Workforce Development Board (WDB) Agenda

Date: Thursday, June 17, 2021
Time: 8:00 a.m.
Place: https://us02web.zoom.us/j/89940107401
Passcode: 638990

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
- Non-agenda public comment

Agenda Items

Item 1:	Minutes of the April 15, 2021 Meeting	2
Item 2:	CEO & Staff Update	5
Item 3:	Membership Update	6
Item 4:	Membership Nomination – Jeff Noyes	7
Item 5:	FY 21/22 Budget	8
Item 6:	Black Opportunity Youth Contract	11
Item 7:	Contract Renewal – KRA Corporation	14
Item 8:	Contract Renewal – Access and South Bay Community Services	18
Item 9:	RFP Framework Approval – Foster Youth	21
Item 10:	Contract Renewal – Second Chance	22
Item 11:	Local Plan Updates	24
Item 12:	Career Center Operational Vision (2022 – 2025)	27

Next Meeting: August 20th, 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) 228-2900.

Item 1: Minutes of the April 15, 2021 Meeting

ACTION ITEM – VOTE REQUIRED

Members Present

Sammy Totah, Chair
Andy Berg
Christina Bibler
Phil Blair
Danene Brown
Matt Doyle
Dennis DuBard
Taylor Eubanks
Ed Hidalgo
Brisa Johnson
Kevin Johnson
Carol Kim
Barb Krol
Tom Lemmon
Mimi Rosado
Althea Salas
Ricky Shabazz
Nancy Smith-Taylor
Annie Taamilo
Carmen Summers
Annie Taamilo
Carmencita Trapse

Members Absent

David Blake
Shandon Harbour
Keith Maddox
Kurling Robinson
Rick Vaccari
Mike Zucchet

Staff Members Present

Peter Callstrom, President & CEO

Andy Hall, Chief Impact Officer

April House, Chief Administrative Officer

Desiree Roughton, Director of Marketing and Communications

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

Information Item

Item 1 Special Guest, Congressman Scott Peters

Peter introduced Congressman Scott Peters, who spoke on the ways the federal government is working to stabilize the economy and support job creators and dislocated workers.

Action Item

Item 2 Minutes of the February 18, 2021 Meeting

Motion: WDB approves the meeting minutes.

Moved (T. Lemmon), Seconded (K. Johnson), Carried Unanimously

Report Item

Item 3 CEO & Staff Update

Peter overviewed his participation on the “Preparing for the Post-Pandemic Workforce” webinar panel with the Bipartisan Policy Center, and Mayor Gloria’s Back to Work SD Taskforce. He also covered upcoming events SDWP staff will be speaking at hosted by the San Diego Regional EDC and Athena.

Desiree Roughton, presented on Ikigai, an expansion of the My Next Move resource for job seekers.

Action Items

Items 4—5 Membership Nominations - Veronica Dela Rosa & Terry Kurtenbach

Sammy overviewed the experience of Veronica Dela Rosa, and Althea introduced Terry Kurtenbach’s background. The membership nomination agenda items were consolidated into a single vote.

Motion: WDB approves the membership nominations.

Moved (D. Dubard), Seconded (P. Blair), Carried Unanimously

Item 6 FY 2019-20 Audit Report

The board reviewed the 2019-20 Financial Statements & Audit Report. April explained the results of the unmodified opinion of the financial statements. An unmodified or "clean" opinion is the best type of report a business can receive. 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 thanked the team for the great results.

Motion: WDB approves the FY 2019-20 Audit Report

Moved (T. Lemmon), Seconded (A. Salas), Carried Unanimously

Information Items

Item 7 Income Share Agreement Annual Report

Andy updated the board on the program model and key performance indicators for the ISA program. The program's 2021 focus includes raising $2M for technology programs, operational improvements, and expanding into new sectors. Peter noted that out of 550 workforce boards in the country, SDWP is the only one with an ISA program.

Item 8 Revenue Strategy Briefing

Andy overviewed SDWP revenue by fund source and the strides in diversification the organization has made in recent years. Andy also discussed long-term revenue strategy with increased diversification and expanded growth in ISAs, CalFresh E&T, and fee for service revenue. Althea congratulated SDWP on the innovation discussed in numerous agenda items.

Adjournment

Sammy Totah adjourned the meeting at 9:13 am.

Item 2: CEO & Staff Update

REPORT ITEM – NO VOTE REQUIRED

An overview of Workforce Partnership activities and progress on strategic initiatives.

Item 3: Membership Update

INFORMATION ITEM – NO VOTE REQUIRED

An update on WDB members' retirements and resignations.

Resignation of Keith Maddox. Keith has retired and moved to Alabama. We are exploring options to fill his vacancy.

Retirement of Carmencita Trapse. She has nominated Jeffrey Noyes, District Administrator, as her replacement representing the Department of Rehabilitation.

Barb Krol resignation:

> *Peter,*
>
> *I have been doing a lot of thinking with the pandemic and the work that is needed as a go-forward for our business and community. Due to this, I have had to evaluate where my time and energies need to be applied. Unfortunately, this will mean that I cut back on some activities to accomplish these goals and to ensure that I am prepared for the next phase of my own journey. After much thought, I have to tender my resignation as a Board Member at San Diego Workforce Partnership.*
>
> *You have built a great Board and I have greatly enjoyed my three years. If I can be of any assistance to you in the future, please let me know. I wish you much continued success.*
>
> *All the best,*
>
> *Barb*
>
> ***Barbara A. Krol, PHR*** | *Chief Human Resources Officer*
> ***California Coast Credit Union***

Item 4: Membership Nomination – Jeff Noyes

ACTION ITEM – VOTE REQUIRED

WDB 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'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 5: FY 21/22 Budget

ACTION ITEM – VOTE REQUIRED

WDB to approve the FY 21/22 Budget:

April House (CAO) 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 funding it receives from WIOA formula funds; 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 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%***

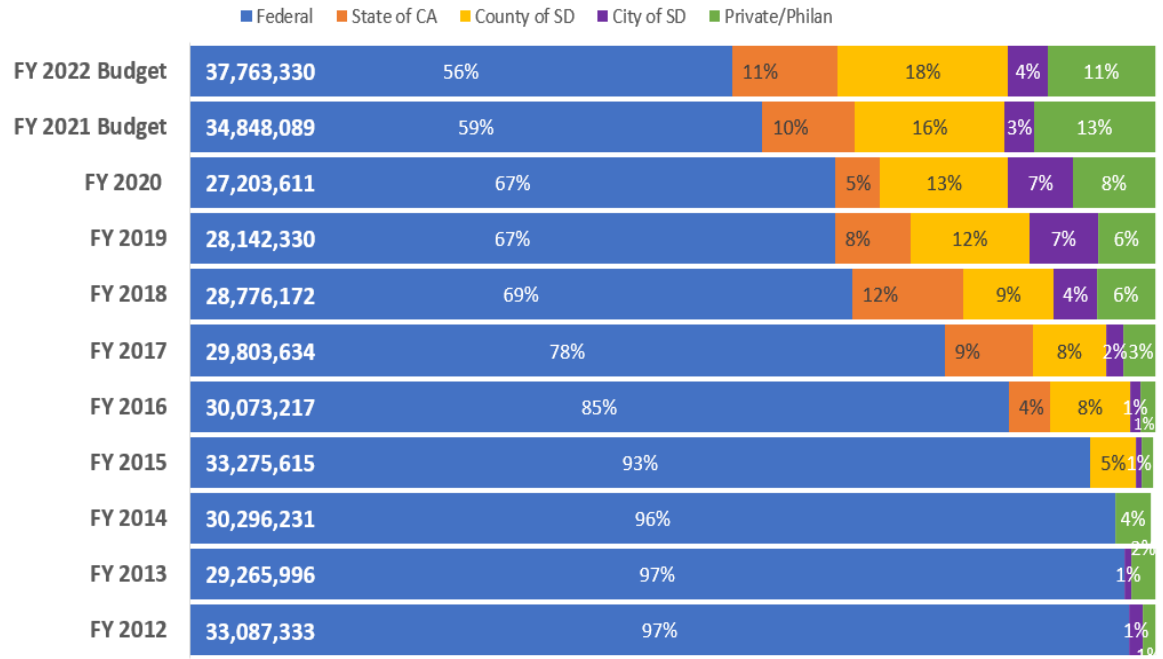
Strategy #3: Income Share Agreements – Decreased by (44%) or ($1.1M) from previous budget - primarily due to ISA grants from Rockefeller and Lumina ended in FY21.

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.

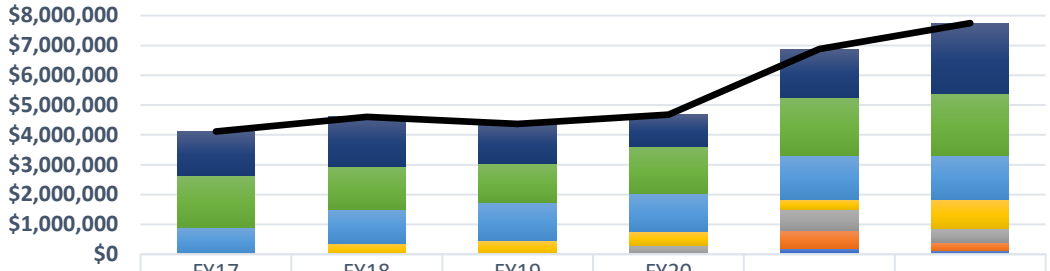
Direct Program Support: Includes expenses that directly support specific grant programs and/or functions. Departments: Adult, Youth, Regional Planning, Businesses Services, Research, Communications, IT, Facilities, and Human Resources. Overall, there was a reduction of (8%) or ($0.6M).

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 increase in 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.



	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 Budget	FY22 Budget
WIOA ADULT	$1,471,971	$1,649,763	$1,323,886	$1,061,565	$1,635,393	$2,366,648
WIOA DISLOCATED	$1,745,482	$1,438,639	$1,307,175	$1,586,440	$1,944,348	$2,073,467
COUNTY ESE	$897,211	$1,148,107	$1,293,767	$1,278,076	$1,456,000	$1,456,000
CITY CDBG		$367,374	$449,896	$449,896	$337,879	$996,185
ISA				$306,000	$713,600	$450,000
NDWG					$594,073	$283,210
P2E					$197,989	$121,690
TOTAL	$4,114,664	$4,603,882	$4,374,724	$4,681,977	$6,879,282	$7,747,200

Item 6: New Contract - YMCA / Paving Great Futures to Serve Black Opportunity Youth

ACTION ITEM – VOTE REQUIRED

The Black Opportunity Youth evaluation committee recommends the WDB 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)				
• **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 7: Contract Renewal – KRA Corporation for Career Center Operations, Career Services and Expanded Subsidized Employment (ESE)

ACTION ITEM – VOTE REQUIRED

Recommendation

That the WDB recommend approval to enter into 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			
• **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 *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: Revenue Source	**Amount**	**# Served***	**Cost Per Person**
National Dislocated Worker Grant Employment Recovery (ER)	$19,023	40	$475.57
Contract Outcomes			
• **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			
• **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 open to the public providing self-directed, group, and 1-1 personalized services to San Diego County residents. Over the last year the

Centers have been closed to walk-in appointments but have increased online and virtual services. The below table outlines how contractor is performing YTD on similar scopes of work.

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

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 2nd Qtr after Exit (Adult)	72%	73%	
Entered Employment 2nd 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%	

Management Analysis

Overall, KRA has struggled to adapt to the Covid-19 pandemic and connect with jobseekers, enroll them in their programs, and place them in jobs. We attribute this underperformance to two things:

- Macro trends of reengaging entry level workers into the workforce and students in post-secondary education, including workforce related training. Child care 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 physical career center office closures in 2020 and 2021.

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

- Have placed KRA Corporation on formal "corrective action" for contract underperformance. This corrective action status will be communicated for any references we provide other agencies for KRAs work. This information is also provided to evaluators in future SDWP RFP processes KRA competes 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 federal and state 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 staff will be working with the board to design the Scope of Work and payment structure in the fall of 2021 to recompete elements of this contract through a competitive RFP process. More information on this process and vision can be found in information Item # 12.

Item 8: Contract Renewal – Access and South Bay Community Services to Serve Youth in the Foster System

ACTION ITEM – VOTE REQUIRED

Recommendation

That the WDB authorize SDWP staff to enter a contract with the following organizations:

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				
• 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.
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 it's potential closure.

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 (2nd qtr after exit)	72%	91%	
Placed (4th 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 (2nd qtr after exit)	72%	63%	Placed on Corrective Action
Placed (4th qtr after exit)	72%	68%	
Median Quarterly Earnings	$3,600	$2,438	
Credential Attainment	62%	73%	

Management Analysis

Access (SPA)

SPA will potentially 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 in fact close down, all active and follow-up youth will be transferred over to other youth providers in our network.

South Bay Community Services

Overall, South Bay Community Services has struggled to place foster youth during the pandemic. This can be attributed to three things:

- 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, SWDP staff have done the following:

- Placed South Bay Community Services on formal "corrective action" for contract underperformance. This corrective action status will be communicated for any references we provide other agencies for South Bay's work. This information is also provided to evaluators in future SDWP RFP processes South Bay Community Services competes in.
- Working closely with staff to connect them to other employment programs we are currently offering through our Sector Initiatives team.

Item 9: RFP Framework Approval – Foster Youth

ACTION ITEM – VOTE REQUIRED

Recommendation

That the WDB authorize SDWP staff 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 eligible 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 10: Contract Renewal – Second Chance Contract

ACTION ITEM – VOTE REQUIRED

Recommendation

That the WDB authorize SDWP staff to enter a contract with the following organization:

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				
• **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 2nd quarter after exit	60%	N/A	No participants have reached this point yet
Employed 4th 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.This 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 11: Local Plan Updates

INFORMATION ITEM – NO VOTE REQUIRED

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 Workforce Development Boards.

Please see this video for an expanded presentation (full URL: https://youtu.be/tpqgAP4l1NM)

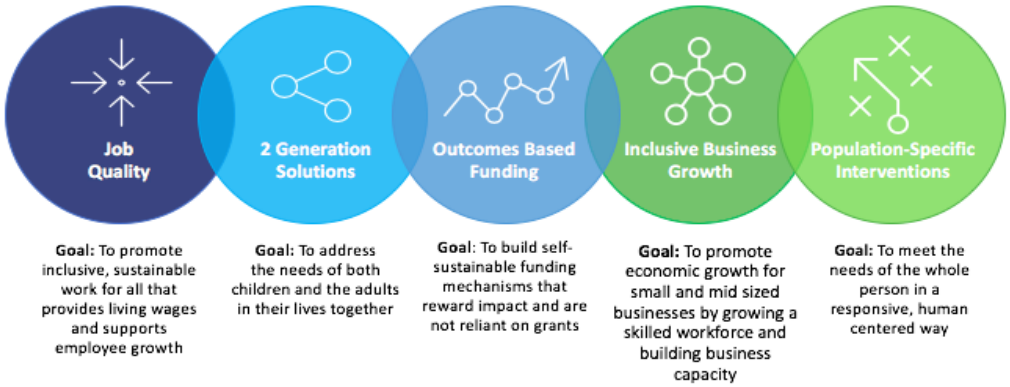
Background
The California Workforce Development Board has divided the state of California into fourteen regional planning units and requires each of these units to maintain a regional and local plan (the Plans) which outlines their approach to serving business and job seekers. San Diego is part of the 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 Workforce Development Boards to respond to specific WIOA program goals as defined by the State of California. 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 established 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 Workforce Boards 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.

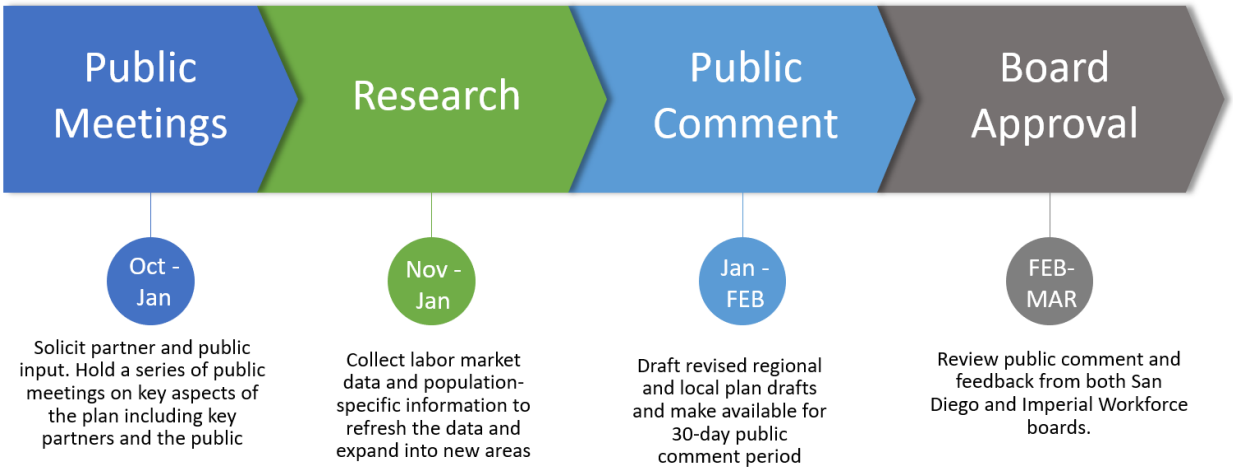
What's different about the Five Strategic Pillars?
Our **Five Strategic Pillars** are: inclusive business growth, job quality, outcomes-focused funding, population-specific interventions and 2Gen. The pillars are used to describe the long-term strategic plan and overarching framework for how we intend 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 the 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.



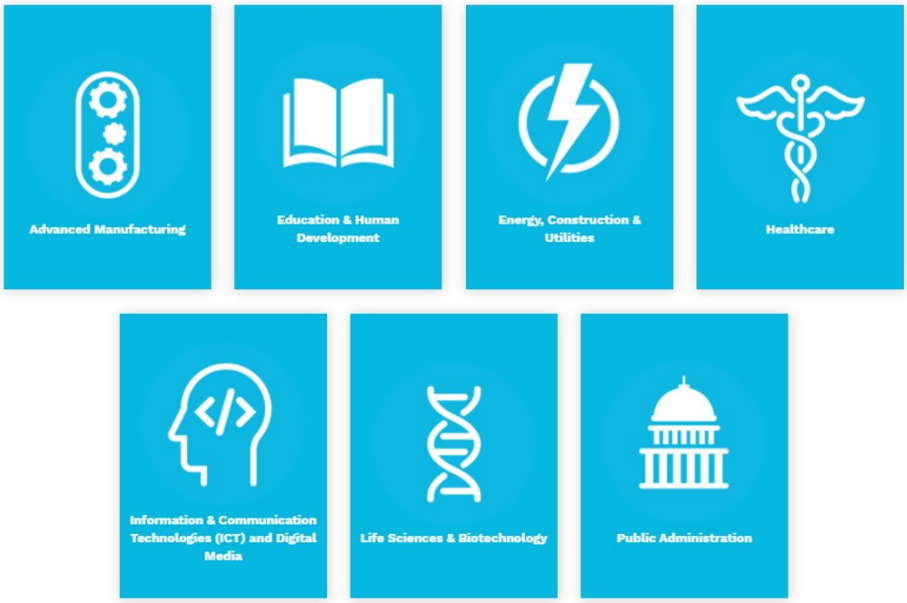
Over the course of three months, we held four public meetings to solicit input and feedback on the Plans. Each meeting had approximately 10-20 attendees participate. RSVPs and event dates were listed on our website for all to join and invitations were sent to key community partners, including Corrections/Reentry, 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 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 12: Career Center Operational Vision (2022 – 2025)

INFORMATION ITEM – NO VOTE REQUIRED

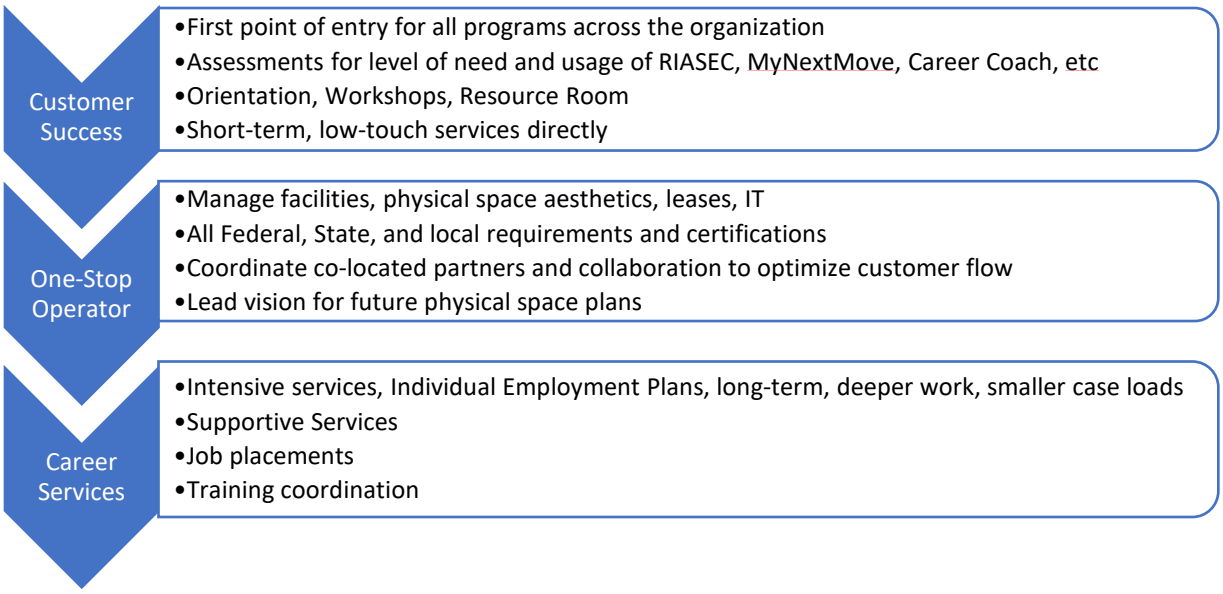
Shaina Gross, VP of Client Services, will provide an overview of key changes to the Career Center network and introduce a board working group to engage in the design and execution of the desired future state.

Background

The San Diego Workforce Partnership 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 Workforce Partnership 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, program 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 career 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 San Diego Workforce Partnership, 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