Workforce Development Board (WDB) Agenda

Date: Tuesday, February 22, 2022
Time: 10—11:30 a.m.
Place: https://us02web.zoom.us/j/89892089182
Passcode: 957506

Instructions for Public Meetings

- Members of the public - please use the “raise hand” feature to speak, or you can chat your questions/comments to be read aloud
- Board members - participate by un-muting yourself, or submit questions/comments in chat box

Welcome and Introductions

- Chair calls the meeting to order
- Non-agenda public comment

Agenda Items

Item 1:	Virtual Meeting Resolution	2
Item 2:	Minutes of the October 21, 2021 Meeting	4
Item 3:	CEO & Staff Update	7
Item 4:	Fiscal Update	8
Item 5:	Membership Update	9
Item 6:	Membership Nomination - Connie Lundgren	10
Item 7:	Membership Nomination – Matt Martin	11
Item 8:	Membership Nomination – Mark Sutton	12
Item 9:	Membership Nomination – Aida Rosa	13
Item 10:	Career Center Services Waiver	14
Item 11:	Career Center Operator	24
Item 12:	Adopt A School	28

Next Meeting: April 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: Virtual Meeting Resolution

ACTION ITEM – VOTE REQUIRED:

Resolution recognizing a state of emergency and authorizing teleconferenced meetings pursuant to AB 361

WHEREAS, in response to the novel coronavirus ("COVID-19") pandemic, Governor Newsom adopted a series of Executive Orders allowing the legislative bodies of local governments to meet remotely via teleconference so long as other provisions of the Ralph M. Brown Act ("Brown Act") were followed; and

WHEREAS, on March 4, 2020, Governor Newsom declared a statewide emergency arising from COVID-19 pursuant to Government Code section 8625; and

WHEREAS, on Sept. 16, 2021, Governor Newsom signed AB 361, which immediately amended the Brown Act allowing governing boards to continue holding virtual meetings outside the teleconferencing requirements of Government Code section 54953(b), if the board makes a finding that there is a proclaimed State of Emergency, and either (1) state or local officials have imposed or recommended social distancing measures, or (2) meeting in person would present imminent risks to the health or safety of attendees due to the emergency; and

WHEREAS, social distancing measures have been imposed and implemented by the County and City of San Diego to mitigate the spread of COVID-19; and

WHEREAS, the San Diego Workforce Partnership (Workforce Development Board - WDB) believes the spread of COVID-19 poses an imminent risk to the health and safety of in person meeting attendees; and

WHEREAS, the WDB is committed to open and transparent governance in compliance with the Brown Act; and

WHEREAS, the WDB is conducting virtual meetings by way of telephonic and/or internet-based services as to allow members of the public to fully participate in meetings and offer public comment.

NOW THEREFORE, BE IT RESOLVED, that the recitals set forth above are true and correct and fully incorporated into this Resolution by reference.

BE IT FURTHER RESOLVED, that the WDB recognizes that a State of Emergency in the State of California continues to exist due to the COVID-19 pandemic.

BE IT FURTHER RESOLVED, that the WDB recognizes that social distancing measures remain recommended by state and local officials.

BE IT FURTHER RESOLVED, the WDB authorizes the use of teleconferencing for all meetings in accordance with Government Code section 54953(e) and all other applicable provisions of the Brown Act, for a period of thirty (30) days from the adoption of this resolution, or such a time

that the Governing Board adopts a subsequent resolution in accordance with Government Code section 54953(e)(3).

Item 2: Minutes of the October 21, 2021 Meeting

Members Present

Sammy Totah, Chair	Dennis DuBard	Kurling Robinson
Risa Baron	Shandon Harbour	Mimi Rosado
Andrew Berg	Ed Hidalgo	Althea Salas
Christina Bibler	Brisa Johnson	Ricky Shabazz
David Blake	Kevin Johnson	Nancy Smith-Taylor
Danene Brown	Carol Kim	Annie Taamilo
Brigette Browning	Terry Kurtenbach	Rick Vaccari
Veronica Dela Rosa	Tom Lemmon	Jeremy Vellón
Matt Doyle	Jeff Noyes	Mike Zucchet

Members Absent

Veronica DelaRosa	Taylor Eubanks	Carmen Summers

Staff Members Present

Peter Callstrom, President & CEO

Andy Hall, Chief Impact Officer

Parina Parikh, Vice President of Sector Initiatives

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 August 19, 2021 Meeting

Motion: WDB approves the meeting minutes.

Moved (N. Smith-Taylor), Seconded (T. Lemmon), Carried unanimously

Report Item

Item 2 CEO & Staff Update

Peter overviewed new grants with the Qualcomm Foundation, the US Department of Labor, and Together Toward Health. He discussed Mayor Gloria's press conference highlighting SDWP and the TechHire and Career Construction Jumpstart programs, the Electrical Training Institute, and Bank of America.

Action Items

Item 3 CAREERS Dislocated Worker Grant

Shaina presented on the proposed 2-year contract with YMCA Childcare Resource Service to provide case management, support services, follow-up services, free childcare referrals, and resources to long-term dislocated workers. Peter thanked Shaina and her team for their work in securing this competitive grant, SDWP is 1 of 10 awardees (550 workforce boards in US).

Motion: WDB approves the contract.

Moved (V. Dela Rosa), Seconded (N. Smith-Taylor), Carried Unanimously

Item 4 Low Carbon Economy Contract

Parina overviewed the proposed contract renewal for incumbent provider SDCEF to serve 108 participants in the High Roads Construction Careers program. The contract will provide digital literacy, supportive services, math tutoring, and sustainability workshops and enhanced career navigation.

Motion: WDB approves the contract.

Moved (C. Kim), Seconded (D. DuBard), Carried Unanimously

Information Items

Item 5 Sector Initiatives (SI)

Parina and team provided an overview of the department's growth and areas of focus: information and communications technologies, public administration, healthcare, and energy, construction & utilities. Each sector includes priority occupations and specialized programs.

Item 8 Faces of Workforce

Robert Stocking, a Career Construction Jumpstart graduate, shared his experience with the program. He discussed the hands-on skills, compliance regulations, and safety measures he learned. Robert thanked SDWP for the strong employment and support services.

Item 7 Customer Experience

Desiree briefed the board on the new Customer Experience department. The new job seeker and business service navigation will include a universal intake process, followed by a curated menu of service options and enrollment and access to a centralized library of online and in-person learning opportunities. Desiree also reviewed the marketing and outreach components of the department. Peter thanked her team for their hard work and noted that SDWP is creating an advanced customer service and social media strategy that will be a model for the workforce development sector.

Item 8 Economic Update & Outlook

Andy presented an economic update. The unemployment rate in San Diego is ~6% with leisure and hospitality continuing to experience the largest job losses of San Diego's major industries. Low wage workers, Black and Hispanic workers, and women employment rates have yet to fully recover to pre-pandemic levels. Andy also reviewed the data around the 'Great Resignation'.

Item 9 Revenue Update

The revenue update was deferred to the next meeting due to time. SDWP's new CFO, Brett Stapleton, introduced himself to the board.

Adjournment

Sammy Totah adjourned the meeting at 9:30 am.

Item 3: CEO & Staff Update

REPORT ITEM – NO VOTE REQUIRED:

An overview of Workforce Partnership activities.

Item 4: Fiscal Update

INFORMATION ITEM – NO VOTE REQUIRED:

Staff will provide an update on our budget and fiscal outlook.

Item 5: Membership Update

INFORMATION ITEM – NO VOTE REQUIRED:

An update on WDB membership.

SAN DIEGO COUNTY'S BUILDING TRADES UNIONS
Value on Display. Every Day.

Tom – Peter informed me of your decision to step away from the Workforce Development Board. I could not let that opportunity pass with out saying Thank You! Your contribution to San Diego, our community, and our WDB specifically have been enormous, recognized, and valued. I personally appreciate all the input and guidance you have offered me as I moved into the Board Chair role. Thank you, Tom!! I wish you only the best for a long, happy, and healthy retirement. Sammy

---

Thanks Sammy very kind words, it's been a pleasure. I'm 100% certain that Carol will find an enthusiastic replacement. Workforce training is the secret sauce to achieving the middle class. Stay the course continue to create opportunities for those that have been marginalized and left behind, for it is noble and just. Peace. Tom

Item 6: Membership Nomination - Connie Lundgren

ACTION ITEM – VOTE REQUIRED:

WDB to approve the following WDB prospect:

Seat: Private Sector
Connie Lundgren
Director, Workforce Relations
General Dynamics NASSCO
Seat: Private Sector

Connie Lundgren is an accomplished human resources executive with demonstrated success in leading teams and supporting workforce sustainability and growth. She is the Director of Workforce Relations at General Dynamics NASSCO and has been a member of the NASSCO leadership team since 2016. She is a compassionate professional dedicated to making a difference in the employment experience and creating equitable opportunities for all employees and their families. In her current role, Connie oversees a team of twenty-two human resources and medical professionals covering three different departments and several functional areas to support NASSCO's 3500 San Diego workforce, including Employee & Labor Relations, Equal Employment Opportunity, Leaves & Accommodations, Collective Bargaining Administration, Performance Management, Compensation & Benefits, Medical Services, Injury Prevention, and Compliance. Connie is also a California licensed attorney, specializing in employment and labor law. She holds a Juris Doctor from California Western School of Law, San Diego, and a Bachelor of Arts degree in Political Science from California Polytechnic State University, San Luis Obispo. She is a member of the Society for Human Resources as well as the California Lawyers and San Diego Bar Associations. Connie is the proud spouse of a U.S. Navy Veteran, who retired in 2019 after 30 years of active-duty service. Prior to joining the NASSCO team, Connie worked as an employment and labor attorney for several years in a few private law firms in San Diego. She also spent three years providing legal services to the U.S. Department of the Interior and Department of Commerce in Washington, D.C. Connie and her family are actively involved in several community organizations including Operation Homefront, EOD Warrior Foundation, USA BMX, and USA Swimming. In her free time, she enjoys hiking, biking, painting, and spending time with her family.

Connie is interested in serving on the SDWP Board to continue the long-standing support General Dynamics NASSCO has provided to our local community and the development of the local workforce. She is passionate about enhancing the employment experience for all and creating opportunities for individuals and their families through meaningful work.

Item 7: Membership Nomination – Matt Martin

ACTION ITEM – VOTE REQUIRED:

WDB to approve the following WDB prospect:

Seat: Private Sector
Matt Martin
PNC Bank - Executive Vice President
Retail Banking Executive for CA and Arizona

Matt began his career with PNC in 2000 in New Jersey. Matt spent seven years in New Jersey including roles as Business Banking Sales Leader and Regional Manager. In 2007, Matt relocated with his family to Baltimore to serve as the Central Maryland Area Manager in conjunction with PNC's acquisition of Mercantile Bank. In 2011, Matt became the Retail Banking Executive for Greater Maryland. During his time at PNC, Matt has played key roles in several retail banking initiatives to expand market share, employee leadership and customer engagement. He is a two-time winner of the Gallup Organization's "Gallup Great Workplace Award". Prior to joining PNC, Matt ran the retail branch network for a community bank serving New York City and Westchester County, NY. He started his career with Bank of America in Portland, OR where he held various positions from Mortgage Underwriter to Branch Manager. Matt has a degree in Political Science from Oregon State University. He is a graduate of the Consumer Bankers Association Graduate School of Retail Bank Management. Matt served as Vice Chair on the board of the YMCA of Central Maryland and was the Chairman of the Board at Baltimore's Public Radio station, WYPR. Matt, his wife and two children live in Encinitas.

I hire close to 200 people a year. Workforce development: providing workers with critical skills to add value to an organization, a team and the community is a passion of mine at PNC. What makes SDWP special is that it helps individuals who may be living on the margins, struggling to get a life changing job, or are re-entering the workforce meet the needs of employers in our community. We all benefit from SDWP. These are people I often want to help through my "hiring" influence at PNC, but more often than not cannot due to requirements to work in branch banking. Serving on the board will allow me to marry my passion around workforce development and in making an impact in the community I work and live in. In my conversation with Peter, I was particularly intrigued by work that SDWP is doing (has done) with people on the spectrum or with other behavioral challenges. This is personal to me with an adult son who is on the spectrum. As someone returning to SD after 30 years, I was impressed with Peter, the current board membership, and the mission of SDWP. It has a great reputation and is clearly well run. I hope that my prior board service, most recently at WYPR and the YMCA of Central Maryland, will add additional value to this great organization.

Item 8: Membership Nomination – Mark Sutton

ACTION ITEM – VOTE REQUIRED:

WDB to approve the following WDB prospect:

Seat: Private Sector
Mark Sutton
Bank of America
Senior Vice President, Managing Director, Regional Executive

Mark Sutton is the Regional Executive of the San Diego/Inland Empire Market supporting the Retail and Preferred Customer segments in the San Diego, Riverside, and San Bernardino Counties. He leads approximately 315 Associates.

Mark began his career at Bank of America in 1990 and brings over 30 years of proven financial services leadership experience to this new role — serving previously in the financial center channel as a regional business support executive, regional operations executive, and consumer market executive, as well as being a performance and change executive in Home Loans Fulfillment.

He earned a Bachelor of Arts degree in Accounting from California State University - Fullerton and has completed certified financial planning courses from the University of California - Irvine. Mark is also securities Licensed Series 7, 66, 9 and 10.

Mark is a native Californian. He is married with three children, two girls ages 23 and 21, and a son age 19. He is a loyal member and supporter of both the Sierra Club and Museum of Photographic Arts (MOPA). Mark is also an active board member of the Riverside Philharmonic. Mark enjoys spending time at the beach with his family. He is an avid sports fan and participates in cycling, running and fly fishing.

Item 9: Membership Nomination – Aida Rosa

ACTION ITEM – VOTE REQUIRED:

WDB to approve the following WDB prospect:

Seat: Private Sector
Aida Rosa
San Diego Zoo Wildlife Alliance
Chief Human Resources Officer

Rosa began her hospitality career in 1987 with Starwood Hotels & Resorts at the Sheraton San Diego Hotel & Marina. Early in her career, she demonstrated leadership qualities and was part of a team that helped change the culture at Sheraton. She received the Employee of the Year award in 1988, and again in 1990. Her career in management began in 1990, as she had mastered skills in employee relations, training, benefits, and recruiting. Rosa joined San Diego Zoo Wildlife Alliance in 2005 as associate director of human resources, overseeing employee benefits and retirement plans, and assisting in employee relations. In 2010, she was promoted to director of human resources/benefits and proceeded to build trusting relationships with employees and leaders of the organization. In 2018, she was promoted to corporate director of human resources, overseeing the additional duties of talent acquisition, training, and development. She was promoted to Chief Human Resources Officer in 2019.

Besides working to advance a world-famous working environment, Rosa specifically focuses on the areas of leadership development, succession planning, talent management, diversity and inclusion, change management, and organizational and performance management.

Rosa is a San Diego native. In 2003, she was the recipient of the San Diego County Hotel/Motel Association Gina Cesena Gold Key Award for outstanding service to the hospitality industry.

Item 10: Career Center Services Waiver

ACTION ITEM – VOTE REQUIRED:

The working group recommends the WDB authorize SDWP to pursue a waiver from the Governor's office to transition from an outsourced to an in-sourced service model for career services provided at the American Job Centers (AJCs). This waiver would:

- Officially notify the two respondents of the Career Services RFP, KRA Corporation and Equus, that the RFP has been cancelled and SDWP will not be awarding a contract for outsourced Career Services at the AJCs.
- Direct SDWP staff to begin the transition (Attachment B)
- Authorize the WDB Chair to sign the waiver submitted to the State of CA *(Attachment C)*

BACKGROUND

Historically, SDWP has subcontracted the role of Career Services provider through a competitive procurement process. Of the 45 WDBs in California, 18 do not subcontract. With a waiver from the Governor's office, SDWP is allowed to be the Career Services provider at our Career Centers.

Since 2012, the SDWP has been diversifying its revenue sources to fund new and unique workforce programs and services and our business model has grown and matured.

Prior to 2012, SDWP was 99% funded through federal WIA funds and served as an administrative pass-through agency to contractors providing outsourced services in the community. Since 2012, SDWP has developed core competencies in direct services, career coaching, work readiness training, career exploration and research, customer service, and outreach and recruitment, among other direct service activities. This evolution of the business model has enabled SDWP to provide an enhanced and cohesive service model at the AJCs for the following reasons:

Provide an improved customer experience for jobseekers and businesses

SDWP's is working toward a fully integrated service model where customers have a positive and well-informed experience at every interaction. This requires building consistent culture, tools, communication protocols, accountability metrics, awareness of service offerings, and training materials across our entire, diversified system. Bringing Career Services in-house is critical to making this model work and delivering a seamless and high-quality customer experience to jobseekers and businesses. For more information on how this shift will benefit customers, see *Attachment C*.

Increase funds to hire and compensate direct service staff working at the AJCs

An initial analysis of the staffing patterns and budgets from the current AJC contractor in FY 21/22 shows this change will result in an estimated **$709,980** in savings in administration and profit currently going to the contractor. We expect this would lead to higher job satisfaction and

job quality for career services staff, and most importantly, better customer clarity regarding services and outcomes.

ATTACHMENTS

Attachment A: Insourcing Financial Analysis

Attachment B: Insourcing Transition Plan

Attachment C: Waiver Application to the State of CA

Attachment A: Insourcing Financial Analysis

Line Item	Outsourced (KRA FY 21/22)	Insourced (Estimates)	Difference (+ amount is savings)
Salary	$2,825,252	$2,920,000	$94,748
Fringe	$494,368	$1,109,600[1]	$615,232
Total Personnel	**$3,319,620**	**$4,029,600**	**$709,980**
Admin	$627,469	$193,134[2]	($434,335)
Profit	$275,645[3]	$0	($275,645)
Admin + Profit	$903,114	$193,134	($709,980)
Total	**$4,222,734**	**$4,222,734**	**$0**

Attachment B: Insourcing Transition Plan

There are three major workstreams to transition services to in-house operations on July 1, 2022. Major milestones only (SDWP teams are managing to more detailed project plans).

WORKSTREAM #1: PERSONNEL

Hire, onboard, and train approximately 50 – 60 new staff for the AJCs by July "go-live".

WORKSTREAM #1: PERSONNEL		
Task	**Description**	**Timeline**
1.1	Finalize staffing model	February 28
1.2	Finalize and post jobs	March 15
1.3	Job Fair (s) and other Screening, Recruitment, and Interviewing	March / April
1.4	Make offers	April / May
1.5	New employees on-boarded and trained	June 1 - 15
1.6	"Go-live" with in-sourced staff in the AJCs	July 1

WORKSTREAM #2: SUB-LEASES

The current AJC Career Services provider, KRA Corporation, holds (13) subleases with other AJC tenants and required partners (e.g., EDD, Department of Rehabilitation, Job Corps, PCG, Able-Disabled). Prior to July 1, 2022, these would be transitioned to SDWP.

WORKSTREAM #2: LEASES		
Task	**Description**	**Timeline**
2.1	Notify all subleases of upcoming change from KRA to SDWP	February 28
2.2	Contract with AJC operator to lead lease transition	March 31
2.3	Sublease negotiations with AJC tenants	April - May
2.4	All new subleases approved by SDWP / Policy Board (per bylaws)	June

WORKSTREAM #3: OPERATIONS AND COMPLIANCE

Update operations manual and other internal procedures to reflect the change from outsourced AJC service model to an insourced service model (e.g. internal approvals for training dollars, eligibility and case file review, etc.).

WORKSTREAM #3: OPERATIONS AND COMPLIANCE		
Task	**Description**	**Timeline**
3.1	Inventory operations manual for all sections that need to be updated	February 28
3.2	Deliver draft 1 of redlines operations manual for internal review	March 31
3.3	Finalize updated operations manual	April 30
3.4	Develop onboarding and training curriculum for direct service staff based on new operations manual.	May 31
3.5	Determine need for formal internal audit function	June 15

Attachment C: Waiver Application to the State of CA

Request for Approval

Adult and Dislocated Worker Career Services Provider

Chief Local Elected Official (CLEO) Statement

A Local Board or administrative entity that seeks approval to be an Adult and Dislocated Worker Career Services Provider within an America's Job Center of California must provide a statement from the local CLEO indicating his/her request as well as responses to the following questions.

Please provide responses to the following items on a separate document:

1. **What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?**

   Since 2012, the San Diego Workforce Partnership has been successfully diversifying its revenue sources to fund new and unique workforce programs and services for the San Diego region. In our FY 21/22 budget (agenda item #5) approved by the Workforce Development Board and our Joint Powers Authority Policy Board (Chief Local Elected Official (CLEO)) in June of 2021, SDWP had a $37M annual budget. 56% of the budget was WIOA formula funds (Adult, DW, Youth, and Rapid Response), with the remaining 44% being a mix of federal, state, local, private sector, philanthropy, and fee for service funding. In 2012, SDWP's budget was 99% federal funds.

   The revenue diversification over the last decade has transformed our business model in the following ways related to this request:

   - We have established direct service core competencies, including in-house assessment, eligibility, case management, job placement, and retention support through programs like Ticket-to-Work, Income Share Agreements, and Techhire, among many others. We have also received approval from the County of San Diego to bring the operations of the TANF funded Expanded Subsidized Employment (ESE) operations in-house.
   - We have established a "customer experience team" that serves as the single front door for all SDWP programs available to jobseeker customers, driving changes to our customer experience model (see figure 2 below).
   - We are braiding resources across multiple funding streams (WIOA, private sector, philanthropy, TANF, SNAP E&T) to serve our customers better and finance longer term initiatives that go beyond individual programs.

In short, our business and service model has evolved in complexity, depth, and sophistication over the past decade. We are applying for this waiver to provide a quality, simple to access, human-centered service model for our customers while we handle the complexity of integrated funding streams behind the scenes.

2. How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?

As our business model has changed with increasing diversity of revenue, we are able to serve more San Diego County residents with deeper, richer, and more targeted services. However, this growth has also created complexity for our jobseekers as they try to navigate which programs they qualify for, which programs are delivered directly by SDWP, and which programs and services are available through our career services contractor. Over the last several years, our governance and executive leadership have been focused on creating a more simplified customer experience for jobseekers that come to us via walk-ins, phone calls, or via email or chat on our website.

One of the major challenges we have had in integrating 40+ funding streams is delivering a seamless customer experience for jobseekers across all SDWP programs and services. Currently, the below model is how many of our customers approach our system:

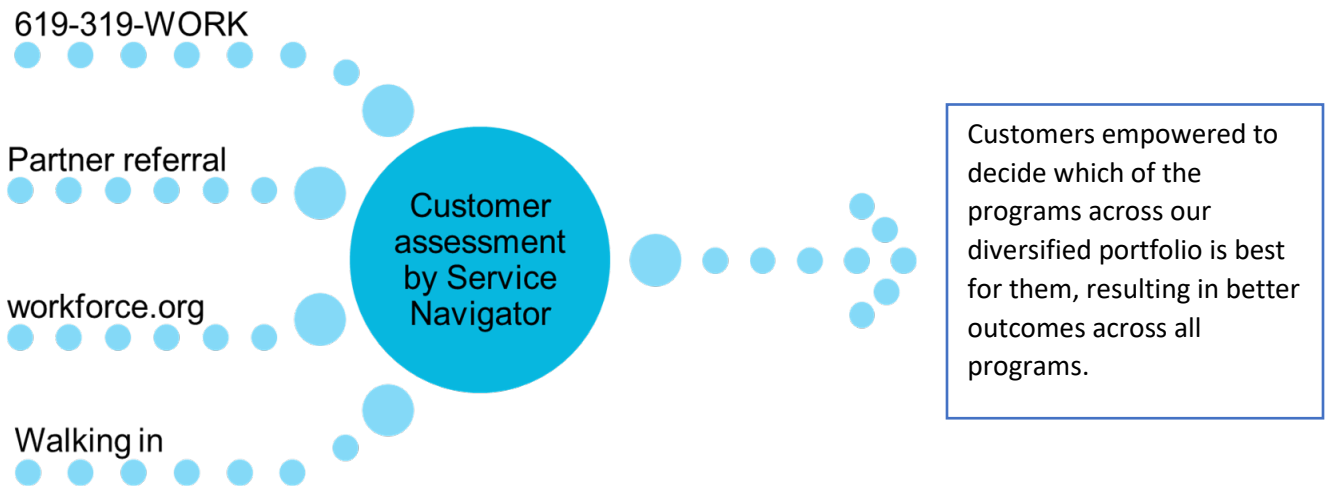
Figure 1: Former Customer Experience Model

Our customers are experiencing the following three major challenges with this model:

- Customers are often required to know which program they are interested in and who provides that program (e.g. an outsourced provider or SDWP direct service staff). After going through that specific program's intake process, they may or may not be eligible, leading to a "dead-end", frustration, and an overall poor customer experience.
- Our Career Services contractor has limited visibility into our entire portfolio and is often unaware of all the program offerings that could benefit the customer.
- Businesses have expressed frustration with a disjointed experience working across our internal SDWP staff and our career services staff.

Our vision in recent years has been to develop a fully integrated service model where customers have a positive and well-informed experience at every interaction. This requires building consistent culture, tools, communication protocols, accountability metrics, awareness of service offerings, and training materials across our entire, diversified system. The model below is what we are working toward. Bringing Adult and Dislocated Worker Career Services in-house is critical to making this model work and delivering a seamless and high-quality customer experience to San Diego County jobseekers.

Figure 2: Current Customer Experience Model (in progress)



3. Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.

SDWP will provide all required basic and individualized activities of Sec. 134 (b)(2) "Career Services" on the Workforce Innovation and Opportunity Act, including;

- Eligibility determinations
- Outreach and intake
- Initial assessment of skills
- Labor exchange services (job search, placement, career counseling)
- Provision of Labor Market Information (LMI) and local in-demand jobs information
- Referrals to other programs and services
- Provision of performance and cost information for eligible training providers and opportunities
- Individualized assessment
- Individualized Employment Plan (IEP) development
- Group and individual career counseling and coaching and case management
- Short-term pre-vocational training (e.g., work-readiness training and workshops)
- Internships and work experiences
- Financial literacy services
- Out of area job search assistance
- English language acquisition
- Job placement
- Retention
- Supportive services
- All relevant data entry
- Any and all other basic and individualized services authorized and required by law

We have established high quality, direct service core competencies, including in-house assessment, eligibility, case management, job placement, and retention support through programs like Ticket-to-Work, Income Share Agreements, and Techhire, among many others. SDWP staff have been providing all of the WIOA required and allowed basic and individualized services in non-WIOA funded programs for the last seven years. Our current career coaches and direct service staff have specific expertise in intake, assessment, career navigation, work readiness training, career exploration, LMI trainings, workshops, case management, supportive services, job placement, retention, and follow up services.

Our CEO has led the SDWP for the past decade. He works closely with the SDWP executive and leadership team to ensure our best practices and outstanding outcomes. He was invited by JFF in 2021 to participate in a small and select cross-sector group of national leaders to focus on career navigation, specifically developing federal and state policy recommendations to create a modern and more coordinated career navigation system. This group and outcomes will help ensure the critical high-quality services that the SDWP expects. For several years, JFF

has convened community college leaders through the Policy Leadership Trust to provide a national platform for elevating practitioner insights on federal and state policy discussions related to postsecondary education and training. For this deep dive focused on career navigation, JFF is taking strides to expand the Trust platform to incorporate key insights from practitioners across the learn and work ecosystem. JFF's aim is to lift up cross-system approaches and policy solution that ensure career services and navigational systems better serve students, jobseekers, and workers. Our CEO also was invited to serve on the statewide "Worker Equity Initiative - WEI", funded by the James Irvine Foundation and led by the National Skills Coalition, it is comprised of labor and workforce leaders in California. The WEI leadership is in direct contact with the Labor and Workforce Development Agency (LWDA) leadership as they advise on potential policy and practice. As the only workforce board leader on WEI, he provides a critical voice for the workforce sector in advancing these critical issues.

SDWP is the recipient of numerous awards including: 'WIOA Trailblazer' (of 550 workforce boards around the USA) by the National Association of Workforce Boards; the 'Kaleidoscope' award from USD Nonprofit Institute in recognition of excellent governance. Peter was awarded nonprofit CEO of the year in 2021 by the San Diego Business Journal.

Additionally, one of our staff members is an adjunct faculty member for the UCSD Extension Career Advising Certificate and is teaching students across the country (including SDWP staff) the latest best practices and models for high-quality career advising. Many of our direct service staff have gone through portions of this certificate program and will be a requirement in the future if this waiver is approved.

SDWP has also hired a new Director of Workforce Development who has experience overseeing large direct service operations through Tribal TANF and WIOA programs in multiple counties serving Native Americans living in California.

4. **Provide the Local Area's performance outcomes for each of the last two Program Years (PY 18-19 and 19-20) and evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services.**

PY 18/19[1]:

Title I Adult

Performance	Employment Rate (Q2)	Employment Rate (Q4)	Median Earnings	Credential Rate	Measurable Skills Gain
Negotiated Target	66%	62.5%	$5,600	54%	Baseline
Actual	87.5%	76.9%	$6,964	74.4%	62.3

Title I Dislocated Worker

Performance	Employment Rate (Q2)	Employment Rate (Q4)	Median Earnings	Credential Rate	Measurable Skills Gain
Negotiated Target	69.5%	65%	$7,600	58%	Baseline
Actual	90.5%	82.6%	$10,299	69.1%	69.8

PY 19/20[2]:

Title I Adult

Performance	Employment Rate (Q2)	Employment Rate (Q4)	Median Earnings	Credential Rate	Measurable Skills Gain
Negotiated Target	72%	66%	$6,800	60%	57%
Actual	87.8%	82.7%	$7,711	79.6%	70.1%

Title I Dislocated Worker

Performance	Employment Rate (Q2)	Employment Rate (Q4)	Median Earnings	Credential Rate	Measurable Skills Gain
Negotiated Target	71.9%	72.5%	$8,774	60%	57%
Actual	90.7%	86.3%	$10,138	78.4%	65.1%

If approved, we expect to maintain SDWP stellar performance and improve the number of customers served and our customer satisfaction for Adult and Dislocated Workers.

[1]Source: multiple pages: https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/12/PY-2019-WIOA-AnnualReport_ACCESSIBLE.pdf
[2] Source: Page 80 of https://cwdb.ca.gov/wp-content/uploads/sites/43/2021/11/21_11_24_2020-WIOA-Annual-Report-Narrative_ACCESSIBLE.pdf

SDWP has provided direct services for several large, multi-year grants from public and private funders, including Community Development Block Grant Funding, CalFresh/SNAP E&T, SSI/SSDI, the James Irvine Foundation, and many others. Each of these grants have performance measures and goals SDWP has met or exceeded and earned contract renewals and expansions. Our teams know how to perform to outcomes when providing direct services, and we don't anticipate any drop off in WIOA Adult and Dislocated Worker.

Full testimonials from clients in programs where SDWP has provided direct services similar to WIOA Title I Adult and DW direct services programs are linked below.

- Karen Castro Testimonial: Techhire
- JakeBryan Bonifacio Testimonial: TechHire
- Robert Duchene Testimonial: Construction Career Jumpstart
- Ernesto Gonzales Testimonial: Income Share Agreement Program

5. **Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved the request in a public meeting.**

   Pending. This request will go to the San Diego Workforce Development Board on February 17, 2022 and the Policy Board (Chief Local Elected Official) on February 25, 2022.

6. **Attach documentation of internal controls, conflict of interest, and firewall policies.**
   - Conflict of interest Policy for internal staff
   - Conflict of Interest for procurements but includes internal staff.
   - Accounts Payable Policy – Demonstrates clear firewalls between programs/services/staff expenditures and compliance and finance.
   - Signature Authority Matrix – demonstrates that direct service staff dealing with clients do not have authority to sign off on contracts that will benefit customers (ETPL, etc.).

   Firewall policies: Direct service staff will be housed in the Client Services, Customer Experience, and Sector Initiatives departments. This function is separate from the Finance, Accounting, HR, and Compliance Division that all report up to the Chief Financial Officer. All direct service staff providing Adult and DW career services will be required to follow the operations manual guidelines established here, as applicable. These guidelines will be updates as appropriate once waiver is approved. (URL: workforce.org/operations-manual/).

   Other internal procedure documents are available as needed.

Item 11: Career Center Operator

ACTION ITEM – VOTE REQUIRED:

Recommendation

That the WDB approve the results of the Request for Proposals (RFP) for the provision of Career Services Network Operator services and authorize SDWP to enter into contract negotiation with the following winner of the RFP evaluation process:

Contractor	Funding Source	Amount
DB Grant Associates	WIOA Adult/Dislocated Worker	$375,000
Contract Outcomes		
Partner Relationships, Engagement and Innovation - establish strong relationships with and between co-located partners at the career centers and foster 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 Career Center Structure Management - the physical maintenance and upkeep of the career centers and operational systems.		

Contract Term: April 1 2022 – June 30 2023

New contract or renewal: New Contract

Option Years: 3 additional optional years

Estimated Total Funding Amount: $375,000 in Year 1; with following years being $300,000

Contract Payment Terms: Cost Reimbursement

Contractor Selection:

- Outside evaluation panel selected DB Grant out of 3 Respondents
- Five member panel represented San Diego educators, CBOs and mandated partners
- Scores averaged for each category and summed

RFP Planning and Development Process:

- June 2021: WDB established Board Working Group to develop RFP framework
- August 19, 2021: WDB approved framework recommended by RFP working Group

RFP Release and Competitive Process:

- Oct 18, 2021: Released RFP to greater Workforce Partnership list
- Oct 26, 2021: Respondent Orientation
- Dec 10, 2021: Proposals due
- Dec 21, 2021 – Jan 10, 2022: Evaluation panel reviewed written proposals
- Jan 24 – 25, 2022: Evaluation panel interviewed qualified applicants
- Feb 17, 2022: Evaluation panel submits recommendation to the WDB

Background

Every four years WDBs are required to procure a Career Center Operator. In the previous procurement this role was coupled with the Career Center Service Provision and one entity was selected to fulfill both roles. This procurement, the Board approved a design that once again separated the Operator function from the Service Provision role. This will allow for more dedicated attention to the daily facilities responsibilities as well as the interaction between co-located partners.

RFP Scope of Work

1. Partner Relationships, Engagement, and Innovation
    - Coordinate the implementation of and enforce Workforce Partnership negotiated Memoranda of Understanding (MOU's) and all other agreements with all mandated partners
    - Manage, advise, and assist with the development and completion of all relevant career center credentialling
        - Ensure career centers meet and maintain all WIOA certification requirements, including but not limited to baseline and Indicators of Excellence as established by California Workforce Development Board (CWDB)as well as managing and supporting the associated Continuous Improvement Plan
        - Conduct a self-evaluation of the comprehensive career centers and provide recommendations to the Workforce Partnership for continuous improvement strategies drawing on the career center criteria/quality Indicators established by the Workforce Partnership
        - Conduct a self-evaluation of the comprehensive career centers and provide recommendations to the Workforce Partnership for continuous improvement strategies drawing on the career center criteria/quality Indicators established by the Workforce Partnership
    - Enforce all policies, laws, directives, and regulations including but not limited to Occupational Safety and Health Administration (OSHA), American with Disabilities Act (ADA), Centers for Disease Control and Prevention (CDC), etc. and provide training for all career center partner staff
        - Maintain required documentation of meetings and events per the Workforce Partnership. Identify needs for career center partner coordinated activities and implement or, if needed, propose them to the Workforce Partnership to support issues of shared space, program support and client experience.
        - Liaise between the Workforce Partnership and career center partners to resolve partners' grievances, concerns and all issues related to working in the career centers.
    - Build strong partner relationships both with and between partners to facilitate customer and partner success
        - Collaboratively identify gaps, build, implement, and monitor shared vision with partners for processes and physical environment to provide family-friendly service delivery and cutting-edge employment readiness environment

- Facilitate partner support of each other's goals and successes including regular sharing of programming
- Create and maintain continuous improvement processes with partners
- Provide reporting as required including performance indicators for Comprehensive career center partners' systems to improve coordinated service delivery and client outcomes

2. Career Center Structure Management

- Be responsive to and implement all process and infrastructure changes as directed by the Workforce Partnership for improved engagement and service delivery including but not limited to connectivity, accessibility, and customer experience
    - Engage partners and develop recommendations for 2-Gen family-friendly career centers
- Engage with IT management and provide long-term needs assessments
    - Provide Helpdesk ticket oversight/management of items for the network providers and hardware/software support such as:
        - Monitor repetitive helpdesk issues that need training/upgrades
        - Track Computer\Network\Phones issues to provide awareness and/or recommendations to the Workforce partnership
- Manage Facilities
    - Collect agreed upon cost shares from collocated partners as documented in the MOUs
    - Schedule and follow up on repairs including but not limited to HVAC, plumbing, resources, etc.
    - Maintain facilities such as aesthetics, cleanliness, resources, and emergent needs
    - Maintain full/near full level of occupancy
    - Maintain buildings
    - Investigate, develop, and manage security contracts
    - Identify opportunities for more cost-effective site locations, including forging partnerships with public/private entities
    - Identify physical changes that enhance the customer experience, particularly parenting job seekers

RFP Scoring

Category	Total Possible Points	Minimum to Proceed	Percentage
Written Score	255	204	80%
Interview	45	Dependent on written score	
Recommended WDB	300	240	80%

Evaluation Panel Scores:

Respondent	Eval 1	Eval2	Eval 3	Eval4	Eval 5	Total	Average	Rank
DB Grant Associates	275	197	252	259	250	1232	246	1
Arbor E&T, LLC dba Equus Workforce Solutions	236	192	252	260	230	1170	234	2
Hightower Workforce Solutions, LLC	162	169	206	190	165	892	178	3

The evaluation panel scored the proposals on organizational qualifications, past performance, service design narrative based on scope of work (below) and budget justification. They met and discussed the proposals and determined which respondents would be interviewed as well as the questions. They moved two of the three respondents to interview. Panel discussion following the interviews determined DB Grant Associates would be the recommendation to WDB for Career Center Network Operator services contract.

DB Grant Associates has over 17 years experience providing workforce, operator and TANF services nationally. They have provided Operator services in Washington D. C., Memphis TN, Detroit MI, and New York City, NY. They have focus areas in both continuous improvement and innovation, as well as IT support experience and an ability to flexibly respond to the needs of their customers.

Their proposal gave specific and varied examples of how they would provide services within the scope of work for the Operator contract and were lauded by the evaluation panel as providing a sophisticated interview presentation that offered both depth and breadth of understanding of the work and systemic community needs.

Item 12: Adopt A School

ACTION ITEM – VOTE REQUIRED:

Dr. Shabazz to review the DEI committee's work on a new "Adopt A School" project:

Adopt a School Program Partnership Proposal
HOPE for Mt. Hope Mt. Hope/Chollas View
Lincoln and Morse Clusters

Introduction:

Students in the Mt. Hope community often live in high-poverty, high-crime, persistent traumatic environments. Data also reports that the Mt. Hope community encompasses faced some of the hugest implications of the pandemic recession including exacerbated inequality, as job losses were concentrated among low-wage and BIPOC workers. In order to change the outcome of our most critical population of students, we offer innovative programming, intensive mentorship, community collaboration, career education to inspire/ignite new passions, and tools to ensure student success.

Program Purpose:

In alignment with selected school participants, San Diego Unified College, Career, and Technical Education "Adopt a School" offers a unique opportunity to inspire future student career potential through guided career education exploration workshops, college readiness, and employment information to help in inspiring and igniting our future leaders in CA skilled labor market. In aligning this program proposal with San Diego Unified School Districts' ongoing efforts to elevate work with career exploration this program partnership offers hands-on learning opportunities for students.

San Diego City College Job Placement Services/Career Services, San Diego Workforce Partnership, the Community College San Diego Regional Consortium, San Diego College of Continuing Education, San Diego Unified College, Career and Technical Education, and the HOPE for Mt. Hope (Mt. Hope/Chollas View Program) will work collaboratively to provide career exploration and career alignment workshops to allow students of diverse backgrounds to be exposed to and have the industry insight to make informed decisions about personal interests, values, and career alignment.

Organizational Background:

San Diego City College and San Diego College of Continuing Education are dedicated to social justice and equity student success and the ability to provide innovative education programs to support lifelong learning, training, and career advancement. In accordance with local and state mandates including Career Planning Before Ed-Planning a Guided Pathways Initiative, we aim to ensure that all students enter City College with the skills and abilities to make informed decisions about career opportunities and engage with the workforce to earn a livable wage once attaining a degree or certificate.

San Diego Workforce Partnership continues to provide cutting-edge research and career exploration, training, and advancement tools to ensure participants find meaningful employment and have the opportunity to succeed.

Similarly, the San Diego Unified Office of College, Career and Technical Education, and HOPE for Mt. Hope Partnership Program are committed to ensuring that all students, including those of disadvantaged backgrounds, have the opportunity to explore a variety of career opportunities that allow for upward mobility.

Needs Assessment

- Students in Mt. Hope/Chollas View are living in perpetual, high trauma and face unique obstacles that impede their ability to successfully matriculate and become college-bound. Millennial Technology Middle School (MTM) is located in Chollas View, even though students may reside in Mt. Hope, which does not have any schools.
    - The community is in perpetual conflict due to the 11 rival gangs who call this community home so students have gang interactions on the way to and from school each day. On 47th street adjacent to the school is the 47th St Neighborhood Crips - a Black gang. South of Mt. Hope cemetery is 3 gangs: the Lincoln Park Bloods – a Black gang, Shelltown, a Hispanic gang, and the 5/9 Brims in Mountain View - a Black gang. East of Mt. Hope cemetery is another 3 gangs: Little Africa Piru - a Black gang, Emerald Hills Bloods - a Black gang, and the Encanto Vels - a Mexican gang. West of Mt. Hope cemetery is 5 gangs: the West Coast 20s Crips - a Black gang, the West Coast 30s Crips - a Black gang (both in Stockton), the Treintas - a Mexican gang, the Red Steps - a Mexican Gang (both in Logan Heights), and the Shermans - a Mexican gang in Sherman.

To combat persistent traumatic violence and exposure students must remain engaged, inspired, and informed of future options. Students need to be prepared for careers and professions through industry exploration to develop strategic pathways that lead to careers of the future.

- Industry Priority Sectors have been identified in San Diego County that has an increasing number of jobs that pay sustainable wages at entry-level. The five Priority Sectors include Advanced Manufacturing, Clean Energy, Health Care, Information and Communication Technologies (ICT), and Life Sciences (Source: San Diego's Priority Sectors). There is currently an awareness gap about Priority Sector career fields in Mt. Hope/Chollas View schools. (Source: San Diego's Priority Sectors.) The adopt a school program aims to build capacity on the priority sectors and increase awareness of the pathways within the Lincoln High School and Morse High School Clusters including Advanced Transportation, Clean Energy, Health Care, Hospitality/Tourism, ICT and Digital Media, Arts Media and Entertainment, Child Development and Family Services, and Life Sciences/BioTech.
    - In Southeast San Diego, 18% of youth are Black, compared to the county average of 6%. San Diego's public and private institutions have historically discriminated against Black residents, which has had an adverse generational impact on Black youth, including contributing to the African American achievement gap, the school-to-prison pipeline. The racial inequality is severe, was intentionally created by public policy, and is perpetuated by implicit bias today. Consequently, Black youth are disconnected and generational poverty is

perpetuated. (Source: Black Opportunity Youth, Source: Racial Inequality in San Diego County)

This proposal will aim to include three of the seven pillars of the Mt. Hope Chollas View program: (1) Academic Achievement, (3) College & Career Readiness, and (7) Professional Learning.

Students will have access to college and career preparation and exploration, ensure academic achievement through specialized advocates and technical assistance from City College Students as interns, and gain access to specialized industry presentations/professional learning for staff and faculty to help students make informed decisions.

Partnership Deliverables, Methods & Implementation Plan

Adopt-a-School (Jan): Selected K-12 Schools will be provided a semester of career exploration workshops, mentorship, and on-site industry engagement to close the gap on career pathways.

Program Deliverables	**Description**	**Delivery Method**	**Audience**
Career Education Training/ Meet and Greet	Specialized joint training to understand industry insight, knowledge, skills and resources for campuses.	2-HR Teacher/ Counselor Training	Teachers Counselors Principals
Professional Mentorship	Career Professionals of diverse backgrounds provide classroom presentations and support with supervision to meet and greet students each morning to engage in information regarding their careers, career options in aligned with interest.	1-hr instructional presentation/panel 4x a semester with industry professionals. Breakfast in the Classroom (BIC)	Students
Industry Exposure	Industry corporations provide meaningful support and resources as identified by principals and site teams to further accelerate and augment the work of the school district.	TBD E.g. Industry on-site field trips, panels, additional support as agreed upon school/principals	Students, Teachers, and Counselors
Career Workshops	4 Informational Workshops 1. Self Assessment 2. Career Exploration	In classroom Workshops for students 1-2 hrs	Students

	3. Industry Mapping/Priority Sectors 4. College and Skill Attainment for Desired Industries		
College Peer Mentorship	4-6 interns providing academic support, classroom technical assistance, and mentorship to students.	TBD	Students
Career Day Event		TBD	Students

- **Career Education Training:** Principals and site teams "meet and greet" with partners, fill the awareness gap regarding Priority Sectors, understand opportunities to address Black Youth Opportunity, discuss partnership components.
    i. Determine school sites and school participation/grade level engagement
    ii. Determine program logistics including days, times, and career event protocol
    iii. Gain industry insight from SDWP including training on priority sectors, DEI issues in the workforce, labor/trends/skills,
- **Professional Mentorship:** Professional Black men and other BIPOC support with supervision to meet and greet students each morning before heading to work and talk about their careers with students during Breakfast in the Classroom (BIC).
    i. Industry professionals and CTE & City College campus faculty to provide insight and information on highlighted priority sectors, students' perspective career fields, and mentorship
    - **Corporate partnership:** Industry corporations provide meaningful support and resources as identified by principals and site teams to further accelerate and augment the work of the school district.
        i. Fiscal sponsorship for student field trips
- **Industry Exposure**: Learn directly from industry experts about the specific jobs and career pathways that align with the students' interests garnished in specialized panels and workshops from industry professionals.
    i. Presented by industry experts in partnership with the ethnic Chambers - students will gain mentorship and work-based learning opportunities
    ii. Industry Panels/Career Awareness from industry experts
- **Career Readiness Workshops (April/May/June):** Selected K-12 schools will be presented with 4 informational workshops to provide career exploration, career mapping, work-based learning opportunities.
    - **Self-Assessment [for Teachers and School Staff]**: Specialized personality and career assessment to help students begin to have conversations about personal interests, values, and career opportunities
        i. Xello Training
        ii. World of Work Kits
    - **Self-Assessment [for Students]**: Specialized personality and career assessment to help students begin to have conversations about personal interests, values, and career opportunities

        i. Utilizing Xello and RIASEC students will intimately explore their interests and understand career opportunities to learn more about future opportunities - presented by SDWP, City College, and SDUSD CCTE
    - **Careers vs Jobs**: Learn the difference and explore the necessary tools to align your personal interests to San Diego top priority sectors.
        i. Priority Sectors/Industry World of Work - assisting students to map their values and interests to careers
        ii. In-depth analysis of chosen fields/careers presented by SDWP, City College, and SDUSD CCTE
    - **Education Matters**: Aligning personal interests to educational pathways both traditional and non-traditional, allowing students and families to see opportunities specifically tailored to first-generation low economic students.
        i. Exploring tools and information to assist students on how to navigate their future careers
        ii. Exploring information to prepare students on what skills and information do you need to know to get their dream salary is presented by SDWP, City College, and SDUSD CCTE
- **City College Peer Interns Partners (TBD)**
    - 4-6 City College students will be selected as interns providing academic support, classroom technical assistance, and mentorship to students. This one-on-one and group pairing will allow students to see first-hand experiences of what it is like to be a thriving college student from many of the same backgrounds and barriers as the MTM students. Direct assistance from City College interns will provide classroom management, curriculum alignment/assistance, behavioral management and mentorship, tutoring, etc.
- Career Exploration Day (TBD)

<u>Financial Justification</u>

This partnership is a no/low cost to the school district. The major components are allocated by participating partners. Any cost to the school district would likely be to pay for City College interns according to the school district pay scale.

- SDUSD Pay Scales, *(Updated pay scales pending per HR*)
    - 4-6 Interns
    - $17.60/hr
    - 10 Hours/week*
    - 12 weeks*
    - (*contingent upon school program and principal/site team)
- Teacher/Counselor Training
    - 2hr paid Xello and Career Engagement Training
    - Teacher workshop rate $35-40/hr
    - Snacks
    - Location Fee*
- Industry Field Trips
    - Sponsorship for busses
    - Food & Beverage
- Career Exploration Day/Event
    - Food & Beverage*
    - Keynote Speaker

- Tents/PPE

SDUSD Alignment

SDUSD CCTE Core Components - Link Learning Model
- CDE Workforce Pathways Joint Advisory Committee
- Guiding Policy Principles to Support Student-Centered K-14+ Pathways
- Essential Elements of a High-Quality College and Career Pathway
- College and Career Readiness Indicators

	6 LCAP Goals:
x	Goal 1: Cultivating Anti-Racist, Inclusive & Restorative Schools & Classrooms
x	Goal 2: Access to Broad and Challenging Curriculum
x	Goal 3: Accelerating Learning with High Expectations for All
	Goal 4: Quality Leadership, Teaching and Learning
x	Goal 5: Family and Community Engagement with Highly Regarded Neighborhood Schools that Serve Students, Families and Communities
x	Goal 6: Well-Orchestrated Districtwide Support Services and Communications

- HOPE for Mt. Hope Program 7 Pillars:

x	Pillar I: Student Academic Achievement
x	Pillar II: Juvenile Justice Intervention
x	Pillar III: College & Career Readiness
	Pillar IV: Wellness & Healthy Lifestyles
	Pillar V: Safe Schools
	Pillar VI: Safe Neighborhoods
	Pillar VII: Professional Learning for All

Outcomes & Assessment

In alignment with the 6 SDUSD learning objectives, Mt. Hope Chollas View program (HOPE for Mt. Hope) Pillars, the proposed partnership will deliver 4 student workshops from 60-90min duration. Students will have a pre and post-assessment of career and college expertise.

Faculty/Program will receive 2 total workshops to expand the knowledge of priority sectors and employment information in San Diego County – post-assessment to gauge the knowledge gained.

Peer Mentors – students' wellness assessment of sense of belonging, social-emotional well-being, and academic progress (pre and post-assessment for students within intern groups)

Conclusion

HOPE for Mt. Hope partners will work collaboratively to provide career exploration and career alignment education grounded in data around San Diego's Priority Sectors and African American achievement to allow to ensure that students of diverse backgrounds are exposed to

and have the industry insight to make informed decisions about personal interests, values, and career choices.

At the conclusion of this partnership, students will have an increased sense of belonging, academic achievement, and will make informed decisions about career and college opportunities. These early and informed decisions ensure students' long-term success and ability to earn livable wages.