Policy Board Agenda

Date: Friday, August 27, 2021
Time: 3—4pm
Place: https://us02web.zoom.us/j/85142320562
Passcode: 503121

Action Items:

Item 1: Minutes of the June 25, 2021 Meeting

Item 2: CEO Annual Review

Item 3: Joint Powers Agreement (JPA) Proposed Amendment

Report Item:

Item 4: CEO & Staff Report

Action Items:

Item 5: Membership Nomination - Risa Baron

Item 6: Membership Nomination - Brigette Browning

Item 7: Membership Nomination – Jeremy Vellón

Item 8: Career Center RFP Framework

Item 9: Contract Action: Connect2Careers

Information Items:

Item 10: Black Opportunity Youth Contract Update

Item 11: Data Analytics Strategy

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 June 25, 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

**Legal Counsel Present**
David Powell, Deputy City Attorney, City of San Diego
David Smith, Chief 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 3:03pm, with a quorum present.

**Non-Agenda Public Comment**

None

**Action Items**

*Item 1* Minutes of the April 23, 2021 Meeting

Motion: Board approves the meeting minutes.

*Moved (S. Elo-Rivera), Seconded (J. Anderson), Carried unanimously*

*Items 2* Membership Nomination – Jeff Noyes

Peter noted that the DOR seat on the board is prescribed under WIOA. The previous DOR representative, Carmencita Trapse, retired and Noyes is the interim.

Motion: Board approves the nomination.

*Moved (S. Elo-Rivera), Seconded (M. Montgomery-Steppe), Carried unanimously*
**Item 3**

**FY 21/22 Budget**

April presented the FY21 budget vs. actuals and SDWP’s growth and diversification during the previous fiscal year. SDWP ended FY21 with a 19% overall increase, and training and wage funds directly invested into the community reached $7.2M. SDWP’s FY22 budget includes an 8% overall increase. Peter provided context that most workforce development boards are entirely reliant on federal funds. SDWP’s diversified portfolio is unique in the workforce development space. M. Montgomery Steppe asked about one-time funding sources, from ARP for example, and what efforts are being made to maintain those sources. Andy noted that SDWP is focused on ensuring all ARP funding outcomes are met and building an integrated system with SDWP’s core WIOA funding to create an entry point for all youth aged 16-24 to access services. Andy also noted that CalFresh reimbursement can also be reinvested into those programs. CalFresh is a great source for the long-term sustainability of SDWP’s programs.

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

Moved (S. Elo-Rivera), Seconded (J. Anderson), Carried unanimously

**Item 4**

**New Contract - YMCA / Paving Great Futures to Serve Black Opportunity Youth**

Shaina reviewed the results of the RFP and presented the scope of the contract. The evaluation committee recommended YMCA/Paving Great Futures for the $600k contract to serve Black Opportunity Youth aged 16-24. Shaina noted that board approval of the contract is contingent upon the resolution of an appeal SDWP received from an RFP applicant. Shaina overviewed the appeal process and noted that the appeal committee appointed by the WDB chair will review the appeal and bring forward a determination. S. Elo-Rivera asked what SDWP might do differently for future RFP’s in light of re-release and appeal. Shaina noted that in the re-release of the RFP the language included specific data points for the population the RFP intended to serve. She also added that the basis of the appeal is related to the language of the RFP, not inconsistent treatment among the applicants. She noted that the language will be reviewed for future RFPs. April added that SDWP’s compliance team will be comprehensively reviewing the RFP process. S. Elo Rivera asked for clarification that the immigrant and refugee youth RFP was not specifically intended for Black immigrant and refugee youth. Shaina replied in the affirmative. S. Elo Rivera asked if Black immigrant and refugee youth should be a group with an independent RFP. Shaina noted that Black immigrant and refugee youth can receive services from both RFPs, and youth with disabilities is the next group that SDWP’s data supports to rise to priority level. M. Montgomery Steppe asked if the appeal is successful, what the procedure is from that point. April noted that the remedy the appellant requested was a re-posting of the RFP, but there is opportunity to review other resolutions as well, according to SDWP’s appeal policy.

Motion: Board approves the contract contingent upon the results of the appeal.

Moved (M. Montgomery-Steppe), Seconded (J. Anderson), Carried unanimously
Item 5  
**Contract Renewal – KRA Corp for Career Center Operations, Career Services and Expanded Subsidized Employment**

Shaina presented the terms of the final contract year of KRA’s multi-year contract managing SDWP’s career centers. For the first time, a portion of this contract, $350k will be subject to ‘pay for performance’ rather than cost reimbursement. Key contract outcomes include enrollment, on-the-job training, employment, credential attainment, and measurable skills gain, among others. S. Elo-Rivera asked if direct feedback from program participants is incorporated as a component of outcomes. Shaina replied that SDWP has recently implemented new customer feedback tools. Currently customer satisfaction scores are not performance metrics, but they will be in the procurement. Shaina also added that SDWP has created a ‘Customer Experience’ team to track, monitor and improve those metrics across all SDWP programs. Peter noted that WIOA doesn’t include customer experience as a measurement of workforce outcomes, but SDWP strongly prioritizes the customer experience. M. Montgomery-Steppe added that during the previous contract renewal she expressed concerns with customer feedback, and that she supports any ways that SDWP can ensure contractors track customer experiences. She also asked for tangible examples of the outreach and marketing KRA provides for the career centers. Shaina replied that most outreach is currently virtual, via social media, distribution lists, and the CalJOBS database. Peter added that the next RFP will seek out a partner with a robust and active outreach plan, along with creative strategies to reach the community.

Motion: Board approves the contract.

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

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

Shaina presented the renewals of two contracts totaling $880k to support foster youth. It is the final option year for both contracts and SDWP will be conducting a new RFP for ongoing services. S. Elo Rivera emphasized the importance of direct feedback from participants, especially in the foster youth community. He asked if the youth being served can be considered with the contract renewals and incorporated in the new RFP. He added that the simple act of the system valuing their feedback would likely be very important to them. He also noted that there are platforms specifically designed for this type of feedback, such as Polls for Good. Shaina replied in the affirmative and will work to gain feedback directly from the participants and contracted partners.

Motion: Board approves the contracts.

Moved (J. Anderson), Seconded (M. Montgomery-Steppe), Carried unanimously

Item 7  
**Framework Approval – Foster Youth**

Shaina overviewed the recommendation to authorize the allocation of $600,000 in WIOA Youth funds for the RFP in partnership with County HHSA to serve foster youth. County HHSA is the lead in the joint procurement for the Independent Living
Skills and WIOA Services to release a planned combined RFP in September/October 2021. The results of the procurement will be brought to the Policy Board for a vote in Spring 2022. Shaina added that the County has agreed to include a former foster youth on the evaluation committee. S. Elo-Rivera added that he cannot stress enough how important direct feedback is when working with foster youth. He would like to incorporate direct feedback into the performance metrics. M. Montgomery Steppe thanked S. Elo Rivera for his comments, adding that the more accountability measures we have in alignment with performance metrics, the more we can ensure SDWP’s mission is being fulfilled. Staff concurred with the board comments.

Motion: Board approves the RFP framework.

Moved (J. Anderson), Seconded (S. Elo-Rivera), Carried unanimously

Item 8

Contract Renewal – Second Chance Contract

Shaina reviewed the recommendation to enter the final year of a 3-year contract with Second Chance to provide prison to employment services for 75 individuals at a rate of $7,000 per person. COVID-19 restrictions in correctional facilities had affected last year’s outcomes. However, Second Chance has served more individuals than was initially targeted in the contract due to factors such as early release. M. Montgomery-Steppe asked how participants can get involved in the program. Shaina responded that SDWP relies on the Sheriff’s office to refer participants to the workshops and trainings. M. Montgomery-Steppe asked for demographic information on this program in the future.

Motion: Board approves the contract.

Moved (M. Montgomery-Steppe), Seconded (J. Anderson), Carried unanimously

Item 9

Local Plan Approval

Andy overviewed the local plan updates as required by WIOA. The plan discusses how SDWP provides services and what data is used to inform service delivery, priority occupations, and priority populations. Daniel provided an overview of the research driving SDWP’s strategic planning, local plan, and regional plan. The vision of SDWP’s economic strategy report and local plan updates is to expand access to jobs that support a middle-class life in San Diego County. Daniel discussed the history of economic mobility and discrimination in San Diego, current challenges, strategies, and SDWP’s priority sectors. S. Elo-Rivera asked if direct client feedback can be embedded in the local plan. He noted that within the Pillar of Outcomes Focused Funding direct feedback can be incorporated. Andy responded that SDWP added structured feedback mechanisms as KPI’s for the Priority Sector Pillar, to be completed for each priority sector population by 2024. Daniel added that the feedback process has begun with Cajon Valley School District and SDCCD. He added that there will be a lot of opportunity for community feedback to fine-tune our strategy. M. Montgomery Steppe suggested a dashboard that includes SDWP’s Pillars, Priority Sectors, and funding sources for the board.

Motion: Board approves the local plan updates.
Moved (S. Elo-Rivera), Seconded (M. Montgomery-Steppe), Carried unanimously

Information Items

**Item 10**

**Career Center Operational Vision (2022 – 2025)**

Due to time constraints, this item was deferred to the next meeting.

**Item 11**

**CEO & Staff Report**

Peter highlighted that SDWP was awarded $250K of Opportunity Youth funding from EDD. SDWP is one of only three (45 total) workforce boards in the state to have received those funds.

**Adjournment:** The meeting was adjourned at 4:40 pm

**Next Meeting:** Friday, August 27, 2021 at 3:00pm
Item 2: CEO Annual Review

**BACKGROUND**
Annually, the board receives a report from Joint Personnel Committee (JPC) regarding action on the personnel agreement. This agreement addresses Peter Callstrom’s service as Executive Director of the San Diego Consortium and as President and CEO of the San Diego Workforce Partnership, Inc.

**RECOMMENDATION**
That the Policy Board Approve the JPC’s recommendation below.

**JPC Meeting**
Date: July 29, 2021  
Time: 1:00pm  
Location: Virtual via Zoom

**JPC Members in attendance:**
WDB: Sam Totah, Chair; Ed Hidalgo – WDB member  
Policy Board: Councilmember Monica Montgomery Steppe, Chair; Supervisor Nora Vargas; Jacob Richards, member

**JPC Members unable to attend due to scheduling conflicts:**
WDB member and Audit Chair, Rick Vaccari

**Legal Counsel in attendance:**
City of San Diego and County of San Diego

**JPC Summary**
The JPC met and reviewed Mr. Callstrom’s performance. The past performance year has been uniquely challenging. Not only have we had to endure the continued and devastating impact of COVID, but social injustice and racism have taken center stage with the heart-rending events across the nation. Through this time, Mr. Callstrom has effectively led the Workforce Partnership. By quickly pivoting to virtual delivery of services to manage the exponential growth in the demand, the SDWP has seamlessly continued to advance the mission of the SDWP under Mr. Callstrom’s leadership.

Based on a non-profit CEO compensation review for the San Diego Region and taking into account Mr. Callstrom’s exceptional performance over the last performance period, the JPC recommends a 5% increase to Mr. Callstrom’s compensation.

Respectfully submitted,  
Sammy R. Totah, Pharm.D  
Board Chair, SD Workforce Development Board
Item 3: Joint Personnel Committee (JPC) Proposed Amendment

**ACTION ITEM – VOTE REQUIRED**

Policy Board to review the following proposed amendment. The JPC met (July 29, 2021) to discuss this item and voted unanimously to forward this proposed amendment to the full Policy Board for its consideration.

**Proposed Action:** to request legal counsel prepare an amendment to the “Partnership Agreement” consistent with the Policy Board's motion regarding the amendment.

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**Workforce Partnership Executive Committee (WPEC) Proposal**

1. **Background:**

   The JPC was established several decades ago when the SDWP was in its early days and had three distinct boards (the 501c3 was a separate board). At the time, members from each board (3 Policy Board, 2 WDB, 1 from 501c3) comprised the JPC. When the WDB and 501c3 merged (2016), the JPC structure became 3 members from the Policy Board and 3 members from the WDB. The sole purpose of the JPC has been to conduct the annual performance review for the CEO. Currently, the JPC only meets once annually to conduct the CEO’s review. This model may have served the organization in its early days, but as the organization has grown and diversified substantially, a new structure is needed to better serve a broader set of personnel-related issues.

2. **Need:**

   Many other organizational matters need to be carefully vetted and brought forward for governance approval, including, but not limited to; benefits, key personnel handbook updates, DEI strategy/analysis, key hires, organizational structural decisions, PTO plan, bonus program, professional development, etc. The CEO review process needs to be more comprehensive and interactive with the CEO, carefully addressing matters including, the CEO’s personnel contract, compensation analysis, retention strategies, sabbatical policy, succession planning, etc.

3. **Recommendation:**

   - Replace the JPC with the WPEC.
   - WPEC consists of WDB members (WDB Officers and Chair appoints other members as needed). The WPEC currently meets with the CEO regularly to address many ongoing issues. Adding the new oversight of the CEO review would align well with the current structure.
   - Update the Bylaws to articulate the WPEC purpose and scope.
   - Update the ‘Partnership Agreement’ – which defines the responsibilities and collaborative activities of the WDB and Policy Board.
     1. WPEC to address key ongoing personnel matters, human resources strategy, collaboration and decisions requiring governance review/approval.
     2. WPEC would complete the CEO review and make a recommendation to the Policy Board for their final review/approval.
Item 4: CEO & Staff Report

INFORMATION ITEM – NO ACTION REQUIRED

Peter Callstrom and staff will provide updates on key activities and initiatives.
Item 5: Membership Nomination - Risa Baron

**ACTION ITEM – VOTE REQUIRED**

Risa Baron, Municipal Manager, Republic Services
Seat: Private Sector

Risa Baron is an award-winning professional with more than 25 years of experience and success in public affairs, community relations and communications with a focus on solid waste, energy, water, and transportation industry. Her expertise is in community outreach, strategic planning and project management and she excels in forging partnerships and building productive relationships. She joined the Republic Services team in March 2021 as Municipal Manager, working closely with the City of San Diego and cities throughout San Diego County to provide waste and recycling services. In this role, she leads outreach and education efforts to inform communities and engages with elected officials and stakeholders on policy impacting solid waste, recycling, and organics. Her prior experience includes work at the San Diego County Water Authority, SDG&E and Caltrans connecting with local municipalities, state and federal government agencies, school districts, nonprofits, business community on environmental programs and outreach. Baron holds a Bachelor of Science degree in Political Science and Public Administration from San Diego State University and has been an instructor at UC San Diego Extension Sustainability Certificate program for many years. She is past President of I Love a Clean San Diego and President-Elect of SDSU Alumni Association. Active in the San Diego Regional Chamber of Commerce (Public Policy Committee), Downtown San Diego Partnership, and many other local business organizations, Risa has a broad range of contacts across San Diego’s major employers and industry sectors. A resident of Normal Heights, she and her husband own Baron Family Foods, a local small business manufacturing high quality jams and jellies under the “Jackie’s Jams” brand. Jackie’s Jams are crafted with locally grown fruits from Southern California farmers and distributed to retailers throughout the nation including Whole Foods.
ACTION ITEM – VOTE REQUIRED

Brigette Browning, Executive Secretary Treasurer
San Diego and Imperial Counties Regional Labor Council
Seat: Labor

Brigette Browning has led UNITE HERE Local 30, a labor union representing more than 6,000 workers in San Diego's hotel and hospitality industries, since 2007. Since May, 2021, she is also Secretary-Treasurer of the San Diego and Imperial Counties Labor Council.

Seeing the potential for having a greater impact on the lives of workers in San Diego, Brigette challenged the existing leadership of Local 30 in 2007 and won the election for union officers in an upset. Among her first actions were to cut her own position’s salary in half, get rid of various perks for union officers, and re-focus the union on grassroots organizing and growth. Local 30 has doubled in size under Brigette’s leadership – and she is determined to double its membership once again. She is hoping to do the same at the Labor Council.

Brigette has also emphasized coalition-building with progressive community groups and like-minded labor unions to deliver better results for San Diego’s hospitality workers. On issues ranging from housing and public transit to environmental justice and health care, Brigette works hard to ensure the needs of Local 30 members are considered in public policy debates around the County.

Under Brigette’s leadership, Local 30 has helped more than 200 union members and their family become U.S. citizens. An advisory board member of the San Diego Immigrant Rights Consortium, Local 30 is one of the few labor unions in the United States to be a Recognized Organization by the U.S. Department of Justice – giving the union the ability to represent immigrants before the Department of Homeland Security, immigration courts and the Board of Immigration Appeals. In 2015, Brigette hired a permanent Immigration Coordinator, who is also accredited by the Department of Justice to represent immigrants herself in immigration forums.

In 2018, Brigette led the 162 union workers of the Westin Gaslamp as they went on strike – the first prolonged hotel strike in San Diego history – and negotiated an end to the 35-day strike that resulted in a 40% increase in hourly wage for the lowest paid hotel workers there, among other improvements to pay and benefits for the Westin workers.

Brigette was born and raised in San Diego and grew up in Ocean Beach. She attended UCSD and has degrees in Chemistry and Spanish Literature. Brigette currently resides in Chula Vista with her husband, and children.
**Item 7: Membership Nomination – Jeremy Vellón**

**ACTION ITEM – VOTE REQUIRED**

Jeremy Vellón, Military Program Manager, Amazon Workforce Staffing  
Seat: Private Sector

Jeremy Vellón is the Military Program Manager for Amazon Workforce Staffing, supporting the hiring of Veterans and Military Spouses throughout North America. Prior to Amazon, he was the Senior Manager, Early Career Programs at ServiceNow.  
A graduate of the US Naval Academy, Jeremy served as a US Navy helicopter pilot, earning the rank of Commander. Over his Navy career, he amassed 2,500 flight hours, trained 100 student pilots, and led crisis response for several California wildfires.  
Jeremy earned a Master of Business Administration degree from the University of Michigan - Ross School of Business. He is the Founder and President of Navy Gold Lacrosse Club. He serves as Treasurer on the Board of Directors for Zero8Hundred, a 501(c) 3 nonprofit supporting veteran and military family transitions.
Item 8: Career Center RFP Framework

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:
#2: Job Quality

Recommendation

That the Policy Board approve the RFP framework as outlined below and as recommended by the Career Center RFP work group.

<table>
<thead>
<tr>
<th>Contractor #1</th>
<th>Funding Source</th>
<th>Amount</th>
<th># Served</th>
<th>Cost Per Person</th>
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<tbody>
<tr>
<td>Career Center Operator</td>
<td>WIOA Adult and Dislocated Worker Funds</td>
<td>$420k (+$1.1M in rent pass through costs)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total: $1.52M</td>
<td></td>
<td></td>
</tr>
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Contract Outcomes

- Occupancy levels at all Career Centers
- Infrastructure improvements completed and on-time
- Recruitment of new AJCC partners
- % of co-enrollments increase
- Partner satisfaction scores

*Specific numbers to be developed before release of the RFP

<table>
<thead>
<tr>
<th>Contractor #2</th>
<th>Funding Source</th>
<th>Amount</th>
<th># Served</th>
<th>Cost Per Person</th>
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<tr>
<td>Career Center Provider</td>
<td>WIOA Adult and Dislocated Worker Funds</td>
<td>$3M</td>
<td>1000</td>
<td>$3,000</td>
</tr>
</tbody>
</table>

Contract Outcomes

- 1,000 new enrollments
- 800 placements at exit
- 70% training related employment
- 70% timeliness of placement
- 77% employed at 1st, 2nd, 4th quarter after exit
- 75% credential attainment
- 100% enrollment and 80% completion in cohort trainings
- 90% training fund expenditure

Contract Terms:

Operator: April 1 2022 – June 30 2023
Career Services Provider: June 1 2022 – June 30 2023
New contract or renewal: New

Option Years: Three, optional, one-year renewal periods

Contract Payment Terms:

Operator Services: Cost Reimbursement with additional 15% bonus payment available

Career Services: 40% Cost Reimbursement and 60% Performance Based Contracting

Contractor Selection:

Two competitive RFPs will each select a provider to perform 1) Operator Services and 2) Career Center Services.

Target Population(s): Adults and Dislocated Workers in the County of San Diego

Scope of Work:

Operator Services: The Operator will focus on two key areas – Partner Relationships, Engagement and Innovation and Systems Management.

The Partner Relationships, Engagement and Innovation area focuses on establishing strong relationships with and between co-located partners at the AJCCs and fostering an environment where partners have knowledge of each other’s program offerings and goals so that they can seamlessly refer clients to their respective programs and provide mutual support toward each of their goals. This includes:

- Hosting and facilitating engagement opportunities
- Leading continuous improvement of referrals across systems
- Building a more cohesive and comprehensive network of providers, rather than just individually co-located service providers.
- Work closely with the Workforce Partnership to implement our vision of a collaborative career center and create a family-friendly physical environment that promotes our 2-Gen service goals

Systems Management includes:

- Facilities Management
- Maintaining occupancy levels
- Identifying more cost-effective site locations and making recommendations on future leases
- Implementing new systems
- Managing equipment
- Providing training to all partners regarding things like OSHA, ADA, security, etc,
- Enforcing all policies, laws, directives, and regulations
- Supporting and enforcing all required AJCC credentialing, partner MOUs and other formal agreements
Career Center Services:

The provider will be responsible for supporting job seekers with the training, education, supportive services and job search assistance they need to meet their employment goals in five key areas:

1. Individualized Career Services
   - Development of an Individual Employment Plan, including case management, career planning, workforce preparation activities, and internships and work experiences
   - Comprehensive and specialized assessments for career coaching

2. Supportive Services
   - Financial support to remove barriers to employment, training and education to cover expenses such as transportation, childcare, work-related costs, etc.

3. Training Services
   Technical skills, soft skills, work experience, traditional classroom instruction and employer-anchored training to close the skills gap between participant and businesses. Training investments are aligned with the seven priority sectors as well as a category for customer choice.
   - Classroom Based Training
     - Individual Training Account (ITA)
     - Customized Education Training (CET)
     - Apprenticeship Training Accounts (ATA)
   - Employer Based Training
     - Customized Training (CT)
     - On-the-Job Training (OJT)
     - Incumbent Worker Training
     - Transitional Jobs

4. Business Services
   - Job search and job placement services
   - Recruitment of employers
   - Placement in Employer Based Training

5. Follow-Up Services
   - Support for the participant 12 months after exit
   - Continued career planning, counseling about the workplace, information about additional educational opportunities, and case management
**Background**

Every four years we procure a provider for our American Job Centers of California (AJCC) or Career Centers. The AJCC network – and the contractors that operate it – are funded through the U.S. Department of Labor (DOL) Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs.

As a result of significant planning including a town hall, feedback surveys (of customers, partners, and employers), and engagement with board and work group members, the Workforce Partnership is separating the functions of Operator and Career Services into two separate RFPs, allowing for a deeper focus into each of the service areas. Both subrecipients will continue to serve the entire County of San Diego as in previous procurements.

New to this procurement, certain components of the customer experience and basic services will be moved internally to the Workforce Partnership staff. This specifically includes the first point of contact at the Career Centers, universal trainings, workshop development and facilitation, cultivation of an on-demand training library, customer surveys and the overall navigation through all available programs. These items were previously included in the Career Services contract and will now be a part of a larger internal Customer Experience department.

In addition, the expansion of performance-based contracting is recommended. The Operator contract will offer a performance-based bonus payment, incentivizing maintaining full occupancy and meaningful partner collaboration. The Career Services contract will be 60% performance-based and 40% cost reimbursement. The performance-based metrics were designed to focus on the impact beyond WIOA outcomes.

The Board work group has met over the course of the last several months to discuss each of these components in-depth and provided feedback and direction that was incorporated into the final RFP framework.
Item 9: Contract Action: Connect2Careers Funding

ACTION ITEM – VOTE REQUIRED

Pillar Strategy:
#5: Population-Specific Interventions

**Recommendation**

That the Policy Board authorize SDWP to enter a contract:

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Funding Source</th>
<th>Amount</th>
<th># Served</th>
<th>Cost Per Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access, Inc.</td>
<td>City of San Diego</td>
<td>$373,600</td>
<td>870*</td>
<td>$430</td>
</tr>
</tbody>
</table>

**Contract Outcomes**

- **870** youth receive basic work readiness training
- **450** youth placed in employment or internship
- **170** youth placed in education, training or WIOA programs

*Total contract is $450,000 serving 870 youth. An initial contract of $76,400 has already been executed by staff.

**Contract Term:** July 1 2021 – June 30 2022

**New contract or renewal:** New

**Option Years:** None

**Contract Payment Terms:** Cost Reimbursement

**Contractor Selection:**

*Access:* As the Youth Career Center provider, selected through a recent competitive procurement, Access’s program portfolio uniquely aligns with this program. Access is already serving the target population and actively recruiting participants. The addition of this funding will allow for Access to screen youth and determine whether enrollment in WIOA or enrollment in the City youth employment program is more appropriate. It will allow for youth to be screened for a broader option of programs.

**Target Population(s):** Youth aged 16-24 within the City of San Diego

**Scope of Work:** Provide basic work readiness, job or internship placement, and/or enrollment in training, secondary education or WIOA programming for youth aged 16-24 within the City of San Diego. Total contract is $450,000, serving 870 youth. A portion of the contract has already been executed, leaving this contract for $373,600.
**Background**

As part of its economic recovery efforts, the City of San Diego has allocated both General Fund and American Rescue Plan Act funding to support the Back to Work San Diego, Connect2Careers program. This program will serve a total of 1,000 youth aged 16-24, who live in the City of San Diego. Program outcomes include providing 1,000 youth with basic work readiness training; placing 500 of these youth in jobs or internships; enrolling 250 of the youth in training, secondary education or WIOA.

The Back to Work San Diego, Connect2Careers program will partner with community-based organizations who have strong relationships in the community. Neighborhood House Association will be providing training and summer internships for 50 Black High School students from Lincoln, Hoover, Crawford, Morse, and San Diego High Schools. Smaller, grassroots organizations such as Youth Will will be compensated for recruiting youth who attend the work readiness trainings, and our recently procured WIOA Youth providers will identify youth who are eligible for this program.

Access, Inc will be responsible for the training and placement of the majority of the total youth served. Access has been a WIOA provider for over three decades and has demonstrated strong performance. In addition, they have been the provider for our foster youth programming at San Pasqual Academy and have provided training and job placement for the Sector Initiatives team. Most recently, they were selected as the Youth Career Center provider, serving youth at all of our career centers throughout the County. This contract began June 1, 2021. Because of the many ways they are already serving youth and supporting WIOA contracts, Access was sole sourced to expand their service delivery model to include the Back to Work San Diego program. This will allow us to leverage other programmatic resources, serve more youth, and provide more comprehensive options to youth jobseekers.
Item 10:  Black Opportunity Youth Contract Update

INFORMATION ITEM – NO VOTE REQUIRED

Pillar Strategy:
#5: Population-Specific Interventions

At the June Board meeting, YMCA and Paving Great Futures were recommended and approved as the contractor to provide WIOA Youth Services to serve Black Opportunity Youth.

At the time of approval, there was a pending appeal from the Nile Sisters related to the process. The appeal was reviewed by SDWP’s Compliance Department and deemed to be a valid appeal. The documented appeal process was followed, and a review panel of Board members was formed.

The Board Review Panel reviewed all related policies, documents, videos, and communications related to the RFP, evaluation, and recommendation. While there were areas identified where additional clarity is recommended for future procurements, it was determined that the RFP procurement process was not violated, and that the original recommendation and Board approval would stand.

All parties were notified of the appeal results.
Item 11: Data Analytics Strategy

INFORMATION ITEM – NO VOTE REQUIRED

An overview of SDWP’s Business Intelligence strategy.