



Policy Board Agenda

Date: Friday, February 25, 2022
Time: 3—4:00pm
Place: <https://us02web.zoom.us/j/86990105617>
Passcode: 134913

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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, submit a "Request to Speak" form prior to the meeting. The 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 governing board of the San Diego Consortium Policy Board believes the spread of COVID-19 poses an imminent risk to the health and safety of in person meeting attendees; and

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

WHEREAS, the governing board 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 governing board of the San Diego Consortium Policy Board 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 governing board recognizes that social distancing measures remain recommended by state and local officials.

BE IT FURTHER RESOLVED, the governing board of the San Diego Consortium Policy Board 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: 2022 Policy Board Chair & Vice Chair Selection

ACTION ITEM – VOTE REQUIRED

RECOMMENDATION:

Select the following:

- (1) a Chair representing the County of San Diego Board of Supervisors and,
- (2) a Vice Chair representing the City of San Diego City Council for 2022

Background

Per the Joint Powers Agreement (JPA) that outlines the roles and governance of the Policy Board, that the Chair of the Policy Board rotates annually between a member representing the County of San Diego's Board of Supervisors and a member representing the City of San Diego City Council.

In 2021, Councilmember Montgomery Steppe served as Chair and Supervisor Anderson served as Vice Chair.

Item 3: Minutes of the October 29, 2021 Meeting

ACTION ITEM – VOTE REQUIRED

Members Present

Monica Montgomery Steppe, Councilmember, City of San Diego, District 4 (Chair)
Joel Anderson, San Diego County Supervisor, District 2 (Vice Chair)
Sean Elo-Rivera, Councilmember, City of San Diego, District 9
Nora Vargas, San Diego County Supervisor, District 1
Jacob Richards, Board Member, United Way of San Diego County

Legal Counsel Present

David Powell, Deputy City Attorney, City of San Diego
David Smith, Chief Deputy County Counsel, County of San Diego

Staff Present

Peter Callstrom, President & CEO
Shannon Moran, Chief Information Officer
Shaina Gross, VP of Client Services

Location

Via Zoom

Per [Executive Order N-25-20](#), the requirement to which members of the public shall have the right to observe & offer public comment at the public meeting, consistent with the Brown Act, has been suspended.

All reports, memoranda and letters contained in the agenda or distributed at the meeting shall by this reference become part of the original minutes.

The meeting was called to order by at 3:00pm, with a quorum present.

Non-Agenda Public Comment

None

Action Items

Item 1 **Minutes of the August 27, 2021 Meeting**

Motion: Board approves the meeting minutes.

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

Report Item

Item 2 **CEO & Staff Report**

Peter overviewed new grants from the Qualcomm Foundation, Together Toward Health and the US Department of Labor totaling over \$2M. Peter thanked the team for their continued efforts to diversify SDWP's funding streams. Peter also

highlighted the October 12th press conference held with Mayor Todd Gloria, the Electrical Training Institute, the San Diego Foundation, and Bank of America promoting the TechHire and Career Construction Jumpstart Programs. Peter thanked Supervisor Vargas for her support of the new Green Internship program—a collaboration between SDWP and the County of SD. Peter also reviewed data of customers served.

Action Items

Item 3

CAREERS Dislocated Worker Grant Contract

Shaina overviewed the contract terms and outcomes. The contract is to serve individuals and parenting job-seekers with long-term unemployment. The YCMA-Childcare Resource Service will be providing case management, childcare, and mental health services. N. Vargas asked about SDWP's outreach plan for groups with the highest unemployment rates. Shaina noted that her team has just begun outreach discussions and if there are suggestions for grassroots organizations serving individuals in this population to board can reach out to SDWP.

Motion: Board approves the contract.

Moved (J. Anderson), Seconded (N. Vargas), Carried unanimously

Item 4

Low Carbon Economy Contract

Parina presented on the expansion of the High Roads Construction Careers program. This expansion will provide new participants with more supportive services and direct pathways from pre-apprenticeship to employment. S. Elo-Rivera expressed his excitement in the partnership with San Diego Continuing Education and asked about outreach efforts. Parina noted the various educational institutions, non-profit organizations, and elected officials' offices SDWP has reached out to promote and refer individuals to the program. M. Montgomery Steppe noted the importance of being accountable to the individuals that need to be contacted to participate in the program. Parina noted that SDWP has added community feedback to outreach efforts. Parina and S. Elo-Rivera's office will connect in the near future on strategy and recruitment.

Motion: Board approves the contract.

Moved (N. Vargas), Seconded (J. Anderson), Carried unanimously

Information Items

Item 5

Out of School Youth Waiver

Shaina provided an update on the waiver and thanked S. Elo Rivera for alerting her to the waiver and several pilot programs in process in Southern California. The approved waiver allows SDWP to serve more foster youth, justice involved, and/or homeless youth who are sometimes categorized as in-school. SDWP was previously limited on the resources that could be spend on the outlined groups. S. Elo-Rivera thanked the team for pursuing this.

Item 6

Sector Initiatives

Parina discussed the programs, goals, and targeted recruitment strategy within the Construction, Energy and Utilities priority sector. M. Montgomery Steppe asked if there is experience required to enter the TechHire program. Parina responded that SDWP can accommodate individuals with no experience with free training provided prior to beginning the internship. SDWP will work to communicate pre-training availability in the recruitment process.

Adjournment:

The meeting was adjourned at 3:41 pm

Item 4: CEO & Staff Report

REPORT ITEM – NO VOTE REQUIRED:

Peter Callstrom and staff will provide updates on key activities and initiatives.

Item 5: Membership Nomination – Connie Lundgren

ACTION ITEM – VOTE REQUIRED:

Policy Board to approve the following board 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 6: Membership Nomination – Matt Martin

ACTION ITEM – VOTE REQUIRED:

Policy Board to approve the following board 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 7: Membership Nomination – Mark Sutton

ACTION ITEM – VOTE REQUIRED:

Policy Board to approve the following board 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 8: Membership Nomination – Aida Rosa

ACTION ITEM – VOTE REQUIRED:

Policy Board to approve the following board 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 9: Career Center Services Waiver

ACTION ITEM – VOTE REQUIRED

The working group recommends the Policy Board 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 are assessed across our diverse portfolio and provided access to WIOA and non-WIOA programming. This requires building 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 quality for career services staff, and most importantly, better customer clarity regarding services and outcomes.

ATTACHMENTS

Attachment A: Insourcing Financial Analysis

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	\$0	(\$275,645)
Admin + Profit	\$903,114 ^{**}	\$193,134	(\$709,980)
Total	\$4,222,734^{***}	\$4,222,734	\$0

*This contract represents both the Career Services and Operator roles

** Admin + Profit is within the 15% agreed upon rate in KRA's contract

*** This represents Personnel, Admin and Profit line items of KRA's budget

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

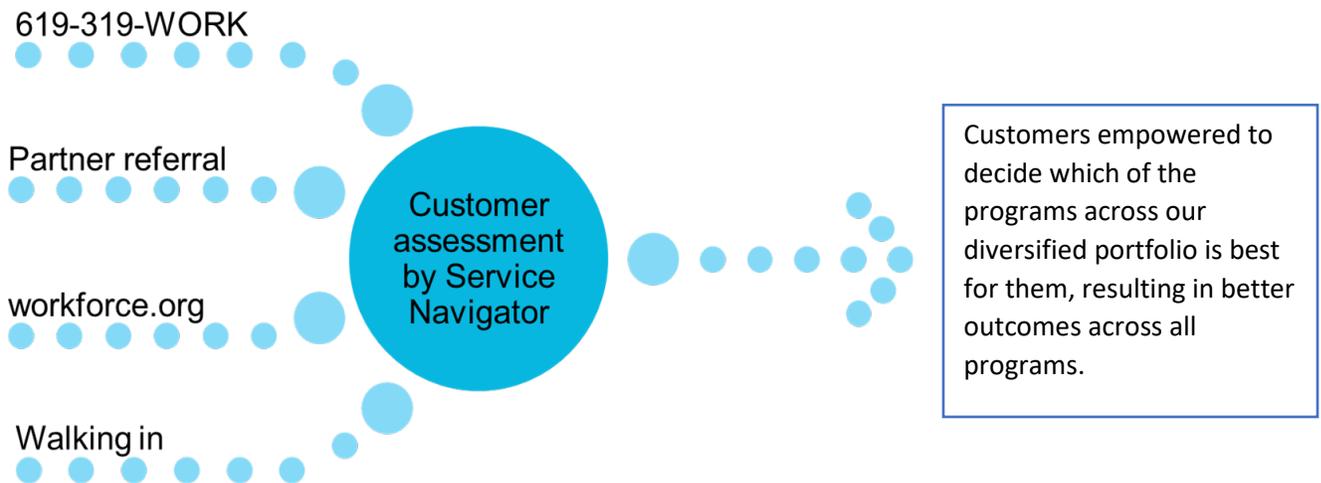


Our customers are experiencing the following three major challenges with this model:

- 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 18/19¹:

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 19/20²:

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%

¹Source: 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

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.

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
- [Jake Bryan 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 10: Career Center Operator

ACTION ITEM – VOTE REQUIRED

Recommendation

That the Policy Board 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		
<u>Partner Relationships, Engagement and Innovation</u> - 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		
<u>Career Center Structure Management</u> - 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 credentialing
 - o 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
 - o 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
 - o 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
 - o 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.
 - o 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
 - o 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
 - o Facilitate partner support of each other's goals and successes including regular sharing of programming
 - o 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.