Workforce Development Board (WDB) Agenda

Date: Thursday, August 19, 2021
Time: 8:00 a.m.
Place: https://us02web.zoom.us/j/81768261441
Passcode: 344815

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

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Next Meeting: October 21st, 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 June 17, 2021 Meeting

ACTION ITEM – VOTE REQUIRED

Members Present

Sammy Totah, Chair       Ed Hidalgo       Althea Salas
Phil Blair               Brisa Johnson     Nancy Smith-Taylor
David Blake             Kevin Johnson     Carmen Summers
Danene Brown            Carol Kim        Annie Taamilo
Veronica DelaRosa        Terry Kurtenbach Carmencita Trapse
Matt Doyle              Tom Lemmon
Taylor Eubanks           Mimi Rosado

Members Absent

Andy Berg               Dennis DuBard     Mike Zucchet
Christina Bibler        Ricky Shabazz

Staff Members Present

Peter Callstrom, President & CEO
Andy Hall, Chief Impact Officer
April House, Chief Administrative Officer
Shaina Gross, Vice President of Client Services

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 8:02 a.m. with a quorum.

Non-Agenda Public Comment

None

Action Item

Item 1       Minutes of the April 15, 2021 Meeting
Motion: WDB approves the meeting minutes.
Moved (N. Smith-Taylor), Seconded (K. Johnson), S. Harbour abstained.

Report Items

Item 2  CEO & Staff Update
Peter overviewed new grants totaling $3M+ from Vanguard, the City of San Diego, and EDD. The new grants will be utilized for career coaching, youth employment, and opportunity youth, among other areas.

Item 3  Membership Update
Peter announced Carmencita Trapse’s retirement. She has nominated Jeff Noyes, District Administrator at the DOR, as her replacement. Keith Maddox has relocated, and his replacement is expected to be named by the August WDB meeting. Additionally, Barb Krol has resigned from WDB. Sammy and Peter thanked the members for their service.

Action Items

Item 4  Membership Nomination – Jeff Noyes
Peter overviewed the background and experience of Jeff Noyes. Jeff introduced himself and added that he looks forward to participating on the board.

Motion: WDB approves the membership nomination.
Moved (D. Blake), Seconded (P. Blair), Carried Unanimously

Item 5  FY 21/22 Budget
April overviewed the FY 21/22 budget which was discussed in depth at a special June 2 meeting. The budget includes an 19% increase from FY21. SDWP’s revenue diversification was highlighted. Peter provided context that most workforce development boards are entirely reliant on public dollars. SDWP’s diversified portfolio is very unique in the workforce development space.

Motion: WDB approves the FY 21/22 Budget
Moved (A. Salas), Seconded (P. Blair), Carried Unanimously
Item 6  **Black Opportunity Youth Contract**

Shaina reviewed the results of the RFP and presented the scope of the contract to the board. The evaluation committee recommended YMCA/Paving Great Futures for the $600k contract to serve Black Opportunity Youth aged 16-24.

Motion: WDB approves the contract.

Moved (K. Johnson), Seconded (K. Robinson), Carried Unanimously

Item 7  **Contract Renewal – KRA Corporation**

Shaina presented on 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.

Motion: WDB approves the contract.

Moved (M. Doyle), Seconded (R. Vaccari), P. Blair abstained.

Item 8  **Contract Renewal – Access and South Bay Community Services**

Shaina presented the renewal of both of SDWP contracts that support foster youth totaling $880K. It is the final option year for both contracts and SDWP will be conducting a new RFP for ongoing services. K. Johnson asked why the cost per person is $1,300 higher with Access than SBCS. Shaina explained that the services provided by Access are more intensive and conducted at San Pasqual Academy. Many participants serviced by SBCS have come from San Pasqual and are referred for continuing services.

Motion: WDB approves the contract.

Moved (M. Rosado), Seconded (R. Vaccari), P. Blair abstained.

Item 9  **RFP Framework Approval – Foster Youth**

Shaina overviewed the recommendation to WDB to authorize SDWP staff to allocate $600,000 of 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.
Motion: WDB approves the RFP framework.

Moved (K. Johnson), Seconded (A. Salas), P. Blair abstained.

**Item 10  Contract Renewal – Second Chance**

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. R. Vaccari commented on the great impact of the investment in the reduction of recidivism and asked if SDWP will be pursuing additional funding to expand. Shaina explained we have applied for the new round of funding from the state and to pursue additional funding including impact investment and philanthropic funds.

Motion: WDB approves the contract.

Moved (K. Robinson), Seconded (M. Rosado), Carried Unanimously

**Information Items**

**Item 11  Local Plan Updates**

Daniel provided an overview of the research and data that are driving SDWP’s strategic planning, including the local and regional plans required by the State Board. 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.

**Item 12  Career Center Operational Vision (2022 – 2025)**

Shaina discussed the goals of SDWP’s career center network and customer experience. A WDB work group has been formed to discuss and determine the future vision of career center services. The RFP to manage SDWP’s career center network will be released in October 2021. The board will award the contract in February 2022.

**Adjournment**

Sammy Totah adjourned the meeting at 9:27 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 Nomination - Risa Baron**

**ACTION ITEM – VOTE REQUIRED**

WDB to approve the following board prospect:

**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.
Item 4: Membership Nomination - Brigette Browning

**ACTION ITEM – VOTE REQUIRED**

WDB to approve the following board prospect:

**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 5: Membership Nomination – Jeremy Vellón**

**ACTION ITEM – VOTE REQUIRED**

WDB to approve the following board prospect:

**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 6: Career Center RFP Framework**

**ACTION ITEM – VOTE REQUIRED**

**Pillar Strategy:**
#2: Job Quality

*Recommendation*

That the WDB 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>
</tr>
</thead>
<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>
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</tbody>
</table>

Total: $1.52M

**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>
</tr>
</thead>
<tbody>
<tr>
<td>Career Center Career Services 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 Career Services provider will be responsible for supporting jobseekers with the training, education, supportive services and job search assistance they need to meet their employment goals. This scope includes five key areas:

**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

**Supportive Services**

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

**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

**Business Services**

- Job search and job placement services
- Recruitment of employers
- Placement in Employer Based Training

**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 7: Contract Action: City of San Diego’s Back to Work Connect2Careers Program**

**ACTION ITEM – VOTE REQUIRED**

**Pillar Strategy:**
#5: Population-Specific Interventions

**Recommendation**

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

<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 “Back to work” C2C</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 new City funded program. Access is already serving the target population and actively recruiting youth 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 8: 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 9: Data Analytics Strategy

INFORMATION ITEM – NO VOTE REQUIRED

An overview of SDWP’s Business Intelligence organizational structure and activities.
Item 10: Audit Committee Update

INFORMATION ITEM – NO VOTE REQUIRED

Rick Vacarri to update on the Audit Committee’s July meeting.