

## Policy Board Agenda

Date: Thursday, May 23, 2024

Time: 1:30 pm

Place: San Diego County Administration Center Board of Supervisors Chamber, Room 302  
1600 Pacific Highway, San Diego CA 92101

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### **AGENDA ITEMS – OPEN SESSION:**

Item 1: Non-Agenda Public Comment

### **INFORMATION ITEMS:**

Item 2: FY25 Draft Budget

Item 3: SDWP CEO Updates

### **ACTION ITEMS:**

Item 4: Minutes of the April 23, 2024 Meeting

Item 5: Employer of Record Contract Authorization

Item 6: WIOA Youth Subcontracts Extension Authorization

Item 7: Helping Justice-Involved Reenter Employment (HIRE) Subcontracts Authorization

Item 8: High Road Construction Career (HRCC) Subcontracts Authorization

### **AGENDA ITEMS – CLOSED SESSION:**

Item 9: PUBLIC EMPLOYMENT

Government Code Section 54957(b)

Title: Interim Executive Director of the San Diego Consortium and Interim President and Chief Executive Officer of the San Diego Workforce Partnership, Inc.

Item 10: PUBLIC EMPLOYMENT

Government Code Section 54957(b)

Title: Executive Director of the San Diego Consortium and President and Chief Executive Officer of the San Diego Workforce Partnership, Inc.

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PUBLIC COMMENT: Members of the public may address the Board on issues on this agenda (three minutes per subject) and/or other items within the Board's scope. To speak please complete a Public Comment Form. The SDWP will provide accommodations to persons who require assistance. Questions: (619) 228-2900.

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**Item #1: Non-Agenda Public Comment**

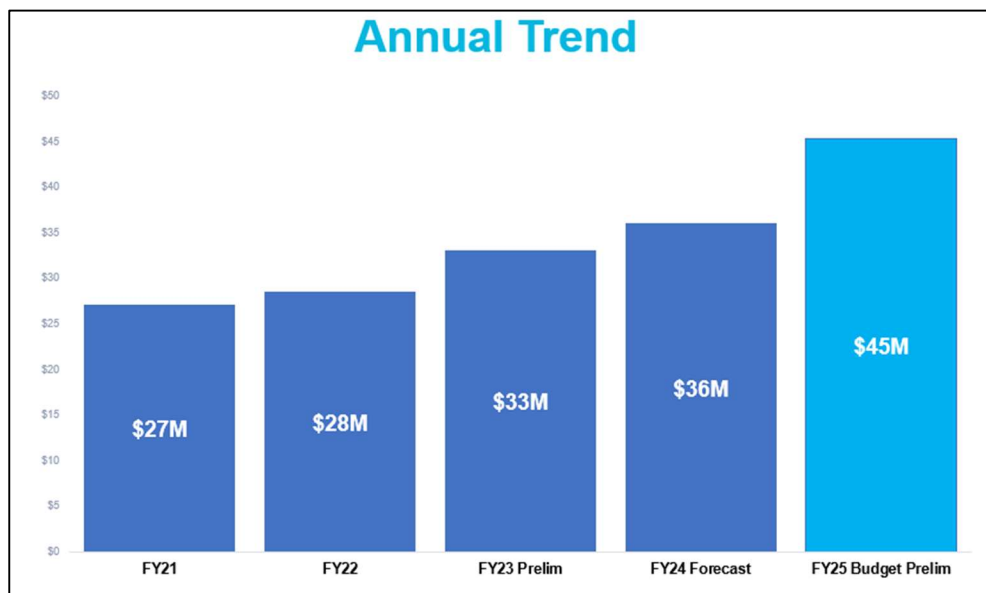
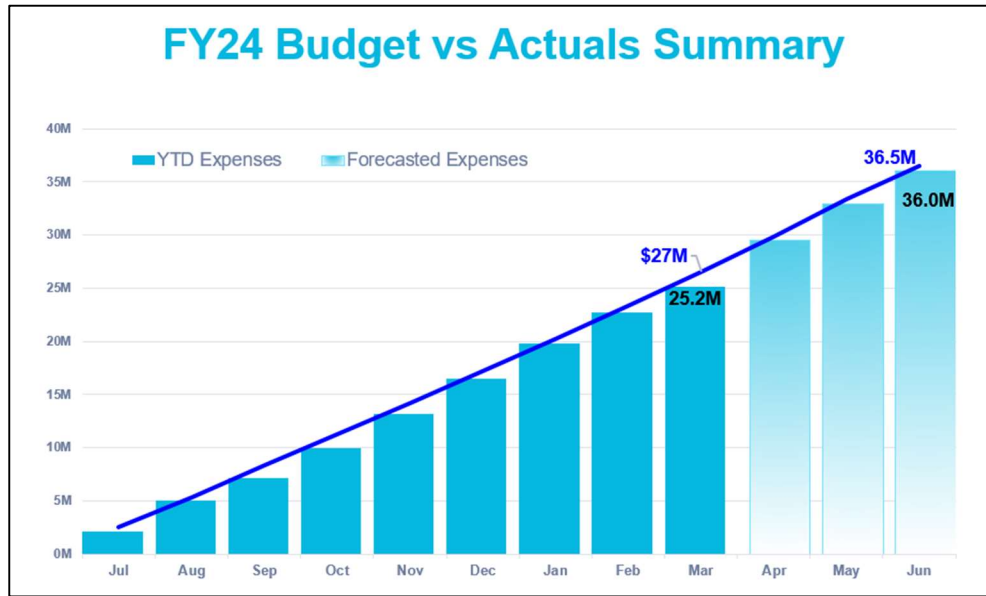
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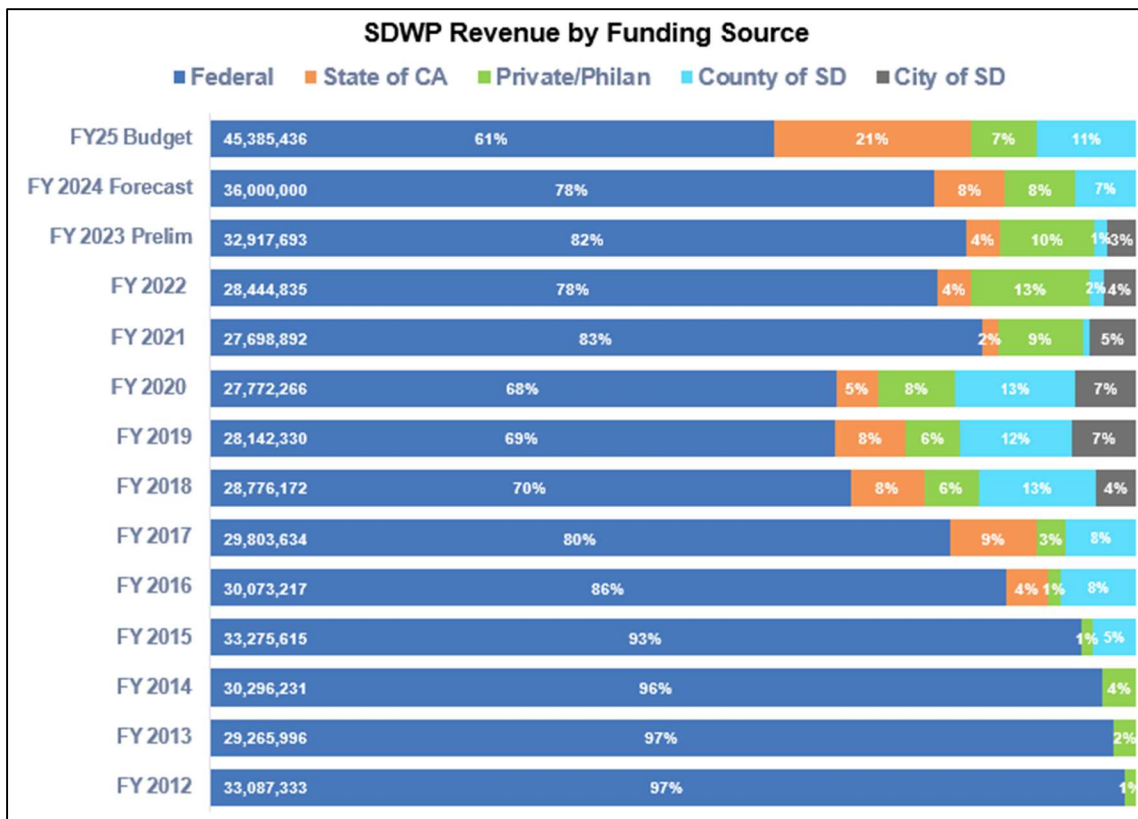
Opportunity for members of the public to speak to the Policy Board on any subject matter within the Policy Board's jurisdiction but not an item on today's agenda.

## Item #2: FY25 Draft Budget

### **INFORMATION ITEM – NO VOTE REQUIRED:**

FY24 Budget was set at \$36.5M. Our projected expenditure to date is trending at \$36.0M. Some programs (e.g. Equal Representation in Construction Apprenticeship, State Peer Support and Google/Social Finance) adjusted the timing of their activities causing a reduction in expenses. The projected headcount was 160 while the current headcount is around 130. We are currently identifying and eliminating inefficiencies to improve the structure of our organization while increasing productivity and efficiency.





## FY24 Budget vs Actuals Summary



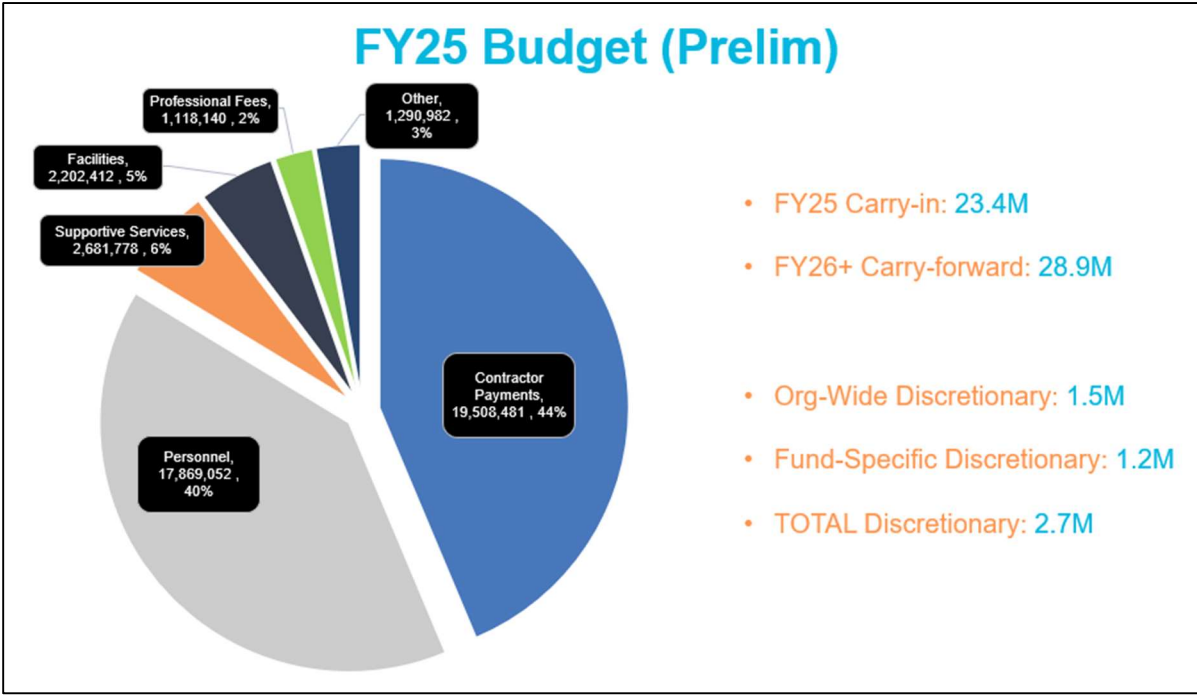
FY24 YTD (07/01/23-03/31/24) expenditure was budgeted at \$27M. We are currently at \$25.2M. The deficit is attributed to lower personnel count and enrollment with regards to supportive services. This is offset by an increase in professional fees as we incurred larger legal and consulting expenses and contractor payments due to timing of services.

| <b>Expenses</b>             | <b>FY24 Total Budget</b> | <b>YTD Budget</b>        | <b>YTD Actuals</b>       | <b>%</b>   |
|-----------------------------|--------------------------|--------------------------|--------------------------|------------|
| Salaries & Wages            | 12,077,113               | 8,822,704                | 8,286,883                | 94%        |
| Benefits, Insurance & Taxes | 3,985,392                | 3,020,931                | 2,408,315                | 80%        |
| Contracted Labor            | 239,111                  | 214,216                  | 75,371                   | 35%        |
| Professional Fees           | 701,301                  | 525,691                  | 718,097                  | 137%       |
| Facilities                  | 2,014,346                | 1,513,884                | 1,790,247                | 118%       |
| Communications              | 175,668                  | 134,750                  | 100,711                  | 75%        |
| Computer & Equipment        | 567,925                  | 456,365                  | 388,378                  | 85%        |
| Conferences & Meetings      | 431,066                  | 252,350                  | 101,584                  | 40%        |
| Insurance                   | 131,000                  | 119,714                  | 91,078                   | 76%        |
| Office Expense              | 55,885                   | 41,751                   | 43,079                   | 103%       |
| Printing & Publications     | 64,625                   | 48,423                   | 32,747                   | 68%        |
| Shipping & Mailing          | 3,300                    | 5,475                    | 6,827                    | 125%       |
| Dues & Subscriptions        | 53,897                   | 35,513                   | 43,544                   | 123%       |
| Supportive Services         | 1,863,166                | 1,234,849                | 919,346                  | 74%        |
| Special Events              | 41,447                   | 28,025                   | 28,496                   | 102%       |
| Other Expenses              | 253,575                  | 245,888                  | 69,345                   | 28%        |
| Contractor Payments         | 13,919,748               | 10,314,488               | 10,123,566               | 98%        |
| <b>Total Expenses</b>       | <b><u>36,578,565</u></b> | <b><u>27,015,017</u></b> | <b><u>25,227,613</u></b> | <b>93%</b> |

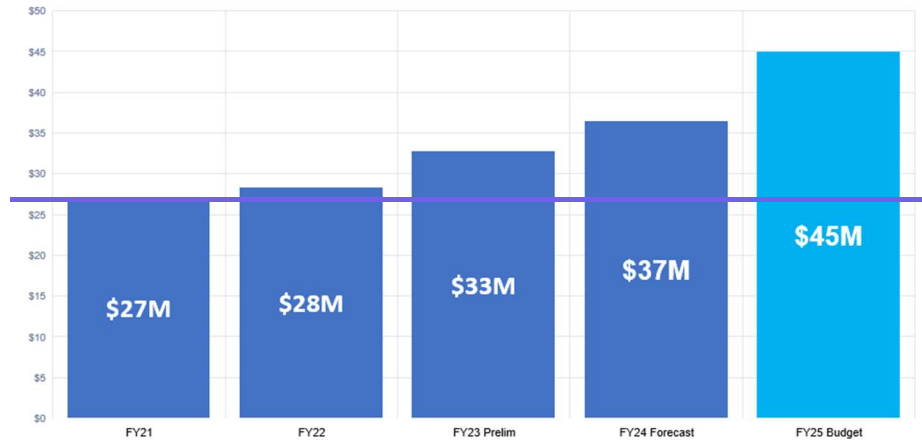
The FY25 Budget was developed in conjunction with organizational restructuring initiatives. This was driven by optimization of WIOA funding across the organization, congruent with the mandate for WIOA to support the entire workforce system as well as the need for efficiency as we project substantial growth in the coming year.

| Expenses                    | FY24 Total Budget | FY25 Total Budget (Prelim) | Difference       | %           |
|-----------------------------|-------------------|----------------------------|------------------|-------------|
| Salaries & Wages            | 12,077,113        | 13,178,146                 | 1,101,033        | 109%        |
| Benefits, Insurance & Taxes | 3,985,392         | 4,690,905                  | 705,513          | 118%        |
| Contracted Labor            | 239,111           | 350,931                    | 111,820          | 147%        |
| Professional Fees           | 701,301           | 1,118,140                  | 416,839          | 159%        |
| Facilities                  | 2,014,346         | 2,202,412                  | 188,066          | 109%        |
| Communications              | 175,668           | 103,073                    | (72,595)         | 59%         |
| Computer & Equipment        | 567,925           | 794,182                    | 226,257          | 140%        |
| Conferences & Meetings      | 431,066           | 270,810                    | (160,256)        | 63%         |
| Insurance                   | 131,000           | 151,000                    | 20,000           | 115%        |
| Office Expense              | 55,885            | 45,200                     | (10,685)         | 81%         |
| Printing & Publications     | 64,625            | 190,658                    | 126,033          | 295%        |
| Shipping & Mailing          | 3,300             | 3,300                      | 0                | 100%        |
| Dues & Subscriptions        | 53,897            | 90,903                     | 37,006           | 169%        |
| Supportive Services         | 1,863,166         | 2,681,778                  | 818,612          | 144%        |
| Special Events              | 41,447            | 83,807                     | 42,360           | 202%        |
| Other Expenses              | 253,575           | 1,300                      | (252,275)        | 1%          |
| Contractor Payments         | 13,919,748        | 19,508,481                 | 5,588,733        | 140%        |
| <b>Total Expenses</b>       | <b>36,578,565</b> | <b>45,465,027</b>          | <b>8,886,462</b> | <b>124%</b> |

To ensure fiscal stability, we assess the current and future needs of our organization and maintain about 6 months of reserves for the following year.



## Annual Trend



| Expenses                    | FY24 Total Budget | FY25 Total Budget (Prelim) | Difference       | %           |
|-----------------------------|-------------------|----------------------------|------------------|-------------|
| Salaries & Wages            | 12,077,113        | 13,178,146                 | 1,101,033        | 109%        |
| Benefits, Insurance & Taxes | 3,985,392         | 4,690,905                  | 705,513          | 118%        |
| Contracted Labor            | 239,111           | 350,931                    | 111,820          | 147%        |
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| <b>Total Expenses</b>       | <b>36,578,565</b> | <b>45,465,027</b>          | <b>8,886,462</b> | <b>124%</b> |

We anticipate an \$8.9M increase in spending for FY25. Due to our reputation for innovation, we have secured many large grants that will require thorough planning and execution. FY24 timing of activities also shifted, leading to a ramp up of spending in FY25. Listed below are key items for consideration throughout grant management as well as major grants that will require focus to ensure funds are fully spent down prior to expiration.

### Key Items for Grant Management:

- Timing of events
- Hiring of personnel
- Selection and management of subrecipients/contractors
- Contractual execution of agreements



- Networking
- Capacity building

Major Grants:

- State EMS Fire Pilot Pathways – \$5.0M
- State Peer Support – \$5.0M
- CWDB HRCC RWF - \$6.4M
- ~~OYA Career Pathway – \$1.8M~~
- HIRE Reentry Works – \$5.0M
- OYA Career Pathway - \$1.8M

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**Item #3: SDWP CEO Updates**

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**INFORMATION ITEM – NO VOTE REQUIRED:**

CEO Tony Young and staff to provide update on upcoming Strategic Plan exercise and other key operational highlights. These updates aim to keep board members informed about the organization's progress and future plan, fostering transparency and collaboration within the team.

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**Item #4: Minutes of the April 23, 2024 Meeting**

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**ACTION ITEM – VOTE REQUIRED:**

San Diego Workforce Partnership  
Consortium Policy Board  
Minutes of the April 23, 2024, Meeting

**Members Present**

Monica Montgomery Steppe, Supervisor, County of San Diego, District 4 (Chair)  
Sean Elo-Rivera, Council President, City of San Diego, District 9 (Vice Chair)  
Kent Lee, Council Member, City of San Diego, District 6

**Legal Counsel Present**

David Powell, Deputy City Attorney, City of San Diego  
Randall Sjoblom, Senior Deputy County Counsel, County of San Diego  
Audie de Castro, General Counsel, SDWP

**Staff Present**

Tony Young, Interim President and CEO  
Khaleda Atta, COO  
Brandon Harrison, VP Operations  
Miguel Vasquez, VP Client Services

**Location**

San Diego County Administration Center Board of Supervisors Chamber, Room 302 1600  
Pacific Highway, San Diego CA 92101

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

The meeting was called to order by Supervisor Montgomery Steppe at 1:02 pm, with a quorum.

**Non-Agenda Public Comment**

*Item 1*                    **Non-Agenda Public Communication**  
None

**Action Items**

Item 2

**Minutes of the April 23, 2024 Meeting**

Motion: Board approves the meeting minutes.

*Moved (S. Elo-Rivera), Seconded (K. Lee) Carried Unanimously*

Item 3

**Relocation of South County Career Center – New Lease**

B. Harrison presented the proposal for a new 7-year lease for a new location in South County starting April 1, 2025 – March 31, 2032. The new facility, which is 12,963 square feet (7000 square feet less than the current location), is located at 333 H Street, Chula Vista, CA 91910. He highlighted significant cost savings compared to their current lease. The new space offers a 30% reduction in rent, amounting to \$38,800 per month compared to the current \$55,000. Additionally, the landlord has committed \$1.3M for leasehold improvements.

He added that despite the smaller size, the new space will adequately accommodate all partners and clients. This move is expected to result in substantial savings while improving the quality of the facilities.

M. Montgomery Steppe inquired about the 7,000 square-foot reduction in the new location. M. Vasquez clarified that the current South County location has significant unused space, including large conference rooms that are only utilized sparingly. To address this, SDWP plans to use partner locations at other sites for any large events.

Motion: Board approves South County Career Center New Location lease and authorizes SDWP Management to execute the lease

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

**Information Item:**

Item 4

**SDWP Organizational Updates**

T. Young addressed the organization's efforts in streamlining its operations and balancing its structure, aiming to reduce top-heaviness and focus more on frontline staffing needs. A new VP of Programs position has been created combining the roles of VP of Sector Initiatives and VP of Business Engagement. In addition, this new position will oversee other programmatic teams including population-specific, training, and education. The restructuring reduced the number of VP positions from six to four.

This reorganization also included centralizing operations, procurement, and intake & eligibility processes, as well as combining youth and population-specific roles. These changes aim to improve efficiency and focus more resources on frontline staffing to address service backlogs.

Alejandra Aceves has been identified as VP Programs to lead these efforts, with Claudia Huerta transitioning into a new role as interim

advisor for external affairs. C. Huerta's new role will be instrumental in improving our engagement efforts across the county.

T. Young reviewed the latest on the Strategic Plan Request for Proposal (RFP) process. He provided a summary of 14 consulting firms that responded to the RFP which was a positive sign of interest. The evaluation panel, which consists of a team of community members, board members, and staff to ensure a comprehensive review of the proposal, will review those proposals to select a consultant firm to lead the strategic planning process. He noted that the Irvine Foundation is funding this effort for which we are grateful.

T. Young also shared his recent attendance at the National Association of Workforce Boards (NAWB) conference in Washington, D.C., where SDWP was represented and highly regarded.

In addition, SDWP has been conducting career fairs regularly, with a recent event held at South County Career Center. Attendance was significant, with the venue filled with individuals seeking career opportunities. This indicates the organization's success in facilitating job opportunities and career development in the South County area.

A recent meeting with staff of Walmart Foundation was also mentioned where the importance of skills-based certificates and competency-based hiring was discussed with SDWP representatives. Both parties reviewed the importance of creating certification programs that can serve as alternatives to traditional diplomas or degree programs as alternatives, ensuring that individuals' skills are recognized and valued.

S. Elo-Rivera inquired about the challenges and progress in managing organizational changes. He addressed his concern that as organizational positions become available due to restructuring, there may be fewer opportunities for staff members to advance within the organization.

T. Young shared that the focus was on maintaining continuity amid restructuring efforts, which have impacted some staff and caused mixed reactions. He added that while not everyone is happy with the changes, there is a recognition that these issues have persisted for a long time, and the restructuring aims to address long-standing silos and practices.

In addition, T. Young highlighted efforts made by the organization, in collaboration with the People & Culture (HR) department, to establish a policy around career pathways for staff to advance within the organization. He added that A. Aceves and C. Yu who transitioned from director roles to the VPs illustrates the success of these pathways.

S. Elo-Rivera raised his concerns about the association with the Walmart Foundation and potential implications for labor relations.

T. Young emphasized that the focus is not specifically on Walmart but rather on advancing the concept of skill-based certification programs to create fairness and provide opportunities for qualified individuals who may have been marginalized due to a lack of traditional degrees.

The Board discussed the broader implications of skill-based certification programs beyond mere certification, encompassing job placement and career advancement. The discussion highlighted the need for careful navigation of these issues to ensure equitable access and meaningful benefits for all stakeholders.

K. Lee highlighted the importance of recognizing and supporting employees' skills and providing opportunities for career advancement within the organization. He emphasized the need to assess individual talents and provide appropriate training and development to nurture their potential.

T. Young shared that the recent restructuring efforts aimed to streamline the organization's structure by consolidating redundant roles, ensuring a logical and efficient framework for future initiatives such as the strategic plan.

M. Montgomery Steppe acknowledged the challenges faced during a chaotic period and highlighted the importance of addressing the organization's culture, particularly the proliferation of titles and their associated authority.

T. Young recognized the need for a cultural shift towards greater alignment and cohesion. He added that while progress has been made, there is still work to be done to fully realize this cultural transformation. The organization remains committed to addressing these issues and fostering an environment conducive to effective collaboration and progress.

M. Montgomery Steppe addressed the potential concerns regarding Walmart and potential issues associated with their role. While there is awareness of these risks, the organization remains focused on creating opportunities aligned with its business goals.

**Adjournment:** The meeting was adjourned at 1:35 pm.

**Next Meeting:** 5/23/2024

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**Item #5: Employer of Record Contract Authorization**

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**ACTION ITEM – VOTE REQUIRED:****RECOMMENDATION(S):**

Request for the Policy Board to authorize SDWP management to approve SUNA as our new Employer of Record (EOR) to provide services for an initial 1-year term from July 1, 2024 – June 30, 2025 for an amount not to exceed \$250,000 per year.

**SCOPE OF WORK:**

The selected EOR service provider will be responsible for the following:

1. Onboarding, payroll processing, and tax compliance for our participants.
2. Providing benefits administration and support to our participants.
3. Ensuring legal compliance in employment and labor regulations.
4. Managing and mitigating employment-related risks.
5. Timely and accurate reporting of payroll and employment data.

**BUDGET:**

The \$250,000 maximum contract amount is based on SUNA's markup fees of 21% for payroll processing and 4% for processing of stipends. At the moment, SDWP estimates requesting services for roughly \$400,000 in payroll and \$500,000 in stipends in FY25, which would translate to roughly \$104,000 in fees for SUNA in FY25. This amount is subject to change based on demand for EOR services across our relevant programs.

**BACKGROUND:**

SDWP works with qualified and experienced EOR service providers to support our organization in the management of employment and payroll responsibilities for those programs offering subsidized wages for our program participants. Programs offering subsidized wages often consist of short-term (>200 hours of work experience) in office settings performing a variety of administrative tasks. Funding for the subsidized wages programs is derived from private, local or state government grants.

Two RFPs for an EOR service were issued in 2017 and 2019, for a 12-month period. In both cases, SDWP entered into contract with Signature Staff Resources, LLC which were renewed annually for 6 years, ending currently on June 30, 2024. The current annual amount not to exceed is set at \$1M.

Following a thorough review of services provided and intent of competitive bid, SDWP issued a new Request for Proposal (RFP) on February 2, 2024 with a deadline of March 1, 2024, receiving a total of 14 proposals. Following a two-stage panel review process, the panel interviewed the top three candidates. The RFP selection panel concluded that SUNA had the best proposal, including a most comprehensive transition and system integration plan, meeting SDWP business needs.

**Item #6: WIOA Youth Subcontracts Extension Authorization**

**ACTION ITEM – VOTE REQUIRED:**

**Recommendation:** Policy Board to authorize the extension of seven (7) current WIOA Youth subrecipient contracts.

The specific contracts details are as follows:

| Item # | Subrecipient                                    | Action                | FY24 Total             | FY25 Total             | Target Enrollment | Cost Per Person |
|--------|---|-----------------------|------------------------|------------------------|-------------------|-----------------|
| 6.1    | ACCESS – Career Centers                         | Subcontract extension | \$1.5M                 | \$1.5M                 | 300               | \$5,000         |
| 6.2    | ACCESS – Foster Youth                           | Subcontract extension | <a href="#">\$600K</a> | <a href="#">\$600K</a> | 86                | \$7,000         |
| 6.3    | ACCESS – San Pasqual Academy                    | Subcontract extension | <a href="#">\$400K</a> | <a href="#">\$400K</a> | 57                | \$7,000         |
| 6.4    | SBCS – Justice-Involved Youth                   | Subcontract extension | <a href="#">\$600K</a> | <a href="#">\$600K</a> | 86                | \$7,000         |
| 6.5    | SD Continuing Education – ELL/Immigrant/Refugee | Subcontract extension | <a href="#">\$600K</a> | <a href="#">\$600K</a> | 86                | \$7,000         |
| 6.6    | SDYS – Unhoused Youth                           | Subcontract extension | <a href="#">\$600K</a> | <a href="#">\$600K</a> | 86                | \$7,000         |
| 6.7    | YMCA – Black Opportunity Youth                  | Subcontract extension | <a href="#">\$600K</a> | <a href="#">\$600K</a> | 86                | \$7,000         |

**All Contract Terms:** July 1, 2024 – June 30, 2025

**New contract or renewal:** Renewal

All are in the third option year of a four-year contract that is renewed annually based on performance and available funding. All contracts were competitively procured and approved by the Boards in 2021 except [the Access - San Pasqual Academy contract.\(SPA\)](#).

**Contract Payment Terms:** Cost Reimbursement

**Background:** Each provider was selected during a competitive Request for Proposal (RFP) process ~~that was~~ conducted in the fall/winter of 2020, for services beginning July 1, 2021. One provider was selected to provide countywide career center services, accessible through all our current Career Centers, as well as additional satellite locations. Additional providers were selected to provide population-specific



programming to populations ~~that had been~~ identified, through research and community input, to have additional barriers to employment, education, and training. ~~Each of these providers serves a specific population.~~

### Subrecipients:

#### Access, Inc:

**Career Centers:** Access provides services at the SDWP three Comprehensive Career Centers (Metro, South County, and North County); Affiliate Career Centers (East County, North Inland, and Bank of America Merrill Lynch); and at Access Headquarters. Provides education and career services to out of school youth ages 16-24 years old. Services include Alternative Secondary Education (GED preparation, tutoring, high-school diploma), academic and occupational skill training, mentorship, career coaching, paid work experience, leadership development, support services and incentives.

**Foster Youth:** Independent Living Skills (ILS) assists current and former foster youth develop skills and access community resources. Work closely with ILS County staff to provide WIOA services to eligible youth.

**San Pasqual Academy:** Operate WIOA In School Youth services. Youth Programs in all four regions at San Pascual Academy. This contract is a sole source developed under a Memorandum of Understanding (MOU) among the County of San Diego Child Welfare Services, the San Diego County Office of Education, Access, Inc. and SDWP in 2001. This arrangement has been approved as a Sole Source by the State of CA.

**SBCS San Diego-Justice Involved Youth:** SBCS offers a full spectrum of services designed to provide youth the resources and skills they need to reach their full potential and give their best to themselves and their community. SBCS works to keep young people in school; reduce criminal activity and violence; address substance abuse and mental health issues, assist in their academic achievement; and provide social skill classes. EXCEL program supports justice-impacted youth ages 16 to 24 to develop the skills they need to obtain and maintain gainful employment.

**SD Continuing Education-ELL/Immigrant/Refugee:** The grant is part of the larger San Diego Gateway to College and Career Initiative launched to increase services and supports to "Opportunity Youth" living in San Diego. SDCE provides additional non-academic services such as support services, paid internships, community service, and intensive case management.

**San Diego Youth Services (SDYS) Unhoused Youth:** SDYS offers a comprehensive employment and education program aimed at meeting the unique needs of young adults experiencing homelessness or those at risk of losing housing. The program gives participants the opportunity to build skills, connections and professionalism through workshops, mentorship, work experience and one-on-one goal setting.

[YMCA-Black Opportunity Youth: Helping Individuals Retain Employment \(HIRE\) Program. YMCA offers paid internships opportunities in the career field of the youth's choice, work readiness courses, supportive services \(work clothes, bus passes, etc.\), and more. Their goal is to help these young people develop the skills and confidence they need to succeed in the workforce.](#)

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

**Current Program Year Performance as of Q3**

| Item #   | Subrecipient   | Placement Outcome        | Median Earnings Outcome | Credential Attainment    | Measurable Skills Gain   |
|--|--|--------------------------|-------------------------|--------------------------|--------------------------|
| 6.1  | <b>ACCESS – Career Centers</b>                         | Met                      | Met                     | <i>Corrective Action</i> | <i>Corrective Action</i> |
| 6.2  | <b>ACCESS – Foster Youth</b>                           | Met                      | Met                     | <i>Corrective Action</i> | <i>Corrective Action</i> |
| 6.3  | <b>ACCESS – San Pasqual Academy</b>                    | Met                      | Met                     | Met                      | Met                      |
| 6.4  | <b>SBCS – Justice-Involved Youth</b>                   | Met                      | <i>Warning</i>          | Met                      | Met                      |
| 6.5  | <b>SD Continuing Education – ELL/Immigrant/Refugee</b> | Met                      | Met                     | <i>Corrective Action</i> | Met                      |
| 6.6  | <b>SDYS – Unhoused Youth</b>                           | <i>Corrective Action</i> | Met                     | Met                      | <i>Warning</i>           |
| 6.7  | <b>YMCA – Black Opportunity Youth</b>                  | <i>Corrective Action</i> | Met                     | <i>Corrective Action</i> | <i>Corrective Action</i> |
| <b>Contract Outcomes (set by EDD on 9/15/22)</b>   |  |                          |                         |                          |                          |
| <ul style="list-style-type: none"> <li>• <b>67.7%</b> enrolled in education or training, or employed (placed) at six and 12 months</li> <li>• <b>\$4,800</b> quarterly median earnings</li> <li>• <b>67%</b> of in-school youth and <b>61%</b> of out-of-school youth attain a credential</li> <li>• <b>50%</b> will show a measurable gain in skills through training or education</li> </ul> |  |                          |                         |                          |                          |

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**Item #7: Helping Justice Involved Reenter Employment (HIRE)  
Subcontracts Authorization**

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**ACTION ITEM – VOTE REQUIRED**

Recommendation: The Policy Board authorize SDWP to issue new contracts for the following eight (8) organizations that will provide [reentry services](#)~~Reentry Services~~ throughout the County of San Diego:

**Funder:** California Workforce Development Board (CWDB)

**Total:** \$4.8M (SDWP awarded \$750K + \$10% of each ‘spoke’ grant)

**Timeline:** July 1, 2024 – March 2026 (Award notice received Nov 2023)

The specific subcontracts are as follows:

| Item # | Subcontractor                              | Amount | Service Provided  |
|--------|--|--------|---|
| 7.1    | Always Ready for Southern California       | \$350K | Mentoring, Leadership, Supportive <a href="#">Service</a> <del>Services</del> |
| 7.2    | Kitchens for Good                          | \$750K | Vocational Training   |
| 7.3    | Lived Experiences                          | \$350K | Mentoring, Leadership, Resources and Family Restoration                       |
| 7.4    | Restoring Citizens                         | \$350K | Housing, Supportive Services, Mental Health Services                          |
| 7.5    | Rise Up Industries                         | \$350K | Vocational Training-<br>Manufacturing   |
| 7.6    | SBCS Corporation                           | \$700K | Supportive Services, Family restoration, Mentoring, Mental Health and Housing |
| 7.7    | Vehicles for Change                        | \$350K | Vocational Training-<br>Automotive Industry                                   |
| 7.8    | Women Initiating Success<br>Envisioned Inc | \$350K | Housing, Supportive Services, Mental Health Services                          |

**All Subrecipient Contract Terms:** July 1, 2024 – June 30, 2025

**New contract or renewal:** New

**Contract Payment Terms:** Cost Reimbursement

**Contractor Selection:** Based on the unique ‘hub and spoke’ model of the CWDB-HIRE grant opportunity for community-based organizations that serve specifically the justice-involved and justice-impacted community, this arrangement has been approved as [sole source](#) by the State of CA.

**[HIRE Network Spoke Descriptions and Scope of Work:](#)** HIRE Network services include but are not limited to program enrollment, assessment, work-readiness training, job/internship placement, enrollment in education and training, career coaching and exploration, transitional living, mental health services, vocational training, supportive services, mentorship, and financial literacy. Annual targets for each organization are in ~~the~~ process of being determined.

**Always Ready for Southern California:** ALWAYS Ready empowers underserved unemployed men identified as veterans, unsheltered, and justice-involved through Workforce Development (i.e. resumes, employment referral, and other services) to include professional attire, & peer support to inspire positive changes.

**Kitchens For Good:** A San Diego-based organization founded in 2014 with a simple yet powerful idea: food has the power to change lives. In 2016, Kitchens for Good launched a Culinary Apprenticeship program, the first of its kind certified by the State of California to serve individuals with barriers to employment. Their efforts have the goal of breaking the cycle of poverty and creating equitable communities where all job seekers thrive.

**Lived Experiences:** Offers North County families mentoring and access to resources that address physical, emotional, and social needs. Provide mentoring through the narratives of lived experiences. Supportive services offered through various initiatives including mobile laundry services and food pantry.

**Restoring Citizens:** A non-profit helping formerly incarcerated individuals overcome barriers to employment, mental health issues and other challenges they face post-release. SDWP works in collaboration with Restoring Citizens as a part of our Reentry Works program helping their clients find employment and develop their resume.

**Rise Up Industries:** Aid those wishing to leave gang life to succeed in reaching their goal by providing a federally approved apprenticeship program, full-time employment and comprehensive services that address their physical, mental, emotional, educational, and spiritual needs.

**SBCS Corporation:** SBCS offers a full spectrum of services designed to provide youth with the resources and skills they need to reach their full potential and give their best to themselves and their community. SBCS works to keep young people in school; reduce criminal activity and violence; address substance abuse and mental health issues, assist in their academic achievement; and provide social skill classes. As a spoke, they can expand their services to offer pre-release services to youth and their families.

**Vehicles for Change:** Offers auto technician training and internships to individuals with multiple barriers to employment, including many recently released from prison. They offer Automotive Service Excellence (ASE) classroom training and hands-on training under certified master mechanics' supervision. At the completion of internships, 100% of program graduates are immediately hired within the automotive industry.

**Women Initiating Success Envisioned Inc (WISE):** WISE is a grass-roots organization that is dedicated to counseling, educating, and preparing women inmates for successful re-entry into their communities; to training, supporting, and assisting women upon release to overcome discrimination, negative stigmas, and other obstacles associated with their past and reentry needs; and to empowering them to become self-sufficient and productive members of society.

**Item #8: High Road Construction Career (HRCC) Subcontracts**  
**Modification Authorization**

**ACTION ITEM – VOTE REQUIRED**

**Recommendation:** Policy Board ~~authorizes~~authorize SDWP to modify (extend and/or amend) three (3) subcontracts funded by High Road Construction Careers: Resilient Workforce Funding (HRCC: RWF).

**Funder:** California Workforce Development Board

The specific subcontracts are as follows:

| Item #      | Subrecipient  | Action  | FY24 Total | FY25 Total | Outcomes              | Cost Per Person |
|-------------|---|---|------------|------------|-----------------------|-----------------|
| <u>86.1</u> | <b>San Diego Continuing Education Foundation</b>            | Subcontract renewal   | \$319,508  | \$356,703  | 48 served, 39 trained | \$7,431         |
| <u>86.2</u> | <b>San Diego Building &amp; Construction Trades Council</b> | Subcontract renewal <del>with</del> <b>additional funding (\$37K)</b> | \$546,156  | \$583,351  | 74 placed             | \$7,883         |
| <u>86.3</u> | <b>Southwestern College</b>                                 | Subcontract renewal   | \$371,261  | \$371,261  | 48 served, 39 trained | \$7,734         |

**Contract Outcomes (determined by CWDB contract 7/18/23)**

**For Training Providers:**

- Funding covers 2 cohorts (24 students per cohort) for a maximum of 48 students
- 80% of enrolled individuals complete training and earn MC3 and other industry recognized certifications
- Delivery of weekly stipends, supportive services, and other resources are tracked in State Grants Data System (SGDS) and entered no later than 7 days after service delivery

**For SDBTC:**

- Hire, train, certify Instructor for each Training Provider location and MC3 Program Lead

- Ensure 96% of all completed individuals receive placement (apprenticeship, employment, post-secondary education)

**Contract Term Extension:** July 1, 2024 – June 30, 2025

**New contract/Renewal/Extension:** Renewal

**Option Years:** Available based on performance and funding

**Contract Payment Terms:** Cost Reimbursement

**Background:**

SDWP’s boards approved subcontracts in September 2023 for San Diego Continuing Education Foundation, San Diego Building & Construction Trades Council, and Southwestern College under the HRCC: RWF grant.

The total grant period for HRCC: RWF runs through March 2026. Under this multi-year contract, SDWP has elected to issue partner subcontracts on a fiscal year basis to manage performance and budget spenddown. Training provider subcontracts focus on delivering educational components, delivering supportive services and stipends, and supporting data entry and outreach. San Diego Building & Construction Trades Council is funded for their efforts to hire, certify, and maintain quality control over MC3 instructors and programs (both funded by HRCC and by other sources) and for participant placement efforts in union apprenticeships and on the job with signatory contractors. Based on the proprietary nature of the MC3 curriculum alignment with CWDB’s High Roads initiative, these entities have been approved as a Sole Source by the California Workforce Development Board (CWDB).

**HRCC: RWF Program Progress and Proposed Subcontract Changes:**

| HRCC: RWF Outcomes         | # of Participants | Outcomes <u>to</u> Date    |
|----------------------------|-------------------|----------------------------|
| Enrolled                   | 288               | 61                         |
| Completed (MC3 Earned)     | 224               | 16 (2 cohorts in progress) |
| Placed (Apprenticeship)    | 214               | 7 placed, 9 pending        |
| Placed (Post-Secondary Ed) | 71                | 0                          |

**San Diego Continuing Education Foundation (SDCEF):** SDWP recommends renewing SDCEF’s current subcontract terms through FY25 (June 30, 2025) at a funding level of \$356,703. The renewal will allow SDCEF to host two additional cohorts in FY25. SDCEF is hosting its second cohort (expected graduation date: May 24, 2024) and meets all contractual and programmatic responsibilities. Any non-invoiced funds from FY24 will be confirmed in Q1 of FY25.

**San Diego Building & Construction Trades Council (SDBTC):** SDWP recommends renewing SDBTC's current subcontract through FY25 (June 30, 2025) with an additional allocation of \$37,195 to the current subcontract of (\$546,156). Additional funds will cover the costs of Math Instructors, AutoCAD Instructors, and OSHA Instructors, who will be considered SDBTC staff. At the time of writing, SDBTC meets all contractual and programmatic responsibilities.

**Southwestern College (SWC):** SDWP recommends extending SWC's current subcontract through FY25 (June 30, 2024) with no additional funds added. Southwestern College received private funding from SDWP via the ACCORD grant in early 2023 to launch its ARP as delays were expected and occurred with CWDB contracting. As a result, Southwestern College very effectively leveraged its ACCORD funds to cover two ARP cohorts in FY24 without significant invoicing to HRCC: RWF and therefore only an extension of the subcontract is needed without adding more funds. At the time of writing, SWC is hosting its second cohort (expected graduation date: May 28, 2024) and meets all contractual and programmatic responsibilities.

**Scope of Work:** The [Apprenticeship Readiness Program \(ARP\)](#) is a multi-week program that prepares pre-apprentices to launch successful careers as construction apprentices. Upon successful completion, individuals earn MC3 (Multi-Core Craft Curriculum), OSHA (Occupational Safety and Health Administration), CPR, First Aid, MEWP (Mobile Elevated Worker Platform), and AutoCAD certifications, in addition to learning other industry-recognized skills that are critical to a career in the trades. Throughout their program journey, students explore future careers through job site visits, meetings with unions and signatory contractors, and post-program placements.

SDCEF and Southwestern College serve as two of the four training providers approved by both [CWDB California Workforce Development Board](#) and San Diego Building & Construction Trades Council to deliver the ARP. They will receive enrolled individuals from SDWP, host the ARP, support outreach efforts in their unique communities, and promote retention through the duration of the program by delivering supportive services and stipends to participants. Training providers are responsible for tracking key data with support from SDWP.

SDBTC hires and certifies the region's MC3 Program Lead and Instructors to ensure they meet the requirements established by North America's Building Trades Union (NABTU), Trades Futures, and Apprenticeship Readiness Collaborative (ARC). Staff under SDBTC will be responsible for curriculum and program development, instruction, assessment, mentoring, and post-program placements with union apprenticeship programs and/or signatory contractors.