

Workforce Development Board (WDB) – Executive Committee

Date Thursday, May 16, 2024

Time 10:30 am

Place In person & via Zoom

9246 Lightwave Ave, Suite 100, San Diego, CA 92123

<https://workforce-org.zoom.us/j/89177647317>

Meeting ID: 891 7764 7317

WELCOME

Kurling Robinson – Chair

- Call the meeting to order
- Non-agenda public comment

AGENDA ITEMS

Action Item:

Item #1: Minutes of April 16, 2024 Executive Committee Meeting

Information Items:

Item #2: Executive Committee Chair Updates

Item #3: CEO Updates

Item #4: WDB Standing Committees Updates (Audit & DEIA)

Item #5: FY24 Update and FY25 Budget Preview

Item #6: WDB Composition & Recruitment

Item #7: Board Membership Terms

ADJOURNMENT

PUBLIC COMMENT: Members of the public may address the committee on issues on this agenda (three minutes per subject) and/or other items within the committee’s scope. To speak, utilize the “Raise Hand” feature. The Workforce Partnership will provide accommodations to persons who require assistance. Questions: (619) 228-2301.

Item 1: Minutes of April 16, 2024 Executive Committee Meeting

ACTION ITEM – VOTE REQUIRED:

Members Present:

Kurling Robinson (Chair), Ricky Shabazz (Vice Chair), Carol Kim (Secretary), Veronica Dela Rosa (Treasurer), and Rick Vaccari.

Location: Via Zoom & 9246 Lightwave Ave #100, San Diego, CA 92123

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 Kurling Robinson at 10:30 am.

Non-Agenda Public Comment: None

Action Item

Item 1: **Minutes of February 5, 2024, Executive Committee Meeting**

Motion: Executive Committee approves its Minutes of February 5, 2024
Moved (C. Kim), Seconded (R. Vaccari), motion carried unanimously.

Item 2: **Executive Committee Chair Updates**

K. Robinson overviewed the progress made so far and praised the work of the team members who contributed to the project. He highlighted his engagement with Ed Hidalgo, the WDB member. It was agreed that board member, Ed Hidalgo resign his role on the board due to busy schedule and participation barriers.

Additionally, K. Robinson discussed the need for WDB member, Nancy Smith-Taylor's replacement. The Committee discussed her participation and absence for several successive meetings.

T. Young added that a new candidate, from the Port of San Diego might be a good addition to the board. He added that the Port's involvement could offer insights and support regarding job-related matters and upcoming developments concerning the Port.

The Committee inquired about the board's goals, objectives, and composition to enable effective contributions from all board members.

The Committee members considered recommendations on reviewing and monitoring board member attendance records to ensure adherence to the Bylaws provisions and clarify notification requirements for absences.

R. Shabazz inquired about remote attendance requirements and guidance.

A. de Castro discussed the requirements for remote attendance by board members, aiming for clarity and practicality. He emphasized that remote participation should only occur when justified in line with Brown Act (e.g. due to illness, caregiving responsibilities, or business-related obligations). Additionally, he clarified that a majority or quorum of members must be physically present for a meeting to proceed with remote participation allowed under specific circumstances. He highlighted the limitations on remote participation, with board members permitted to attend remotely up to three times per year or 20% of the annual meetings, whichever is fewer.

R. Shabazz discussed the need to revisit the bylaws, recognizing the importance of clarifying and potentially updating certain provisions. He acknowledged that further education and collaboration among all board members are necessary to fully grasp the nuances of the bylaws and all related documents.

The Committee members reaffirmed the board's commitment to compliance and continued improvements, with plans to send out communications regarding the adoption of board policies.

Item 3: **CEO Updates**

T. Young provided an update on ongoing efforts to streamline and optimize the organizational structure. Following previous discussions, it was determined that several roles were redundant, leading to the creation of a new position of VP Programs. He added that this role aims to merge the responsibilities of the prior two separate VP positions for Sector Initiatives and Business Engagement while bringing together other key related areas from Client Services such as population-specific programs, training as well as education under one umbrella. These restructuring efforts are expected to enhance partnership management and improve operational efficiencies.

K. Robinson shared his efforts supporting the recruitment efforts of the Director of IT position. He highlighted the importance of balancing software and hardware expertise within the organization. This holistic approach is expected to enhance organizational effectiveness, particularly in areas such as compliance and technology utilization.

T. Young expressed his appreciation to board member, V. Dela Rosa, for her support in the recruitment process for the VP of Programs.

R. Vaccari requested the SDWP team to provide visual presentation and progress tracking for programs. He emphasized the need to share an overview of what was happening, future goals, the timeframe to accomplish these goals, the anticipated impact on the P&L, etc.

T. Young acknowledged the challenges posed by these changes, particularly in terms of morale, but stressed the importance of moving forward with transparency and understanding.

K. Atta summarized the restructuring efforts led by the SDWP Executive Team. She mentioned that the Client Services department previously comprised 80% of the organization both in terms of staff and budget. With the restructuring the departments are now more balanced, allowing Client Services to focus expressly on best service delivery to the public through our career centers and enhancing operational efficiency of our front-line client support and Intake & Eligibility teams, which were previously scattered across different departments such as Customer Experience and Client Services.

As a reminder, Operations department was also only recently established this FY. Previously the IT, communications, operations, procurement and compliance teams were all reporting directly to the COO. The new VP Operations position was created to oversee back-office functions, with additional efforts underway now to also enhance the organization's procurement capacity.

Finance department also continues to seek to bring improvements, with a VP overseeing accounting and budget teams. Recent hire of an Accounting Manager indicates progress in addressing long-standing managerial staffing gaps with a goal of improving support and efficiency for serving internal departments.

Overall, these restructuring efforts aim to bring balance to the organization, streamline operations, and improve efficiency, with ongoing initiatives focused on filling critical staffing gaps and optimizing departmental structures.

T. Young also added an acknowledgment of the continued need still for additional training and alignment within the organization, e.g. especially in terms of outreach and business engagement. Currently, business engagement efforts are dispersed across departments, hindering effectiveness which will be addressed under the new VP Programs.

In summary, while significant progress has been made this year with restructuring, there are still challenges to overcome, particularly in

streamlining operations and enhancing business and industry engagement strategies across the organization.

Item 4: **Overview of SDWP Legal Structure**

A. de Castro reviewed the organizational structure and the role of the Policy Board. He added that the organization operates under a designated workforce development board, governed by recently adopted bylaws and legal regulations such as the Brown Act. The Policy Board, also known as the consortium, holds authority over certain aspects of the organization, as outlined in a partnership agreement. The consortium includes representatives from the County, City and the local non-profit community.

The partnership agreement outlines specific obligations and joint powers, such as overseeing CEO hiring and compensation through the Joint Personnel Committee. This dual governance structure, governed by both the Workforce Development Board and the Policy Board, can sometimes lead to confusion, but efforts have been made to align organizational practices with legal requirements and contractual obligations.

R. Shabazz inquired about the Policy Board and WDB's roles in terms of the partnership agreement and the WIOA and emphasized the need for further discussion with the WDB regarding these documents.

A. de Castro highlighted the Policy Board's role and authority. He added that the Policy Board has delegated certain authority to the WDB, ensuring compliance with organizational structure requirements. He emphasized that the Policy Board appoints all WDB members.

The Committee discussed the importance of having a clear agenda that balances both administrative items and programmatic updates to provide a sense of fulfillment and progress for all involved.

Item 5: **WDB Members' Status and Processes**

The Committee members expressed their satisfaction with the progress made in modifying processes, particularly in the onboarding of new members.

The focus now shifts towards ensuring a smooth onboarding experience for all new members, with plans to develop a comprehensive onboarding packet. This would include guiding documents on bylaws, structure and board mandate, led by M. Shkara, K. Atta, and T. Young. Additionally, efforts are underway to enhance the offboarding process and provide exit interviews for departing board members.

K. Robinson discussed the possibility of sharing responsibilities and fostering collaboration among board members. Overall, the board aims to optimize its processes for greater efficiency and effectiveness in achieving its goals.

R. Shabazz recognized the need to clarify and update the bylaws, particularly concerning the composition of the Executive Committee and other committees. The discussion highlighted the absence of explicit language regarding the roles of the chair, vice chair, and committee members, leading to potential confusion and unintended situations.

It was suggested to amend the bylaws to clearly state that individuals serving as chair or vice chair should not simultaneously chair a committee, to avoid conflicts and ensure smoother operations. The importance of aligning the bylaws with current practices and decision-making processes was emphasized to mitigate any future complications.

The committee members inquired about the process for transitioning committee chair positions and addressing term limits. It was acknowledged that stepping down from a committee chair position requires a vote to appoint a new chair. There was also consideration of term limits outlined in the bylaws, which currently stand at two years.

Concerns were raised about the lack of provisions for continuing beyond the term limit or re-election after a period. Suggestions were made to amend the bylaws to address these issues, including language allowing for the continuation of service beyond the term limit under certain conditions.

Additionally, paragraph 4.5 of the bylaws was referenced, which pertains to the appointment of replacement committee members upon expiration of terms. Further review and clarification of the bylaws were deemed necessary to ensure consistency and clarity in the governance process.

The Committee recommended that staff propose recommendations to the board regarding term limits and related matters. This approach aims to streamline the decision-making process and ensure that recommendations are thoroughly discussed and understood before any decisions are made.

The Committee agreed to maintain the current frequency of meetings for the time being, with discussions about potential adjustments in the future.

Adjournment: The meeting was adjourned at 11:45 am.

Item 2: Executive Committee Chair Updates

INFORMATION ITEM – NO VOTE REQUIRED:

Kurling Robinson, WDB and Executive Committee Chair, to provide an update on:

- WDB membership and review of term limits.
- Review of the calendar of meetings for the year.
- Board development and recruitment.

Item 3: SDWP Organizational Updates

INFORMATION ITEM – NO VOTE REQUIRED:

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

Item 4: WDB Standing Committees Updates (Audit & DEIA)

INFORMATION ITEM – NO VOTE REQUIRED:

WDB Standing Committee Chairs to provide a report out on recent meetings held and latest progress of activities. The Chairs will highlight key initiatives, projects, and outcomes achieved by each committee since the last full board meeting.

Executive Committee members will have the opportunity to ask questions and provide feedback on the committee updates presented.

Item 5: FY24 Update and FY25 Budget Preview

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 FYTD (07/01/23-03/31/24) expenditures were budgeted at \$27.0M. 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 and contractor payments due to timing of services.

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.

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 - 2.5M
- HIRE Reentry Works – 5.0M

Item 6: WDB Members' Status and Processes

INFORMATION ITEM – NO VOTE REQUIRED:

The Executive Committee will discuss the WDB members' attendance records for the past year, and review current attendance policies, expectations, and consequences for non-compliance. Additionally, the committee will discuss the frequency of reviewing board members' attendance.

The Executive Committee to review the status of current WDB membership as well as options for more systematic onboarding and offboarding processes.

SDWP relies on effective board members to provide governance, strategic direction, and oversight. The board lifecycle encompasses onboarding new members, supporting their engagement and contributions during their tenure, and appropriately offboarding departing members.

The Executive Committee to discuss and provide recommendations to the WDB for further discussion and adaptation.

Item 7: Board Membership Terms

INFORMATION ITEM – NO VOTE REQUIRED:

Executive Committee to review the current term limits of Board members and the cycle period in relation to Policy Board member terms to ensure clarity is provided to all members. Committee Chair terms also to be reviewed and confirmed.