



Policy Board Agenda

Date: Thursday, June 16, 2022
Time: 2:30—3:30pm
Place: <https://us02web.zoom.us/j/89926794716>

Agenda Items:

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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, use the “raise hand” function on Zoom. 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: Minutes of the April 29, 2022 Meeting

ACTION ITEM – VOTE REQUIRED

Members Present

Terra Lawson-Remer, San Diego County Supervisor, District 3 (Chair)
Sean Elo-Rivera, Council President, City of San Diego, District 9 (Vice Chair)
Monica Montgomery Steppe, Council President Pro Tem, City of San Diego, District 4
Nancy Sasaki, CEO, United Way of San Diego County

Legal Counsel Present

David Powell, Deputy City Attorney, City of San Diego
Shiri Hoffman, Senior Deputy County Counsel, County of San Diego

Staff Present

Peter Callstrom, President & CEO
Shannon Moran, Chief Information Officer
Frank Pancucci, Director of Workforce Development

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 Supervisor Lawson-Remer at 3:02pm, with a quorum present.

Non-Agenda Public Comment

None

Action Items

Item 1

Virtual Meeting Resolution

Motion: Board approves the resolution.

Moved (M. Montgomery Steppe), Seconded (S. Elo-Rivera), Carried unanimously

Item 2

Minutes of the February 25, 2022 Meeting

Motion: Board approves the meeting minutes.

Moved (N. Sasaki), Seconded (S. Elo-Rivera), Carried unanimously

Information Items

Item 3 **CEO & Staff Report**

Peter highlighted \$750k of Connect2Careers funding in Mayor Gloria’s proposed budget, The Parker Foundation’s grant award to support SDWP’s Construction Career Jumpstart Program, and SDWP’s partnership with Google’s \$100M Career Certificates fund. Peter also recapped the ASU+GSV Summit, Growing Fairly book event, and the SD Chamber of Commerce D.C. delegation trip.

Item 4 **WDB Demographics Report**

Peter overviewed the WDB member demographics. S. Elo-Rivera thanked Peter and the team for the information and emphasized the importance of striving for LGBTQIA+ representation. Peter replied in the affirmative, SDWP will continue to pursue that data from those who will share. He added that SDWP welcomes recommendations for WDB board representatives from the Policy Board.

Item 5 **Career Center Transition Plan**

Frank introduced himself and overviewed his experience. He reviewed the Career Center transition progress. SDWP hosted three job fairs, one exclusively for KRA employees, the staffing model has been finalized, and waiver was approved by the state. Staffing will be finalized, and leases will be transitioned in May. In June MOUs will be finalized, the operations manual will be updated, and staff will complete onboarding and training, with KRA hires completing training in July. SDWP is on target to transition successfully on July 1. M. Montgomery Steppe asked why KRA employees were being trained a month after other employees. Frank replied that SDWP did not want to disrupt KRA services. SDWP and KRA decided that the formal transition of staff would begin July 1.

Item 5 **Performance Data Update**

Shannon discussed SDWP’s data consolidation work developing a robust platform to generate the reports presented. Individuals served, new enrollments, placements, interactions, and inquiries data was reviewed. At the request of T. Lawson-Remer Shannon will compile updated data to account for redistricting. Shannon discussed more advanced analysis and longitudinal data around wage outcomes within various demographic groups. SDWP’s research team has been realigned to focus on impact analysis. Shannon also provided a data sharing and corporate initiatives update.

Adjournment: The meeting was adjourned at 3:49 pm

Next Meeting: Currently scheduled for Friday, June 24, 2022 at 3:00pm

Item 3: CEO Report

REPORT ITEM – NO VOTE REQUIRED:

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

Item 4: Career Center Transition Update

INFORMATION ITEM – NO VOTE REQUIRED

Update on hiring/staffing, training, and key changes to the service delivery system.

Item 5: Behavior Health Symposium

INFORMATION ITEM – NO VOTE REQUIRED

Overview of the upcoming symposium.

Item 6: FY2022 Budget

ACTION ITEM – VOTE REQUIRED

Revenue Categories					
	FY23	FY22	\$ Diff	Diff	Budget
WIOA Formula Funds	\$22,746,177	\$21,271,168	\$1,475,009	7%	53%
Grants / Contracts	\$16,453,413	\$12,998,492	\$3,454,921	27%	39%
CalFresh E&T (CFET)	\$3,500,000	\$3,493,670	\$6,330	0%	8%
Total	\$42,699,590	\$37,763,330	\$4,936,260	13%	100%

Revenue is projected at \$42.7M, + 13% over FY22 (\$37.8M). Grants/Contracts includes philanthropy, private sector, fee-for-service. CFET is new since 2021.

WIOA Formula Funds					
	FY23	FY22	\$ Diff	Diff	Budget
Adult	\$7,992,325	\$6,945,256	\$1,047,069	15%	19%
Dislocated Worker	\$6,743,778	\$6,837,894	(\$94,116)	-1%	16%
Youth	\$7,450,127	\$7,019,791	\$430,336	6%	17%
Rapid Response/Layoff Aversion	\$559,947	\$468,227	\$91,720	20%	1%
Total	\$22,746,177	\$21,271,168	\$1,475,009	7%	53%

WIOA Funds - increased \$1.5M. Levels defined by DOL and the California EDD.

Grants/Contracts					
	FY23	FY22	\$ Diff	Diff	Budget
Public (Federal & State)	\$6,392,749	\$3,090,929	\$3,301,820	107%	15%
Public (County & City)	\$5,411,364	\$5,492,598	(\$81,234)	-1%	13%
Philanthropy / Private Sector	\$4,310,006	\$4,351,532	(\$41,526)	-1%	10%
Fee for Service	\$339,294	\$63,433	\$275,861	435%	1%
CalFresh E&T	\$3,500,000	\$3,493,670	\$6,330	0%	8%
Total	\$19,953,413	\$16,492,162	\$3,461,251	27%	39%

Up \$3.5M. New grants (e.g., Construction Careers, JP Morgan Chase, James Irvine, SDF, Conrad Prebys, and more). Fee for Service up \$276k.

FY22 EXPENSE CATEGORIES:

Central Operations: executive, finance operations and support services. A \$0.6M increase: personnel growth in Finance and Executive.

Direct Program: Adult, Youth, Businesses Services, Research, Communications, IT, Facilities, HR. Increase primarily new staff related to career center transition.

Programs/Contracts: Services through contracted providers: training funds, supportive services (WIOA Youth, etc.) Decrease (\$4M): career center transition.

Training: Allocations within grants that are used specifically to subsidize participant training. WIOA requires that a minimum of 30% be spent on trainings such as On the Job Training, Customized Training, ETPL, etc.

(In Thousands)	FY23	FY22	Diff	Diff
Central Operations	\$3,831	\$2,829	\$1,001	35%
Training	\$6,392	\$7,747	(\$1,356)	-17%
Programs/Contracts	\$16,241	\$20,302	(\$4,061)	-20%
Direct Program Support	\$14,277	\$6,750	\$7,527	112%
Total	\$40,740	\$37,629	\$3,111	8%

Looking Ahead:

SDWP looks forward to another strong fiscal year with a growing and very diversified portfolio. The SDWP is more diversified than most, if not all, WF Boards in the country. Most WF Boards are dependent upon federal funding and have few if any other sources. The SDWP has a sound operational infrastructure and is always working to ensure we have the right tools and talent to meet current and future needs. By focusing on these revenue strategies, we expect to continue to expand our impact. Between now and a mid-year update/modification (targeted for February 2023), we expect more revenue (not budgeted until secured) through the following:

- **Federal:** WIOA Reauthorization. Good Jobs Challenge (EDA).
- **State:** Governor's budget: High Roads Training Partnerships (HRTPs). Pending \$10M for Sector Initiatives from an Assemblymember.
- **Local:** The City & County continue to support us in varied ways. The City supports us with ongoing youth/young adult support. The County is investing in Behavioral Health and continues to support our ESE (Expanded Subsidized Employment).
- **Private:** Broad support with multiple foundations and private sector businesses.
- **Fee For Service:** research, learning (K-12 services), business services.

Item 7: Incumbent Worker Funds Allocation

ACTION ITEM – VOTE REQUIRED

Recommendation

The Policy Board approve the SDWP to exercise the State option to allocate up to 20% of our WIOA Adult and Dislocated Worker funding to provide Incumbent Worker Training (IWT).

SDWP's Plan: The SDWP will start with 5%, or approximately \$400,000. Approving the 20% will allow us the flexibility to reassess regularly to determine the need to increase the IWT allocation.

Background

IWT under WIOA provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants' and companies' competitiveness. It is a type of work-based training and upskilling designed to ensure that employees of a company can acquire the skills necessary to retain employment and advance within the company, or to acquire the skills necessary to avert a layoff.

IWT is responsive to the special requirements of an employer or a group of employers in partnership with other entities for the purposes of delivering training to:

- Help avert potential layoffs of employees, or
- Increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers.

WDBs can use up to 20% of their adult and dislocated worker allocations to provide for the federal share of the cost of providing IWT. Generally, the employer selects and procures the training provider, although SDWP may help identify training providers.

Goal: It allows us to serve individuals regardless of income and for employers to retain skilled employees or avert a potential layoff.

SDWP's Policy Requirements

IWT must lead to one or more of the following:

- Training must increase the participant's and company's competitiveness
- Training must lead to an increase in wages
- As a result of the training the participant is promoted and there is an opportunity to backfill the incumbent worker's position
- Avert potential layoffs through training (upskilling)

Participant Eligibility to receiving training:

- Have an established employment history with employer at least 6 months
- No income eligibility (more flexible than general WIOA eligibility)

Employer Matching Requirements:

The Policy Board must consider the number of employees participating in the training, the wage and benefit levels of the employees, the relationship of the training to the competitiveness of the employer and employees, and the availability of other employer-provided training and advancement opportunities.

The minimum amount of employer share in the Incumbent Worker Training depends on the size of the employer:

- At least 10% of the cost, for employers with 50 or fewer employees;
- At least 25% of the cost, for employers with 51 to 100 employees; and
- At least 50% of the cost, for employers with more than 100 employees

Item 8: MOU Co-Located Partners Packet

ACTION ITEM – VOTE REQUIRED

Recommendation

The Policy Board approve the updated MOU with our partners, as required by the State every three years.

Background

The MOU is a Workforce Innovation and Opportunity Act (WIOA) requirement that is governed by EDD to establish a high-quality career center delivery system and enhance collaboration among partner programs and act as both a strategic and operational tool.

Each MOU acts as a functional tool as well as a visionary plan for how the Local Board and AJCC partners (career center partners) will work together to create a unified service delivery system that best meets the needs of their shared customers.

The three major components of the MOU are:

Shared Customers

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

- Colocation – program staff are physically present at the career center
- Cross information sharing / Customer referral – career center staff are trained to provide information to customers about partner organization offerings and make referrals
- Direct access through technology – two-way communication and interaction between clients and the partner that results in services being provided, such as instant messaging, Partner Portal, and more.

Shared Services

Shared services undergird the system. Through a network of partners, job seekers, families, and employers can thrive. There are several components for shared services that include referrals, shared technology, and safe sharing of information.

- Partner Portal – a platform that was developed by the SDWP to allow partners to access training programs and make referrals.
- Customer Referrals – customer-centered focus, comprehensive information made available to all customers, and system alignment with all partners.
- Shared technology – agreed upon data security principles, data sharing agreements when possible, and use of VOSGreeter in CalJobs to record visitor traffic and the purpose of visit electronically.

Shared Costs

The Local Board and career center partners use a methodology where we identify the proportionate share of infrastructure costs each co-located partner will contribute.

SDWP uses a cost-allocation formula based on each partner’s square footage occupancy and duration of use. The value of each partner’s owed infrastructure cost contribution is directly correlated to the percentage of career center space and time used by that partner. Costs for career center common areas are proportionately shared by all partners. Shared costs are reevaluated annually for changes.

In FY 23, opportunities to capture possible cost structures for those partners not co-located in a career center will be explored through analysis of data collected onsite and in the Partner Portal.

Co-located partners include:

- Able-Disabled
- Access, Inc.
- Employment Development Department (EDD)
- Department of Rehabilitation (DoR)
- 5 Keys
- San Diego Job Corps
- Public Consulting Group (PCG)
- Senior Community Service Employment Program (SER)

Item 9: Youth Contract Renewals

ACTION ITEM – VOTE REQUIRED

Recommendation

That the Policy Board authorize SDWP staff to renew the following WIOA Youth contracts:

Contractor	Amount	Population Served	Served	Cost Per
Access	\$400,000	In-School Foster Youth at San Pasqual Academy	57	\$7,000
Access	\$1,540,000	Youth Career Center Services	308	\$5,000
San Diego Continuing Education	\$600,000	Immigrants/Refugees/English Language Learners	86	\$7,000
San Diego Youth Services	\$600,000	Youth Experiencing Housing Instability	86	\$7,000
South Bay Community Services	\$600,000	Justice Involved Youth	86	\$7,000
YMCA	\$600,000	Black Opportunity Youth	86	\$7,000
Total	\$4,340,000		709	
Outcomes				
<ul style="list-style-type: none">• 75% enrolled in education or training, or employed after six months• \$4,000 quarterly median earning gain• 67% will attain a credential• 60% will show a gain in skills through training or education				

Contract Term: July 1 2022 – June 30 2023

New Contract or Renewal: Renewal

Option Years: Access (SPA): This is an ongoing, sole sourced contract that is reviewed annually for renewal.

All others are in the second year of a four-year contract that is renewed annually based on performance and available funding.

Contract Payment Terms: Cost Reimbursement

Contractor Selection: Access (SPA): A Memorandum of Understanding (MOU) was developed formalizing the partnerships among the County of San Diego Child Welfare Services, the San Diego County Office of Education, New Alternatives, Inc., Access, Inc. and the SDWP in 2001. Based on the unique structure of SPA, this arrangement has been approved as a Sole Source by the State of CA.

All other contracts were competitively procured and approved by the Board in 2021.

Scope of Work: WIOA Youth Workforce Development services, including, but not limited to program enrollment, assessment, work-readiness training, job/internship placement, enrollment in education and training, career coaching and exploration, supportive services, mentorship, and financial literacy.

Access, Inc. (San Pasqual Academy (SPA) Program): Since 2001, SDWP has invested funds in the SPA work-readiness program, a unique residential high school program for in-school foster youth ages 14-21 in San Diego County. Through work-readiness, case management, internships, job shadows, and other workforce services, Access serves 80 foster youth each year as they graduate high school, leave SPA, and work toward their next step on their career path. We are committed to providing services as long as youth are still in need. We work closely with the County to support the success of SPA.

In 2021, SDWP staff went through an intensive and intentional redesign of the WIOA Youth program. This included active participation from youth with lived expertise, best practices research, and input from our community partners and community members. Key changes included:

- Identifying specific populations with increased barriers to employment
- Enhanced peer and adult mentor components
- Creation of a network of all youth contractors to establish shared programming, workshop offerings, trainings, recruitment, and business engagement

Contract performance in FY 21/22 (July 1, 2021 – March 31, 2022)

Youth Network	Goal (YTD)	Actual (YTD)
# Served	687	465 (68%)
Placed (2 nd qtr after exit)	75%	56%
Placed (4 th qtr after exit)	75%	68%
Median Quarterly Earnings	\$4,000	\$3,942
Credential Attainment	67%	38%
Measurable Skills Gain	60%	22%

Note on the data: Because of the delayed way EDD metrics are captured, the data above represents youth that were enrolled over the last 18 months. While these numbers are below goal, we are seeing improvements over the last quarter.

Management Analysis

Across the nation, WIOA programs are facing significant challenges with youth enrollment and engagement. In addition to significantly higher pandemic unemployment rates as compared to adults, many of the education and training options for youth weren't available or accessible over the last two years. In addition, many traditional "youth jobs" or "entry-level jobs" are increasing wages and so eager to hire, that WIOA services aren't necessarily needed to be competitive.

Our strategy this year also focused on serving specific youth populations with increased barriers to employment. These youth are harder to recruit, connect with, and keep engaged because of the additional things they are juggling in life. As a result, for Year 2, we are increasing the cost per person for our population specific work. This will allow our partners to invest more heavily in customized programming, participants supports, and specialty staff. SDWP has also hired two dedicated outreach and recruitment staff. These staff, along with the shift to service navigation and universal intake, should help in identifying and enrolling youth into our programs.

It's important to note that in Year 1 of a contract, we anticipate lower numbers, as partners and their staff get up to speed. Some of our partners are new to WIOA, and many of our partners have faced the same staffing shortages that employers see across San Diego. SDWP staff will continue to work closely with each of our subrecipients so that together, we can reach our goals. In this second year of the contract, it will be critical that we increase metrics. We are meeting with our partners multiple times a month to collaboratively problem solve. If we don't see continued improvement, staff will discuss potential redistribution of funding.



May 5, 2022

Dr. Laurie Coskey
Dr. Stephanie Lewis
San Diego Continuing Education Foundation
4343 Ocean View Blvd.
San Diego, CA 92113

Re: Corrective Action Notification Contract #2135-02

Dear Dr. Coskey and Dean Lewis,

This notification is to inform you that the Workforce Partnership (SDWP) has reviewed your contract performance for Program Year 2022 – Quarter 3, and your organization is below performance in one or more of the WIOA performance metrics and/or obligations as outlined in your contract. Workforce Partnership staff have worked with members of your organization to validate and confirm the accuracy of all reports and to provide technical assistance on data entry, validation, contract, and performance management.

The Workforce Partnership is committed to working with you and your team to address any barriers or challenges to meeting the obligations outlined in your contract. We share a mutual goal of providing the best service possible for our community and participants. The Corrective Action process is intended to identify areas of needed improvement and collaboratively identify changes or pivots that can be implemented. This formal notice is part of our ongoing work together.

Performance Measure	Actuals – Q2	Actuals – Q3	Improvement in Performance over time	Corrective Action Level
Enrollments	N/A	69.4% (59/85)	<i>22.6% Decrease from Q2</i>	80%
Placement (2 nd Qtr.)	17.6% (3/17)	56.5% (13/23)	<i>38.9% Increase from Q2</i>	72%
Placement (4 th Qtr.)	30.8% (4/13)	52.0% (13/25)	<i>21.2% Increase from Q2</i>	72%
Credential Attainment (4 th Qtr.)	36.4% (4/11)	22.2% (4/18)	<i>14.2% Decrease from Q2</i>	62%
Measurable Skills Gain	0% (0/5)	20.0% (1/5)	<i>20.0% Increase from Q2</i>	25%
Late Data Entry	30.2% (49/162)	27.8% (97/349)	<i>Virtually the same</i> *Includes HRCC	<5%
90 Day No Service Late Data Entry	16.7% (2/12)	41.2% (7/17)	<i>24.5% Increase from Q2</i> *Includes HRCC	<5%



San Diego Continuing Education Foundation is accountable for the continued performance of this contract and the services provided to English Language Learners, Immigrants, and Refugees. Failure to make measured improvements on all performance levels over the current program year could result in a percentage, or all, of the contract funding being deobligated. Please note that other contractual obligations identified on this corrective action notification, such as over/under expenditure of funds, invoicing, programmatic monitoring findings and observations, business services and reporting, and any subsequent programmatic or fiscal monitoring will also be considered.

Next Steps:

We are managing the corrective action process through Salesforce. Please click on the Salesforce notification link (via email) to view your report and create a Corrective Action Plan (plan) for this contract.

- **Corrective Action Plan – Due within ten (10) days of receipt of this notification**
 - Your plan must address areas of deficiency, including new short term strategies and approaches that will be implemented to continue to improve performance over the next quarter (3 months). The Plan must address, but is not limited to, the points below:
 1. **SEE ATTACHMENT (pages 3-5 of this letter)**
 2. Additional strategies and points are welcome to be included on the plan, but not required.
- **Corrective Action Plan Follow-Up – Due 30 days from the date of this notification**
 - The Plan Follow Up will be due 30 days from the date of this notification to show measured progress on your plan. The link to complete the follow up will be sent via Salesforce by email. Completion of the plan and its corresponding follow-ups will be considered during the next reporting period. If you have questions, contact your Program Specialist.

References:

- a) [Subrecipient Evaluation and Analysis](#)
- b) [Subrecipient Contract Management](#)
 - a. Contract – Attachment C –Youth Program Performance Measures
- c) [SDWP Operations Manual](#)
 - a. Chapter 7. Part 2: WIOA Youth Eligibility
 - b. Chapter 4. Part 2: Youth Program Activities
 - c. Chapter 5: CalJOBS Data Entry Policies and Procedures

Sincerely,

A handwritten signature in black ink that reads "Sara Fox". The signature is written in a cursive, flowing style.

Sara Fox, Sr. Manager of Career Center Services

Cc: Shaina Gross, VP Client Services / Frank Pancucci, Director of Workforce Development
Dr. Shakerra Carter, Vice President of Student Services, San Diego Continuing Education

CAP Section	Corrective Action Plan Strategies and Approaches	Measurable Specifics to Address in the Corrective Action Plan	Responses for the Corrective Action Plan Follow Up
Enrollments	How will you increase your outreach strategy to the following areas as defined on your Program Design Summary (Contract – Attachment E)?	Southeast San Diego Encanto Rolando Paradise Hills Barrio Logan Highway 78 Corridor East County North County Coastal South County	Include dates and locations where outreach was conducted or is scheduled to be conducted.
Enrollments	Identify which of the following community access points you will conduct outreach in during Q4. How will you conduct outreach there? (i.e., Bilingual flyers distributed, scheduled events, tables at locations, partnerships, etc.)	San Diego Refugee Forum East County Collaborative Coffee Shops & Restaurants Laundromats Parks & Community Centers Shopping Centers & Supermarkets County Family Resource Centers Apartment Home Community Centers Hair/Nail Salons Convenience Stores (i.e., 7-11)	Include which access points were used in the outreach strategy from the list. Additional access points can be included. Include details on how outreach was conducted, and if they resulted in any new enrollments or pending enrollments.
2 nd Quarter Placement	How will you ensure the placement rate from Q1 follow up augments the progress you have made on Q2 placement? How will you assist youth with employment retention and engagement in follow up?		Include projections based on reports and tracking of participant outcomes. Include any new strategies implemented in follow up.
4 th Quarter Placement	How will you assist youth with employment retention and engagement in all four quarters of follow up? Are you providing incentives for employment retention?		Include projections based on reports and tracking of participant outcomes.

CAP Section	Corrective Action Plan Strategies and Approaches	Measurable Specifics to Address in the Corrective Action Plan	Responses for the Corrective Action Plan Follow Up
Credential Attainment	What are the reasons why youth are not completing this measure? Will the attainments happen in May and June due to finishing the credits/hours needed for graduation?	Note how many of included youth in this measure need a HS Diploma or GED. Note how many need a documented training credential.	Include numbers of youth who are projected to complete credential attainment in Q4 vs. youth who will not complete (including disengaged youth).
Measurable Skills Gain	Will the MSGs be entered prior to completion of PY22 for the 5 included participants? (Source: Chapter 4, Part 2, pg. 45-46)	Note which specific MSG measures you will be using based on the participants intended outcome.	Note which MSGs were documented and the dates of documentation.
Late Data Entry	Late data entry includes HRCC and any required CalJOBS data entry. Any data entered after 7 calendar days (Source: Chapter 5, Pg. 12) is considered late. Data Change Requests may also negatively affect this performance.	Notify staff of the policy.	Include the date staff were notified and the method of notification (i.e. email, meeting, etc.)
90 Day No Service	90 days no service includes HRCC and all CalJOBS soft exits due to no services provided within 90 days. (Source: Chapter 5, pg. 10). Youth policy requires that youth are engaged in services every 30 days to increase program retention (Source: Chapter 4, pt. 2, pg. 35)	Notify staff of the policy.	Include the date staff were notified and the method of notification (i.e. email, meeting, etc.)
Spending	Invoices for February and March were received. The received invoices had incorrect data and had to be corrected. The accepted invoices were past the due date.	Notify staff that the date of acceptance needs to be on or before the due date.	Include the date staff were notified and the method of notification (i.e. email, meeting, etc.)
Spending	Support Costs are 40% of a maximum allowable of 20%. Participant Costs are 5% of a minimum 10%	Describe a spending analysis or reallocation of funds that will address the over/under expenditures required by the grant.	Include a projection of support and participant expenses based on analysis and trends during the quarter.



CAP Section	Corrective Action Plan Strategies and Approaches	Measurable Specifics to Address in the Corrective Action Plan	Responses for the Corrective Action Plan Follow Up
Other	Completion of Corrective Action Plan follow up from Quarter 2. Corrective Action Plan Follow Up was due on 4/22. Email link was sent to both Laurie and Stephanie.	Complete the follow up on the plan that was submitted for Q2, only addressing specifics from that plan (mostly reporting and staffing).	Include the date that the Q2 CAP follow up was completed.



Date May 13, 2022

Kristy Buckley
 Roshawn Brady
 Access Inc.
 2612 Daniel St
 San Diego, CA 92111

Re: Corrective Action Notification Contract #103-85M1

Dear Kristy and Roshawn,

This notification is to inform you that the Workforce Partnership (SDWP) has reviewed your contract performance for 3rd Quarter, and your organization is below performance in one or more of the WIOA performance metrics and/or obligations as outlined in your contract. Workforce Partnership staff have worked with members of your organization to validate and confirm the accuracy of all reports and to provide technical assistance on data entry, validation, contract and performance management.

The Workforce Partnership is committed to working with you and your team to address any barriers or challenges to meeting the obligations outlined in your contract. We share a mutual goal of providing the best service possible for our community and participants. The Corrective Action process is intended to identify areas of needed improvement and collaboratively identify changes or pivots that can be implemented. This formal notice is part of our ongoing work together.

Performance Measure	Actuals – Q3	Corrective Action Level
Enrollments	69.6% (104/319)	80%
Placed in Employment or Education 2 nd Qtr. Follow-Up	23.3% (7/30)	72%
Measurable Skills Gain	11.5% (15/130)	40%
Carry-In and Transfer Combined		
Placed in Employment or Education 2 nd Qtr. Follow-Up	61.9% (314/507)	70%
Placed in Employment or Education 4 th Qtr. Follow-Up	43.5% (80/184)	70%
Credential Attainment 2 nd Qtr. Follow-Up	37.3% (56/150)	62%
90-Day No Service	20.5% (45/220)	<5%



Access, Inc., is accountable for the continued performance of this contract and the services provided to the Career Center young adults. Failure to make measured improvements on all performance levels over the current program year could result in a percentage, or all, of the contract funding being deobligated. Please note that other contractual obligations identified on this corrective action notification, such as over/under expenditure of funds, invoicing, programmatic monitoring findings and observations, business services and reporting, and any subsequent programmatic or fiscal monitoring will also be considered.

Next Steps:

We are managing the corrective action process through Salesforce. Please click on the Salesforce notification link (via email) to view your report and create a Corrective Action Plan (plan) for this contract.

- **Corrective Action Plan – Due within ten (10) days of receipt of this notification**
 - Your plan must address areas of deficiency, including new short term strategies and approaches that will be implemented to continue to improve performance over the next quarter (3 months). The Plan must address, but is not limited to, the points below:
 - Address placements, including your BSR engagement strategy to ensure youth are placed in employment, education or training, and those placements are retained during follow up. Include any projections for Q4 to show measured progress.
 - Your plan to provide services in education and training to increase your MSG and Credential Attainment Rate. Include any projections for Q4 to show measured progress.
 - Outline your plan to meet placement and credential attainment for Q4 Carry-In and Transferred youth.

- **Corrective Action Plan Follow-Up – Due 30 days from the date of this notification**
 - The Plan Follow Up will be due 30 days from the date of this notification to show measured progress on your plan. Completion of the plan and its corresponding follow-ups will be considered during the next reporting period. If you have questions, contact your Program Specialist.

References:

- a) [Subrecipient Evaluation and Analysis](#)
- b) [Subrecipient Contract Management](#)
 - a. Contract – Attachment C – Youth Program Performance Measures
- c) [SDWP Operations Manual](#)
 - a. Chapter 7. Part 2: WIOA Youth Eligibility
 - b. Chapter 4. Part 2: Youth Program Activities

Sincerely,

Sara Fox, Sr. Manager of Career Center Services

Cc: Shaina Gross, VP Client Services / Frank Pancucci, Director of Workforce Development

Item 10: Foster Youth Procurement Change

ACTION ITEM – VOTE REQUIRED

Recommendation

That the Policy Board allocate \$450,000 of WIOA Youth funds in partnership with County HHSA to serve foster youth.

Contract Term: October 1, 2022 – June 30, 2023, with four additional option years of up to \$600,000 per year.

Contractor Selection: Competitive procurement approved by WDB on June 17th, 2021.

Target Population: Youth aged 16-24 in or emancipated from the foster care system

Scope of Work:

- Recruitment and enrollment of eligible 16–24-year-olds currently in or aged out of the foster care system.
- Career assessment, planning, and career coaching
- Basic skills and work readiness training
- Placement in internships, jobs, and/or post-secondary education
- Follow up support for 12 months after placement.

Background

Since 2001 the County HHSA and SDWP have partnered to issue a single joint Request for Proposals (RFP) to produce two contracts:

- 1) A County HHSA contract for Independent Living Skills (Tier 1) and,
- 2) the SDWP contract for workforce services (Tier II)

In June 2021, the WDB approved a joined procurement with the County, and SDWP allocated its funds to the County and their RFP. SDWP wrote our portion of the RFP and worked with County staff to develop program design, evaluation tools, and integration of services. Due to a conflict of interest identified by the County, where SDWP wouldn't be able to participate on the evaluation committee, we decided to opt out of the joint RFP and procure on our own as the County does not have WIOA expertise on their panel. There is an administrative change in this process, but the RFP is still investing in the same community and conducting the same work.

Expected Performance Metrics:

- At least 65 youth are enrolled
- 75% enrolled in education or training, or employed after six months
- \$4,000 quarterly median earning gain
- 67% will attain a credential
- 60% will show a gain in skills through training or education

Item 11: LiveWell Contract

ACTION ITEM – VOTE REQUIRED

Recommendation

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

Contractor	Funding Source	Amount	Served	Cost Per
Access	County of San Diego HHSA	\$130,000	65	\$2,000
Contract Outcomes				
<ul style="list-style-type: none">• 65 participants will attend no less than one day of the Job-Readiness Training.• 65 participants will complete no less than 80% of the hours of the assigned training course• 50 participants participate in a part-time or full-time work experience aligned with a career pathway ("Internship")				

Contract Term: July 1, 2022 – June 30, 2023

New contract or renewal: New contract. During the previous fiscal year, Access was contracted to solely conduct the training portion of this program.

Option Years: 3rd option year in 5-year procurement cycle

Contract Payment Terms: Pay-for-performance

Contractor Selection:

- Access' performance with SDWP on training components and case management on County programs, and Access' ability and willingness to leverage other funding sources to support program enhancement.
- Approval has been granted by the County of San Diego

Target Population(s): Youth in low-to-moderate income households residing in the Southeastern San Diego catchment area aged 18-24.

Scope of Work:

- Recruitment and assessment
- Job readiness training
- Classroom training
- Paid internships
- Career support services

Background

With over 41,000 young people aged 16-24 in San Diego County who are not in school or working, it's critical to address issues of education and career early in a student's life to change this outcome from disconnection to opportunity. This program supports work readiness and increased job opportunities specifically for youth residing in Southeastern San Diego to develop a pipeline of candidates for the workforce. The program advances the vision of creating self-sufficient, safe, and healthier communities by the delivery of impactful job readiness training and employment programs that support personal and community economic growth opportunities.