



Workforce Development Board (WDB) Agenda

Date: Thursday, June 15, 2023
Time: 8:00 a.m. — 9:30 a.m.
Place: 9246 Lightwave Ave, Suite 100, San Diego, CA 92123

Instructions for Public Meetings

- Members of the public – Please complete a “Request to Speak” form

Welcome and Introductions

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

Agenda Items

Action Item:

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| Item 3: | EMS-Fire Pilot Pathways Subagreement Approval | 9 |
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| Item 6: | FY24 Proposed Budget | 15 |

Information Item:

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| Item 7: | Committees Formation and Committees Assignments Discussion | 17 |
| Item 8: | Recruitment Updates | 18 |

Next Meeting: TBD, 8:00 a.m. – 9:30 a.m.

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 complete a public comment form. The Workforce Partnership will provide accommodations to persons who require assistance. Questions: (619) 228-2900.

Members Present

| | | |
|---------------------|------------------|---------------|
| Rick Vaccari, Chair | Jamie Gardner | Aida Rosa |
| Risa Baron | Ed Hidalgo | Mimi Rosado |
| Danene Brown | Kevin Johnson | Ricky Shabazz |
| Brigette Browning | Brisa Johnson | Annie Taamilo |
| Efrem Bycer | Jeffrey Noyes | |
| Veronica Delarosa | Kurling Robinson | |

Members Absent

| | | |
|------------------|----------------|--------------------|
| Christina Bibler | Matt Doyle | Nancy Smith-Taylor |
| Jeremy Vellon | Carol Kim | Carmen Summers |
| Althea Salas | Matthew Martin | Phil Blair |

Staff Members Present

Khaleda Atta, CPO
Shaina Gross, VP of Client Services
Claudia Huerta, VP of Business Engagement
Parina Parikh, VP of Sector Initiatives
Carlynn Yu, Finance Controller
Ana-Karen Zavala, Administrative Specialist

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

Call to Order

This meeting was called to order by Rick Vaccari, at 8:12 a.m. with a quorum met at 8:37am.

Non-Agenda Public Comment

None

Action Items

Item 1: Minutes of the April 20, 2023 Meeting

A.Zavala noted a correction made to the Members Absent section.

Motion: WDB approves the meeting minutes.

Moved (R. Shabazz), Seconded (A. Taamilo), Carried unanimously

Information Item

Item 2: Organizational Update

Interim CEO

R. Vaccari provided an update regarding the interim CEO interview process. Have received over 100 applications and have begun phone, panel, and Policy Board Interviews with the qualified candidates. In addition, Workforce Partnership reopened the job listing and will keep it live for a little over a week.

R. Shabazz expressed that he would like to see the job listed on social sites as well as shared with the board members so that they may share with their networks. Additionally, he asked for clarification on whether the Interim CEO would be permitted to apply for the permanent CEO position. C. Huerta explained that, as of now, the intent is to allow the Interim CEO to apply to the permanent CEO position, however after legal review of the contracts, it is unclear whether this would be permitted. Workforce Partnership will provide an update once clarified, while noting that the Board has expressed concern that it would deter candidates from applying to the Interim position if they were later ineligible for the permanent position.

VP of Finance

K. Atta announced the recent resignation of Dennis Kingery, VP of Finance position and Ariana Galvan, Governance Specialist and Board Liaison. The VP of Finance position has been posted and R. Shabazz requested for WDB to be tagged on all higher-level job listings so that they may share with their networks.

Interim Org Structure

K. Atta updated the Board on the Workforce Partnership reporting structure while the CEO position remains vacant. During this time, all Vice Presidents are reporting to her.

Policy Board

R. Vaccari provided an update regarding the investigation. Results and action items were expected to be announced by the Policy Board, but there have been delays. They have a closed session on 5/26, so presumably will have more information then.

R. Shabazz requested two agenda items for the next WDB:

1. Update on the permanent CEO search with a draft of a timeline
2. Clarification of the WDB and Policy Board collaboration and onboarding process prior to the new CEO and new board members joining

Action Items

Item 3 Internal Controls & Bank Signatories

C. Yu, Workforce Partnership Finance Controller, presented a proposal to update the named individuals authorized to conduct banking business with US Bank. She outlined the internal controls and clarified that the current staff changes will not impact the previously presented processes. The recommendation is that Khaleda Atta (Chief Programs Officer) and Carlynne Yu (Finance Controller) shall serve as the Authorized Signers and fiduciary agents for all three of Workforce Partnership's US Bancorp accounts.

Moved (K. Robinson), Seconded (J. Gardner), Carried unanimously

Item 4 Programs Contract Renewals: WIOA Youth Contract Renewal Recommendations

S. Gross presented the proposal to renew all the current WIOA Youth contracts at their full amounts. She broke down the specific contract amounts for each Contractor and reviewed the provider's performance goals and metrics. Noted that first two years of the contracts were significantly impacted by COVID but have seen significant improvements in FY 22-23. The expectation is that they will continue to see increased outcomes in Year 3, carrying the overall network metrics above the required State levels.

Moved (A. Taamilo), Seconded (V. Dela Rosa), Carried unanimously

Informational Items

Item 5 Update on City of San Diego Funding

P. Parikh discussed the City of San Diego's funded programs, such as TechHire, over the years and the potential ramifications of the city not renewing funding in FY24. This is the first time in over 10 years that the City's Economic Development department has not specifically funded the Workforce Partnership. Through collective impact, Workforce Partnership has collected some private funding and asks the Board Members to identify ways to subsidize wage opportunities out of their respective companies' philanthropic giving.

A. Taamilo expressed her frustration with the city not renewing funding despite Workforce Partnership exceeding performance goals. Several members noted that the Policy Board is made up of City and County members and suggested bringing this to the Policy Board. Would like further clarification on why funding is ending and their role as the Policy Board.

Adjournment

R. Vaccari adjourned the meeting at 9:27 am.

ACTION ITEM – VOTE REQUIRED

Recommendation

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

| Contractor | Funding Source | Amount |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------|
| Promises2Kids | County of San Diego – Foster Youth | \$570k over 2 years |
| Contract Outcomes | | |
| <ul style="list-style-type: none">• Support 170 foster youth placed in a combination of:<ul style="list-style-type: none">* Direct employment* Subsidized internships* Education* Occupational trainings | | |

Contract Term: July 1, 2023 – June 30, 2025

New contract or renewal: New

Option Years: N/A

Contract Payment Terms: Initial upfront payment with pay points

Contractor Selection:

Promises2Kids solely serves current and former foster youth. They have extensive experience working with this population and understand the unique barriers they face. Promises2Kids' Guardian Scholars program provides wraparound services to foster youth in high school and maintains that consistent support as they leave high school and begin planning their future, whether it includes traditional post-secondary education, a vocational training program or career.

They are uniquely qualified to serve San Diego's vulnerable foster youth population and provide the social/emotional and workforce development skills necessary to thrive in the workplace and school leading to self-sufficiency.

Target Population(s): Current or former foster youth aged 16-25 (must enroll before their 25th birthday)

Scope of Work: Foster youth will participate in work readiness trainings, explore career pathways, enhance their resumes, and be placed in jobs, subsidized internships, occupational trainings, and educational opportunities. The program will provide workforce development assistance in addition to holistically serving youth with social/emotional support and supportive services that focus on professional development, transportation, childcare, basic needs, housing, mental health assistance and more.

Background

- More than 3,500 children spend time in San Diego County's foster care system annually.
- Only 71% of foster youth will receive a high school diploma by age 19.
- Only 3% of former youth in foster care earn a college degree.
- 47% of youth leaving foster care are unemployed.
- Nearly 50% of individuals are unemployed within four years of exiting foster care; more than 25% are incarcerated; and 20% experience homelessness.

The Promises2Kids Guardian Scholars program currently supports approximately 300 current and former foster youth and the goal is to help them achieve a stable independence that includes a career providing growth opportunities while earning a livable wage. By giving wraparound support, academic scholarships, mentoring, and individual support, foster youth gain the necessary tools to support themselves and become self-sufficient adults through education and/or employment. Promises2Kids has an over 80% success rate with our Guardian Scholars. Working in partnership with SDWP staff (including staff with shared life experience), this program will holistically support foster youth to deliver on the proposed outcomes.

ACTION ITEM – VOTE REQUIRED

Recommendation

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

| Contractor | Funding Source | Amount |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------|
| San Diego Black Chamber of Commerce | County of San Diego – Foster Youth | \$100k for 1 year |
| Contract Outcomes | | |
| <ul style="list-style-type: none">• Foster youth will be connected to:<ul style="list-style-type: none">* Direct employment* Subsidized internships* Occupational trainings including entrepreneurial trainings and small business ownership courses* Mentors | | |

Contract Term: July 1, 2023 – June 30, 2024

New contract or renewal: New

Option Years: Potential Renewal to be reviewed after Year 1

Contract Payment Terms: Upfront payment

Contractor Selection: The Black and Brown community are disproportionately affected by the foster care system. San Diego County's Black child population is 5%, and of that, 18% are in foster care. The Black Chamber of Commerce is uniquely positioned to assist in this work as they utilize innovative programs, networking opportunities, and business partnerships to advance and strengthen inclusive economic development throughout the city and county of San Diego. Their work in creating generational wealth through business enterprise, education, employment, and investing will assist in connecting foster youth, particularly Black and Brown foster youth, to not only employment opportunities, but sustainable careers that create self-sufficiency for program participants. Their large network will help provide the personal and professional support system often missing in a foster youth's life.

The Black Chamber of Commerce will provide direct job and internship placements to program participants. Additionally, their wide business network will assist in job internship sites for foster youth. Foster youth will be connected to the Black Chamber of Commerce's entrepreneurial programming and their network of mentors assisting program participants with developing a professional network to enhance career sustainability.

Because we haven't yet started the participant recruitment, we don't know how many of the youth served will have an interest in these specific services. We will work closely with the Chamber to make sure all participants interested, have the opportunity to receive services, and that the Chamber is appropriately compensated.

Target Population(s): Current or former foster youth aged 16-25 (must enroll before their 25th birthday).

Scope of Work: Foster youth will participate in work readiness trainings, explore career pathways, enhance their resumes, and be placed in jobs, subsidized internships, occupational trainings, and educational opportunities. The program will provide workforce development assistance in addition to holistically serving youth with social/emotional support and supportive services that focus on professional development, transportation, childcare, basic needs, housing, mental health assistance and more.

Background

- San Diego County's Black children population is 5%, of that, 18% are in foster care.

Black and Brown youth, in this case Black and Brown foster youth, need and often prefer role models, mentors, trainers, and supervisors that look like them. Working with Black Chamber of Commerce staff members, volunteers, and network will help illuminate potential career pathways for foster youth and show that overcoming barriers and achieving a successful career is possible.

ACTION ITEM – VOTE REQUIRED:

Background

Fire and emergency medical services are essential for maintaining a safe and healthy population and limiting property damage and health impacts from disasters. Climate change increases the frequency and scale of flood, fire, and other weather events, and COVID-19 has strained our healthcare system. It's increasingly important that we ensure these services are adequately staffed. But San Diego's fire and emergency services are facing shortages that impact service levels.

Building on past work in other fields, SDRPIC will seek to understand how we can recruit and retain a diverse and sustainable fire and emergency services workforce in San Diego. We know from past work that publicly available labor market data doesn't show us the whole picture, and listening to front-line workers can reveal concrete, achievable interventions to improve job satisfaction, reduce turnover, and make jobs more attractive to new entrants. We are particularly interested in ensuring that these workforces are diverse; 96% of San Diego's fire service workers are male, and this lack of diversity is one of the largest contributors to the gender pay gap among City employees. To discover drivers of job (dis)satisfaction, challenges in hiring, and challenges in training, we will take a qualitative and quantitative approach.

Recommendation

That the WDB and PB authorize Workforce Partnership staff to issue a new service agreement to San Diego Regional Innovation & Policy Center (SDRPIC) to conduct research and issue report tied to Phase 1 of the EMS-Fire Pilot Pathways grant awarded by the State of California.

| Subrecipient | Funding Source | Amount |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------|
| San Diego Regional Policy & Innovation Center (SDRPIC) | State of California | \$184K |
| Subagreement Deliverables | | |
| 1. Data analysis (labor market, census, and administrative) 2. Literature review 3. Focus groups 4. Survey 5. Report with recommendations | | |

Service Agreement term: July 1, 2023-May 31, 2024

New service agreement or renewal: New

Service Agreement Payment Terms: Pay per performance (deliverables-based)

Subrecipient selection: Our proposal was designed with the intention of funding Workforce Partnerships' Research Team, who are now employees at SDRPIC. Research work already commenced in Fall 2022 (as outlined below) while members of Contractor's team were still employees of the Workforce Partnership.

- Identified 12 possible occupations and narrowed it down to 6 relevant occupations for the study
- Completed basic labor market analysis on those 6 occupations:
 - Job quantity change over 5 years
 - Distribution of hourly earnings
 - Hires over each of the last 5 years
 - Turnover
 - Racial and gender diversity
- Identified 5 comparison counties in CA and compared the above metrics to those counties, the state, and the U.S.
- Generated job projections for the next 5 years in San Diego, comparison counties, state, and US
- Initiated preliminary literature review and identified:
 - The largest health risks (physical and mental) to firefighters
 - Research about the experiences, health, and well-being of female firefighters in north America
 - The largest employer types, schools, and competitor occupations in San Diego for fire, fire supervisors, and EMS
- Interviewed leaders of 1904 Cadets (who are also Instructors with Health Sciences High and Middle School and Lincoln High School), building a qualitative understanding of the training landscape and particular concerns of building a training pipeline among San Diego youth.
- Started developing a plan for focus groups using open questions posed by the labor market analysis, literature review, and interviews with 1904 Cadet leaders

Additionally, this Agreement supplements the existing Master Services Agreement (SA-SDRPIC-01) entered into jointly between Workforce Partnership and SDRPIC. All terms and conditions in the Master Services Agreement (SA-SDRPIC-01) remain in full force and effect. The Scope of Work of this Agreement will help outline the training & employment landscape, drivers for turnover, and training as well as placement bottlenecks in the fire and emergency medical services industries.

Scope of Work: SDRPIC will undertake research with three focused aims:

1. Understand the training and employment landscape for fire and emergency medical services
2. Understand the drivers of turnover for fire and emergency medical services
3. Understand any training and placement bottlenecks for fire and emergency medical services

The result of this work will be a report detailing the extent, likely causes, and proposed solutions for any shortages in fire and emergency medical services.

To achieve this understanding and support this report, SDRPIC will complete the following five deliverables:

1. Analyze labor market, census, and administrative data to understand the extent and qualities of labor shortages.
2. Conduct a literature review to gather context.
3. Conduct focus groups with workers, managers, and administrators in fire and emergency medical services.
4. Conduct a survey among workers in San Diego fire and emergency medical services to understand the extent of problems identified by focus groups across the local workforce and their distribution across occupations.
5. Write a report summarizing findings, grounding them in context from other regions, and making recommendations that will inform SDWP staff on the following two phases of the grant work: Program Design and Implementation.

ACTION ITEM – VOTE REQUIRED

Recommendation

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

| Contractor | Funding Source | Amount |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------|
| <ul style="list-style-type: none">- NAMI San Diego- Futuro Health | State of California | \$150k/yr for 3 years \$60k/yr for 3 years |
| Subagreement Outcomes | | |
| <ul style="list-style-type: none">• 240 Program Participants will:• Receive training and supportive services• Earn wages and work experience via a paid internship• Enter quality jobs in healthcare or behavioral health utilizing their lived experience | | |

Service Agreement terms: July 1, 2023 through June 30, 2026

New Service Agreement or renewal: New

Service Agreement Payment Terms: Pay per performance

Subrecipient Selection: NAMI San Diego is “the community’s voice on mental illness.” Their mission is to; support people with mental illnesses and their families by helping them find coping mechanisms for their daily struggle with brain disorders; educate people who have mental illness, their families, and the general public about mental illness with the goal of dispelling ignorance and stigma; advocate for more research and an improved system of mental health services across the nation. NAMI San Diego is the ideal local partner to assist SDWP in creating a Peer Support Specialist training program that meets the needs of all interested San Diegans.

Futuro Health makes education journeys into careers in healthcare possible by growing talent for employers and connecting workers to opportunity. Their mission is to improve the health and wealth of communities by growing the largest network of allied healthcare workers in the nation. Futuro created a Human Touch Healthcare course- uniquely available through Futuro Health – that develops in learners the essential interpersonal skills to work in healthcare.

Target Populations(s): people with lived experience with mental health and/or substance use disorders, homelessness, incarceration, living with a disability, etc.

Scope of Work: All participants will receive an 80-hour Cal-MHSA approved Peer Support Specialist training and certificate with many others also completing Human Touch Healthcare training. Participants will receive job readiness training and employment navigation, case management and supportive services, as well as a paid internship of \$19/hr. at an AJCC or with Sector Initiatives.

BACKGROUND

- The San Diego region needs thousands of new Peer Support Specialists over the next few years
- Senate Bill 803 (SB 803), the “Mental Health Services: Peer Support Specialist Certification Program Act of 2020,” sets a standard of 17 core competencies that every peer support specialist is required to know to be certified as a practitioner
- In California, this creates a new provider and service type eligible for MediCal reimbursement through the county mental health and behavioral health plans
- Wages are increasing and peers are often making over \$20/hr.

ACTION ITEM – VOTE REQUIRED:

Recommendation

The WDB authorize Workforce Partnership staff to sign a new lease at the Metro Career Center.

| Contractor | Funding Source |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Metro Career Center | WIOA Adult and Dislocated Worker |
| Additional Information | |
| <ul style="list-style-type: none">• Total lease = \$5,754,656 over 7 years; \$2.05/sq ft with 3% annual increase• Full square footage is 32,400 with SDWP occupying 19% (including common areas) and co-located partners occupying the remainder | |

Contract Term: January 1, 2024 – December 31, 2030 (7 Year lease)

New contract or renewal: New lease, renewal of current space

The Metro Career Center lease expires on December 31, 2023. SDWP has been in this location for over 20 years. It is our busiest Career Center in the network and most centrally located. It is also the largest center in terms of co-located partners and general client traffic.

The lease was set to automatically renew; however we were able to negotiate a lower rate and more beneficial terms.

| | Current Rate | Fixed Renewal Rate | Negotiated Rate |
|-------------------------|--------------|--------------------|--------------------|
| Year 1 | \$1.99/sq ft | \$2.08/sq ft | \$2.05/sq ft |
| Year 2 | N/A | \$2.08/sq ft | \$2.11/sq ft |
| Year 3 | N/A | \$2.08/sq ft | \$2.17/sq ft |
| Year 4 | N/A | \$2.27/sq ft | \$2.24/sq ft |
| Year 5 | N/A | \$2.27/sq ft | \$2.31/sq ft |
| Year 6 | N/A | N/A | \$2.38/sq ft |
| Year 7 | N/A | N/A | \$2.45/sq ft |
| Totals at Year 5 | | \$4,188,465 | \$3,878,961 |

In addition, we negotiated the following:

- \$352,633 - 5 months free rent
- \$324,000 - Tenant Improvement funds (\$.10/sq ft)
- \$309,504 - Reduced Rate over initial 60 months
- \$986,137 - Total Savings through Negotiations**

ACTION ITEM – VOTE REQUIRED

FY24 Revenue is projected at \$36.6M, 14% over FY23 (\$31.5M). Grants/Contracts include philanthropy, private sector and fee for service. Federal and private funding is stable; State and County funding is increasing; and no funding is expected from the City of San Diego. However, we are experiencing a new shift in multi-year grants with \$16M already earmarked for FY25.

| Revenue Categories | | | | | |
|---------------------|---------------|---------------|--------------|------|--------|
| Fund Source | FY24 | FY23 | \$ Diff | Diff | Budget |
| WIOA Formula Grants | \$ 20,007,567 | \$ 19,240,243 | \$ 767,324 | 4% | 46% |
| Grants/ Contracts | \$ 13,831,570 | \$ 9,487,348 | \$ 4,344,222 | 31% | 32% |
| CalFresh E&T (CFET) | \$ 2,739,428 | \$ 2,800,000 | \$ (60,572) | -2% | 6% |
| Total | \$ 36,578,565 | \$ 31,527,591 | \$ 5,050,974 | 14% | 79% |

WIOA funds increased \$767k. Levels are defined by DOL and the California EDD.

| WIOA Formula Grants | | | | | |
|---------------------------|---------------|---------------|----------------|------|--------|
| Fund Source | FY24 | FY23 | \$ Diff | Diff | Budget |
| Adult | \$ 9,520,987 | \$ 6,034,227 | \$ 3,486,760 | 37% | 22% |
| Dislocated Worker | \$ 3,816,175 | \$ 5,686,173 | \$ (1,869,998) | -49% | 9% |
| Youth | \$ 5,922,830 | \$ 6,347,207 | \$ (424,377) | -7% | 14% |
| Rapid Resp./Layoff Avers. | \$ 747,575 | \$ 1,172,636 | \$ (425,061) | -57% | 2% |
| Total | \$ 20,007,567 | \$ 19,240,243 | \$ 767,324 | 4% | 46% |

Grants/Contracts are up \$4.2M. New grants: Irvine Foundation Capacity Building, State EMS Fire, ERiCA, State Peer Support, Pathway Home, and more

| Grants/ Contracts | | | | | |
|--------------------------|---------------|---------------|--------------|------|--------|
| Fund Source | FY24 | FY23 | \$ Diff | Diff | Budget |
| Public (Federal & State) | \$ 7,581,451 | \$ 3,736,594 | \$ 3,844,857 | 51% | 18% |
| Public (County & City) | \$ 2,365,057 | \$ 3,090,771 | \$ (725,714) | -31% | 5% |
| Philanthropy/Private | \$ 3,619,012 | \$ 2,369,068 | \$ 1,249,944 | 35% | 8% |
| Fee for Services | \$ 266,050 | \$ 290,915 | \$ (24,865) | -9% | 1% |
| CalFresh E&T | \$ 2,739,428 | \$ 2,800,000 | \$ (60,572) | -2% | 6% |
| Total | \$ 16,570,998 | \$ 12,287,348 | \$ 4,283,650 | 26% | 39% |

FY 24 Planned Expenses:

- Program Costs: \$28.3M
- Direct Allocated Costs (DAC): \$4.2M
- Indirect Costs: \$4M

DAC includes: Facilities, IT, MarComm, and other Dept Personnel

Indirect includes: Executive, Finance, Compliance, People & Culture

Looking Ahead:

SDWP looks forward to another strong fiscal year with a growing and diversified portfolio. The Partnership is more diversified than most, if not all, Workforce Boards in the country. Most Workforce 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.

INFORMATION ITEM – NO VOTE REQUIRED:

- Rick Vaccari, WDB Board Chair will give organizational updates on Committees Formation and Assignments.
- Dr. Ricky Shabazz, WDB Board Member Chair of the DEI Committee to give updates.

INFORMATION ITEM – NO VOTE REQUIRED:

Rick Vaccari, WDB Board Chair will give organizational updates: