

San Diego Workforce Partnership

# Local Plan

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## Background

San Diego Workforce Partnership (Workforce Partnership) provides workforce services to San Diegans to support their finding jobs, upskilling and career development. Workforce Partnership is funded in part through The Workforce Innovation and Opportunity Act (WIOA). The WIOA funding is the Workforce Partnership's majority federal funding that offers a comprehensive range of workforce development activities to help job seekers and workers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The Local and Regional Plans are a WIOA required activity to demonstrate our alignment with the State's Unified Strategic Workforce Development Plan 2020-2023 (State Plan). The State Plan represents agreement among partners identified in WIOA and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education system. Additionally, the California Workforce Development Board (State Board) divided California into 14 regional planning units (RPUs) in order to more effectively manage and provide services throughout the State. These RPUs are required by WIOA to maintain both a local and regional plan to show alignment with the State Plan. Workforce Partnership is part of the Southern Border Region (SBR) RPU, which includes Imperial and San Diego Counties' workforce development boards, along with a range of partners including the community college system, adult education, economic development, and business communities.

## Strategy and Plans

In addition to the federal WIOA funding, Workforce Partnership has 70 other grant programs. Through this multiple sourced funding, we more fully serve our communities in support of our Five Strategic Pillars that will be discussed later. The Plans are designed for local boards to inform the State Board and articulate how we are operationalizing the roadmap the State Plan has provided, as well as how we are coordinating with required partners. While providing our plans to the State is a required federal planning and compliance activity, they only represent a portion of Workforce Partnership's overall strategic planning efforts. Moreover, the Plans are used to ensure Workforce Boards are on track and aligned with the State to receive additional grant funding for special projects further supporting our communities' citizens with needed supports.

The Five Strategic Pillars are: inclusive business growth, job quality, outcomes focused funding, population-specific interventions and diversity, equity and inclusion (DEI). The pillars are used to describe the long-term strategic plan and overarching framework for how we intend to achieve our mission through 2025. We realize that while the State's Plans and their associated WIOA programs are important, it is also critical that we unite our systems change strategies across all areas of our work to bring workforce transformation to our community. San Diego and Imperial Counties have a shared vision for our work to foster economic mobility for our citizens and vibrant growth for our businesses. To achieve this, we established the five strategic pillars which will cut across all of our work, regardless of the population served, program launched, or partnerships established.

Through these goals, we work to build infrastructure and find evidenced-based programming which produce measurable outcomes that help families become self-sustaining and help businesses thrive. We orient all our work, regardless of funding source, around these pillars. Job Quality is about simultaneously producing outstanding outcomes for businesses and their

frontline workers. It is also understanding that a quality job means different things to different people at different times in their lives and every business does not have the capacity and resources to meet everyone's definition of quality. To that end, employers were engaged, along with some of their workforce, to produce a definition of quality and then conduct experiments to understand the value that particular quality brings to their business and employees. This supports businesses and connects to the Inclusive Business Growth pillar.

The Inclusive Business Growth pillar focuses on equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce. If workers' quality needs can be supported by the company, it will keep a skilled and engaged workforce that can help it thrive in a highly volatile, competitive environment. Particularly in the recovery period following the COVID-19 pandemic, recognizing the value add to businesses of keeping quality processes and benefits like stable scheduling and family leave will aid in economic recovery of the County.

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

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

Diversity, Equity and Inclusion (DEI) are at the core of our work. We recognize the uniqueness of individuals and businesses and connect them with the specific resources they need to succeed. We take a people-centered approach in our programs, research, and resources.

## Diversity Equity and Inclusion

We have embraced the framework of "Listen, Learn, Act" as the vehicle to incorporate DEI, both internally and externally. This starts with elevating Black, Indigenous & People of Color (BIPOC) voices at all levels and then operationalizing change. The board approved the addition of two new organizational values in February 2021 as a means to publicly name our commitment:

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

The Board of Directors has also created a permanent committee to address these important issues.

The goals of the DEI Committee are to advance diversity, equity, and inclusion:

- 1) within our own workforce, employer partners and funded partners

- 2) by understanding the demographics of the people we serve and the impact on their careers due to our programs and services
- 3) through targeted workforce interventions for population-specific groups
- 4) to measure, learn from, and adjust our efforts as needed ongoing

Internally, the Workforce Partnership's Department of People & Culture (P&C) is also spearheading a DEI Committee to prioritize an inclusive working environment, identify systemic departmental inequalities, provide resources, and to enhance the overall cultural competency of staff.

## Priority Sectors

While our work is organized by our five focus areas, our efforts are tactically focused on supporting the greatest employment needs in the region. This requires regularly analyzing economic data to establish our priority occupations and populations the organization is focused on through our service delivery infrastructure. In addition to our four regional priority sectors, the SBR research team also identified three local priority sectors that recognize the unique economic drivers of each local area. San Diego County shares three sectors with the Southern Border Region, Health Care & Social Assistance, Public Administration, Administrative Support & Waste Management. San Diego also has six priority sectors unique to the County that include Construction, Military, Manufacturing, Professional, Scientific and Technical Services, Wholesale Trade and Technology.

While our internal strategy is guided by the above priority sectors, which are limited to occupations that require less than a 4-year degree, we also complete an analysis that includes all degree levels to identify a set of external facing priority sectors, which is often used by our youth participants and school partners.

We distribute this information in a variety of formats to our partner organizations and educators to raise awareness in the community about the opportunities available in the regional labor market. Most notably we have created an online, interactive tool, [workforce.org/MyNextMove](http://workforce.org/MyNextMove), discussed below, for job seekers and partners to explore this information. The sector lens will also be particularly useful when engaging groups of businesses and will inform business services strategies.

We also recognize that there is a great need to meet people where they are in their path to family sustaining employment. We keep human-centered programming at the center of our program design. For example, low-income job seekers may not have the luxury of an unpaid internship. In light of this and other barriers to success, we seek out other funding and braid multiple public/private funding streams to support the whole person and family. We continually work to expand our partners for co-enrollment opportunities in order to more fully support participants in both training and supports.

## Local Plan State Requirements

This local plan update focuses on service coordination with the MOU partners looking specifically at co-enrollment and common case management, access points for the larger system for service delivery and education and training, as well as explicating compliance with the Americans with Disabilities Act of 1990 for physical and programmatic accessibility of network programming. Undergirding this is understanding the technology that has been

implemented initially for COVID-19 requirements that has evolved to support residents meet their needs where they are when they can. Because the State requires these specific topics to be addressed, Workforce Partnership also includes our additional Five Strategic Pillars above to ensure we include not only State requirements but also capture all of our additional strategies and vision.

## WIOA Core and Required Partner Coordination

The Workforce Partnership was approved by the California Workforce Development Board on March 28, 2022, to provide career services in the AJCC system. Under the new approval to provide career services by internal staff, the Workforce Partnership also has included key services within the system to ensure that partners and participants receive the highest quality and most timely services. We believe this will facilitate even better coordination between partners since they will work directly with the Workforce Partnership for all activities. Workforce Partnership AJCC duties include but are not limited to the following:

- Manage and provide intensive services for individuals and businesses
- Ensure that basic services are available such as orientations, labor market information and resource room
- Implementation of Local Workforce Development Board Policy

During the strategy development for this transition, we determined that there was a need for a comprehensive approach to support and approach to the functions to provide career services. The three core functions are:

- Customer Experience - the Workforce Partnership will be managing the customer experience
  - o Service Navigation: The Workforce Partnership will be responsible for staffing career center front desks and providing an initial, pre-enrollment assessment to assist customers in finding programs and services of interest to them
  - o Customer Experience Standards: The Workforce Partnership will set accountable standards for the customer experience that include qualitative requirements for the process of customer service (for example, language that should be used in addressing customers) and target scores for customer experience metrics.
  - o Training: The Workforce Partnership will supply training regarding these customer experience standards. Staff and partner staff that are located at the career centers must ensure that staff complete this training in the timeline required by the Workforce Partnership
    - Survey Collection: The Workforce Partnership will collect customer experience surveys from customers
- Basic Career Services – the Workforce Partnership will be responsible for providing basic career services which represent “front end” basic services to job seekers. Basic career services are self-service and/or informational and do not require enrollment for WIOA
- Individualized Career Services – the Workforce Partnership will be responsible for providing career services
  - o The Workforce Partnership will be responsible for supporting job seekers with the training, education, supportive services and job search assistance they need to meet their employment goals

- This scope includes the key areas of career counseling, employment services, training services, supportive services, business services and follow-up services

## Shared Services

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

## Methods for Referring Customers

Partners commit to learning about the Partner Portal and engaging with the Workforce Partnership to be able to make referrals of customers to services that are not provided on-site at the career centers to the extent their systems allow. The Workforce Partnership will provide training on how to upload programs and make referrals to other programs in the Partner Portal. At a minimum, the referral process between the career centers and the partners:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service
- Ensure that general information regarding career center programs, services, activities and resources shall be made available to all customers as appropriate
- Share information not only between the Workforce Partnership, career centers and each individual partner, but ensure that all required partners are informed and engaged in system alignment activities

## Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making information exchange possible, including client tracking, common case management, reporting and data collection. To support the use of these tools, each career center partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act and any other appropriate statutes or requirements
- Comply with the principles of common reporting and shared information through electronic mechanisms, including shared technology through data sharing agreements
- Share information to the greatest extent allowable under their governing legislation and confidentiality requirements
- Maintain all records of the career center customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence and use them solely for purposes directly related to such services
- Develop technological enhancements that allow interfaces of common information needs, as appropriate
- Understand that system security provisions shall be agreed upon by all partners

## Co-enrollment/Common Case Management

Co-enrollment Partners work toward co-enrollment and/or common case management as a service delivery strategy. This is codified through the Memorandum of Understanding (MOU) process. The three major components of the MOU are shared customers, shared services and shared costs.

For a service to be deemed “accessible,” a partner must provide access to that service through one or more methods. These methods are co-location where partner program staff are



physically present at the AJCC, cross information sharing/customer referral where AJCC staff are trained to provide information about all partner services, and referrals for customer direct access through real-time technology. These all support the larger network and customers who are able to access services of multiple partner organizations seamlessly.

The Workforce Partnership's commitment to include all referring and potential partners in the larger network better serves all customers and supports partner connections and outcomes. In support of this, Workforce Partnership has committed to introduce and enhance technological solutions that will provide easier access for customers and partners.

The technology supports sharing information not only between the Workforce Partnership, AJCCs and each individual partner, but ensure that all required partners are informed and engaged in system alignment activities. Partners are encouraged to leverage resources including using co-enrollment to ensure participant success.

### Partners Facilitate Access to Career Center Services Remotely

The COVID-19 pandemic challenged many industries including workforce development to establish reliable and robust means of continuing to work remotely. The Workforce Partnership implemented many measures to provide services to job seekers and support partners to connect their participants to career center services.

### Service Navigation

Workforce Partnership has instituted a contact center solution and service navigation staff so that customers can call one phone number, quickly get in touch with a staff member and get to the right career center more quickly. Additionally, the [workforce.org/MyNextMove](https://workforce.org/MyNextMove) work mentioned above provides both partner staff and the general public with supportive, up-to-date information to learn what program and training opportunities are available and how to more easily access them.

### Workforce.org/MyNextMove

As part of our job quality efforts mentioned above, we have developed a definition of job quality that serves as a standard for the community while being responsive to individual needs and have embedded this in our work, particularly in [workforce.org/MyNextMove](https://workforce.org/MyNextMove) and the portal experience for job seekers and employers. We have built out a job quality framework (<https://workforce.org/jobquality/>), videos and resources through [workforce.org/MyNextMove](https://workforce.org/MyNextMove) to meet individuals where they are by connecting their interests to labor market needs. We are specifically creating tools to assist workers in assessing their interests and preferences, gaining knowledge and skills, exploring priority occupations (wages, skills, etc) and understanding the job quality features most important to them. This tool is part of the larger system and available for our partners and their customers to use. Several updates have been made as a result of funding from Slingshot 3.0 and 4.0, including tighter integration with program offerings, spotlights on Imperial County priority sectors, and population-specific resources for new Americans, veterans, young workers, and justice-involved individuals. We will release these updates when development is complete in early 2023.

### Remote, Hybrid and In-person Career Training

To better serve our customers and our partners' customers, we have a menu of opportunities both virtual and in-person to support the customer where they are and with what they need. These offerings include our Career Growth Series, Job Search Series, and learning drop-in

hours. The career growth series consists of six courses with the goal of helping participants lay a foundation for successful career navigation by building self-awareness, exploring tools, and learning strategies to help them on their career journey. All courses are virtual and include:

1. [Connecting Interests with Careers](#) (Recommended to take first)
2. [Online Career Exploration](#)
3. [San Diego's Priority Sectors & Priority Jobs](#)
4. [Essential Skills for Workplace Success](#)
5. [Job Quality](#)
6. [Planning Career Pathways](#) (Recommended to take last)

The job search series includes virtual and in-person resume building, cover letter writing, and interview preparation. These workshops provide the tactical tools that job seekers need to find and get a job.

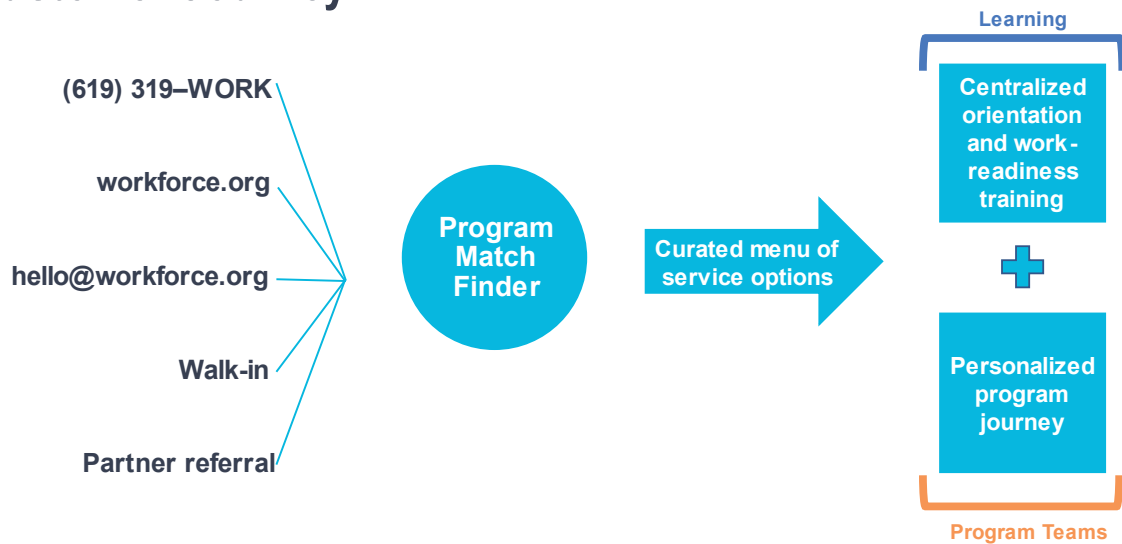
We also leverage resources available from the California State Library to support remote services. Brainfuse, for example, which is paid for by the library provides access to free, live, remote career coaching, resume review, and interview prep, and we highlight this resources in several places on our own website.

We recently procured CareerEDGE, a high-quality online learning platform and toolkit that can be accessed on demand. Users can complete training in a variety of life skills and professional development topics, and can also use tools like a resume builder and interview simulator.

#### [Program Match Finder \(PMF\)](#)

Finally, Program Match Finder (PMF) is the latest work of Workforce Partnership to support the customer and partner customer journey. It is a clear and accessible opportunity that takes into account individual's needs and wants in coordination with available programs and organizations. It supports the single entry point that focuses on empowering customers to have the relevant information to make decisions that is best for them regarding the programs for which they are eligible. The most important aspect is that it can be used by staff with a customer or by the customer on their own before connecting with staff. As can be seen in the below diagram, PMF is the jumping off point for services.

## Customer Journey



### Partner Portal

The Partner Portal is a platform that was developed by the Workforce Partnership to transform the way we do business through collaboration. The MOU partner group will have an opportunity to engage in the portal to access training programs and make referrals. The goal is to engage all partners in this way <https://portal.workforce.org/Partner/>:

- Categories of Programs in the Partner Program
- Workforce Partnership Funded Programs
- Occupation Training Programs
- Partner Programs
- San Diego ETPL

The goal of the Partner Portal is to provide a centralized location to coordinate business engagement, increase collaborative opportunities with a much larger and diverse partner network, exchange information in a secure manner, leverage partner talent pipelines throughout the network and provide professional development opportunities as well as refer qualified candidates to developed job leads. Additionally, the data collected through the Partner Portal will be used for continuous improvement of service delivery.

### Meeting the Community Where They Are

The Workforce Partnership is dedicated to developing innovative approaches to community engagement and meeting community members where they're at.

Community outreach: We are working closely with community partners to help reach priority populations where they're already accessing resources. We're also outreaching at locations where high volumes of community members pass through on a daily basis including Department of Motor Vehicles offices, parks, and schools and community colleges.

The Workforce Partnership is working closely and strategizing with our local community colleges around aligning WIOA Title I and II efforts, and is focused on joint partnership agreements outlining roles and responsibilities for colocation efforts, data sharing and shared outreach events.

Virtual engagement: The pandemic has shifted our strategy for community engagement including a hybrid approach for services. The Workforce Partnership offers virtual services through all Career Centers and is developing a kiosk option which may be placed at partnering agencies and will allow community members to access PMF and assessments independently or connect live with a Service Navigator.

## Partners Coordination of Workforce and Education Activities with Supportive Services

Supportive Services are available for WIOA Title I Adult, Dislocated Worker and Youth programs. Supportive services will be provided to participants when it is necessary to enable individuals to participate in services and is tied to a specific service. Such needs are typically identified through the assessment process and outlined in the Individualized Employment Plan (IEP). Supportive services are payments made to or on behalf of eligible participants for one-time or temporary services required to support the individual's Employment Plan. Workforce Partnership coordinates supportive services in two primary ways 1) direct payments to eligible individuals, and 2) through connections to our WIOA and non-WIOA AJCC partners. Through the co-enrollment process, eligible partner customers access supportive services to assist their job search and employment preparation.

## Partners Compliance with Americans with Disabilities Act Physical and Programmatic Accessibility

Under our AJCC MOU process, partners agree to ensure all their policies, procedures, programs and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws. The AJCC partners commit to promoting capacity building and professional development for staff in order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities. We work closely with the following partners and integrate their services into our AJCC service delivery strategy:

- Department of Rehabilitation: Employment job services, independent living resources, vocational rehab assistance, supportive service resources and accommodation assistance
- Deaf Community Services: Interpreter services, ASL
- Behavioral Health
- Adult Literacy Program and accommodations assistance
- Mental Health Systems: Case management counseling services, court involved program and support services
- San Diego Unified School District
- Trace Program: Services for young adults ages 18-22. Job placement, training, independent living skills, high school diploma completion, counseling for vocational and college education

- Able Disabled Advocacy: Vocational skills, computer certificate programs, apprenticeship program, employment job coaching, training education advancement assistance with accommodation and supportive service resources
- Disabled Veterans training and employment programs
- ARC: Employment services, job coaches, on the job training programs, life skills training, accommodations assistance and transportation

## State Strategic Partner Coordination

Partner coordination of partners serving some of the most barriered populations requires consistency and continued focus on meeting the individuals where they are with what they need. While a welcoming and easily navigated career services system is useful for the larger population of job seekers and businesses, a deep understanding of the needs of certain communities and population is imperative to adequately support them to success in work. Through our CalFresh E&T program, English language learner programming and serving individuals with severe disabilities, we connect with partners providing this work on the ground and have taken on some of that work ourselves to better support the system.

## HHSA, County Health and Partners Serving CalFresh E&T Clients

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

The CalFresh E&T program providers are local community organizations contracted by the Workforce Partnership to deliver allowable employment and training (E&T) programs and services to participants. Under this project, the Workforce Partnership works with the County to identify CalFresh enrolled or eligible participants in need of training and job search assistance. We then match participants with services that are funded by eligible non-federal costs claimable under CalFresh E&T, submit invoices and claims to the County, then reimburse non-profit partners for 22% of the eligible costs claimed. To date, the Workforce Partnership has submitted claims of over \$4,827,228 to the County of San Diego, and served over 1087 participants with the following 7 partner agencies:

- Kitchens for Good
- Mission Edge
- Center for Employment Opportunities
- Dreams for Change
- Nile Sisters
- Solutions for Change
- International Rescue Committee

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

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

### Child Support Agencies and Partners Serving Non-Custodial Parents

The Workforce Partnership is a member of the San Diego 2-Gen Workgroup comprised of local childcare providers, YMCA Childcare Resource Services, First 5, County Office of Education, Department of Child Support Services, United Way and 211 San Diego. The goals of this workgroup are to create referral pathways from the AJCCs to childcare providers, and from local non-profits and County agencies to the AJCCs. In the last year, the workgroup has established the referral pathways for frontline staff including career agents and case workers. Mutual education has occurred on eligibility and services available. Prior to COVID closing the career centers, we hosted a series of parent days, specifically focused on parenting job seekers, and had YMCA staff on site to connect parents with childcare resources directly. Our work with the Department of Child Support Services has focused on non-custodial parents and their unique workforce needs. Often the implications of working are intricately linked to their custodial agreements or their support responsibilities. Future 2-Gen efforts include increasing the overall family-friendliness of our AJCCs. This will begin with data collection specific to parenting job seekers in order to more clearly identify the scope of the need and the specific resources that would be most helpful. In addition, we are looking at changes to physical layout, service-delivery, culture and policies.

In March 2021, funding was included to help stabilize the economy and increase hiring. As extended Unemployment Insurance (UI) expires, and previously waived requirements around work search are being reinstated, the goal of the Comprehensive and Accessible Reemployment through Equitable Employment Recovery (CAREER) National Dislocated Worker Grants (DWGs) is to help reemploy dislocated workers most affected by the pandemic and particularly those from historically-marginalized communities or groups, and those who have been unemployed for an extended period of time or who have exhausted UI. Based on research of the San Diego region, Workforce Partnership created a project plan that assists parents, specifically women, back into the workforce. Women, especially women of color, were hardest hit. To support an inclusive economic recovery, women need ready access to childcare. Our project's intention is to provide the supports to connect parents to quality childcare, and career services that will prepare them to re-enter the workforce. Mental health, Childcare services, Career services and connections to trainings in our priority sectors will move its workforce toward high-quality family sustaining-wage employment opportunities and address the workforce challenges exacerbated by the COVID-19 pandemic.

The YMCA is funded by the CA Dept of Education, Child Development Division, to provide free childcare referrals and resources to families in San Diego County. They are the lead entity in our county that maintains the database of active, licensed childcare programs and provides referrals and subsidies to residents across the region. The YMCA works with each individual to understand their childcare needs and find a customized resource. Because the YMCA is the only provider that offers this service, they were selected to be our partner in our original proposal. The program design includes the following:

- Population(s) Served: A minimum of 100 long-term dislocated workers (DW) due to the COVID-19 pandemic (receiving Unemployment Insurance (UI) for six months or longer, or have exhausted their UI), with a specific focus on women and parenting DW who have been disproportionately impacted by the pandemic.
- Scope of Work: Provide recruitment, eligibility, enrollment, case management, support services and follow-up services.
- Specialized Services: The YMCA provides customized childcare referrals including identifying childcare providers and subsidizing the cost of childcare for participants. Acknowledging that there are significant negative health consequences to both a pandemic and unemployment that can be a barrier to employment, the YMCA provides mental health supports and overall wellness supports to both the jobseeker and their family.
- Anticipated Outcomes:
  - 80% are employed at 2nd and 4th Quarters \$18.00/hr. median earnings
  - 75% obtain a credential
  - 75% demonstrate measurable skills gain

### Competitive Integrated Employment (CIE) and Partners Serving Individuals with Developmental and Intellectual Disabilities

San Diego has seen the successful advancement of several initiatives, new programming, and resources to support employment outcomes for people with disabilities (PWDs), including individuals with intellectual and/or developmental disabilities (IDD). Using the practice principles of the Individual Placement and Support model (IPS), our program portfolio focusses on integrating services with referral partners to support employment outcomes, job

development, benefits counseling, and long-term supports, among other components. Participants acquire *part- or full-time* competitive jobs of their choice in the community through rapid job search and placement services. IPS stands in contrast to other vocational rehabilitation approaches, which typically employ people in sheltered workshops or jobs set aside for special populations.

As our experience with programs for PWDs grows, our goal is to use the data collected from the program to identify pathways that yield the most positive outcomes for PWDs and to target those pathways moving forward. Our work to date under the plans has provided a foundational understanding of the labor market and the equity gaps which exist through research, clear definitions of quality jobs and indicators to begin measuring our progress, tested innovative strategies for true partnerships with high road employers which incorporate worker voice, and piloted person-centric service delivery mechanisms to meet the needs of marginalized populations. A key component of our plan implementation is the execution of work in each of our five pillars. These pillars support the State Plan's overarching policy objectives of fostering demand-driven skills attainment, enabling upward mobility for all Californians, and aligning, coordinating, and integrating programs and services. Three of these pillars—population specific interventions, inclusive business growth and job quality— weave together the components necessary to set diverse populations on a road to economic mobility through clear career pathways, innovative delivery mechanisms and partnerships with high road employer. To date, the Workforce Partnership and its partners have achieved a 5% increase in competitive employment placements (1,979 individuals) for PWDs, and 3% increase in PWD's seeking work (1,294 individuals).

The IPS model is one of the only peer-reviewed, evidenced-based workforce development models that undergoes fidelity reviews to ensure program design is executed with precision. The IPS Model is a team-based approach that targets competitive employment opportunities. To achieve success, the Employment Specialists work in tandem with the community stakeholders which are assisting PWDs in housing, mental health, food, and clothing. The success of the IPS model with individuals dealing with mental health issues has been widely documented. The model is showing to be effective with other population groups such as homeless, at-risk of homelessness, and individuals with physical disabilities that result in long term unemployment and SSI stipends. Through our use of the IPS model, we address the socioeconomic disparities that PWDs experience by placing participants in competitive employment and career pathways.

### Project Inspire

Project Inspire is a partnership between the Workforce Partnership's Client Services Department and local community-based organizations known as social enterprises that provide case management services and employ the IDD participants, they specialize in serving.

Project Inspire is built on three objectives:

1. To acknowledge that everyone holds unique talents and gifts that need to be acknowledged and celebrated in the workplace
2. To build seamless partnerships with our WIOA Career Center services and organizations who are experts in serving individuals with intellectual/developmental disabilities
3. To support employers in hiring a diverse and inclusive workforce



We have partnered with:

1. The Arc of San Diego that annually provides support to 2,0000 individuals with disabilities throughout San Diego County. The Arc finds jobs for people with disabilities in a variety of positions and industries throughout the community.
2. San Marcos Unified School District that provides supports for transition-age youth across a broad range of disabilities, in exploring and pursuing postsecondary employment and education options as well as avenues to independent living.
3. Beacons Inc. that provides postsecondary vocational workshops and employment development services to individuals with mild/moderate disabilities who are unemployed or seeking to expand their skills to foster more options for employment.
4. Paving Great Futures with a goal to increase the health and wealth in underserved communities for marginalized and at-risk individuals to thrive socially, economically, and politically. They provide individuals with the necessary tools for financial freedom through entrepreneurship training, business development, and culinary job training.

The goal is to serve a minimum of 100 individuals *with intellectual/developmental disabilities (IDD)*. To accomplish this, the team focuses on individual outcomes that support the whole person. These participants are often unable or unwilling to express other obstacles they have so they need to be understood by the team. To achieve this whole person support, the partners must agree to a model of service that privileges the participants experience over operational preference.

### Behavioral Health Services Supported Employment

The County of San Diego's Behavioral Health Services (**BHS**) department provides mental health and substance use disorder services to over 111,000 San Diego County residents of all ages. Services are provided through 10 county operated programs, over 300 contracts and 800 individual fee-for-service providers. BHS embraces *Live Well San Diego*, the County's over-arching initiative to promote healthy, safe and thriving communities in San Diego. BHS works in partnership with communities to help make people's lives safe, healthy, and self-sufficient by providing quality behavioral services. In 2014 the Five-Year Strategic Plan (Strategic Plan) was developed, and several of the recommendations were implemented. These efforts to increase employment services align and connect with *Live Well San Diego*. The most influential recommendation was the implementation of the IPS Supported Employment Model.

Since the inception of the IPS model, the following outcomes have been achieved:

- Supported Employment initiative began FY14-15 and IPS model was fully implemented in FY 18-19 into 39 programs for adults receiving County of San Diego Behavioral Health Services
- From FY 13-14 to FY 20-21, there has been a 5% increase in competitive employment placements (1,946 individuals) and 3% increase in those seeking work (1,294 individuals)
- FY 19-20 saw a 20% increase in IPS enrollments and FY 20-21 had a 1% jump
- FY 19-20 and FY 20-21 also saw, quarter over quarter, an improvement in numbers of participants staying in their jobs 90+ days

The Strategic Employment Plan was developed through in-depth consultation with key community and business partners, including focus groups and interviews over a three-month

period. The Plan provides an overview of the County of San Diego's investments in behavioral health and employment services and the highly prioritized work in the Strategic Employment Plan which launched the "Work Well" initiative in San Diego. As part of the Plan's roadmap, it was crucial to include an analysis of priority and emerging sectors and employment opportunities in San Diego, outlining key opportunities for employment for people living with behavioral health issues. The Plan also identifies gaps that must be addressed and potential resources in achieving these efforts.

Under this plan, BHS has seen significant gains in the number of clients who are employed in competitive jobs and are seeking work. Additionally, there has been a sizeable reduction in the number of people who do not consider themselves to be in the workforce (e.g. a reduction in people who aren't looking for work and do not feel they belong in the workforce). Annually, more than 200 additional unique clients were employed in competitive employment, with a total of 795 more clients working than in the baseline year. This achievement is even more remarkable as there were fewer clients served in FY 16/17 (42,767 total clients served) than in 13/14 (44,004 total clients served). Notably, over that time 1,782 more clients now consider themselves jobseekers, meaning they are actively seeking work and engaging in activities to pursue employment. Overall, less than 10% of behavioral health consumers in California work, but 60-70% express interest in working. San Diego County has embraced the challenge of increasing employment options for people with serious mental illness. After the implementation of the first five years of the Supported Employment Technical Assistance contract, 12% of San Diego's BHS clients with serious mental illness are working in competitive jobs. In this way, San Diego County is outperforming other counties across the state in connecting clients with serious mental illness to employment opportunities. To build on these successes, San Diego is seeking to achieve the results of one of the leading counties in the State, Alameda County, whose outcomes show 50% of their 600 clients receiving IPS supports are in competitive employment. In pursuing this goal, and through the strategies outlined in the 2014 Strategic Employment Plan, San Diego County Behavioral Health Services has adopted an emphasis of the Individual Placement and Support model of Supported Employment (IPS/SE) with research, training, and support provided by Westat. The Supported Employment Technical Assistance Team, with our deep expertise in employment, the IPS model, and behavioral health services, is building on these achievements to implement a robust set of evidence-based strategies to continue to significantly expand employment opportunities for BHS clients with serious mental illness in San Diego County.

In 2019, BHS issued a request for proposals to provide employment-focused technical consulting services. In the fall, a contract for consulting services was awarded to the San Diego Workforce Partnership and Corporation for Supportive Housing. This contract was renewed for another five-year cycle of Mental Health Services Act funding through the County of San Diego to continue and expand the efforts of the *Work Well Initiative*. With the goal of maximizing employment opportunities with the renewal of the new Strategic Plan for FY 2020 to 2024, a clear vision for continued expansion of employment opportunities for people with behavioral health issues, including investing in evidence based and evidence informed practices that are effective in increasing employment for those with behavioral health issues.

The Plan recommends clear goals, objectives and strategies which form the foundation to maximize employment opportunities and act as key drivers of positive change and greater employment outcomes in the coming years. The high-level goals over the 2020-2024 FY are to:

- Expand Access to IPS Model of Supported Employment
- Engage Employers as Key Partners in The Work Well Initiative
- Enhance Data Collection and Analysis
- Champion Peer Employment and Advocacy to Increase Peer Involvement
- Identify and Pursue Funding Opportunities

There were over 550 reported Supported Employment placements for the 2021-2022 fiscal year. Apprenticeships, internships, work study and volunteer positions were excluded from the reported placements. We conducted an analysis on if and how the employment placements compare with our Priority Sectors and found that ~15% of employment placement belonged to a Priority Sector. The top 3 Priority Sectors that Supported Employment participants were placed in were: 1) Education and Human Development, 2) Healthcare, Energy, 3) Construction and Utilities. A secondary analysis of the Supported Employment placements was conducted to determine the number of participants that were placed in Priority Jobs. Priority Jobs are occupations which pay best, have the most openings and are growing quickly. Priority jobs pay at least 90% of worker \$16 and hour or more, provide at least 62 openings a year and are projected to grow but at least 6.5% annually.

While some participants were placed in Priority Sectors, very few of those positions were considered Priority Jobs. The Work Well Committee is committed to looking further into how we can increase placement in Priority Jobs. Strategies include upskilling those that are in Priority Sectors now, as there are opportunities and resources to connect these employees currently in entry level positions to attain higher level jobs and pay. Examples of current participant occupations in Priority Sectors that we will work toward upskilling into Priority Jobs include:

- Security Guard – TAS, Probation Officers
- Construction – Structural iron/Steel Worker, Plasters/Stucco Masons
- Call Center – Police, Fire/Ambulance Dispatchers
- Sales Representatives – Insurance Sales Agents
- Administrative – Educational Administrators, Information/Records Clerk, Court/Municipal/License Clerk
- IT Representative – Information Security/Analyst
- Peer Support Specialist – Case Managers, Healthcare Social Workers, Counselors, Protective Service Workers

#### WIOA Section 188 and Americans with Disabilities Act 1999 Accessibility Compliance

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

order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities. We work closely with the following co-located partners and integrate their services into our AJCC service delivery strategy: Department of Rehabilitation: Employment job services, independent living resources, vocational rehab assistance, supportive service resources and accommodation assistance, Deaf Community Services: Interpreter services, ASL, Behavioral Health, Adult Literacy Program and accommodations assistance.

Mental Health Systems: Case management counseling services, court involved program and support services. San Diego School District Trace Program: Services for young adults ages 18-22. Job placement, training, independent living skills, high school diploma completion, counseling for vocational and college education. Able Disabled Advocacy: Vocational skills, computer certificate programs, apprenticeship program, employment job coaching, training education advancement assistance with accommodation and supportive service resources. Disabled Veterans training and employment programs. ARC: Employment services, job coaches, on the job training programs, life skills training, accommodations assistance and transportation.

### Partners Serving ELL, Foreign-born, Refugee Populations

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

Immigrants and refugees are often thought of as invisible, yet immigrants account for 30% of working age adults in San Diego. New Americans often arrive in the U.S. highly educated and skilled with 31% of immigrants in San Diego having a bachelor's degree or above. However, many high-skilled immigrants find themselves in poor quality jobs, which places a great strain on immigrant families and often requires newcomers to leverage social services despite their years of knowledge and experience. The Workforce Partnership has previously piloted English language learner (ELL) navigators to support the ELL, foreign born and refugee populations in understanding how to best tap into the workforce development system in coordination with the International Rescue Committee. Additionally, the Workforce Partnership has had a strong relationship with the World Education Services Talent Bridge Development organization and participated in multiple cohorts focused in serving skilled immigrants in the community.

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

result, federal, state and local governments lose out on more than \$10 billion in unrealized tax. We proactively encourage employers to shift hiring practices to focus on competencies that take into consideration knowledge gained in the classroom, on the job or in life. Consider how foreign-language fluency, cultural aptitude, adaptability, and resilience—strong traits for many immigrant populations—can help an employer connect with San Diego’s diverse market. We work with companies to build pathways for immigrant workers from entry-level jobs and provide opportunities for contextualized English language learning when needed.

The San Diego Workforce Partnership participates in the Workforce Services for Refugees and Immigrants Working Group – a statewide network to support local workforce boards with best practices for refugees, strategies, planned efforts and removing barriers to achieving self-sufficiency.

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

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

- Multilingual Language Assistance
- Vocational Language Activities
- Cultural Training and Awareness In order to ensure that reasonable steps are taken to allow meaningful access for LEP individuals, the Workforce Partnership recommends that subrecipients develop a written LEP plan.

## WIOA Title I Coordination

Service coordination with our strategic partners has been forever altered by the COVID-19 Pandemic. We deeply understand the multi-layered impact it has had on our staff, partners, customers, and businesses. What we have learned is that we need to meet people where they are and what we have experienced has caused a shift in how people feel and how they need to engage with work. To that end, we are bringing more trauma informed care offerings to our staff and partner staff. We are also continuing to provide remote, hybrid and in-person career training to answer these needs.

Through research and collecting partner and community voice the tactics and activities needed to support the diverse communities in San Diego will be better served. These strategies and tactics will inform the capacity building needs of system staff.

Additionally, the objective to enable upward mobility for all Californians will continue to be supported through the Sector Initiatives framework that networks sector employers and training providers to create pathways to self-sustaining employment fulfilling the needs of the major sectors' businesses. This is accomplished through many different offerings within funding such as RERP and HRCC to address community equity.

### Staff Training and Professional Development

Staff capacity building is critical at this juncture of post-pandemic, inflation rates, and a general heightened level of stress and anxiety. These trainings include self-care, de-escalation training, and serving participants under extreme stress and who are experiencing or have experienced trauma. According to the National Council for Behavioral Health, at least 70% of adults have experienced some type of trauma at least once in their lifetime NCBH Stat. Especially, with our barriered populations, understanding how better to serve them without knowledge of any particular trauma is critical to the workforce mission. Engaging partners expert in training cultural competencies, particularly youth with trauma and generational engagement will offer a tiered approach to enable staff and partner staff to meet the participant where they are to assist them to be successful in work and school. Networking training provided by partners will expand training and offer perspectives not necessarily available internally.

### Coordination of Rapid Response and Layoff Aversion

The San Diego Workforce Partnership takes ownership of Rapid Response activities for San Diego County by continuously responding to businesses at-risk of a layoff or affected by a layoff. When a business is forced to lay off workers, these activities include offering a virtual or in-person orientation to these affected workers. These orientations provide job search assistance, access to training funds, resume-writing assistance, 1:1 help getting re-employed as soon as possible, information on Unemployment Insurance, resources for population-specific EDD programs –both with the help of EDD representatives–assistance with healthcare options and financial planning, among additional supportive services and guidance through this transition. We partner with businesses to provide the most comprehensive and accurate support and resources to each group of impacted workers. Intertwined in every service we offer to businesses in San Diego County are layoff aversion efforts. As our Business Services team conducts a Business Needs Assessment with each business partner we connect with, areas of need are assessed. We utilize layoff aversion as a strategy to help businesses retain or rapidly re-employ workers. As a Business Needs Assessment is conducted, we identify areas of challenge or gaps and see how our services can align to support the business and encourage economic growth leading to retention of workers. This may be utilizing funding to retrain workers who would otherwise have to be laid off, providing access to subsidies that support a new staff member while revenue increases, or tapping into programs that provide substantial opportunities to create earnings are a few examples.

### Assessment of Type and Availability of Adult Dislocated Worker Employment and Training Activities

Training is provided by the Workforce Partnership through a number of mechanisms. The online training repository is available to anyone in the community from the Workforce Partnership's website. There are also Individual Training Accounts governed by the priority of service guidelines in the Workforce Partnership's operations manual.

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

- Employer based training (OJTs, CTs, etc)
- Non-WIOA programs based on specific funder eligibility criteria (e.g. city funded technology training for city residents or job readiness training for older workers)
- Income Share Agreements for technology training which are issued based on individual need and the results of a course related competency exam. ISAs are an opportunity to provide education that advances careers to San Diegans who struggle to pay these costs upfront. We believe they are an equitable alternative to student loans that expand access to getting the skills needed to fill in-demand jobs

Additional information on our ISA program is available. ISAs are an alternative financing option for students to get an education without incurring costly student loans. There is no upfront cost, instead the participant agrees to pay a fixed percentage of their income for a fixed period of time but only if they make at least \$40,000. There is no repayment if the person has no income.

#### Prioritizing Low Income and Basic Skills Deficient

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

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

#### Describe and Assess Type and Availability of Youth WIOA Activities and Strategies to Increase Digital Fluency

In 2020, more than 10% of San Diego's County's 401,000 youth aged 16-24 were out of school or unemployed. These disconnected youth are disengaged from education, training, and the

world of work. Youth unemployment leads to skill atrophy and increased involvement with the juvenile justice system. Youth disconnection is often characterized as a crime issue, an education issue, a public health issue or a social service issue. And, as record numbers of employees begin to retire, the large number of youth and young adults that lack work experience and skills will increasingly become a bottom-line issue for San Diego's business community. Because of the interconnectedness of our workforce, education and social service systems, Youth disconnection has become a community issue that we must address. We provide the full suite of WIOA services for youth and have procured providers for the next two ~~four~~ years with the following service delivery model.

We have partnered to create Youth One-Stop Services at our county-wide career center locations. Additionally, individual providers have been selected to provide focused services to each one of the following specific youth populations: foster youth, black opportunity youth, homeless youth, immigrant, refugee and/or English language learner youth and justice involved youth. The aspiration of our approach to serving opportunity youth is centered on helping youth align their interests and skills with education, training and jobs.

The Workforce Partnership has developed WIOA Program Tracks that each eligible youth must enroll into as part of their program participation. All tracks include required core program services and outcomes, including the 14 WIOA elements, as described in WSD17-07. Youth may switch tracks at any time and update their service plan to align with their goals, based on ongoing assessments and service needs. WIOA Tracks include: Education (including secondary and post-secondary), Employment and Experience (heavily focused on Work Experience), Training and Employment (training programs focused on development in Career Pathways), and Education and Employment (focused on in-school youth obtaining their high school diploma or GED and looking for placement into their first job or post-secondary education).

### Youth with Disabilities

As mentioned above, we have Project Inspire that embodies the premise that everyone has unique talents and gifts that can be acknowledged and celebrated in the workplace. To create this opportunity for youth with disabilities, it is crucial to use a seamless, colocated and team-based service model that meet regularly to understand how to support the participant as an individual. To accomplish this, the case loads need to be small, not exceeding 25 participants. The team focuses on individual outcomes that support the whole person. These participants are often unable or unwilling to express other obstacles they have so they need to be understood by the team. To achieve this whole person support, the partners must agree to a model of service that privileges the participants experience over operational preference. Additionally, the development and funding of the Youth Career center throughout the County serves youth with disabilities through the WIOA framework. In this way, we offer multiple opportunities to serve this population.

### Competitive Process Used to Award Sub-grants and Contracts for WIOA Title I Activities

The San Diego Workforce Partnership is designated by the County and City of San Diego to receive state and federal funds as the Local Workforce Development Board and is responsible for administering job training and employment programs throughout the County. It also receives competitive grants to administer innovative workforce programs. The Workforce Partnership has



a robust set of internal policies and procedures that govern the processes, including appropriate internal checks and balances as well as use of an external CPA firm for financial auditing.

The Workforce Partnership designs programs based on unique understanding of the County workforce needs to ensure the relevant and effective job training programs are funded. The Workforce Partnership then issues Requests for Quotes (RFQs), Requests for Proposals (RFPs) and Invitations for Bids (IFBs) for partnerships with public and private agencies, nonprofit organizations, local businesses, and educational institutions to create workforce solutions for the San Diego region as well as for goods, products and services. The RFP is developed, reviewed, and awarded with engagement from the communities served by the programming being procured, as appropriate. In this way, participant voice and community agency are present in the work throughout the process. The Workforce Partnership is committed to ensuring equal opportunity to all qualified vendors and organizations wishing to provide these services. The Workforce Partnership conducts a competitive and fair process – reviewing cost, quality and qualifications – in the procurement of goods and services necessary to meet the needs of our customers.

### Describe Operator and Career Services Provider Roles and How They Are Fulfilled

The Workforce Partnership competitively procured a subrecipient to function as the Career Center Operator. Grant Associates has been approved to be the Operator and is responsible for coordinating the service delivery among required partners/agencies and service providers. This will be accomplished with management oversight from the Workforce Partnership. Duties include, but are not limited to the following:

- Managing daily operations in coordination with WIOA fiscal agent for the lease, utilities and other activities to support the center
- Coordinate responsibilities defined in the Memorandum of Understanding (MOU) among partners
- Build strong relationships both with and between partners to facilitate customer and partner success including reporting to Partners on operations, performance and continuous improvement recommendations
- 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 Manage hours of operation
- Implement Local Workforce Development Board Policy
- Adhere to and enforce all federal and state regulations and policies
- Report to Local Workforce Development Board on operations, performance and continuous improvement recommendations
- Host at least quarterly partner meetings at each career center site
- Coordinate service providers across the Career Center delivery system
- Manage, advise and assist with the development and completion of all relevant career center credentialing

As noted above, the Workforce Partnership was approved on March 28, 2022 to provide career services with internal staff. This change has enabled a more cohesive system of services that can be more nimble and responsive to the needs of businesses and job seekers.

## Appendix A

### Stakeholder and Community Engagement Summary

The stakeholder engagement community conversations to develop the update to the San Diego local and regional plans for program years 2021-2024 were held virtually twice, December 14, 2022 and January 6, 2023 to enable the greatest number of interested participants to attend. The San Diego Local Plan community input meeting invitations were sent to both the general mailing list for the Workforce Partnership that included 14,000 community members, participants, employers, CBOs and government partners. Added to the list were key stakeholders and partners in the event they were not also on the larger mailing list for San Diego Workforce Partnership.

The San Diego Local Plan community conversation was held in conjunction with the Southern Border Regional Plan meetings and were held virtually. The meeting began with introductions including attendees putting their contact in the chat so they could connect with each other after if desired. At least 3 different groups said they were going connect after. Following the regional plan conversation, San Diego Leadership provided context and background for the San Diego local plan, and how it fits into the larger State Plan. The conversation was prompted with a question and guiding prompts that that support the State Plan. The question was: What best practices have you seen or done in your organization in any of the following areas:

#### Fostering Demand-Driven Skills Attainment

- Processes or strategies to communicate effectively and cohesively with regional employers

#### Enabling Upward Mobility for All Californians

- Job quality definition/Prioritizing work with quality job employers
- Developing targeted service strategies for unserved and underserved communities

#### Aligning, Coordinating and Integrating Programs/Services

- Service strategies with partners

The following comments resulted from the conversation. They are not verbatim:

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	San Diego stakeholders, partners and broader community	Government, CBO and education partners were all represented.	1. An organization explained to the group that they had internships to work in government sector for 16-30 yo. Redefining student to

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			<p>include LinkedIn Learning and night courses at adult ed.</p> <ol style="list-style-type: none"> <li>2. Creating virtual community throughout the area that includes chat channels</li> <li>3. Apprenticeship transportation is the biggest challenge because transit doesn't always get close enough to where the jobs are so look into alternatives like uber and Lyft</li> <li>4. Need to support transportation for elderly in work with friends and family who provide the rides.</li> <li>5. Satisfaction with job is another measure that would be important to understand the total value of work.</li> </ol>

## Appendix B

### Public Comments that Disagree with Local Plan

The directive WSD22-05 governs the update to the plan and indicates that the summary of comments is to address those that disagreed with the relevant plan. In fact, there were no comments that disagreed. Instead, they suggested how the next iteration of plans can be made better and potential work in the interim to be considered. The 30 day comment period began January 11, 2022 and ended February 9, 2023. The comments are noted here as a record for the anticipated next plan update in the 2024-2025 timeframe.

There were 4 comments relevant to the San Diego Local Plan. Please see the following comments:

#### Comment #1

- Provide a more intentional and detailed outline of how the Workforce Development Board partners with and leverages community colleges/adult education/continuing education.

#### Resolution:

- This recommendation was made for the next plan update. The ongoing work with community colleges is building out through intentional collaboration a process that will inform future plan updates.

#### Comment #2

- I am, admittedly, uneasy with always only community colleges mentioned as partners. (and adult education only for IPS) Health care industry is a case in point - adult schools supply a significant number of workers

#### Resolution:

- There is new collaboration with the Sector Initiatives and an intentional collaborative effort that will mirror, as appropriate, the community college district collaboration with the Workforce Partnership. Again, this will be further rolled out in future updates to the plans as these strategies unfold.

#### Comment #3

- Local Plan mentions partners agreeing provisions of WIOA and certain federal regulations. Plan indicates agreement with Title VI (internal facing) but does not mention Title VI (public facing), is Title VI not applicable to WIOA

#### Resolution:

- An explanation of the outward facing activity on the Workforce Partnership website as well as the Title I/WIOA Section 188 monitoring required by the Employment Development Department monitoring process addressed this question

Comment #4


- Tie metrics outlined in the plan directly to a strategic plan

Resolution:

- This will be part of the strategic planning process in San Diego and included in future plan updates

# Appendix C Signatures San Diego Local Plan

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

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**Signature**

Rick Vaccari

Workforce Development Board Chair

3/19/2023 | 12:45 PM PDT

**Name**

**Role**

**Date**

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

DocuSigned by:

*Monica Montgomery Steppe*

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**Signature**

Monica Montgomery Steppe

Chair

3/23/2023 | 12:31 PM PDT

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**Name**

**Role**

**Date**