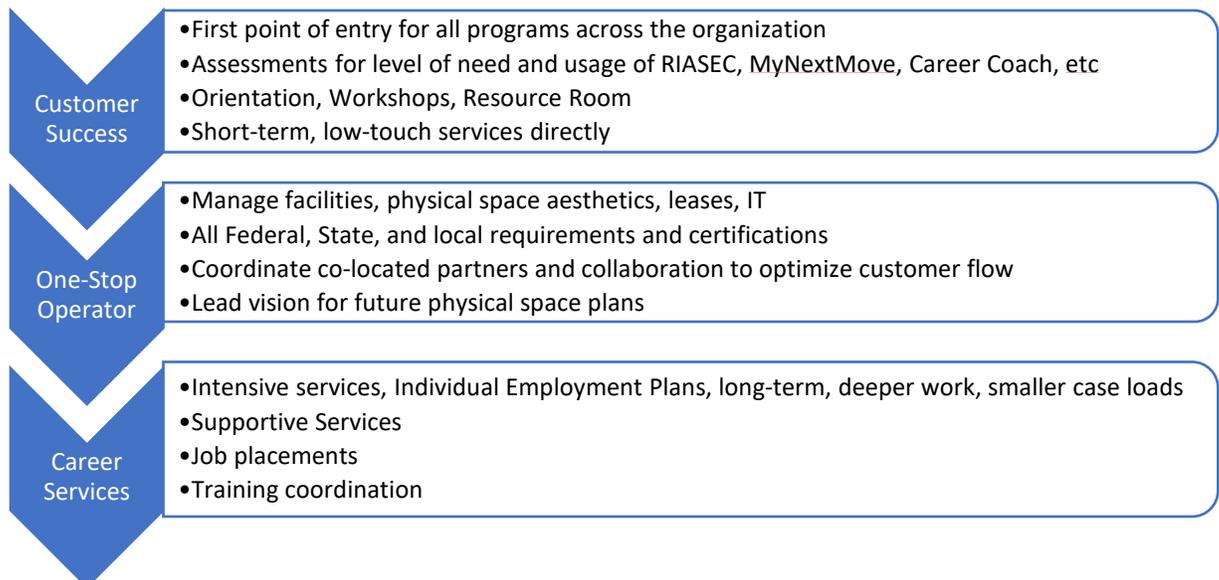
Shaina Gross, VP of Client Services, will provide an overview of key changes to the Career Center network and introduce a board working group to engage in the design and execution of the desired future state.

Background

The SDWP operates six American Jobs Centers of California (AJCC or Career Centers) across San Diego County, providing services to jobseekers and employers. These Career Centers are our most publicly accessible entry point and have traditionally been operated by our WIOA Career Services provider, therefore primarily providing WIOA services. At the same time, the program offerings of the SDWP have significantly diversified over the last decade, moving from solely WIOA focused services, to direct services that are sector specific. In preparation for the upcoming Career Center procurement, we have identified some key changes and goals:

- Centralize the entry point for SDWP services (assessments, enrollments, workshops, etc).
- Customize levels of service, delineating the provision of basic/lower-touch services from intensive/higher-touch services.
- Update the customer experience to include in-person, remote, and hybrid service offerings.
- Shift from cost reimbursement contracts to outcomes-based payments.
- Separate the lease/IT management (career center operator) from the career services scope of work and issue two RFPs, creating opportunities for more organizations to compete.
- Evaluate current leases and physical infrastructure, and co-location partners.
- Reevaluate policies and funding priorities for federal training funds (i.e., the ‘Eligible Training Provider List’ - ETPL)

The structure we are moving toward separates the scope of work in the following ways:



Next Steps

A Board Work Group will be formed and meet between June 2021 and October 2021 with the following focus:

- Develop a vision for the front-end experience of the SDWP, including the core tenets of how the customer success function operates.
- Create strategic goals for the balance of brick-and-mortar service provision sites versus virtual services, specifically providing a recommendation on upcoming expiring leases.
- Through the approval of the Rate Card, set priorities of who we serve, and which outcomes areas are included in the performance-based contract.
- Provide feedback on the updating of the Eligible Training Provider List (ETPL) and how it can better align with the Priority Sector and Priority Occupations identified.
- Help to review responses to the procurement, as available.

RFP Timeline

	Operator	Career Services Provider
Workgroups	May - July 2021	May - July 2021
RFP Outline WDB/Policy Board (Info item)	June 17 and 25	June 17 and 25
RFP Framework Approved WDB/PB	August 19 and 27	August 19 and 27
Finish Writing RFP	Aug – Sept 2021	Aug – Sept 2021
Release RFP	October 15, 2021	October 15, 2021
RFP Due	Dec 10, 2021	Dec 10, 2021
RFP Evaluated	January 2022	January 2022
Board Approval	Feb 18, 2022	Feb 18, 2022
Contract Start	April 1, 2022	July 1, 2022

Item 11: CEO & Staff Report

INFORMATION ITEM – NO ACTION REQUIRED

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