

San Diego Workforce Partnership

Local Plan

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Workforce
Partnership

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1) BACKGROUND

The California Workforce Development Board has divided the state of California into 14 regional planning units and requires each of these units to maintain a regional and local plan (the Plans) which outlines their approach to serving businesses 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.

2) LOCAL AND REGIONAL PLANS VS. WORKFORCE PARTNERSHIP'S STRATEGIC PILLARS

The Plans are a required activity for all Workforce Development Boards to demonstrate our alignment with the State's Unified Strategic Workforce Development Plan (State Plan). The State, Regional and Local planning are required processes from the Workforce Innovation and Opportunity Act (WIOA), our primary source of federal funding. However, Workforce Partnership has over 33 other grant programs in addition to the WIOA programs and uses our additional Five Strategic Pillars and KPIs to encompass all our additional priorities established to best serve our region.

The Plans are designed for local boards to respond to the State and articulate how we are operationalizing the roadmap the State Plan has provided, as well as how we are coordinating with required partners. 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 providing our plans to the State is a required federal planning and compliance activity, they only represent a portion of Workforce Partnership's overall strategic planning efforts.

3) WHAT'S DIFFERENT ABOUT WORKFORCE PARTNERSHIP'S FIVE STRATEGIC PILLARS?

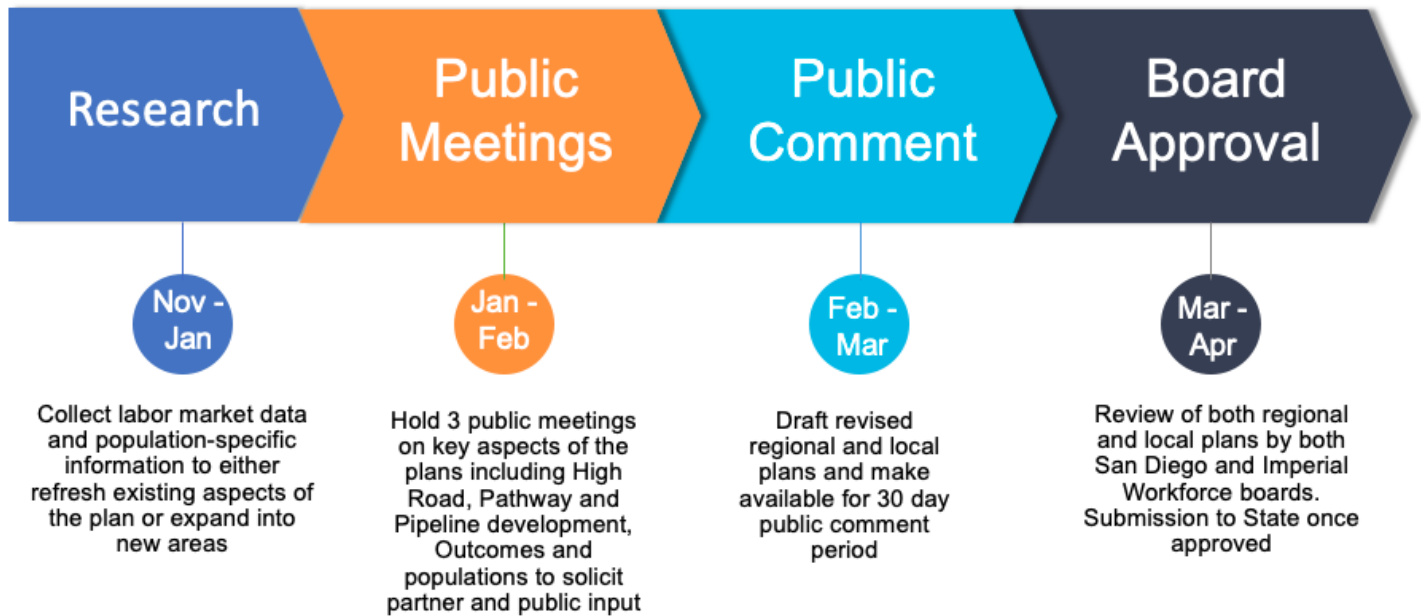
The **Five Strategic Pillars** are: inclusive business growth, job quality, outcomes-focused funding, population-specific interventions and 2Gen. The pillars are used to describe the long-term strategic plan and overarching framework for how we intend to achieve our mission through 2025. We realize that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



4) PROCESS, TIMELINE AND COMMUNITY ENGAGEMENT

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 of public engagement 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 Temporary Assistance for Needy Families (TANF) partners, community-based organizations and non-profits serving high-need populations, 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, Workforce Partnership 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.

5) 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 and 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 job seekers 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, Workforce Partnership also includes our additional Five Strategic Pillars above to ensure we include not only State requirements but also capture all of our additional strategies and vision.

6) ALIGNING LOCAL PLAN REQUIREMENTS WITH WORKFORCE PARTNERSHIP'S STRATEGIC PILLARS

Our strategic foundation are our Five Strategic Pillars:

1. Job Quality
2. Inclusive Business Growth
3. Outcomes Focused Funding
4. 2-Generational Solutions
5. Population-Specific Interventions

These strategies and their specific 2025 goals are found here: Through these, we work to build infrastructure and find evidenced-based programming that produce measurable outcomes that help families become self-sustaining and help businesses thrive. We orient all our work, regardless of funding source, around these pillars.

Job Quality is about simultaneously producing outstanding outcomes for businesses and their frontline workers. It is also understanding that a quality job means different things to different people at different times in their lives and every business does not have the capacity and resources to meet everyone's definition of quality. To that end, employers were engaged, along with some of their workforce, to produce a definition of quality and then conduct experiments to understand the value that particular quality brings to their business and employees.

This supports businesses and connects to the **Inclusive Business Growth** pillar that focuses on equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce. If workers' quality needs can be supported by the company, it will keep a skilled and engaged workforce that can help it thrive in a highly volatile, competitive environment. Particularly in the recovery period following the

COVID-19 pandemic, recognizing the value add to businesses of keeping quality processes and benefits like stable scheduling and family leave will aid in economic recovery of the County.

2-Generational (2Gen) solutions are focused on creating opportunities for and addressing needs of both children and the adults in their lives together. To this end, we are creating student focused work centers in middle schools. The Launchpad in one of our school district partner's middle schools is staffed by educators and designed with students to provide a familiar space for them to explore career and education opportunities during and after high school. In this space, their families can also come and discover work opportunities and then connect with an America's Job Center of California (AJCC) to further their own journey to family sustaining employment.

Outcomes Focused Funding solutions focuses on the efficient and effective use of resources to solve intractable social and economic problems. As part of this work, we launched our Income Share Agreement (ISA) Fund which enables individuals to study without paying anything out of pocket and repay only if they graduate and work a job making above \$40K annually. We have also made investments in our IT infrastructure to support more in-depth analysis which will enable us to not only shift contracts to outcomes-based models but also look at emerging trends across funding streams.

Population-Specific Interventions focuses on deepening our programming, which is truly differentiated, and standardizing common functions in order to better respond to the needs of the community. This pillar considers how to connect programs, services and organizations to best serve participants as a whole person.

7) DIVERSITY, EQUITY AND INCLUSION

Equity and inclusion are core to who we are and cut across all our work. We have embraced the framework of "Listen, Learn, Act" as the vehicle to incorporate Diversity, Equity and Inclusion (DEI) into all we do. This starts with elevating BIPOC voices and then operationalizing change. The board approved the addition of two new organizational values in February 2021 as a means to publicly name our commitment.

- Equity - Proactive assessment and implementation of policies, practices, behaviors and actions that result in access to opportunities, fair treatment and equitable impact and outcomes for ALL customers, staff and stakeholders; and,
- Inclusion - Create safe spaces that foster a culture where everyone feels welcomed, seen, respected, supported, valued and empowered to fully participate.

The Board of Directors has also voted to stand up a permanent committee to address these important issues and will be tackling everything from raising funding to support BIPOC communities to building mentorship programs.

8) REGIONAL SECTOR PATHWAYS

State Alignment on Service Delivery: Local Boards should demonstrate strategies for ensuring equitable access to the regional sector pathways and industry recognized post-secondary credentials.

San Diego is one of the fastest-growing counties in the country. It is comprised of 72 high-growth, high-wage, in-demand occupations in seven high-priority sectors, including Energy, Construction & Utilities, and Information & Communication Technologies (ICT) and Digital Media.

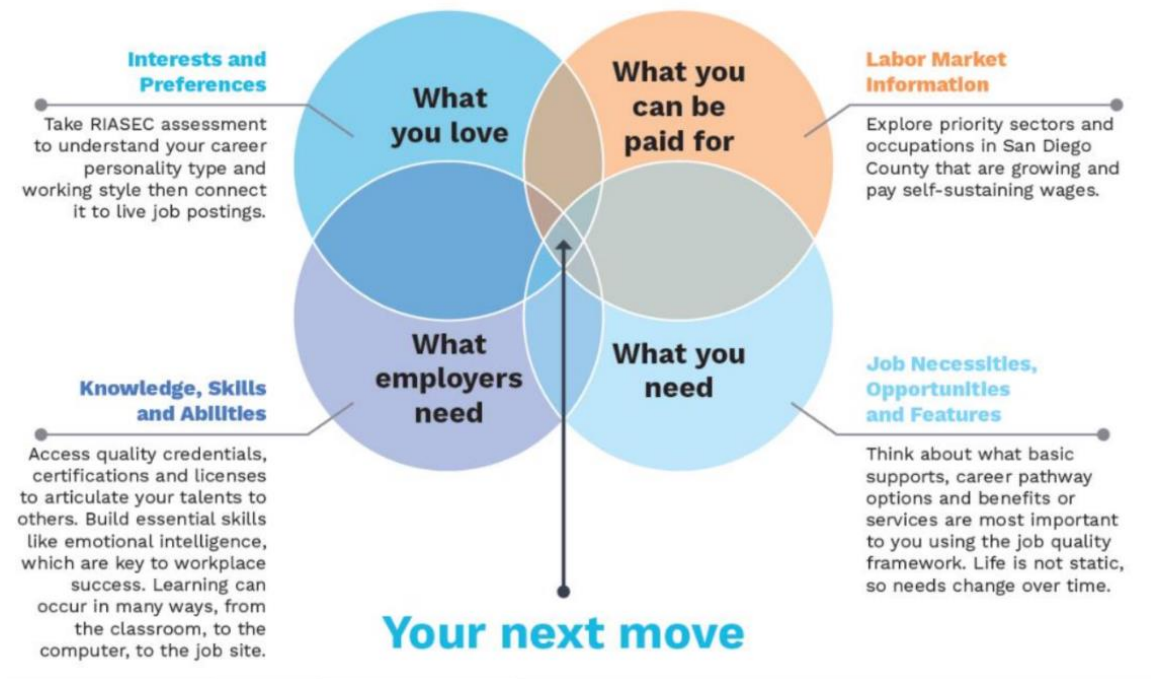
These priority jobs pay at least 90% of workers \$16 an hour or more, provide at least 63 openings a year and are projected to grow by at least 6.5% annually. **Living wage for a single individual in San Diego is currently \$17.65 an hour.**

One of the most serious challenges currently facing these sectors is a tight supply of skilled workers. These historically homogeneous industries need help prioritizing diversity to broaden their talent pipeline, particularly with women and people of color. The Workforce Partnership has reevaluated its business structure to better serve our community and is orienting all direct service to in-demand industries in San Diego.

To illustrate what job readiness means for us locally across all of our sectors, the following **ISA Job Readiness Roadmap** infographic demonstrates the depth of resources to ensure all job seekers are prepared for their next career:



We leverage our My Next Move framework which helps participants understand how the things they love can align with the needs of the market and set them on a path to family-sustaining wages. A key part of this framework is job quality. As part of our job quality efforts, we have developed a definition of job quality that serves as a standard for the community while being responsive to individual needs and have embedded this in our work, particularly in the My Next Move and the portal experience for job seekers and employers. We started the build out of not only the job quality framework [Job Quality](#) but videos and resources through to meet individuals where they are by connecting their interests to labor market needs. We are specifically creating tools to assist workers in assessing their interests and preferences, gaining knowledge and skills, exploring priority occupations (wages, skills, etc) and understanding the job quality features most important to them. However, this is as important for future job seekers as present job seekers and arguably even more so.



Employers are a key part of any individual's next move so we partner closely with employment leaders to ensure our job seekers are meeting their labor needs while also preparing for a career beyond the entry-level job. While approaching this work from the worker perspective, the employer needs are also met through a cohesive system that supports workers and employers. To achieve this, the Workforce Partnership is fully engaged with the Talent Pipeline Management (TPM) approach through Advancing San Diego, work led by the San Diego Regional Economic Development Council (EDC).

TPM is an employer-led, demand-driven workforce process that applies supply chain management strategies to talent acquisition, ultimately reducing the skills gap and

solving for skilled talent shortages. Through the Advancing San Diego initiative, the Workforce Partnership and the San Diego Regional EDC work closely with the San Diego and Imperial Counties Community College Association (SDICCA) to organize employer collaboratives, engage in demand planning, communicate competency and credential requirements, analyze talent flows, and build talent supply chains. This TPM work supports job quality and inclusive business growth by working with high road employers with in-demand occupations to identify “preferred providers” of skilled talent, and expand talent pipelines and credentialing pathways to support access by underrepresented job seekers. We have made extensive progress in both the ICT and Healthcare sectors using this model and will continue to expand this across our other sectors over the coming years.

To operationalize this for the job seeker, the Workforce Partnership will continue to move forward with better and effective online experiences that support easy access. Between navigating the financial impacts of unemployment or underemployment, enrolling in safety net programs and managing their job search, job seekers already have enough on their plate. They don’t have the time and energy to work through a complicated, bureaucratic Workforce Development system. We’re moving to an integrated service delivery system to make it easy for job seekers in our region to get the help they need with one phone number to call, self-serve online resources and self-service career appointment scheduling. We will monitor success with a customer feedback solution.

The other part of operationalizing pathways is looking at early workforce development. This means, engaging students in their schools around workforce knowledge and skill development to meet the regional needs in the future. Moreover, this supports our 2-Generational strategies serving parents and family members as students engage and explore their future career options. Presently, the Workforce Partnership is engaging with middle and high schools to provide teacher training on Career Coach and labor market data to help students and their families learn in a supportive environment. In 2020, we launched the first career center in a middle school called the Launch Pad and are working to expand this model to other schools in our County. Research shows that students’ career aspirations are most heavily influenced by the people around them. In the Launch Pad, students will have the opportunity to meet adults with similar interests to their own and broaden their exposure to new career possibilities.

These strategic moves toward easy online experiences and early education must be supported by access. Many of our most vulnerable communities have poor or non-existent internet bandwidth. While the residents lack hardware and training on how to use them. The Workforce Partnership is committed to address these needs through continuing engagement in new funding opportunities to support these needs and policy changes to allow for these support services to be as easily accessed as bus passes and gas cards.

9) REQUIRED PARTNERSHIPS

State Plan Alignment: Existing partnerships from the past plans for service delivery integration, braiding resources and support systems.

Due to the pandemic closing our AJCC doors, we have had to rely on partnerships for access to participants and referrals to reach those most in need. Partnerships are key within the region to connect participants to a broader array of wrap-around services. The San Diego Workforce Partnership prioritizes partnerships with organizations that offer substance abuse counseling, mental health services, housing services, childcare and other public assistance programs. The basis of these partnerships is to create a workforce system that is skill-based and moves participants through a set of value-added services designed to increase their stabilization of basic needs, increase employability and chances of retaining jobs. Through partnerships that offer wrap around supportive services we can maximize the impact of workforce services to participants that will address barriers to employment.

The Workforce Partnership partnered with 211 San Diego's Community Information Exchange (CIE) ecosystem comprised of multi-disciplinary partner networks that uses a shared language and integrated technology platform to deliver enhanced community care planning. CIE enables community based organizations, workforce, and corrections partners to shift away from a reactive approach to providing care, to one that enables partners to integrate data from multiple sources and make bi-directional referrals to create a longitudinal record that promotes proactive, holistic, person centered system of care.

The CIE is an established platform that facilitates our community moving further upstream and to a more proactive system through closed loop referrals and the creation of a single, unduplicated record and community-wide care plan. The CIE is an ever-growing network of 76 committed health care, human and social service organizations with more than 900 individual users delivering person-centered care and integrating and sharing data using an interactive cloud-based platform that contains identifiable and longitudinal records of each individual's progress toward health and wellness goals. The CIE is a proven tool that is driving innovation and collaboration here in San Diego and being replicated in communities across the nation. 211 developed a CIE Toolkit and is mentoring dozens of communities across the country working to develop their own CIE to drive system efficiencies and effectiveness, reducing costs, and advancing equity. Over the coming years, we will continue to expand our integration with 211 and other entities to facilitate serving individuals as whole people.

Partnership with WIOA core and required partners is supported through efforts such as 211 as well as through existing MOUs which govern the AJCCs. We also leverage additional tools such as a Salesforce-based partner portal which enables the sharing of referrals for job postings in an effort to expedite the process for all involved.

Finally, more extensive partnerships are setup for specific projects or sectors. For example, in the energy and construction space, deep work is being done with the local unions who run many of the jobs, as well as educators who provide related skill building courses to flow successful completers directly into quality jobs with organizations such as SDGE, Tesla and the unions themselves.

10) REQUIRED MOUS AND AJCC PARTNERS

State Plan Alignment: Describe MOU Management/One Stop Operator and coordination of services and resources identified in their MOUs.

WIOA requires that a Memorandum of Understanding (MOU) be developed and executed between the Local Workforce Development Board and the AJCC partners to establish an agreement pertaining to the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

The San Diego Workforce Partnership functions as the Local Workforce Development Board throughout the County of San Diego. The Workforce Partnership competitively procured a subrecipient to function as the One Stop Operator and Service Provider of the AJCC system. This MOU represents an agreement between the San Diego Workforce Partnership, the AJCC One Stop Operator, WIOA required partners, and all other partners.

California's One-Stop delivery system via the AJCCs develops partnerships and provides services to achieve three main policy objectives established by the California Workforce Development Strategic Plan:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

These objectives will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:

- Employment
- Building basic educational or occupational skills
- Earning a postsecondary certificate or degree
- Obtaining guidance on how to make career choices
- Hiring skilled workers

A comprehensive AJCC is one that provides universal access to the full range of employment services, training and education, employer assistance, etc. In other words, a comprehensive AJCC is a physical location where job seekers and employers have access to the programs, services and activities of all the required AJCC partners. The San Diego Local Workforce Area has three comprehensive AJCCs listed below.

Affiliate AJCCs is defined as sites where one or more AJCC partner programs, services and activities are available. Specialized AJCCs is defined as sites that address specific

needs, including those of dislocated workers, youth or key industry sectors or clusters that connected to the AJCC network. The San Diego Local Workforce Area has three affiliate AJCCs listed below.

The website for all AJCC's is www.workforce.org, and point of contact is Maxine Suka – (619) 266-4276.

Comprehensive AJCCs

Metro Career Center

4389 Imperial Ave.
San Diego, CA 92113
Met Baseline and Hallmark of Excellence Certification

South County Career Center

1111 Bay Blvd.
Chula Vista, CA 91911
Met Baseline and Hallmark of Excellence Certification

North Coastal Career Center

1949 Avenida del Oro, Ste. 106
Oceanside, CA 92056
Met Baseline and Hallmark of Excellence Certification

Affiliate AJCC's

East County Career Center

151 Van Houten Ave.
El Cajon, CA 92020
Met Baseline and Hallmark of Excellence Certification

North Inland Career Center

(located in the LiveWell Center)
649 W. Mission Avenue
Escondido, CA 92025
Met Baseline and Hallmark of Excellence Certification

Bank of America Merrill Lynch Workforce Development Center

330 Park Blvd, Room #555
San Diego, CA 92101
Met Baseline and Hallmark of Excellence Certification

The purpose of the one-stop delivery system is to bring together workforce development, education and other human resource services in a seamless, customer-focused network of providers, thereby enhancing customer access. The goal is to improve long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined

services to customers. The common one-stop delivery system is identified and structured through the AJCC network.

The Workforce Partnership manages 6 AJCCs throughout San Diego County. While the one-stop system may provide services at these brick and mortar locations, it may also be connected through other methods of access and referrals.

Overview of One Stop Operator Duties - As the one-stop operator, our vendor, KRA, is responsible for coordinating the service delivery among required one-stop partners, agencies and service providers. Duties include, but are not limited to the following:

- Managing daily operations in coordination with WIOA fiscal agent for the lease, utilities and other activities to support the center
- Coordinate partner responsibilities defined in the Memorandum of Understanding (MOU) among partners
- Managing hours of operation
- Managing services for individuals and businesses
- Ensure that basic services are available, such as orientations, labor market information and a resource room
- Implementing of Local Workforce Development Board policy
- Adhering to all federal and state regulations and policies
- Reporting to Local Workforce Development Board on operations, performance and continuous improvement recommendations
- Host quarterly partner meetings at each AJCC site
- Coordinating service providers across the one-stop delivery system

Overview of Partner Responsibilities - The partners of this MOU agree to participate in quarterly meetings, joint planning, plan development and modification of activities to accomplish the following:

- Accessibility of the partner's applicable service(s) to customers through the one-stop delivery system
- Participation in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws
- All partners and staff are adequately cross-trained as a result of their participation in capacity building and staff development activities
- Continuous partnership building; requiring inclusiveness of all partners involved
- Continuous planning in response to state and federal requirements
- Responsiveness to local and economic conditions, including employer needs
- Adherence to common data collection and reporting needs
- Involvement in special grant and/or pilot projects that impact a partner's shared staffing resources
- Co-branding and System Affiliation – Each one-stop delivery system partner will include the “AJCC identified” or “a proud partner of the American Job Center network” on any joint products, programs, activities, services, facilities and materials used by the combined partnership of the one-stop system. The AJCC

will display the logo of the partners affiliated with the system

11) CO-ENROLLMENT WITH REQUIRED PARTNERS

Co-enrollment Partners work toward co-enrollment and/or common case management as a service delivery strategy. The three major components of the MOU are as follows:

1. Shared Customers
2. Shared Services
3. Shared Costs

The MOU meets the following:

- The MOU will address service coordination and collaboration amongst the partners in the local AJCC to develop an agreement regarding the operations of the local One-Stop system as it relates to shared customers and services. While only collocated partners share infrastructure costs, all One-Stop partners must share in other system costs, including applicable career services.
- Joint infrastructure funding is critical to establishing the foundation needed for integrated service delivery. Therefore, under WIOA each of the required partners must contribute a portion of their funds toward maintaining the AJCC system under WIOA. However, in order to ensure we are moving toward a customer-focused approach across all programs, the shared resources and costs portion of each MOU does not have to be negotiated until after the Local Board and AJCC partners have first addressed their shared customers and services.
 - The MOU will address how to functionally and fiscally sustain the unified system through resource sharing and joint infrastructure costs. Co-located partners are required to pay their proportionate share of infrastructure costs, and that services and staff-time offered in-kind cannot be counted for infrastructure cost sharing.

For a service to be deemed “accessible,” a partner must provide access to that service through **at least one** of the following methods:

- **Co-location** – Program staff from the partner are physically present at the AJCC
- **Cross information sharing/Customer referral** – AJCC staff are trained to provide information about all programs, services, and activities that may be available to the customer through the partner organization and can make referrals
- **Direct access through real-time technology** – Access through two-way communication and interaction between clients and the partner that results in services being provided. Examples may include the following:
 - Identification of a single point of contact for service delivery at the partner’s program
 - Email or instant messaging
 - Facilitating phone calls between partner agency staff and clients
 - Live chat via Skype or FaceTime
 - Establishment of an internet portal linking all of the partners

The referral process includes a commitment for all parties of the MOU to implement processes for the referral of customers to services that are not provided on-site at the AJCCs. At a minimum, the referral process between the AJCCs and the parties should:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service
- Ensure that general information regarding AJCC programs, services, activities and resources shall be made available to all customers as appropriate
- Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJCC staff, or real-time technology (two way communication and interaction with AJCC partners that results in services needed by the customer)
- Share information not only between the Workforce Partnership, AJCCs and each individual partner, but ensure that all required partners are informed and engaged in system alignment activities

The Workforce Partnership's WIOA subrecipients may choose, at the benefit of the participant, to enroll them in more than one program to access a wide range of services. Co-Enrollment would be enrollment into more-than-one of the four core programs and/or enrollment by a single service provider into multiple the Workforce Partnership funded programs: WIOA Title I: Adult, Dislocated Workers and Youth, WIOA Title II: Adult Education and Literacy, WIOA Title III: Wagner-Peyser, WIOA Title IV: Vocational Rehabilitation, Workforce Partnership funded special projects. the Workforce Partnership encourages the Subrecipients to leverage resources, including using co-enrollment, to ensure participant success.

12) REMOTE ACCESS

State Plan Alignment: Facilitating access to services provided through the one-stop delivery system.

The following key strategies are being implemented to foster remote access:

One phone number: Right now, we rely on job seekers to know which career centers in the region are closest to them and provide the services they need, find the phone number for those career centers and then get in touch with the right career center for them. We are instituting a contact center solution and service navigation staff so that customers can call one phone number (one in each County), quickly get in touch with a human being and get to the right career center faster. Both numbers will redirect to one contact center in order to allow residents who happen to see one county's promotional materials but live in another to access the services they need. Additionally, the MyNextMove work mentioned above provides both partner staff and the general public

with supportive, up to date information to learn what opportunities are available and how to more easily access them.

[Partner Portal](#): Partners can access program services provided by individual partners and internal programs operated at the Workforce Partnership through a web based system.

[Events and Workshops](#): Online professional development through features like mock interviews, resume reviews and workshops on many career topics.

[On-Demand Training](#): A collection of professional and occupation-specific skills training resources for in-demand jobs, including a [portal from Microsoft](#) that provides training pathways in top in-demand jobs nationwide, which all pay a livable wage and require skills that can be learned online.

13) OTHER REQUIREMENTS OF THE LOCAL PLAN

a. Supportive Services

Supportive Services are available for WIOA Title I Adult, Dislocated Worker and Youth programs. Supportive services may only be provided to participants when it is necessary to enable individuals to participate in services and is tied to a specific service. Such needs are typically identified through the assessment process and outlined in the Individualized Employment Plan (IEP). Supportive services are payments made to or on behalf of eligible participants for one-time or temporary services required to support the individual's Employment Plan. WIOA Title I will only pay for expenses incurred while a participant is enrolled in the program and actively participating in activities authorized under WIOA.

The Workforce Partnership coordinates Supportive Services in two primary ways 1) direct payments to eligible individuals and 2) through connections to our WIOA and non-WIOA AJCC partners.

Direct payments: Our current WIOA funded providers have support service dollars to provide direct payments to venter or individual requesting assistance.

Connections to partners: Partners share program resources and make the appropriate referrals to the funded WIOA partner to access support services. These partners connect in many ways including:

- Accessing the Partner Portal to learn about partner program services
 - <https://sdwp-jobs.force.com/Partner/s/login/>
- During quarterly meetings that take place between all AJCC MOU partners to share services
- The annual partner resource fair that is held at each AJCC

b. Working with Individuals with Disabilities

State Plan Alignment: Compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding accessibility for individuals with disabilities.

Under our AJCC MOU process, partners agree to ensure all service delivery and their policies, procedures, programs and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

The AJCC partners commit to promoting capacity building and professional development for staff in order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities. We work closely with the following co-located partners and integrate their services into our AJCC service delivery strategy:

Department of Rehabilitation: Employment job services, independent living resources, vocational rehab assistance, supportive service resources and accommodation assistance.

Deaf Community Services: Interpreter services, ASL, Behavioral Health, Adult Literacy Program and accommodations assistance.

Mental Health Systems: Case management counseling services, court involved program and support services.

San Diego School Dist. Trace Program: Services for young adults ages 18-22. Job placement, training, independent living skills, high school diploma completion, counseling for vocational and college education.

Able Disabled Advocacy: Vocational skills, computer certificate programs, apprenticeship program, employment job coaching, training education advancement assistance with accommodation and supportive service resources. Disabled Veterans training and employment programs.

ARC: Employment services, job coaches, on the job training programs, life skills training, accommodations assistance and transportation.

c. Competitive Integrated Employment

State Plan Alignment: Coordination for the Competitive Integrated Employment Blueprint for individuals with developmental and intellectual disabilities.

The Supported Employment Technical Assistance Team, led by the Workforce Partnership, with support from the Corporation for Supportive Housing (CSH) and the National Alliance on Mental Illness San Diego (NAMI San Diego), contracts with the County of San Diego to provide Technical Assistance and Consultation on countywide employment development, partnership engagement, and funding opportunities to increase employment for adults (age 18+) with serious mental illness (SMI) who are receiving services through County of San Diego Health and Human Services Agency (HHS) Adult & Older Adult Behavioral Health Services (AOABHS). The impact of Supported Employment Technical Assistance on San Diego's Adult & Older Adult Behavioral Health system over the last five years is clear. The Strategic Employment Plan, developed by the Workforce Partnership and CSH in 2014, outlined goals and strategies that would improve employment outcomes for people with serious mental illness county-wide. Under this plan, San Diego County Behavioral Health (BHS) has seen significant gains in the number of clients who are employed in competitive jobs and are seeking work. Additionally, there has been a sizeable reduction in the number of people who do not consider themselves to be in the workforce (e.g. a reduction in people who aren't looking for work and do not feel they belong in the workforce).

Annually, more than 200 additional unique clients were employed in competitive employment, with a total of 795 more clients working than in the baseline year. This achievement is all the more remarkable as there were fewer clients served in FY 16/17 (42,767 total clients served) than in 13/14 (44,004 total clients served). Notably, over that time period 1,782 more clients now consider themselves job-seekers, meaning they are actively seeking work and engaging in activities to pursue employment. Overall, less than 10% of behavioral health consumers in California work, but 60-70% express interest in working. San Diego County has embraced the challenge of increasing employment options for people with serious mental illness. After the implementation of the first five years of the Supported Employment Technical Assistance contract, 12% of San Diego's BHS clients with serious mental illness are working in competitive jobs. In this way, San Diego County is outperforming other counties across the state in connecting clients with serious mental illness to employment opportunities. In order to build on these successes, San Diego is seeking to achieve the results of one of the leading counties in the State, Alameda County, whose outcomes show 50% of their 600 clients receiving Individualized Placement and Supports are in competitive employment. In pursuing this goal, and through the strategies outlined in the 2014 Strategic Employment Plan, San Diego County Behavioral Health Services has adopted an emphasis of the Individual Placement and Support model of Supported Employment (IPS/SE) with research, training, and support provided by Westat. The Supported Employment Technical Assistance Team, with our deep expertise in employment, the IPS model, and behavioral health services, is proposing to build on these achievements and to implement a robust set of evidence-based strategies to continue to significantly expand employment opportunities for BHS clients with serious mental illness in San Diego County.

The Supported Employment Technical Assistance team recognizes that “work is extremely important both in maintaining mental health and in promoting the recovery of those who have experienced mental health problems” (Rinaldi & Perkins) and that with greater participation in the workforce and decreased poverty, the mental and physical health of individuals improves. The team is singularly focused on strategies that will build capacity amongst the range of HHS AOABHS business and community partners along with service providers to provide the greatest range of employment options for clients who are interested in pursuing employment. As a Peer Support Specialist from a 2018 focus group at RI International shared, “Work helps me live in recovery. My job is stable and makes me happy to have and to want to go to work. I’m happiest while helping others. Work is the time of the day when I can be mindful and happy and forget the chaos.” As evidenced, a source of earned income and meaningful work has a significant impact on a person’s journey of recovery, and the profound impact of these increases in employment outcomes cannot be over-stated.

In partnership with the County and numerous stakeholders, the Workforce Partnership and CSH created the Five-Year Strategic Employment Plan (2014-2019), which aligned with Live Well San Diego, the County’s 10-year initiative to build a healthy, safe and thriving community. The overarching goal of the Strategic Employment Plan (the “Plan”) is to reduce the stigma of serious mental illness (SMI) while increasing employment opportunities for individuals with SMI. The stakeholders for the Plan transitioned into the Work Well Committee, which meets monthly at the Workforce Partnership’s offices and has guided the implementation of the Plan over the past five years with a focus on building capacity in the sector, information and resource sharing, connecting businesses/employers to Behavioral Health partners, as well as to review and discuss systemic data collection and evaluation. Through the continued facilitation of the Work Well Committee meetings the Workforce Partnership shall actively participate in, convene and facilitate a minimum of twelve (12) meetings throughout the year to identify and implement strategies to increase employment in the region. These meetings serve as a place for sharing information and best practices for developing employment opportunities as well as recruiting, hiring, on boarding, training, and supervising of persons with serious mental illnesses in the workplace.

d. Coordination with CalFresh E&T

We have strong partnerships with the County of San Diego and partners that operate the CalFresh public assistance services. We collocate at three of our AJCC sites with County partners that offer various public assistance services including CalFresh services. In addition to our strong partnerships, the Workforce Partnership is a designated contractor to provide the CalFresh E&T services and activities to San Diego residents. The Workforce Partnership also partners with a wide variety of agencies - employers, universities and community-based organizations (CBOs), to provide a robust set of services and programs, thereby broadening their reach and the CFET program’s impact. The Workforce Partnership leverages existing employment and training programs within the city and county that can help CalFresh participants as they work on gaining the skills and training necessary to

find and retain high-quality employment on their path towards self-sufficiency. The CalFresh E&T program providers are local community organizations contracted by the Workforce Partnership to deliver allowable employment and training (E&T) programs and services to participants. Under this project, the Workforce Partnership works with the county to identify CalFresh enrolled or eligible participants in need of training and job search assistance. We then match participants with services that are funded by eligible non-federal costs claimable under CalFresh E&T, submit invoices and claims to the County, then reimburse non-profit partners for 50% of the eligible costs claimed. To date, the Workforce Partnership has submitted claims of over \$1,184,500 to the County of San Diego with 4 partner agencies. The Workforce Partnership has plans to scale the program in upcoming fiscal years to submit claims in excess of \$1,518,000 per year with upwards of 20 partners.

CalFresh E&T's goal is to assist participants on their journey to self-sufficiency by helping them gain and maintain employment with a livable wage. At a minimum, a CalFresh E&T program must provide an orientation, assessment and development of an employment plan, case management and support services to program participants. The Workforce Partnership is approved to provide additional services that include the following allowable CalFresh E&T activities:

- Supervised Job Search: CalFresh E&T supervised job search program operates in a location that has been approved by the County of San Diego. Sites must be able to supervise and track the activities of participants within the program. Participants may complete job search activities on their own, with one-on-one assistance, or in a group setting. Examples of activities include creating or revising a resume and submitting applications.
- Work Experience: Work Experience is designed to improve the employability of a participant through actual work experience and/or training with an overarching goal of helping move the participant into regular employment. Examples of Work Experience programs include:
 - On-the-job Training – A work placement in a public, private non-profit, or private sector employer/program. Must be limited to the amount of time required for a participant to become proficient in the occupation.
 - Pre-Apprenticeship/Apprenticeship – Combination of on-the-job training and related instruction. Participants learn practical and theoretical aspects of a skilled occupation. Pre-apprenticeship programs provide the training or skill development necessary for a participant to enter into an Apprenticeship program.
 - Internship and Work Experience – a planned, structured learning experience that takes place in a workplace for a limited period of time.

While continuing to expand the number of participants served and the number of claims with external partners, the Workforce Partnership has explored opportunities to submit claims for non-federal projects administered internally. Increasingly in recent years, we have secured non-federal funds and would like to maximize the revenue and claimable

expenses from these internal grants. Most notably, in 2018 we launched a \$5M Income Share Agreement (ISA) Fund, which is 100% non-federal and will cover the costs of E&T eligible activities. We have plans for a \$10M fundraiser of non-federal money in 2021, among other projects. We have identified ISA approved activities to seek reimbursement on and submitted claims this fiscal year. With this infrastructure in place, we plan to maximize revenue from these non-federal program investments we are making, increasing the number of eligible San Diego residents to sign up for CalFresh food assistance, and create more financially viable programs.

e. Local Child Support Agencies

State Plan Alignment: Coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.

The Workforce Partnership is a lead member of the San Diego 2-Gen Workgroup, comprised of local child care providers, YMCA Childcare Resource Services, First 5, County Office of Education, Department of Child Support Services, United Way and 211 San Diego. The goals of this workgroup are to create referral pathways from the AJCCs to child care providers, and from local non-profits and County agencies to the AJCCs.

In the last year, the workgroup has established the referral pathways for frontline staff including career agents and case workers. Mutual education has occurred on eligibility and services available. Prior to COVID closing the career centers, we hosted a series of parent days, specifically focused on parenting job seekers, and had YMCA staff on site to connect parents with childcare resources directly.

Our work with the Department of Child Support Services has focused on non-custodial parents and their unique workforce needs. Often the implications of working are intricately linked to their custodial agreements or their support responsibilities.

Future 2Gen efforts include increasing the overall family-friendliness of our AJCCs. This will begin with data collection specific to parenting job seekers in order to more clearly identify the scope of the need and the specific resources that would be most helpful. In addition, we are looking at changes to physical layout, service-delivery, culture and policies.

f. English Language Learners (ELL)

State Plan Alignment: Coordination with community-based organizations others serving individuals who are English language learners, foreign born, and/or refugees.

In San Diego, immigrants and refugees represent 25% of the population, contribute \$9 billion in tax revenue and wield \$22 billion in disposable income. The immigrant populations in our community are diverse, with two thirds from Mexico, the Philippines, China, Vietnam and India. In fact, from 2013–2018, 23% of our population growth is attributable to immigration. San Diego is also one of the nation’s leading destinations for refugee resettlement. 18,000 refugees have arrived since 2002, two-thirds of them from Iraq, Somalia, Burma, Democratic Republic of Congo and Syria.

Immigrants and refugees are often thought of as invisible, yet immigrants account for 30% of working age adults in San Diego. New Americans often arrive in the U.S. highly educated and skilled with 31% of immigrants in San Diego having a bachelor's degree or above. However, many high-skilled immigrants find themselves in poor quality jobs, which places a great strain on immigrant families and often requires newcomers to leverage social services despite their years of knowledge and experience.

The Workforce Partnership has previously piloted English language learner (ELL) navigators to support the ELL, foreign born and refugee populations in understanding how to best tap into the workforce development system in coordination with the International Rescue Committee. Additionally, the Workforce Partnership has had a strong relationship with the World Education Services Talent Bridge Development organization and participated in multiple cohorts focused in serving skilled immigrants in the community.

The Workforce Partnership also leads the workforce committee of the San Diego Refugee Forum which enables us to coordinate and align with the organizations closest to this population. We also believe in hearing directly from the population about their needs. During focus groups with newcomers conducted in early 2020, participants shared that the primary challenges faced in obtaining family sustaining jobs were lack of U.S. experience, delays in conversion of credentials from their home country due to cost and/or lengthy timelines, limited English language fluency and employer hiring practices. Nationwide, college-educated immigrants employed in low-skilled work miss out on more than \$39 billion in wages. And as a result, federal, state and local governments lose out on more than \$10 billion in unrealized tax.^[5]

We proactively encourage employers to shift hiring practices to focus on competencies that take into consideration knowledge gained in the classroom, on the job or in life. Consider how foreign-language fluency, cultural aptitude, adaptability, and resilience—strong traits for many immigrant populations—can help an employer connect with San Diego's diverse market. We work with companies to build pathways for immigrant workers from entry-level jobs and provide opportunities for contextualized English-language learning when needed.

From a system perspective, English language learners were identified as one of the four priority populations for our youth system procurement. We developed a request for proposals employing community members in both the development and selection processes included. For the Title I Youth services that requested proposals by population as well as general services, the process will be employed for all proposal requests going forward. The process will be employed for all proposal requests going forward. This Request for Proposal (RFP) was designed in partnership with youth from the community to identify subrecipients capable of offering services in an integrated environment where education, career skills training, community resources, employment assistance and wrap-around support are available for young adults that specified those one area as English language learners to support their transition to work with understanding of their varied needs as English language learners and immigrants.

Participants in this population specific group must dual-enroll with the Population Specific Subrecipient to provide a dual-navigation of services in partnership with the population specific contract. Respondent must take reasonable steps to ensure limited English proficiency (LEP) individuals receive the language assistance necessary to give meaningful access to programs, services, and information. Both Subrecipients will coordinate services to provide additional support, including but not limited to:

- Multilingual Language Assistance
- Vocational Language Activities
- Cultural Training and Awareness

In order to ensure that reasonable steps are taken to allow meaningful access for LEP individuals, the Workforce Partnership recommends that subrecipients develop a written LEP plan.

g. Rapid Response

The San Diego Workforce Partnership takes ownership of Rapid Response activities for San Diego County by continuously responding to businesses at-risk of a layoff or affected by a layoff. When a business is forced to lay off workers, these activities include offering a virtual or in-person orientation to these affected workers. These orientations provide job search assistance, access to training funds, resume-writing assistance, 1:1 help getting re-employed as soon as possible, information on Unemployment Insurance, resources for population-specific EDD programs –both with the help of EDD representatives–assistance with healthcare options and financial planning, among additional supportive services and guidance through this transition. We partner with businesses to provide the most comprehensive and accurate support and resources to each group of impacted workers.

Intertwined in every service we offer to businesses in San Diego County are layoff aversion efforts. As our Business Services team conducts a Business Needs Assessment with each business partner we connect with, areas of need are assessed. We utilize layoff aversion as a strategy to help businesses retain or rapidly re-employ workers. As a Business Needs Assessment is conducted, we identify areas of challenge or gaps and see how our services can align to support the business and encourage economic growth leading to retention of workers. This may be utilizing funding to retrain workers who would otherwise have to be laid off, providing access to subsidies that support a new staff member while revenue increases, or tapping into programs that provide substantial opportunities to create earnings are a few examples.

h. Adult and Dislocated Worker Training Funds

State Plan Alignment: Provide your assessment of the type and availability of adult and dislocated worker employment and training activities.

Training is provided by the Workforce Partnership through a number of mechanisms. The online training repository is available to anyone in the community from the

Workforce Partnership's website. There are also Individual Training Accounts governed by the priority of service guidelines in the Workforce Partnership's [operations manual](#).

Participants may access training services such as Individual Training Accounts (ITAs) and Apprenticeship Training Accounts (ATAs) through training providers who have met eligibility requirements set by the state in order to be listed on the state-managed Eligible Training Provider List (ETPL). As the local area, San Diego has additional eligibility requirements to ensure the trainings provided are in occupations with regional growth projections and locally sustainable wages, as well as meeting the needs of the region's employers. Participants may access registered apprenticeship programs approved by the Division of Apprenticeship Standards (DAS) that are listed on the State managed ETPL. Other training includes:

1. Employer based training (OJTs, CTs, etc)
2. Non-WIOA programs based on specific funder eligibility criteria (e.g. city funded technology training for city residents or job readiness training for older workers)
3. Income Share Agreements for technology training which are issued based on individual need and the results of a course related competency exam. ISAs are an opportunity to provide education that advances careers to San Diegans who struggle to pay these costs upfront. We believe they are an equitable alternative to student loans that expand access to getting the skills needed to fill in-demand jobs. Additional information on our ISA program is available. ISAs are an alternative financing option for students to get an education without incurring costly student loans. There is no upfront cost, instead the participant agrees to pay a fixed percentage of their income for a fixed period of time but only if they make at least \$40,000, No income = no repayment.

Priority of service for our WIOA programs is as follows: With respect to individualized career services and training services funded with WIOA adult funds, priority of service must be established at the time of eligibility determination for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient and does not change during the period of participation. The Adult priority of service does not apply to the Dislocated Worker population. Veteran and eligible spouses who meet the WIOA Adult program eligibility criteria receive priority of service among all eligible individuals, however, they must meet the WIOA adult program eligibility criteria.

Low-Income – An individual who meets one of the four criteria: • Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), program supplemental security income program, or state or local income-based public assistance. • In a family with a total income that does not exceed the higher of the he poverty line or 70 percent of the Lower Living Standard Income Level (LLSIL) • A homeless individual. • An individual with a disability whose own income does not exceed the income requirement but is a member of a family whose total income does.

Public Assistance Recipient – An applicant who receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under Title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance.

Basic Skills Deficient – An individual that is unable to compute or solve problems, or read, write or speak English, at a level necessary to function on the job, in the individual's family, or in society. Criteria used to determine whether an individual is basic skills deficient include the following:

- Lacks a high school diploma or high school equivalency and is not enrolled in postsecondary education
- Enrolled in a Title II Adult Education/Literacy program
- English, reading, writing, or computing skills at an 8.9 or below grade level
- Determined to be Limited English Skills proficient through staff-documented observations
- Other objective criteria determined to be appropriate by the Local Area and documented in its required policy
- Subrecipients must deliver priority of service in the following order as delineated in the Workforce Partnership's Operations Manual Chapter 7. Part 1: WIOA Adult and Dislocated Worker Eligibility Revised September 2020. They are as follows:
 - First Priority
 - Veterans and eligible spouses
 - Covered persons who are:
 - Low income
 - Recipients of public assistance
 - People who are basic skills deficient
 - Second Priority
 - Individuals (non-covered persons) who are:
 - Low income
 - Recipients of public assistance
 - People who are basic skills deficient
 - Third Priority
 - Veterans and eligible spouses who are:
 - Not low income
 - Not recipients of public assistance
 - Not basic skills deficient
 - Fourth Priority
 - Priority populations established by the Governor and/or the Workforce Partnership
 - Fifth Priority (last)

- Individuals (non-covered persons) outside the group given priority under WIOA

i. Youth Workforce Investment Activities

State Plan Alignment: Assessment of the type and availability of youth workforce investment activities.

In San Diego, approximately 38,000 young adults aged 16 to 24 are both not in school and not working—about one in 11. These disconnected youth are disengaged from education, training, and the world of work. Youth unemployment leads to skill atrophy and increased involvement with the juvenile justice system. Youth disconnection is often characterized as a crime issue, an education issue, a public health issue or a social service issue. And, as record numbers of employees begin to retire, the large number of youth and young adults that lack work experience and skills will increasingly become a bottom-line issue for San Diego’s business community. Because of the interconnectedness of our workforce, education and social service systems, Youth disconnection has become a community issue that we must address.

We provide the full suite of WIOA services for youth and are currently completing our procurement process which will award the organizations that will carry out services over the next four year. The service delivery model will include:

1. One Subrecipient who will provide One-Stop Services at our county-wide career center locations.
2. An additional four Subrecipients will be selected to each serve one of the following specific youth populations: black youth, homeless youth, immigrant, refugee and/or English language learner youth and justice-involved youth.

The aspiration of our approach to serving opportunity youth is centered on helping youth align their interests and skills with education, training and jobs.

The Workforce Partnership has developed WIOA Program Tracks that each eligible youth must enroll into as part of their program participation. All tracks include required core program services and outcomes. Youth may switch tracks at any time based on updates to their ISS. Tracks are as follows: Track A: Education Only, Track B: Employment & Experience, Track C: Employment & Training. One area of focus is increasing Digital Literacy with Youth Participants.

One of our funded WIOA Youth partners is Able Disabled Advocacy, one of the nation’s leading Youth providers in digital literacy and serves youth countywide. Additional training includes vocational skills, computer certificate programs, apprenticeship programs, and employment job coaching, training education advancement assistance with accommodation and supportive service resources. They also have disabled Veterans training and employment programs that can serve youth.

j. Cultural Competencies, Digital Fluency & Trauma-Informed Care

State Plan Alignment: Demonstrate staff Development including digital fluency and distance learning, cultural competencies and an understanding of the experiences of trauma-exposed populations

The Workforce Partnership continues to develop online tools and provide training for them to better disseminate information to the community and partner staff serving participants. To this end, My Next Move training will be provided by the Workforce Partnership staff at regular intervals that will include a deeper dive on LMI, quality, participant success and best practices for providing information to participants. Additionally, the Workforce Partnership will work closely with the State Board and California Workforce Association to understand and create a plan for increasing staff and partner staff capacity that builds on the work already done.

The Workforce Partnership has brought training that engages staff with practical and usable information in supporting participants with multiple barriers successfully find employment. It has also brought the business perspective to staff to better serve businesses with their staffing needs. It includes training around serving participants under extreme stress and who are experiencing or have experienced trauma.

While we will bring digital literacy training for the community, we also need to expand trauma informed care training. According to the National Council for Behavioral Health, at least 70% of adults have experienced some type of trauma at least once in their lifetime [NCBH Stat](#). Especially, with our barriered populations, understanding how better to serve them without knowledge of any particular trauma is critical to the workforce mission.

Engaging partners expert in training cultural competencies, particularly youth with trauma and generational engagement will offer a tiered approach to enable staff and partner staff to meet the participant where they are to assist them to be successful in work and school. Networking training provided by partners will expand training and offer perspectives not necessarily available internally.

k. Functioning as the Fiscal Agent

State Plan Alignment: Demonstrate the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process to award the sub-grants and contracts for WIOA Title I activities

The San Diego Workforce Partnership is designated by the County and City of San Diego to receive state and federal funds as the Local Workforce Development Board and is responsible for administering job training and employment programs throughout the County. It also receives competitive grants to administer innovative workforce programs. The Workforce Partnership has a robust set of internal policies and procedures that govern the processes, including appropriate internal checks and balances as well as use of an external CPA firm for financial auditing.

The Workforce Partnership designs programs based on unique understanding of the County workforce needs to ensure the relevant and effective job training programs are funded. The Workforce Partnership then issues Requests for Quotes (RFQs), Requests for Proposals (RFPs) and Invitations for Bids (IFBs) for partnerships with public and private agencies, nonprofit organizations, local businesses, and educational institutions to create workforce solutions for the San Diego region as well as for goods, products and services. The RFP is developed, reviewed, and awarded with engagement from the communities served by the programming being procured, as appropriate. In this way, participant voice and community agency are present in the work throughout the process.

The Workforce Partnership is committed to ensuring equal opportunity to all qualified vendors and organizations wishing to provide these services. The Workforce Partnership conducts a competitive and fair process – reviewing cost, quality and qualifications – in the procurement of goods and services necessary to meet the needs of our customers.

14) APPENDIX A - STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

The Workforce Partnership held 4 zoom meetings. Because many stakeholders could be interested in both region and San Diego plans, the zoom meetings were divided into two parts offered three times. Imperial County was on a different timeline and with the smaller county network, was able to hold two local stakeholder meetings at a later date.

The San Diego local plan meetings were held by zoom to enable stakeholder engagement while ensuring maximum safety during the COVID-19 pandemic. Outreach for Region/San Diego and Imperial County was by email. Imperial County also contacted some local stakeholders by telephone. The email lists included the last plan update list, Attachment 3 of Directive WSD20-05 and then thoroughly reviewed and updated to ensure the widest and most inclusive dissemination possible. The final email list had 135 contacts. The invitations were sent by the Regional Organizer via Outlook in three identical emails. Seven contacts were undeliverable. They were researched and new addressees found for the organizations and those individuals received the invitation.

Following the Directive, the San Diego local plan conversations were based on the following prompts:

- Achieving Equitable Access to Regional Sector Pathways
- What Outcome Measures Tell Us the Real Story
- Training Our Staff: Where Are the Internal Gaps

The following summary is provided:

| Mode of Outreach | Target of Outreach | Summary of Attendance | Comments |
|------------------|--|---|-----------|
| Email | All present and past partners and interested stakeholders for Region and San Diego based on last community conversations, current work and those who were indicated in the Directive | 68 attendees at 3 meetings. CBO, education and government, both local and state, were represented between | See above |

15) APPENDIX B – PUBLIC COMMENT

The comments concerning the San Diego local plan were focused on clarity. In light of that, the document was reviewed to ensure that meaning was clear. There were some specific points made regarding discussing adult education specifically. Leadership considered those points. Since these are broader plans to include all partners, the specificity of engaging one particular partner were not included.

The following are the stakeholder comments:

- It is not clear to me what that actually means in reality; 3's headline "equitable access" - other than Launch Pad, I don't really see what is "equitable" (page 6 bottom hints at it, but there is nothing tangible)
- Page 5 bottom - yes, a smoother workflow - it's currently not working; our students/clients currently wait for about 4 weeks right now
- Page 7 - I haven't seen CIE in action. How does it align with the state's initiative, [CalAssist](#)
- I like section 10 and 11 - if we could have/do this for other populations, that would be helpful
- Section 11 - typo in the subject line
- Page 16 - references "wide variety of agencies ... robust set of services" - a visual would be awesome
- Page 17 - OJT and pre-apprenticeship - these services offered for individuals who don't receive Calfresh, right (as stated later in 15) - kind of confusing to see it here
- Page 18 - I feel like the stats are not correct; reference to IRC and ELL - I think this would be an awesome moment to reference adult education - ESL classes were actually delivered with ERAE
- Page 19 - I think we need to pay more attention to language learners who are not youth

- Page 23 - second paragraph from the bottom - I am not sure about the phrase "We bring digital literacy training to the community ..." - I don't think that's true without some modifiers.
- It would be neat to see something about efforts to create resilient jobs (and training).

16) APPENDIX C – SIGNATURE PAGES

The San Diego Workforce Development Board Chair, Sammy Totah, approved the San Diego local plan. Blank Consortium Policy Board Chair (CEO) signature page for the San Diego Local Plan is provided below. Due to variety of issues, it was not possible to present the plans at the April Board meeting. The next meeting is scheduled for June 25, 2021. Following the Chair signing the below signature page, it will be emailed in a PDF version to CWDBPolicyUnit@CWDB.ca.gov.

San Diego Local Plan

The San Diego County Policy Board approves the San Diego County plan for submission to the state.

San Diego Local Plan

The San Diego Workforce Development Board approves the San Diego County plan for submission to the state.



Signature

Sammy Totah

Workforce Development Board Chair

4/15/2021

Name

Role

Date

San Diego Local Plan

The San Diego County Policy Board approves the San Diego County plan for submission to the state.



Signature

Monica Montgomery Steppe

Policy Board Chair

6/30/21

Name

Role

Date

