

FOOTHILL EMPLOYMENT TRAINING CONSORTIUM POLICY BOARD SPECIAL MEETING

Virtual Zoom Meeting

MINUTES OF NOVEMBER 16, 2022 FETC POLICY BOARD SPECIAL MEETING

INTRODUCTION AND ROLL CALL

The Foothill Employment Training Consortium (FETC) Policy Board Chair, Rachele Arizmendi, welcomed the Board members, staff members and guests and called the meeting to order at 9:05 a.m. FWDB staff member, David Eder, took roll call and stated a quorum of the Policy Board was established.

Present – FETC Policy Board Members

Rachele Arizmendi, Policy Board Chair, City Councilmember, City of Sierra Madre
Tyrone Hampton, City Councilmember, City of Pasadena
Vinh Truong, City Councilmember, City of Duarte
Rachele Arellano, Deputy City Clerk, City of Arcadia
Evelyn Zneimer, City Councilmember, City of South Pasadena

Absent – FETC Policy Board Members

Sho Tay, City Councilmember, City of Arcadia (Attending on his behalf was Rachele Arellano, Deputy City Clerk, City of Arcadia)

FWDB Staff Present

Dianne Russell-Carter, FWDB Executive Director; David Eder, Paul Enge, Alex Joya
David Klugh, Office of Economic Development, City of Pasadena
Michelle Garrett, City of Pasadena

FWDB Board Members Present

Dan Lien, Chair, FWDB
Tom Selinski, Vice Chair, FWDB
Salvatrice Cummo, Pasadena City College
Keshia Darden
Hector Delgado
Gene Hurd
Flint Fertig
John Frala
Tashera Taylor

Guests Present

Brandon Anderson, Deputy Director, California Workforce Association
David Baquerizo, ProPath Inc., One-Stop operator
John Chamberlin, Chamberlin and Associates
Erika A. Endrijonas, Ph.D., President, Pasadena City College
Gregory Irish, Executive Director, City of Los Angeles Workforce Development Board
Bob Lanter, Executive Director, California Workforce Association

Leslie Thompson, Director Operations, Economic and Workforce Development, Pasadena City College
Judith Velasco, Executive Director, Verdugo Workforce Development Board
Jan Vogel, Executive Director, South Bay Workforce Investment Board

Chair Rachelle Arizmendi noted that the agenda had no action item due to the noticing of the meeting and that after the discussion item, she would ask the Policy Board as to the next steps.

PUBLIC COMMENTS

There were no public comments.

APPROVAL OF MINUTES

The minutes of the November 10, 2022, Policy Board meeting were approved.

Motion: Vinh Truong Seconded: Tyrone Hampton

Roll call vote: Ayes- 4 (Arizmendi, Hampton, Truong, Zneimer);

Nays – 0; Abstentions- 0

CONTINUATION OF DISCUSSION ITEM: CONSIDERATION OF A Foothill Workforce Development Board Administrator Transition Proposal by the City of Pasadena

Chair Rachelle Arizmendi asked Michelle Garrett, City of Pasadena, and Pasadena City College (PCC) to provide an overview and remarks of the City of Pasadena's FWDB Administrator Transition Proposal.

Michelle Garrett stated the idea to transfer the administration of the FWDB was germinated a few years ago by Pasadena's former Economic Development Director (Eric Duyshart), who inquired with PCC as to its interest. The discussion stalled due to the pandemic. In the spring of 2022, City of Pasadena staff and PCC staff worked together to craft the proposal to transfer of FWDB administration duties to PCC. She stated the City Manager's Office believes PCC has the expertise to deliver in terms workforce development initiatives, has educational and industry partners and would be able to increase the operational efficiencies and outcomes for the constituents of the FETC communities.

PCC President, Dr. Erika Endriijonas, stated she had an initial conversation with Eric Duyshart regarding the proposal back in fall of 2019 but it was put on hold during the pandemic. She explained that during October of 2018, during the interviews for her position at PCC, the Board (of Trustees) asked her about the importance of PCC expanding its career technical programs and the importance of its workforce and economic development programs. She stated that her interest was in developing PCC's economic and workforce development and career technical programs so that when members of the community want training, they think of PCC and when members of the business community need new employees or incumbent workers trained, the first place they think of is PCC. She stated she spent nine years as the Career and Technical Dean at Santa Barbara Community College. She stated the community colleges within the state are divided up into ten regions by the State of California, for the purpose of Strong Workforce funding workforce and economic development, as well as

Perkins funding which is used to expand the career technical education programs. Los Angeles and Orange County, comprised of 28 colleges had been a single region since the late 1990s. The operational grant funding the regions came up for consideration in June 2021 and at that point, she and Steve Currie of Compton College led a revolt and managed to secure the region split into two separate regions (Los Angeles and Orange counties). The Los Angeles Regional Consortium is comprised of 19 colleges and managed by PCC, which manages the grant and operates the Regional Consortium. This means it (Regional Consortium) serves as an economic development driver/engine for all of LA County. She stated she had served on the Santa Barbara Workforce Investment Board so she understands what WDBs do. There is a natural synergy between PCC, the non-credit division at the Foothill campus, the credit division and the LA Regional Consortium - the infrastructure is in place to be not just a one-stop but an “uber one-stop” in terms of meeting the immediate workforce needs, what the FWDB does. In addition to its non-credit and credit courses, PCC is also linked to the other 18 colleges in the region, as it cannot offer all trainings, but the partner colleges do. PCC is also working with office of Pasadena Mayor Gordo’s Office on developing some skilled trade programs for the City. PCC’s interest is in being a good partner and while Pasadena approached PCC regarding this proposal, it fits within PCC’s vision of being an institution for the local area and the entire county.

Salvatrice Cummo noted PCC assists the local business community through its small business development center, funded by both the federal and the state.

Chair Rachelle Arizmendi stated that she would like to start by focusing on the questions that came out of the November 10, 2022 Policy Board meeting.

Regarding the question of any other JPA cities interested in taking on the fiscal agent role, Chair Rachelle Arizmendi stated that Sierra Madre and Duarte were not interested in taking on this role. Evelyn Zneimer stated she had not yet asked the City Council of South Pasadena regarding this matter. Chair Rachelle Arizmendi noted that Sho Tay had indicated Arcadia was not interested.

Chair Rachelle Arizmendi asked if program moves to PCC, would WIOA funding be kept separate from PCC funds? Dr. Endriijonas answered that WIOA funds would never be placed in PCC’s general fund but maintained as restricted funds. PCC’s current general funds are \$200 million and restricted funds are \$200 million. PCC has the internal capacity and all funds at PCC are regularly audited.

Chair Rachelle Arizmendi asked, if the program moves to PCC, would it provide opportunity for existing WIOA clients to take advantage of PCC programs? Salvatrice Cummo stated, yes, it would be an opportunity for both FWDB clients and PCC students to leverage services and resources from both entities on a variety of career and counseling services and extensive programming. Dr. Endriijonas noted that PCC creates pathways, it would make these services and developing pathways for clients – whatever is needed for clients’ and their employment retention needs – PCC would encourage career pathways and training. She noted that PCC is open admission, open requirements. Limitations may exist in some programs in terms of

prerequisites, however, any pre-requisites needed are offered at the college. The only limitations are in terms of persons who were formerly incarcerated who may be ineligible for entry into some health sciences programs due to hiring limitations of hospitals.

Chair Rachelle Arizmendi asked if there is a move to PCC, is there a possibility to serve more clients? Salvatrice Cummo asked for clarification whether the question meant whether PCC funding can be leveraged to expand the reach or if there was an alignment question as to possibility for more funding. Vinh Truong stated the question was more of alignment of what PCC currently has and whether it can be aligned with what FWDB does. Salvatrice Cummo stated there are natural leveraging points. PCC has a robust career center, FWDB has a robust one-stop. If we were to braid these services and funding to create more capacity, yes, we expand our reach and expand the clients served. We can also effectively measure the outcomes. State and federal funding is separate, with heavy compliance. Within these parameters, there is easier way to leverage resources by braiding. Naturally if federal or state sees that the output of FWDB has extended, it could merit additional funding.

Chair Rachelle Arizmendi stated some of the comments from the November 16, 2022 Policy Board meeting were, “why are we fixing something that is not broken?” If we are trying to fix it, what is the value-add PCC can bring to the program as compared to the existing FWDB program?

Dr. Endrijonas noted that what Salvatrice Cummo explained was the value added - the role, the wrap-around services, the connections. She stated, City of Pasadena sought PCC for the proposal, that PCC did not seek the proposal out. PCC is happy to undertake the proposal as it is a logical synergy if the Policy Board chooses to do it. If the Policy Board decides it is not value added, it can decide not to accept the proposal.

Chair Rachelle Arizmendi asked about the funding that PCC currently spends on workforce funding, how much and how they are used and whether any of FWDB funds would be substituted.

Dr. Endrijonas stated FWDB’s funds may not be used to supplant PCC’s existing funding sources. PCC receives other workforce and training funds including WIOA funds for continuing and adult education, Perkins funding from the Chancellor’s Office for CTE Training and local and regional Strong Workforce funds tied to projects. Funding with FWDB could only be spent on WIOA services. This is a zero-sum game for PCC, we would only gain synergy.

Salvatrice Cummo noted that all funds are kept separate but must follow district policies and procedures related to hiring, contract, supplies and equipment. We comply with federal and state laws and we are audited annually. (Links to audits, financial reports, policies and procedures were shared at meeting.)

Dr. Endrijonas noted PCC is not fiscally independent as PCC’s treasurer is Los Angeles County.

Chair Rachelle Arizmendi asked what is PCC's service areas and how does PCC envision serving those residents for the JPA five cities? Dr. Endrijonas noted PCC serves eight cities. For purpose of dual enrollment, Duarte High School is not in PCC's service area. PCC is open to all regardless of residency and serves all of Los Angeles County and even has students outside of the county. 70% of PCC's students are from outside the official service area. When we have regional projects, we must serve everyone in the region. When it comes to FWDB, we would serve the clients and they would also get the benefit of all the other services. But our only limitation is that we cannot go to a high school in a city not in our service area and offer classes (Duarte High School students).

Chair Rachelle Arizmendi asked how would PCC outreach for workforce development services. Dr. Endrijonas stated PCC would continue the existing outreach done by FWDB and build upon this to offer opportunities beyond the WIOA services.

Evelyn Zneimer asked about veterans' programs and how non-PCC students may leverage services. Salvatrice Cummo stated this goes back to the outreach question. Outreach is trying to meet an unmet gap or need. Services would continue as they are now but there needs to be an evaluation of output and outcomes of existing services for the FWDB. This would be done in any program in workforce development. Regardless of what the FWDB chooses (regarding this proposal) it's important that FWDB truly understands the pulse and need of the community members and this is done by implementing instruments that measure this for each city and working with each city to capture this need. The FWDB is its own entity and the objective, if it's under the PCC administration, would be the same objective now: how do we expand reach, how do we create more customized programming within the cities that we serve. Dr. Endrijonas noted PCC has the number one community college veterans center in California. She also noted when she was president of LA Valley College President, she served on the boards of the San Fernando Valley Economic Alliance and the Valley Industry and Commerce Association. Together, she and the college worked on a project to receive special veterans funding from the City of Los Angeles WDB to serve veterans. There are specific WIOA funds to serve veterans, we just need to pursue the funds. PCC's small business center has also worked successfully with veterans.

Chair Rachelle Arizmendi raised the prior concern that WIOA clients are not necessarily the same as college students. Dr. Endrijonas stated she knows the difference between the clients in the one stops and the community college students. In some cases, there is overlap. Some WIOA clients may not want new training or anything else and that is fine. It is not PCC's goal to convert x number of clients into PCC students. We want to offer the opportunities. We understand the difference between the two populations. Salvatrice Cummo noted WIOA focuses on three distinct programs, adult, dislocated workers and youth – all which PCC's CTE programs touch upon. Over 64% of PCC's students are part-time and many of them are back for second and third careers or they are professionals requiring upskill training. Recent demographics show the average age of student is increasing, between 25-39 years old and this will continue through the decade.

Chair Rachelle Arizmendi asked the question by Policy Board of what will happen to existing FWDB staff and PCC's pay structure and costs. Dr. Endrijonas explained that as public employer, PCC cannot automatically assume staff. City of Pasadena's prior City Manager stated Pasadena was prepared to absorb all staff. PCC would also open positions and while staff cannot be assumed, if the staff wanted to come to PCC, they could apply and go through the process. Michelle Garrett explained FWDB has 12 employees; five are full-time that would be absorbed by Pasadena. Seven are grant-funded, limited-term and that these would be transferred, along with the program, to PCC.

Chair Rachelle Arizmendi asked what would governance look like under this proposal, what would be the responsibilities of the FETC Policy Board, the FWDB and who would have oversight and monitoring? Michelle Garrett described the proposal's two governance options: Option 1 would place PCC as a member on of the Policy Board and assign it the administrator function. Option 2 would not place PCC on the Policy Board but would assign PCC the administrative function that City of Pasadena currently holds and the Policy Board and FWDB Board would remain the same. The two boards would still retain the same oversight, budget and policy formulation functions.

John Chamberlin advised the WIOA law defines the grant recipient function, the fiscal agent, the entity that receives and disburses funds, is purely an accounting function. WIOA law states this role is chosen by local elected officials, the Policy Board. The decision where for where the WDB staff works and their functions is determined by the WDB. Other administrative decisions like procurement and auditing, are joint decisions by the Policy Board and the WDB. At some point, you need to determine what the administrative functions are, because under the law there are no "administrative functions," instead there are a combination of services like procurement, staffing the board, etc. There would need to be an agreement of the Policy Board, the FWDB and the college to make this work.

Michelle Garrett stated City of Pasadena City Attorney read the proposal and noted the JPA would need to be revised and there would need to be a separate agreement, under Option 2, to cover the treasurer controller function.

PCC President Erika Endrijonas stated she was not interested in the proposal if it were Option 2, that if PCC were to take on the role, having City of Pasadena be fiscal agent would be a truncated way of trying to manage this. Either the FWDB and Policy Board trusts and welcomes PCC doing this or it doesn't. City of Pasadena came to us, so if there is no interest in PCC managing the whole, then this would not be workable. We would only be interested in Option 1 where PCC is on the JPA.

Salvatrice Cummo noted, addressing the concern of adding bureaucratic levels, PCC believes Option 2 would add too many layers to the work and would be a disservice to the clients, whether the clients were PCC students or community members. On page five of the proposal, whether a public agency like PCC could participate on a JPA (Option 1) there is no evidence that a community college could not participate on a JPA.

Dr. Endrijonas excused herself from the meeting due to a scheduling conflict.

Tom Selinski stated he had a concern that Pasadena would have an extended, overarching role, that the JPA is a balance of all the communities. Contemporary, good governance practice would prevent a CEO seated on the board of directors and would suggest there should be some distance between the administrative arm and the governing body. Michelle Garrett explained that the proposal would take Pasadena out of the administrator role and move it to PCC. Pasadena's role on JPA would be same as the other four cities. Tom Selinski stated what he is concerned about is PCC being on the JPA; in the past boards have had CEOs or leading members, service providers on the boards but this is not current practice. Chair Rachelle Arizmendi stated that at the last meeting the Policy Board expressed concerns about the proposed governance structure of PCC option being on the JPA and it was helpful to hear PCC is only interested in that option. Salvatrice Cummo noted, regarding Tom Selinski's comments, this would be true in private sector, but in this proposal, the PCC representative would not an administrator but a member of the PCC's elected Board of Trustees.

John Frala asked if his college pursued an NSF or U.S. Department of Labor grant, under this proposed structure, would his college be required to be administrator or to share part of the grant funding. He asked if this this arrangement would affect these grants. Salvatrice Cummo stated she believed it would be separate, as the FWDB is its own entity, PCC would be administrator. The role of the board continues to oversee funding, but it should not affect the grantee's partnerships. PCC does not automatically become partner to any of the grants with the other colleges. She stated she would need to know the commitment of those funds.

Jan Vogel, South Bay WIB, stated that his board has been partnering with FWDB for forty years and it is a great partnership. He stated that PCC stated it has so many resources available, there is no reason why the resources can't be used but not having to administer the WIOA program. South Bay WIB (I-Train) system, which manages the approved training list of programs which WDBs can refer people to for training, has not received many WIOA customer FWDB referrals to PCC's programs. PCC had recently been on hold for training referrals. Additionally, this proposal could place PCC in the conflicted position of referring clients to their own programs. PCC should be receiving more referrals, but this is up to the client where they want to be trained. If Pasadena doesn't want to retain the administrator role, it is possible an adjacent WDB could be utilized to merge programs, such as Verdugo WDB.

Judith Sernas, Verdugo WDB, noted that Verdugo WDB is comprised of Glendale, Burbank and La Cañada/Flintridge. She noted that the two WDBs have collaborated for over 40 years and under Dianne Russell's leadership, FWDB has administered exceptional programs. Since 2015, the WDBs of LA Basin have strengthened their regional partnerships. Verdugo WDB works closely with its community college for CTE and career pathway programs. Complex federal grants are difficult and working with community colleges can help deliver these programs. It is client choice if the clients do not choose the community colleges for their training.

Brandon Anderson, Deputy Director, California Workforce Association, stated training is a small component of WDBs. Clients come to WDBs for ancillary, wrap-around, supportive services, too. What capacity does PCC have to provide these services? What is the ratio of students to counselors at the community college? Salvatrice Cummo stated PCC would honor a client's choice for training provider. PCC would like to see more clients trained. Since 2018, PCC has trained only two FWDB clients. PCC would not be the exclusive training provider.

Tyrone Hampton asked what the next steps were. In the previous Policy Board meeting, it did not seem there was an appetite for PCC to be a voting member on the Policy Board. There are synergies and areas for leverage and maybe now, it would be best for just partnering between PCC and FWDB. He would like the Policy Board to take an action on the matter at its next meeting.

Tyrone Hampton asked whether the JPA required a majority vote or unanimous vote. Michelle Garrett stated the City Attorney office stated that it would require a unanimous vote by all JPA members.

Bob Lanter, Executive Director, California Workforce Association, stated that by law, the JPA has authority and liability for the federal funds received. Who is the fiscal agent is a key question. Having a community college act as fiscal agent is quite rare. None of California's 45 WDBs have community colleges or training providers as their fiscal agents. Having such an arrangement could pose a conflict of interest and uncertain of benefit it would bring. The state and US Dept. of Labor will perform audits if there are questions of conflict of interest. He stated a WDB should really be a community development agency. How does the WDB lead vulnerable people – persons living in poverty, persons with disabilities, ex-offenders, persons who have been occupationally segregated because of the color of their skin – into high wage, economically self-sufficient jobs, regardless of who is delivering the training? The role is one of community development. Questions to ask: 1) why does Pasadena not want the funds; and, 2) is there another city that wants the funds? The benefit to the cities is clear.

Dan Lien, Chair, FWDB, asked when did Pasadena become the administrator, as he believed it was only the fiscal agent. As fiscal agent, it cannot take on this solicitation role. Michelle Garrett stated the 2017 Joint Powers Agreement designates City of Pasadena as grant recipient, fiscal agent and administrator for the consortium. Dan Lien stated, "for the consortium" is different from the actual administration of the working program of the FWDB. Michelle Garrett stated the proposal would have PCC serve in same capacity the City of Pasadena does under the JPA, the administration of program would still be under the FWDB. PCC would constitute the program with the same type of staff as is currently. Dan Lien stated the WIOA program continued during the pandemic. He asked for future clarification of a strategic partnership with PCC versus implementation of this current proposal. What recent programming has PCC rolled out to meet the overall FWDB clientele needs? During his thirty years on the FWDB, he has seen the partnership with PCC be sporadic, with natural ebbs and

flows depending on staff and leadership at PCC. He also asked what current level does PCC have with partnership with California Employment Development Department (EDD)? FWDB's main feeder for clients is its partnership with EDD. His personal experience is that there is a barrier for clients going to an educational institution. The amount of time it takes to get a certificate in a traditional educational module program, to get employment, is not time the client has. The client needs to get to work as quickly as possible. So many clients are not necessarily not receptive to higher education but it can be a barrier to them. Also, he would like to know the number of businesses that PCC that serves through its small business outreach efforts. He also stated he also has a concern with PCC's inability to serve Duarte High School students.

Chair Rachelle Arizmendi stated there would be a follow-up FETC Policy Board meeting.

The meeting adjourned at 10:35 AM.