



## **FINANCE & PERFORMANCE COMMITTEE MEETING AGENDA**

**Thursday, February 21, 2019  
11:30 am**

Business Services & Administration Center  
5730 Chambertin Drive  
San Jose, CA 95118  
[www.work2future.biz](http://www.work2future.biz)

**Susan Koepp-Baker, Chair, Finance & Performance Committee  
Joy Salandanan, Finance Manager**

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For questions regarding this agenda, please call Joy Salandanan at 408.794.1146. To request an accommodation or alternative format for work2future meetings, events or printed materials, please call Katty Alvarez at 408.794.1235 or call 408.294.9337 (TTY) as soon as possible, but at least three business days before the meeting/event.

**FINANCE & PERFORMANCE COMMITTEE**

**February 21, 2019**

**11:30 am**

**MEETING AGENDA**

**I. CALL TO ORDER & OPENING REMARKS**

**II. QUORUM VERIFICATION**

**III. CONSENT ITEMS {Action}**

Approve the acceptance of:

*5 min*

*11:40 am end*

**A. Financial Status as of December 31, 2018**

**B. Labor Market Overview as of December 31, 2018**

**IV. BUSINESS ITEMS**

**A. Old Business**

**1. Joint Meeting Minutes Approval {Action}**

*5 min*

Approve the minutes of the November 15, 2018 Joint Meeting of the Executive Committee and the Finance and Performance Committee. (The Executive Committee approved these minutes at its January 17, 2019 meeting.)

*11:45 am end*

**B. New Business**

**1. Director's Report {Discussion}**

*10 min*

*Monique Melchor, Director*

*11:55 pm end*

Reports on various items of interest.

**2. PY2017–PY2020 Local Plan and Regional Plan Modifications {Action}**

*20 min*

*12:15 pm end*

*Sangeeta Durrall, Senior Project Manager*

Recommend that the Executive Committee approve on behalf of the Board revisions to the Bay Peninsula Regional Plan and work2future Local Plan, developed in response to direction from the state workforce board.

**3. New Grants {Action}**

*10 min*

*12:25 pm end*

*Joy Salandanan, Finance Manager*

Recommend that the Board accept two grants awarded to work2future, as follows: (a) \$115,670 for Regional Plan Implementation, and (b) \$16,625 for the Prison-to-Employment Initiative.

**4. Preliminary Budget Scenarios for FY2020 {Action}**

*20 min*

*12:45 pm end*

*Joy Salandanan, Finance Manager*

Recommend that the Board approve the following:

- a) Three preliminary scenarios for the Fiscal Year 2020 operating budget: (i) \$6.3 million (WIOA allocations unchanged from FY2019 levels), (ii) \$6.0 million (base budget—allocations reduced 5%), and (iii) \$5.7 million (allocations reduced 10%);
- b) Authority, with limitations, for the work2future Director to transfer funds between budget line items and between the Adult Program and Dislocated Worker Program.

**5. WIOA Performance and Service Delivery Outcomes Update  
{Discussion}**

*10 min  
12:55 pm end*

*Meredith Studebaker, MIS Analyst*

Report on (a) WIOA performance through the second quarter of the 2018 Program Year, and (b) employment-related outcomes in relation to priority sectors and in-demand occupations at non-priority sector employers.

**6. Upcoming Initiatives {Discussion}**

*10 min  
1:05 pm end*

*Monique Melchor, Director*

Report on new initiatives, including without limitation Prison to Employment and SlingShot 2.0.

**V. PUBLIC COMMENT**

**VI. SUGGESTED FUTURE AGENDA ITEMS**

**VII. ANNOUNCEMENTS**

- A. The next meeting of the work2future Board is scheduled for Thursday, March 21, 2019, 11:30 am, at the San Jose America's Job Center of California, 1601 Foxworthy Ave, San Jose.
- B. Other

**VIII. ADJOURNMENT**

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Please note: *Times to the right of agenda items are estimates only of the duration of the item and its approximate ending time. Actual times may vary, and items may be taken out of order at the discretion of the chair.*

**CITY OF SAN JOSE CODE OF CONDUCT  
FOR PUBLIC MEETINGS IN THE COUNCIL CHAMBERS AND COMMITTEE ROOMS**

The Code of Conduct is intended to promote open meetings that welcome debate of public policy issues being discussed by the City Council, its Committees, and City Boards and Commissions in an atmosphere of fairness, courtesy, and respect for differing points of view.

**1. Public Meeting Decorum:**

- a. Persons in the audience will refrain from behavior which will disrupt the public meeting. This will include making loud noises, clapping, shouting, booing, hissing or engaging in any other activity in a manner that disturbs, disrupts or impedes the orderly conduct of the meeting.
- b. Persons in the audience will refrain from creating, provoking or participating in any type of disturbance involving unwelcome physical contact.
- c. Persons in the audience will refrain from using cellular phones and/or pagers while the meeting is in session.
- d. Appropriate attire, including shoes and shirts are required in the Council Chambers and Committee Rooms at all times.
- e. Persons in the audience will not place their feet on the seats in front of them.
- f. No food, drink (other than bottled water with a cap), or chewing gum will be allowed in the Council Chambers and Committee Rooms, except as otherwise pre-approved by City staff.
- g. All persons entering the Council Chambers and Committee Rooms, including their bags, purses, briefcases and similar belongings, may be subject to search for weapons and other dangerous materials.

**2. Signs, Objects or Symbolic Material:**

- a. Objects and symbolic materials, such as signs or banners, will be allowed in the Council Chambers and Committee Rooms, with the following restrictions:
  - i. No objects will be larger than 2 feet by 3 feet.
  - ii. No sticks, posts, poles or other such items will be attached to the signs or other symbolic materials.
  - iii. The items cannot create a building maintenance problem or a fire or safety hazard.
- b. Persons with objects and symbolic materials such as signs must remain seated when displaying them and must not raise the items above shoulder level, obstruct the view or passage of other attendees, or otherwise disturb the business of the meeting.
- c. Objects that are deemed a threat to persons at the meeting or the facility infrastructure are not allowed. City staff is authorized to remove items and/or individuals from the Council Chambers and Committee Rooms if a threat exists or is perceived to exist. Prohibited items include, but are not limited to: firearms (including replicas and antiques), toy guns, explosive material, and ammunition; knives and other edged weapons; illegal drugs and drug paraphernalia; laser pointers, scissors, razors, scalpels, box cutting knives, and other cutting tools; letter openers, corkscrews, can openers with points, knitting needles, and

hooks; hairspray, pepper spray, and aerosol containers; tools; glass containers; and large backpacks and suitcases that contain items unrelated to the meeting.

3. Addressing the Council, Committee, Board or Commission:

- a. Persons wishing to speak on an agenda item or during open forum are requested to complete a speaker card and submit the card to the City Clerk or other administrative staff at the meeting.
- b. Meeting attendees are usually given two (2) minutes to speak on any agenda item and/or during open forum; the time limit is in the discretion of the Chair of the meeting and may be limited when appropriate. Applicants and appellants in land use matters are usually given more time to speak.
- c. Speakers should discuss topics related to City business on the agenda, unless they are speaking during open forum.
- d. Speakers' comments should be addressed to the full body. Requests to engage the Mayor, Council Members, Board Members, Commissioners or Staff in conversation will not be honored. Abusive language is inappropriate.
- e. Speakers will not bring to the podium any items other than a prepared written statement, writing materials, or objects that have been inspected by security staff.
- f. If an individual wishes to submit written information, he or she may give it to the City Clerk or other administrative staff at the meeting.
- g. Speakers and any other members of the public will not approach the dais at any time without prior consent from the Chair of the meeting.

Failure to comply with this Code of Conduct which will disturb, disrupt or impede the orderly conduct of the meeting may result in removal from the meeting and/or possible arrest.

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All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at the Almaden Winery Community Center, 5730 Chambertin Drive, San Jose, California at the same time that the public records are distributed or made available to the legislative body.

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I.

Call to Order &  
Opening Remarks

### **OPENING REMARKS**

Good morning! Welcome to the February 21, 2019 meeting of the Finance and Performance Committee of the work2future Board of Directors.

My name is Susan Koepp-Baker. I am Chair of the Committee.

The procedure for today's meeting is as follows:

- The Chair will introduce each item on the agenda.
  - Copies of the agenda have been placed on the table near the door for your convenience.
- In keeping with the requirements of the Brown Act, Committee members may discuss only matters that are listed on the Agenda.
- A work2future staff or Committee member—as indicated on the agenda—will present each item.
- work2future staff and/or Committee members will present recommendations for any New Business action item on the agenda.
- Committee members may ask questions of work2future Staff and other committee members.
- At the conclusion of Committee members' questions and remarks on each agenda item, and prior to taking action on any action item, the Chair will recognize any member of the public who wishes to address the specific item being discussed. Public remarks will be limited to two minutes each.
- The Committee may take action only on items designated as an action item.
- At the Public Comment agenda item following all Business items, members of the public who wish to address the Committee on matters not on the agenda will be given two (2) minutes each to speak.
  - Members of the public who wish to address the Committee should complete a blue Comment Card located near the door and give it to any work2future staff member.
  - When called on, they should first identify themselves and state their addresses for the record and then make their remarks.

This concludes the Chair's opening remarks.

We move now to Agenda Item II—Quorum Verification.

**II.**

## Quorum Verification



**III.**

Consent Items

[Action]

## **III.A**

Financial Status as of  
December 31, 2018

[Action]

## **FINANCIAL STATUS AS OF DECEMBER 31, 2018**

### **Key Highlights**

- Staff projects that WIOA formula and Rapid Response carry-over funding from FY2017-18 will be fully spent by the end of June 30, 2019.
- Staff projects to carry over approximately \$2.303 million from the current Adult, Dislocated Worker, and Youth allocations representing:
  1. the Board-mandated Reserve Account (\$948,373)
  2. the Board-approved Unallocated Reserve Account (\$693,789)
  3. a combination of actual and projected savings (\$661,122) comprised of the following:
    - a) actual savings from equipment return (\$38,498)
    - b) actual savings from unspent contracted services from previous years (\$67,343)
    - c) projected savings from personnel costs generated by mandatory one-month separations from City employment for temporary unclassified positions whose assignments have or would have reached the maximum two-year employment period, and a portion of staff salaries budget that was transferred to discretionary grants (\$157,240)
    - d) non-personnel savings from maintenance, telephone, security services, and unencumbered website contract (\$161,447)
    - e) projected savings from contracted services (\$236,594)

### **Other Discretionary Funding**

- work2future anticipates spending the full Prop 39 grant balance of \$85,199 at the close of the grant. While the program ended December 31, 2018, the final close of the grant is on January 31, 2019. Fiscal is still gathering invoices from partner agencies for the final close. As of December 31, 2018, work2future had conducted 18 pre-apprenticeship trainings and graduated 474 clients through its partners, Working Partnerships USA and San Mateo County Union Community Alliance. Of those who have completed training, 352 have been placed to-date in apprenticeships and in other employment or post-secondary education. Staff continue to provide placement support for the remaining graduates.
- work2future spent the remaining \$44,268 of the reduced balance from the third round of Ready to Work (RTW) Initiative grant funds from the City of Sunnyvale by the end of the grant term October 31, 2018. At the end of the grant, work2future had reached 133 enrollments (76% of total grant goal), including 54 in occupational training (102% of total grant goal), and assisted 88 RTW participants to find jobs (79% of total grant goal) at an average hourly wage rate of \$37.38 (125% of grant goal). This grant has been closed and follow-up services will be provided until October 2019 (one year after the close of the grant).
- A total funding of \$1.5 million funding is provided for the San Jose Works 4.0 Youth Jobs Initiative, including a new grant from the City of San Jose of \$1.0 million and \$502,400 in carry-over unspent funding from the San Jose Works 3.0 Youth Jobs Initiative. An additional amount of \$89,000 was appropriated by City Council in October 2018. As of December 31, 2018, 375 youth were provided with grant-subsidized internships and about 625 youth will have been placed in employer-paid job opportunities by the time the program ends in April 2019, meeting a goal of providing subsidized

and unsubsidized employment opportunities to 1,000 eligible youth. Over 93% of the youth have successfully completed their subsidized internships and 464 others have already been placed in employer-paid opportunities. In addition to recruitment, placement, and onboarding services, youth also were also provided career counselling, job readiness training, supportive services (e.g. bus passes), and financial literacy education.

- work2future projects to fully spend the remainder of the Career Pathways Trust grant funds in the amount of \$99,283 by the grant term ending June 30, 2019. This grant covers a portion of the salaries and benefits of three full-time equivalent positions at the Foundation working on the grant. Overall, work2future has served 30 participants, all of them successfully completing internships ranging from 8 to 10 weeks each. Discussion is ongoing about possible funding for another cohort in the summer of 2019.
- A grant of \$7,000 was received from the State to support implementation of the CalJOBS VOSGreeter module, an enhancement that will make it easier to track individual visits to the Job Centers. This grant is fully spent and has been closed.
- An additional grant of \$86,319 was received from the City of Sunnyvale (NOVA) to augment \$200,000 received from the State for the Regional Plan Development and Training Coordination Project. In January 2019, work2future received notification of a second additional grant of \$29,351 from NOVA, for a total grant now of \$115,670. The funds support the implementation of the regional plan across the Bay-Peninsula Regional Planning Unit (RPU), including expenses for team development and staff training. These grants are expected to be fully spent by the end of the respective grant terms (\$200,000—March 31, 2019; \$115,670—June 30, 2019).
- work2future has received the third and last installment of the Storm grant. The total grant of \$1 million is for a term originally from March 1, 2017 through September 30, 2018. The grant has been extended to September 30, 2019 with no additional funding. This grant will continue to help dislocated workers through temporary jobs, performing storm/flood clean up at the Japanese Friendship Garden at Kelly Park, and debris/street clean-up at Rocksprings and William Street Neighborhoods which were worst hit during the flood event in 2017. To date, work2future has reached its updated placement goal of 65 (original goal is 50), and expects to exceed this number by the end of June 2019.
- work2future has received the Prison to Employment (P2E) Initiative Planning Grant from the City of Sunnyvale (NOVA) in the amount of \$16,625. The funds will support staff time associated with the development of ongoing relationships with specific government agencies that serve incarcerated populations. including the California Department of Corrections and Rehabilitation, the California Prison Authority, etc. in looking at best practices and program models that work2future can support. Staff will explore the possibility of linking justice-involved populations to employers for on-the-job training opportunities and direct placements, Staff will also discuss possible Career Pathways programs with community colleges.

###

Attachments

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Financial Status Report as of 12/31/2018

Pd 6 Status 3

Prepared by: Joy Salandanan

Approved by: Monique Melchor

WIOA Formula Funds	Adult	Dislocated Worker	Youth	RR	TOTAL WIOA
<b>I. Actual as of June 30, 2018</b>					
Grant Period	07/01/17-06/30/19	07/01/17-06/30/19	04/01/17-06/30/19	07/01/17-06/30/19	
Available Funds for FY2018-2019 PD 15	2,484,334	1,898,961	2,232,562	618,032	7,233,889
Actual Expenditures as of June 30, 2018	(1,546,745)	(470,114)	(1,258,257)	(582,352)	(3,857,468)
Encumbrances/Spending Plan as of June 30, 2018	(156,347)	(460,505)	(23,764)	(215)	(640,832)
Total Actual Expenditures/Encumbrances/Spending Plan as of June 2018	(1,703,092)	(930,619)	(1,282,021)	(582,567)	(4,498,300)
Available Funds for FY2018-2019	781,242	968,342	950,541	35,465	2,735,589
% Remaining	31%	51%	43%	6%	38%
<b>II. Actual Expenditures/Encumbrances</b>					
(a) Available Funds from Carry over for FY2018-2019 (remaining plus enc.)	937,589	1,428,847	974,305	35,680	3,376,421
Expenditures as of December 31, 2018	(920,793)	(855,373)	(778,491)	(35,680)	(2,590,337)
Encumbrances as of December 31, 2018	(16,796)	(390,918)	(195,814)	0	(603,528)
Total Actual Expenditures/Encumbrances as of December 31, 2018	(937,589)	(1,246,291)	(974,305)	(35,680)	(3,193,865)
\$ Remaining	0	182,556	0	0	182,556
% Remaining	0%	13%	0%	0%	5%
<b>(b) Current Allocation for FY 2018-2019</b>	1,965,619	2,289,129	2,067,738	497,823	6,820,309
Transfer between Adult and Dislocated Worker	0	0	0	0	0
Additional Funding	2,076	2,373	0	516	4,965
Rescission	0	0	0	0	0
<b>Adjusted Allocation for FY 2018-2019</b>	1,967,695	2,291,502	2,067,738	498,339	6,825,274
Expenditures as of December 31, 2018	(154,003)	(88,853)	(514,766)	(206,220)	(963,842)
Encumbrances as of December 31, 2018	(965,037)	0	(798,744)	(31,244)	(1,795,025)
Total Actual Expenditures/Encumbrances as of December 31, 2018	(1,119,040)	(88,853)	(1,313,510)	(237,464)	(2,758,867)
\$ Remaining	848,655	2,202,649	754,228	260,875	4,066,407
% Remaining	43%	96%	36%	52%	60%
<b>Total Available Funds for FY2018-2019</b>	2,905,284	3,720,349	3,042,043	534,019	10,201,695
Total Cumulative Expenditures/Encumbrance as of December 31, 2018	(2,056,629)	(1,335,144)	(2,287,815)	(273,144)	(5,952,732)
\$ Remaining	848,655	2,385,205	754,228	260,875	4,248,963
% Remaining	29%	64%	25%	49%	42%
<b>III. Projected Expenditures/Carry Over through June 30, 2019</b>					
Projected Expenditures/Encumbrances through June 2019	(1,397,003)	(1,292,588)	(1,334,060)	(498,339)	(4,521,990)
Projected Carry Over through June 2019 (\$)	570,692	998,914	733,678	0	2,303,284
Projected Carry Over through June 2019 (%) with Rapid Response	29%	44%	35%	0%	34%
Projected Carry Over through June 2019 (%) without Rapid Response	29%	44%	35%	0%	36%

\* Expenditures/Encumbrance appears to be a lot higher for the Adult program than the Dislocated program due to the new method of pooling expenses for Adult and DW first and then re-allocating the expenditures after month-end based on enrollments. Reallocation of monthly charges will be done after each quarter.

work2future  
Financial Status Report as of 12/31/2018  
PD 6 Stat 3

Other Discretionary Funds	CWDB Proposition 39 Grant	DOL ETA H- 1B Ready to Work Partnership Initiative *	City of San Jose Youth Summer Program Initiative	Career Pathway Trust	CALJOBS VOS Enhancement Touch Screen	Regional Training Coordinator	Regional Training Coordinator (NOVA)	NDWG Flood Event 2017	Prison to Employment (NOVA)	Total
I. Actual as of June 30, 2018		Closed			Closed					
Grant Period	06/01/2014- 12/31/2018	11/01/2014- 10/31/2018	07/01/2018- 6/30/2019	07/01/2015- 06/30/2019	03/01/2015- 9/30/2018	03/01/2017- 03/31/2019	03/01/2018- 06/30/2019	03/01/2017- 6/30/18	10/1/2018- 3/31/2019	
Original Allocation	900,000	232,007	1,500,000	150,000	7,000	200,000	86,319	666,666	16,625	3,758,617
Increase/(Decrease)	468,750	311,573	91,400	100,000	0	0	29,351	333,334	0	1,334,408
Adjusted Allocation	1,368,750	543,580	1,591,400	250,000	7,000	200,000	115,670	1,000,000	16,625	5,093,025
Expenditures as of June 30, 2018	(1,283,551)	(499,312)	0	(150,717)	(3,436)	(86,025)	0	(624,277)	0	(2,647,318)
Encumbrance as of June 30, 2019	(45,213)	0	0	0	0	0	0	0	0	(45,213)
Total Actual Expenditures/Encumbrances as of June 2018	(1,328,764)	(499,312)	0	(150,717)	(3,436)	(86,025)	0	(624,277)	0	(2,692,531)
Available Funds for FY 2018-2019	39,986	44,268	1,591,400	99,283	3,564	113,975	115,670	375,723	16,625	2,400,494
% Remaining	3%	8%	100%	40%	51%	57%	100%	38%	100%	47%
Available Funds for FY2018-2019	85,199	44,268	1,591,400	99,283	3,564	113,975	115,670	375,723	16,625	2,445,707
Expenditures as of December 31, 2018	(21,622)	(44,268)	(747,334)	(37,521)	(3,564)	(16,246)	(29,781)	(217,252)	0	(1,117,588)
Encumbrances as of December 31, 2018	(60,221)		(600,384)	(32,111)	0	(30,000)	0	(109,233)	0	(831,949)
Cumulative Expenditures/Encumbrances as of Dec 31, 2018	(81,843)	(44,268)	(1,347,718)	(69,632)	(3,564)	(46,246)	(29,781)	(326,485)	0	(1,949,537)
Remaining	3,356	0	243,682	29,651	0	67,729	85,889	49,238	16,625	496,170
% Remaining	4%	0%	15%	30%	0%	59%	74%	13%	100%	20%
III. Projected Expenditures/Carry Over										
Projected Expenditures/Encumbrances through June 2019	(85,199)	(44,268)	(1,264,142)	(99,283)	(3,564)	(113,975)	(86,319)	(375,723)	(16,625)	(2,089,098)
Projected Carry Over through June 2019 (\$)	0	0	327,258	0	0	0	29,351	0	0	356,609
Projected Carry Over through June 2019 (%)	0%	0%		0%	0%	0%	25%	0%	0%	15%

\* Unspent funds for RTW pertains to obligated fund for training ending after October 31, 2018 (\$8,900) and unspent supportive services (\$3,900).

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Financial Status Report as of 12/31/2018

PD 6 Status 3

Prepared by: Joy Salandanan

Approved by: Monique Melchor

Other Funds	CWDB	Bank of America (BOS)	W2F Foundation	Total
<b>I. Actual as of June 30, 2018</b>				
<b>Grant Period</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	
<b>Original Allocation</b>	<b>5,000</b>	<b>10,000</b>	<b>15,454</b>	<b>30,454</b>
Expenditure/Encumbrances as of June 2018	0	(3,258)	(481,305)	(484,563)
<i>Total Actual Expenditures/Encumbrances as of June 2018</i>	0	(3,258)	0	(3,258)
<b>Available Funds for FY 2018-2019</b>	<b>5,000</b>	<b>6,742</b>	<b>15,454</b>	<b>27,196</b>
<b>% Remaining</b>	<b>100%</b>	<b>67%</b>	<b>100%</b>	<b>89%</b>
<b>II. Actual Expenditures</b>				
Available Funds for FY 2018-2019	<b>5,000</b>	<b>6,742</b>	<b>15,454</b>	<b>27,196</b>
<i>Expenditures as of December 31, 2018</i>	0	(3,652)	0	(3,652)
<i>Encumbrances as of December 31, 2018</i>	0	0	0	0
<b>Cumulative Expenditures as of December 31, 2018</b>	0	(3,652)	0	(3,652)
<b>\$ Remaining</b>	<b>5,000</b>	<b>3,090</b>	<b>15,454</b>	<b>23,544</b>
<b>% Remaining</b>	<b>100%</b>	<b>46%</b>	<b>100%</b>	<b>87%</b>
<b>III. Projected Expenditures and Encumbrances/Carry Over</b>				

## **III.B**

### **Labor Market Overview as of December 31, 2018**

**[Action]**



## LABOR MARKET OVERVIEW FOR THE SAN JOSE-SUNNYVALE-SANTA CLARA MSA

### For December 31, 2018

- At the close of 2018, the Metro Statistical Area's population was estimated to have **increased by 6%** since 2013, growing by 106,769 to 2,035,083. Population is expected to **increase by an additional 3%** between 2019 and 2024, adding 56,447.
- The Total Working Age Population is 1,646,712, of whom 1,113,399 are in the Labor Force and 553,313 are not.
- The number of unemployed people is 27,500. The unemployment rate is **up from 2.4% to 2.5%**.
- According to EDD's December 2018 data, between November 2018 and December 2018 (one month), total employment in the MSA **increased by 3,400 jobs. In keeping with holiday season patterns**, Leisure and Hospitality added 1,200 jobs, surpassing all major industries for the month. Trade, Transportation and Utilities (up 800 jobs), and Information (up 600 jobs) continued to expand payrolls.
- Between December 2017 and December 2018 (one year), employment in the San Jose-Sunnyvale-Santa Clara MSA grew by **37,000 jobs, or 3.3%**.
- Professional and Business Services (up 11,800 jobs) recorded the most hiring for the year-over, largely due to hiring in the Professional, Scientific, and Technical Services subsector (up 9,100 jobs). Private Educational and Health services (up 8,100 jobs), Information (up 7,500 jobs), and Manufacturing (up 5,400 jobs) continued to register employment gains. Health Care and Social Assistance accounted for 6,800 of the Private Educational and Health Services jobs gained.
- Other major industries with an upward job trend included Financial Activities (up 2,200 jobs), Government (up 2,100 jobs), and Leisure and Hospitality (up 1,300 jobs).
- Trade, Transportation, and Utilities reported an employment reduction of 1,400 jobs.
- Low-skill, low-wage workers in Tier 3 occupations and a substantial portion of mid-skill, mid-wage workers in Tier 2 occupations **are still very likely to represent economically distressed households**. This reflects the continuation of the conditions highlighted in the Silicon Valley Dichotomy studies.
- High-skill, high-wage Tier 1, which accounts for 450,316 jobs in the San Jose MSA, has grown by 2.8% and added 12,476 jobs over the last year. The concentration of these jobs in the San Jose MSA is 64% higher than the national average. Median hourly earnings of Tier 1 occupations were \$54 in the San Jose MSA in comparison to \$36 in the nation. Average monthly hires of Tier 1 occupations were 14,272 over the last year.
- Mid-skill, mid-wage Tier 2 occupations employ 386,079 people and have grown by 1.8 % (a lower rate of growth than Tier 1 occupations) by adding 6,857 jobs over the last year. Median hourly earnings of Tier 2 occupations are \$25 in the San Jose MSA in comparison to \$19.79 in the nation.

Average monthly hires of Tier 2 occupations were 16,317 over the last year, suggesting a higher rate of turnover than Tier 1 occupations experienced.

- Low-skill, low wage Tier 3 occupations employ 295,713 people and have grown by 7,551 jobs, a 2.6% rate of growth over the last year, faster than Tier 2 occupations and nearly as fast as Tier 1 occupations. Median hourly earnings are \$13.22 (as opposed to \$11.30 in the nation). Average monthly hires of Tier-3 occupations were 18,312 over the last year, indicating a slightly higher turnover rate than Tier 2 occupations and substantially higher turnover than Tier 1.

###

## **IV.A.1**

### **Joint Meeting Minutes Approval**

**[Action]**

**JOINT EXECUTIVE and FINANCE & PERFORMANCE COMMITTEE MEETING**

**November 15, 2018  
Called to Order: 11:35 a.m.**

**ACTION MINUTES  
Approved by Executive Committee, January 17, 2019**

Draft minutes prepared by Kathryn Azevedo, approved by Monique Melchor

WDB Staff: Bige Yilmaz, Meredith Studebaker, Kathryn Azevedo, Joy Salandanan, Lawrence Thoo, Dhez Woodworth

**I. OPENING REMARKS:** Read by Sue Koepp-Baker

**II. QUORUM VERIFICATION**

**Executive:**

Present: Joe Flynn (arrived 11:38am), Sue Koepp-Baker, Rashad Said, Steve Preminger

**Finance & Performance Committee:**

Present: Sue Koepp-Baker, Jack Estill, Leslie Gilroy

**III. CONSENT ITEMS**

The Joint Executive and Finance & Performance Committee unanimously accepted the Consent Items.

**Finance & Performance Committee:**

Motion: Sue Koepp-Baker

Second: Jack Estill

**Executive:**

Motion: Steve Preminger

Second: Rashad Said

**IV. AGENDA ITEMS**

**A. Old Business**

**1. Minutes Approval**

**Executive Committee**

Mr. Steve Preminger moved, Ms. Sue Koepp-Baker seconded, and the Committee unanimously approved the minutes of the August 30, 2018 Executive Committee meeting.

### **Finance & Performance Committee**

Ms. Leslie Gilroy moved, Mr. Jack Estill seconded, and the Committee unanimously approved the minutes of the May 31, 2018 Joint Meeting of the Executive and Finance & Performance Joint Committee. (Approved by Executive Committee on August 30, 2018.)

## **B. New Business**

### **1. Director's Report {Discussion}**

Finance Manager Joy Salandanan, reported on clean audit findings for both City of San Jose fiscal & state Prop 39 monitoring. She also discussed the planning underway for the Prison to Employment and SlingShot 2.0 grant initiatives which involve a close collaboration with our Regional Planning Unit (RPU). Mr. Thoo noted the local plan and regional plan will need to be updated to incorporate the Prison to Employment initiative.

### **2. Budget Scenarios for FY 2019-20 {Discussion}**

Finance Manager Salandanan reported on preliminary scenarios for the Fiscal Year 2019-20 operating budget: As Is, 5%, and 10% reductions. Ms. Salandanan noted carry over is less going into next fiscal year because of reduced allocations. We are also looking for new grants and lowering reserve funding to sustain our service levels.

Committee members discussed strategies to manage our shrinking allocations and the possibility of having a board retreat in 2019.

### **3. San Jose Works Update {Discussion}**

Ms. Ruby Carrasco, Youth Program Supervisor for the work2future Foundation, reported on the status of San Jose Works 4.0, currently underway, and planning for SJ Works 5.0. She announced that the subsidized portion of the San Jose Works 4.0 program had a 93% retention rate which was based on participating youth either successfully working 100 hours or 3 pay periods this past summer. 261 out of 375 youth had placements in priority industry sectors (advanced manufacturing, construction, ICT, healthcare, or finance/business services). Committee members discussed how to build on the success of this program.

### **4. WIOA Performance and Update on Service Delivery Outcomes {Discussion}**

MIS Analyst Meredith Studebaker presented a report on i) staff's assessment of CalJOBS 'predictive reports' as a reliable interim indicator of performance pending the availability of actual WIOA performance reports from CalJOBS, ii) performance negotiations with the state, iii) employment-related outcomes in relation to priority sectors and in-demand occupations at non-priority sector employers, and iv) performance of career services providers.

Joint committee members discussed the possible reasons for current performance and service delivery outcomes. They talked about the selective enrollment of clients and the referral process. Mr. Thoo also noted that current performance outcomes do not necessitate an immediate need for corrective action, but the trends suggest that there may be a need to reexamine the service delivery model.

**5. San Jose Push Cart Vendor Project {Discussion}**

Economic Development Officer Dhez Woodworth reported on a pilot initiative to improve working conditions and the earning capacity of unpermitted push cart vendors in San Jose by partnering with a coalition of non-profits, crowd-sourced funders, entrepreneurship counselors, and commercial food entities.

**6. 2019 Meetings {Discussion}**

Staff Liaison to the Board Lawrence Thoo reviewed the proposed schedule of Board and committee meetings for 2019. At their December 6, 2018 meeting, the work2future board will vote on the proposed schedule of three board meetings, three Finance & Performance committee meetings, and Executive committee meetings in the months there are no board meetings.

Mr. Rashad Said left the meeting at 1:13 p.m.

**V. Public Comment:** None**VI. SUGGESTED FUTURE AGENDA ITEMS:**

1. Board Retreat

**VII. Announcements:**

- A. The next meeting of the work2future Board is scheduled for Thursday, December 6, 2018 at 11:30 am.

**VIII. Adjournment:** The meeting was adjourned at 1:15 pm.

## **IV.B.1**

Director's Report

[Discussion]

## **DIRECTOR'S REPORT**

Staff updates on various matters of interest to the committee.

###



## **IV.B.2**

**PY2017 - PY2020**

**Local Plan and Regional Plan  
Modifications**

**[Action]**



## *Memorandum*

TO: EXECUTIVE COMMITTEE

FROM: Sangeeta Durrall

SUBJECT: **Local and Regional Plan Approval**

DATE: February 15, 2019

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Approved

Date

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### **RECOMMENDATION**

Recommend that the Executive Committee approve the following on behalf of the Board for submission to the California Workforce Development Board:

- work2future Local Plan 2019 Biennial Modification
- Bay Peninsula Regional Plan 2019 Biennial Modification

### **BACKGROUND AND ANALYSIS**

Under WIOA, a biennial update of regional and local plans is required in order to ensure plans remain current and account for “changes in labor market and economic conditions or in other factors affecting the implementation of the local plan” (29 U.S. Code § 3123). The California Workforce Development Board (State Board) has also made changes to the State Plan which require that Local Boards update their plans to keep them consistent with the policy direction of the State Plan. Pursuant to the State Plan modifications submitted to the U.S. Department of Labor in the spring of 2018 and approved on June 11, 2018, the State Board is providing guidance to Local Boards on the requirements associated with local and regional planning modifications.

The current round of biennial updates to Local Plans and Regionals Plans are due to the State Board on March 15, 2019.

At its January 17, 2019 meeting, the Executive Committee reviewed the proposed revisions to the Program Year (PY) 2017–PY 2020 Bay Peninsula Regional Plan and work2future Local Plan prior to release for 30-day public comment periods. The revisions were developed in response to State Board directives,.

Required components of the Local Plan modifications include the following:

- Coordination of services for CalFresh recipients
- Coordination of services with local Child Support Agency
- Strategies to enhance Competitive Integrated Employment
- Services for English-language learners, the foreign-born and refugees

Required components for the Regional Plan modifications include the following:

- Efforts to align, coordinate, and integrate reentry and workforce services for the formerly incarcerated and other justice-involved individuals.

The Local Plan revisions focus on the first four items listed above, while the final item is addressed in revisions to the Regional Plan.

On January 17, the draft work2future Local Plan Modification was released for a 30-day public comment period. On January 31, the draft Bay Peninsula Regional Plan Modification was similarly released for public comment. Staff will review all public comment submitted and present them, as well as any resulting revisions to the draft Local Plan Modification, to the Executive Committee for approval following the public comment period. As of the date of this memo, no public comment had been received for either plan.

work2future will submit the approved Local Plan Modification to the Regional Organizer for submittal to the State, with the Regional Plan Modification, by the due date, March 15, 2019.

work2future will continue to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, namely:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

### **Authority to Approve**

At its June 16, 2016 meeting, the work2future Board authorized the Executive Committee to act on behalf of the Board in specified situations, including approval of the Local Plan and Regional Plan for submission to state bodies.

Sangeeta Durrall  
Senior Program Manager

cc: Monique Melchor

Attached: Draft Biennial Local Plan Modification, as released for public comment  
Draft Biennial Regional Plan Modification, as released for public comment

Links: 1. [Existing PY2017–PY2020 Local Plan](http://www.work2future.biz/images/w2f_LocalPlanWIOA_2017-20_signed_POST.pdf)  
([http://www.work2future.biz/images/w2f\\_LocalPlanWIOA\\_2017-20\\_signed\\_POST.pdf](http://www.work2future.biz/images/w2f_LocalPlanWIOA_2017-20_signed_POST.pdf))  
2. [Existing PY2017–PY2020 Regional Plan](https://cwdb.ca.gov/wp-content/uploads/sites/43/2017/03/BP-RPU-Final-Regional-Plan-March-2017.pdf)  
(<https://cwdb.ca.gov/wp-content/uploads/sites/43/2017/03/BP-RPU-Final-Regional-Plan-March-2017.pdf>)

## **work2future - Local Plan Modification**

### **Department of Social Services (DSS)-CalFresh Employment & Training (E&T) Partnership:**

#### *i. Partnerships for service delivery*

DSS-CalFresh Employment and Training will continue to partner with work2future to effectively provide recipients of CalFresh Employment and Training (E&T) programs. Through this partnership, CalFresh participants will continue to gain education and training that will lead to better employment and a path to economic self-sufficiency.

A robust partnership will entail a new approach to CalFresh Employment & Training, which will use work2future One-Stop Career Center as an on-ramp to connect CalFresh recipients with local colleges and CBOs, such as Catholic Charities of Santa Clara County, Goodwill of Silicon Valley, Sacred Heart Community Service, Silicon Valley Children's Fund and Working Partnerships USA. This will allow participants to leverage available match funds, allows for increased federal funding and innovative, job-driven approaches.

In addition, work2future and Department of Social Services, has a formal Memorandum of Understanding (MOU). The purpose of this MOU is to establish a cooperative working relationship between work2future Workforce Development Board and the County of Santa Clara Social Services Agency, a member of the AJCC system. As part of this partnership, a network of career services has been established throughout the county to enable individuals to find the help they need in the areas of job training, employment services, and other related support services.

work2future as the locally-driven system continues to develop this partnership and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

These objectives have been accomplished by ensuring access to high-quality AJCC that provide the full range of services available in the community for all CalFresh customers seeking employment and training assistance with any of the following:

- Looking to find a job.
- Building basic educational or occupational skills.
- Earning a postsecondary certificate or degree.
- Obtaining guidance on how to make career choices.

In order, to ensure a robust partnership work2future and Dept. of Social Services (SSA) have continued to enhance their respective-responsibilities, which are as follows:

SSA responsibilities:

- Participate in joint planning meetings,
- Refer customers who are seeking employment services to work2future - WIOA career services
- Assess customers referred by work2future regarding eligibility for public benefits,
- Provide training for work2future and AJCC partners about benefit programs and services and application methods

work2future responsibilities:

- Lead and Participate joint planning meetings,
- Provide employment related services to customers referred by SSA
- Provide training on work2future services,
- Participate in SSA led trainings about benefit programs and services
- Assist customers who may be eligible for benefit programs, including CalWORKs, CalFresh and Medi-Cal, by providing information and support for customers applying for benefits.

*viii-x. Braiding resources and expanding services*

work2future and SSA- CalFresh E & T, will leverage resources to maintain a consistent delivery of services and will work on identifying data collection methodology with the aim to develop a baseline of service delivery and resource usage. Through this partnership, work2future is committed to providing priority of services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds. In addition, in order to, leverage funding and provide access to no or low-cost training, work2future staff will continue to work closely with CalFresh staff to refer customers to community resources as appropriate.

*xi. Sector pathway programs*

CalFresh participants in partnership with work2future will strengthen their employability through sector pathway programs offered at community colleges, community-based organizations and ETPI training providers. These include educational programs that improve basic skills or otherwise improve employability (e.g., basic skills, English Language Learning, high school equivalency) and programs that provide skills training (e.g., career technical/vocational education).

Through this partnership, these participants will continue to receive WIOA-Career Services such as career counseling; interview training; job search, placement, and retention services; educational plans; academic monitoring; tutoring; and case management. Participants will also continue to receive supportive services to help reduce their financial barriers to participation, such as reimbursement for transportation, textbooks, and supplies.

In Santa Clara County, partners providing training funded through CalFresh offer sector pathway programs including those with industry recognized certification: A+ Certification, Google IT Support Professional Certification, Network+ Certification, HVAC Certification, pre-apprenticeship construction training program, Autism Advantage (for careers in Information Technology), Forklift Certification, and Safe Serve Certification. Through work2future, CalFresh E&T participants may access on-line learning tools, such as Metrix, that includes Computer & Data Systems and Software Applications. In addition, CalFresh participants working with work2future may have access to other sector-based training and career pathway programs through WIOA funding.

*xii. Supportive services*

CalFresh participants are eligible for supportive services that may include transportation, costs associated with school/ training, interview clothing, and tools of the trade to start employment.

*xiii. Retention strategies*

CalFresh partners and AJCC staff will track attendance and progress for individuals in training programs and provide follow up services to individuals reporting placement to assist participants with retention and career advancement. Services include guidance on soft skills such as employer/co-worker communication, time management, and basic work ethics based on individual needs. Referrals are made to community services as needed.

## **Department of Child Support Services (DCSS) Partnership:**

*xvii. Comprehensive provision of services and service coordination*

*xiv & xi. Workforce services eligibility impact and obstacles to partnership*

*xiii & xx. Tools to motivate and support participation*

work2future and DCSS staff have met to develop an initial understanding of services and will continue the dialog to assure a comprehensive provision of services. One of the challenges that needs to be addressed, according to the DCSS representative, facing this partnership are the WIOA workforce services eligibility requirements and how this impacts access to services.

Partnerships between work2future, DCSS and other Child-Support Agencies can help participants in training programs by offering career services and supportive services to foster sustained participation. Additionally, DCSS can suppress certain automated enforcement or perhaps suspend other types of enforcement activities including filing contempt actions against those obligors who are not paying towards their child support obligations. Participants coming to the AJCC's will have access to information on tools that can be utilized to incentivize parents obligated to pay support to remain engaged in training and progress into livable wage jobs. In addition, staff of the agencies working with the individual will be checking on progress, providing support and encouragement, and sharing information and outcomes between agencies.

In an effort, to bolster services provided to these participants, work2future plans to regularly meet with these agencies to understand their programs and explore ways to work together to serve the non-custodial parent population. These agencies will be invited to participate in work2future Program Orientations to better understand WIOA services and share program information with other CBOs serving this target population. work2future will work on a process with DCSS for referral and tracking of individuals as they are referred from LCSA offices and Family Court. One possibility under exploration is a website accessible only via secure login providing a referral mechanism as well as a structure for information and outcome sharing.

*ix. Supportive services to support job retention*

DCSS participants are eligible for supportive services that may include transportation, costs associated with school/ training, interview clothing, and tools of the trade to start employment.

*xv. Retention strategies*

AJCC staff will track attendance and progress for individuals in training programs and provide follow up services to individuals reporting placement to assist participants with retention and career advancement. Services include guidance on soft skills such as employer/co-worker communication, time management, and basic work ethics based on individual needs. Referrals are made to community services as needed.

*xviii. Engaging community-based organizations*

work2future will regularly meet with community-based organizations to understand their programs and explore ways to work together to serve the non-custodial parent population. Organizations will be invited to participate in work2future's orientations to share program information with other CBOs, adult education, and other members and to participate in professional development.

*xix. Referral process and forms to track participants*

work2future is currently working on a process for referral and tracking of individuals as they are referred from the LCSA office and Family Court.

**Department of Rehabilitation (DOR) and other Competitive Integrated Employment Partners (CIE) Partnership:**

*v-vi. DOR / AJCC connections for service coordination and outreach*

work2future and DOR staff have met to develop an initial understanding of services and will continue the dialog to assure a comprehensive provision of services. These conversations around forging formidable partnerships will enable work2future service delivery staff to better understand modalities around serving individuals with intellectual disabilities and developmental disabilities (ID/DD). work2future will continue to collaborate with regional agencies and plans to have a DOR presence at the AJCC and convene monthly meetings between work2future and DOR to discuss service coordination and provide professional development and capacity building.

*iv. AJCC staff training*

DOR staff have agreed to provide their disability and diversity awareness training to work2future staff. work2future will continue to explore other CIE partners within Santa Clara county who can provide linkages to service providers who are serving vocational rehabilitation customers.



work2future and DOR (as well as other agencies) plans to develop a more robust system of referrals and mechanisms for sharing assessments and opportunities for co-enrollment.

work2future will continue to work with DOR staff to consider ways to outreach to employers and others to support opportunities for this target population. DOR and work2future will leverage its resources and assist with internships opportunities for ID/DD customers. This partnership will allow employers to “try out” an individual and assess suitability for a long-term position.

### **English Language Learners, the Foreign Born and Refugee Partners:**

#### *i. Braiding resources and coordinating service delivery*

work2future, South Bay Consortium for Adult Education and ALLIES (Alliance for Language Learners' Integration, Education and Success) will continue to work together to serve this target population. work2future will continue attending the ESL Provider Network - a twice yearly convening of ESL providers in Santa Clara; a unique opportunity for ESL practitioners representing community colleges, adult schools, and community based organizations serving adult English Learners to make connections, learn from each other, share collaboration success stories, get policy updates, and stay connected with serving this target population. Community organizations serving the immigrant population (such as legal and social services providers), public libraries, and local government agencies are welcome and encouraged to attend.

In 2016, ALLIES convened a diverse group of stakeholders to develop an Immigrant Integration Framework. The ambitious Immigrant Integration Framework is an attempt to address the full spectrum of immigrants' needs, assets and goals and offers a new, innovative way to identify and measure the critical factors for successful immigrant integration. The framework shows that the ELL population needs wraparound support services to help in reaching their goals - services that are specific to this target population. Immigrants and English learners need assistance in navigating education, healthcare, and legal challenges. Workplace culture must be addressed for employment success. In addition, staff cultural competency is critical in working with this population so that immigrants and ELLs feel comfortable and included. The Immigrant Integration Framework provides a system for users to enhance their current support for immigrants to help ensure retention as this population progresses into livable wage jobs and careers. work2future plans to be a partner, in order, to help coordinate services for the immigrant and ELL populations.

*ii. Retention in sector pathway programs*

*iii. Local Plan incorporation with plans developed by stakeholders*

The County of Santa Clara receives funding from the Federal Office of Refugee Resettlement and as a condition of that funding is required to have a County Refugee Services Plan. ALLIES connects with refugee service providers through the Refugee/Immigrant Forum, a coalition of providers and resettlement agencies that meets monthly. The group includes a subcommittee that is working on issues related to the skilled immigrant population (degree-holders) and is reaching out to education providers to develop pathways and to interface with CBOs, such as Upwardly Global, specializing in providing services to this target population.

These participants, in partnership with work2future will strengthen their employability through sector pathway programs offered at community colleges, community-based organizations and ETPL training providers. These include educational programs that improve basic skills and provide career pathways programs. The ability of these individuals to participate in Career Pathway programs is conditional on a robust system of supports being in place for them to do so.

Through this partnership, these participants will continue to receive WIOA-Career Services such as career counseling; interview training; job search, placement, and retention services; educational plans; academic monitoring; tutoring; and case management. Participants will also continue to receive supportive services to help reduce their financial barriers to participation, such as reimbursement for transportation, textbooks, and supplies.

Through work2future, participants may access on-line learning tools, such as Metrix, that includes Computer & Data Systems and Software Applications. In addition, participants working with work2future may have access to other sector-based training and career pathway programs through WIOA funding.

## **work2future - Local Plan Modification (Attachments)**

### **A. Department of Social Services (DSS)-CalFresh Employment & Training (E&T) Partnership:**

#### *i-ii. Partnerships*

work2future serves CalFresh participants currently and is working with County staff in Santa Clara counties to expand the reach of our AJCC services throughout our service area to serve additional CalFresh recipients. Such mechanisms may include streaming job seeker workshop content and providing AJCC staff on site.

#### *iii. Size and characteristics of population*

In Santa Clara County, work2future workforce area portion of the county includes approximately 10,000 CalFresh work registrants and about 9,000 Able Bodied Adults Without Dependents. The majority are English speakers, and males and females are about evenly represented. According to the FFY2019 Santa Clara County CalFresh E&T Plan, there will be an estimated 6,101 voluntary E&T participants for the whole of Santa Clara county.

#### *iv. Types of services needed*

The types of services needed include: GED/high school diploma, job search assistance, resume writing, ESL training, and work experience and Career Pathway programs. There is a need for additional short-term vocational training due to funding limitations.

#### *v. Employment barriers*

Barriers facing the CalFresh population include: geographic distance (where many areas are not accessible via public transportation) which may pose a particular challenge for persons with disabilities. Many have insufficient educational background, language barriers, homelessness, mental and physical health issues, substance abuse, criminal record and domestic violence issues.

#### *vi and vii. Current and prospective partners & information sharing*

work2future and SSA- CalFresh E & T, will leverage resources to maintain a consistent delivery of services and will work on identifying data collection methodology with the aim to develop a baseline of service delivery and resource usage. Through this partnership, work2future is committed to providing priority of services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds. In addition, in order to,

leverage funding and provide access to no or low-cost training, work2future staff will continue to work closely with CalFresh staff to refer customers to community resources as appropriate.

## **B. Department of Child Support Services Partnership:**

### *i-ii. Overview of Child Support Program population*

Santa Clara County DCSS has a total caseload of 32,050 cases as of October 31, 2018. Data in the child support system shows approximately 80% of these obligors reside in CA. Of those obligors who reside in CA, approximately 50% reside in Santa Clara County.

### *iii, iv, vi. Barriers and assessment of services needed*

Customers in the child support program often face challenges that make it difficult for them to comply with their child support obligations and to obtain permanent employment. Some of these issues are:

• Unemployment	• Ex-offenders
• Lack of education	• Substance abuse
• Undocumented	• Mental Disabilities
• Homelessness	• Other health disabilities

Other obligors face unexpected job loss or an inability to find employment in their chosen field. Compounding their financial situation are issues surrounding the custody, visitation, and support of their children which may involve court action or other potential automated enforcement, including the suspension of their driver's or professional licenses, bank levies against their accounts, and interception of the unemployment or disability income toward the payment of support. Another barrier is the need for immediate income; however, in many cases the initial employment placement does not match the customer's skills and desired career path.

### *v, vii, viii. Current baseline services and resources to assist with overcoming barriers*

Currently Santa Clara County DCSS does not have a formal screening and referral process. Caseworkers have participated in trainings with local organizations and may refer customers to these agencies. Also, Santa Clara County DCSS maintains a Resource Library, available to caseworkers, with informational flyers from local agencies. Customers may be referred to these agencies or programs which include but are not limited to: a friendly hire list of local employers, Bay Area Workforce Development Boards, City of San Jose Clean Slate Program and Homeless Veterans

Rehabilitation Program,

**C. Department of Rehabilitation (DOR) and Competitive Integrated Employment (CIE) Partnership:**

*i- iii. Partnerships to increase CIE*

work2future is committed to working with DOR and other local partners to increase CIE for ID/DD job seekers. work2future has met with DOR staff from Santa Clara counties to initiate discussions relative to strategies for increasing employment opportunity.

## work2future - Local Plan Modification Stakeholder Engagement and Community Outreach Efforts

The Bay-Peninsula RPU Regional Organizer, Racy Ming, notified the designated CWDB contacts on October 18, 2018 about work2future's two scheduled public listening sessions, which were held as follows:

Wednesday, November 7, 2018 — 5:00 p.m. to 6:00 p.m.  
One-Stop Career Center  
[1601 Foxworthy Avenue](#)  
[San Jose, CA 95118](#)

Thursday, November 29, 2018 — 10:00 a.m. to 11:00 a.m. (combined with NOVA's San Mateo Region)  
JobTrain  
[1200 O'Brien Drive](#)  
[Menlo Park, CA 94025](#)

An email was sent on October 22, 2018 to invite almost 200 required partners in each category and other stakeholders to attend at least one of the meetings to provide input to the local and regional plans. In addition, work2future staff met with representatives from each of the local and regional plan categories, as identified below, to discuss partnership and provide input for the Plan.

<b>Corrections and Workforce Partnerships</b>		
<b>Agency</b>	<b>Names</b>	<b>Meeting Dates</b>
Santa Clara County Office of the Sheriff	Eric Taylor Maria-Rocha Sanchez Sandy Martinez Melanie Jimenez-Perez	9/25/2018 and 1/11/2019
Santa Clara County- Rehabilitation Programs	Patrick Marshall	10/4/2018, 10/9/2018, 10/21/2018, 11/16/2018, 11/29/2018
Santa Clara County Office of Re-Entry Services	Javier Aguerre	11/21/2018
Santa Clara County Probation Dept. Juvenile Institutions Division	Nick Birchard David Putney Steve Sanchez	10/22/2018, 12/4/2018, 1/4/2019
<b>Dept. of Social Services: CalFresh Partnerships</b>		
Santa Clara County-CalFresh	Rafaela Perez Margareta Hodzic	11/15/2018
<b>Dept. of Child Support Services &amp; Workforce System Partnership</b>		
Santa Clara County Dept. of Child Support Services	Ignacio Guerrero Regina Martin	11/29/2018
<b>Dept. of Rehabilitation and Competitive Integrated Employment Partnerships</b>		
CA. Dept. of Rehabilitation (DOR)	Linda Labit Donna Hezel	11/6/2018
<b>English Language Learners, Foreign and Refugees</b>		
ALLIES	Llse Pollet	11/27/2018

## **Regional Plan Modification 2018-19 Bay Peninsula RPU**

### **Introduction and stakeholder and community engagement process**

North Valley Consortium (NOVA), as the current lead for the Bay Peninsula Regional Planning Unit (BPRPU), is submitting this biennial Strategic Local Plan modification, as required under the Workforce Innovation and Opportunity Act (29 US Code 3123). The plan is laid out in accordance with the guidance and requirements outlined in the California Employment Development Department's Workforce Services Directive 18-01: Regional and Local Plans PY 17-21 – Two Year Modifications.

The BPRPU consists of the Workforce Development Boards (WDB) of San Francisco, NOVA, San Jose Silicon Valley Workforce Investment Network (SJSVWIN) and San Benito County, and covers the geographic area of San Francisco, San Mateo, Santa Clara, and San Benito Counties. The four WDBs worked closely together in coordinating their stakeholder engagement process, developing strategies to strengthen the system of reentry and workforce services for formerly incarcerated and other justice-involved individuals, and planning for the successful deployment of Prison to Employment resources.

Extensive and robust community and stakeholder engagement was conducted as part of the development of this regional plan modification. In addition to the partners listed in the "Directory of Planning Partners" and "Interactive Corrections Map," meeting invitations were sent to close to 4,000 additional stakeholders and partners across the region. Listening sessions open to all partners and members of the general public were held in all four counties both during and after business hours to provide the opportunity for input on the topics required for the local and regional plans. Public meeting notices were posted in the AJCC as well as online and on the CWDB website. After hours sessions included the following: OEWD hosted session in San Francisco (10/3/18); NOVA and SJSVWIN hosted session in San Jose (11/7/18); San Benito hosted session in Hollister (11/8/18); General membership meeting of the San Jose Silicon Valley NAACP in Milpitas (12/11/18). In addition, a day session was hosted by NOVA in San Mateo on 11/7/18. Please see the appendix for comments received in each session.

The BPRPU WDBs also held smaller stakeholder sessions with the planning partners who work most closely with justice involved individuals. These planning partners include members of local Community Corrections Partnerships including County Probation Departments; County Sheriffs; Parole Units and California Department of Corrections and Rehabilitation (CDCR) representatives; community-based organizations that serve justice involved individuals both in custody and post release; and core WIOA partners. No state prisons or CALPIA programs are located within the BPRPU.

In addition, WDB staff from across the region participated in a day long planning session hosted by the San Francisco Foundation and the Bay Area Workforce Funders Collaborative, as part of the Project Signal initiative. One focus of the session was workforce services for formerly incarcerated individuals. Funders and service providers had the opportunity to spend the day in discussion with formerly incarcerated individuals and heard from them their perspectives on

system shortfalls and possible solutions. Please see the appendix for a summary of the Project Signal session.

### **Assessment of need and population size**

The region is home to 3.6 million people, with a total labor force of approximately 2.3 million. Based on information provided by corrections partners and available public data, the number of justice-involved individuals falling under local supervision in the region **totals over 34,000 individuals** (please see appendix for numbers by county).

The most recent data available from the CA Department of Finance, CDCR, and the Board of State and Community Corrections (2014) reflects the numbers of state supervised individuals for the four counties within the BPRPU (includes those in prisons, camps, in-state and out-of-state contract beds, and DMH state hospitals) – **for a total of over 13,000 individuals** (please see appendix for numbers by county).

**Thus, the region is home to over 47,000 actively supervised individuals.**

The following is the breakdown of these figures by county: San Francisco (23.5%); San Mateo (18.5%); Santa Clara (55.9%); San Benito (2.0%).

Data from the CDCR’s *2017 Outcome Evaluation Report: An Examination of Offenders Released in 2012-13* (updated June 2018) provides the number of individuals released from state custody as well as their one, two, and three-year re-conviction rates. The three-year re-conviction rate for the region based on fiscal year 2012-13 was 44%, close to the statewide average for the same fiscal year of 46.1%. Another CDCR report, *Offender Data Points: Offender Demographics for the 24-month Period Ending December, 2017*, provides the numbers released in 2016 by county of commitment. Please also see the appendix for these data by county, as well as demographic data on justice involved populations by county.

The WIOA funded workforce system has only been able to serve a tiny fraction of those 47,000 individuals. The below table reflects the number of self-identifying WIOA clients in reentry served by the region in the last two years. Please note that the San Francisco and San Benito “Total Enrolled” and “Exited” figures includes both WIOA and non-WIOA funded clients.

WDB	New WIOA Enrollments	Total Enrolled (rollover and new)	Exited	Employed after Exit (within 4 quarters)	
<b>NOVA</b>					
7/1/16-6/30/17	69	102	80	61	76%
7/1/17-6/30/18	68	88	58	31	53%
<b>San Benito</b>					
7/1/16-6/30/17	10	14	6	6	100%
7/1/17-6/30/18	10	17	5	5	100%
<b>San Francisco</b>					
7/1/16-6/30/17	n/a	n/a	n/a	n/a	n/a



7/1/17-6/30/18	50	162	93	93	100%
<b>Work2future</b>					
7/1/16-6/30/17	150	274	119	86	72%
7/1/17-6/30/18	117	331	107	73	68%

### **Services needed and evidence for why those services are needed**

Californians for Safety and Justice's research report, *Repairing the Road to Redemption in California*, found that 76% of individuals with a criminal conviction have experienced barriers to success, including 46% who have experienced difficulty in finding a job and 35% who have experienced difficulty with obtaining an occupational license. Access to gainful employment is strongly correlated with a reduced likelihood that people re-entering society from the criminal justice system will return to crime. Communities with higher employment rates experience lower crime rates and lower rates of recidivism (*Schmitt, J., & Warner, K. 2010. Ex-Offenders and The Labor Market. Washington: Center for Economic and Policy Research.*) However, employers are less likely to hire a candidate with a conviction history. Studies show that an estimated 72% of U.S. employers use background checks to screen their applicants and many are unwilling to hire applicants with convictions. (*Duane, M., La Vigne, N., Lynch, M., & Reimal, E. (2017). Criminal Background Checks: Impact on Employment and Recidivism (p. v). Urban Institute.*)

Input from stakeholders as well as formerly incarcerated (FI) individuals themselves was consistent with these research findings on barriers for individuals in reentry. Based on research, stakeholder input, and the unique challenges of life in the San Francisco Bay Area, the following list identifies needed supports to ensure success for this population:

**Resources specific to challenges of reentry** – FI individuals often need supportive services in order to be successful in job training and initial employment. Furthermore, information about resources for incarcerated individuals is limited. Resource directories on paper become outdated very quickly and there are few resources to be found online for those who are internet-savvy.

**Job training leading to living wage income and career growth potential** - Many career tracks are out of reach due to criminal records. Low wages make survival in the Bay Area, with its high cost of living, untenable. The situation leads to a return to criminal activity or homelessness. Manual labor may seem like the only career path available, which is difficult for disabled or elderly people in reentry. For those who are incarcerated, pre-release training can provide them with a head start in finding a sustainable career pathway.

**On-the-job training and receptive employers**- FI individuals need the opportunity to prove themselves to employers. Many employers are wary of hiring FI individuals regardless of their actual skills sets. OJT offers best chance to develop a portfolio of accomplishment to help overcome stigma.

**Guidance with continuity** – FI individuals need continuous, trusted relationships with case workers who can help navigate critical systems. Assistance should start at incarceration and continue all the way through to reentry and employment.

**Supportive community** - Without trusted family and friends and other forms of community, FI individuals have trouble with reentry, especially after long sentences. Isolation can lead to

limited opportunities as well as feelings of depression and hopelessness. FI individuals also need to hear success stories so that they know success is possible.

The BPRPU's vision is a system that helps and supports FI individuals obtain careers that give them an opportunity to make a livable wage and advance in their careers through viable career pathway training and education programs. The three overarching goals of the BPRPU are: 1) an integrated and well-coordinated system of service providers resulting in seamless referrals to appropriate services; 2) a holistic menu of supportive services needed to ensure clients' success in job training and placement; 3) a culture of continuous improvement and learning, so that the BPRPU can make adjustments and identify best practices to be shared throughout the region. The three main strategies that will be adopted are: 1) in-custody job training and education whenever possible; 2) a focus on smooth connections between in-custody to post-release services; 3) an emphasis on data sharing and communication to ensure a systemic rather than piecemeal approach. Tactics for actualizing these strategies will be described in further detail in the P2E Implementation Grant application.

### **Regional Alignment of Services**

The BPRPU WDBs are currently working with and have a robust history of working with Probation, Parole, and community-based organizations (CBOs) to provide services to justice-involved individuals, including pre- and post-release. Below is an overview of current efforts and partnerships already underway that serve justice-involved individuals and improve their employment outcomes -many of them coordinated with Probation and Sheriff Departments, both in-custody and post-release.

As part of this regional planning process, the BPRPU developed a Google map of reentry resources. This map helps to address the concern raised by stakeholders about a lack of information regarding resources for FI individuals. Containing several thousand entries across the greater San Francisco Bay Area and beyond, the map incorporates local county reentry guides as well as the information from the state's "Interactive Corrections Map." Searchable by topic, the map is a new resource to staff, partners, and justice involved individuals.  
<https://tinyurl.com/y9bq9w5v>

### **Current Programming**

#### **Reentry Specialized Access Point: America Works (San Francisco)**

San Francisco's Office of Economic and Workforce Development (OEWD) builds partnerships with non-profit, community-based organizations to offer the Specialized Access Point (SAP) program, which provides workforce development services customized to the needs and assets of a special population. OEWD's Reentry SAP is America Works, a national organization established in 1984 and committed to workforce development for justice-involved job seekers. OEWD has contracted with San Francisco America Works since 2017. The Reentry SAP provides services including, but not limited to: counseling and coaching, job readiness training and workshops, interview preparation, referral to expungement and other services, and employment assistance customized to meet the needs of justice-involved job seekers, especially those newly re-entering the workforce. The Reentry SAP delivers services in partnership with the

San Francisco County Adult Probation Department through the Community Assessment and Service Center, where their offices are co-located for coordinated service delivery.

#### Reentry Resource Center (Santa Clara)

The Reentry Resource Center (RRC) offers services to formerly incarcerated Santa Clara County residents, supporting reentry efforts and building a safer community. The programs offered through the RRC include AB109 Intake and Assessment; Alternative Custody Programs; the Parole Program which offers comprehensive service delivery and intensive case management for parole clients; and the Faith-Based Resource Centers. A comprehensive list of services is available which includes substance treatment referrals, expungement, counseling, housing assistance, a medical clinic and healthcare coverage, referrals to mental health services, peer mentoring, a computer literacy lab, and transitional case management. Clients are also referred to broader community services, including education, employment, and vocational training.

#### Five Keys Schools and Programs (San Francisco, Santa Clara)

OEWD's Job Readiness Services (JRS) provider for justice-involved individuals is Five Keys Schools and Programs, established in 2003 and located at multiple sites and jails in San Francisco. OEWD has contracted with Five Keys since 2012. Five Keys offers workforce development, JRS, and barrier remediation services at many of its sites, including basic computer skills and GED classes to currently incarcerated individuals. Additionally, Five Keys acts as an important connector within the larger reentry system, cross-referring clients to wraparound and workforce services, including to the Reentry SAP and OEWD Sector Academies for industry-specific training and employment opportunities. Five Keys is a valuable workforce partner due to its strong relationships with wraparound non-profits and commitment to co-locating services within community-based organizations. The organization works closely with the San Francisco Sheriff's Department and San Francisco County Adult Probation Department.

A Memorandum of Understanding was signed effective July 1, 2018 by the County of Santa Clara, the Five Keys Charter School, the City of San Jose /work2future, and NOVA. This MOU covers the collaboration between the agencies to deliver educational services inside the County Jail and to connect to Workforce Development for a continuation of services post-release with a goal of reduced recidivism. 5 Keys is providing the curriculum and instructors for the educational component. All parties will collaborate to address the viability of other in-demand training that could be provided pre-release and devise a strategy for a seamless transition into marketable skills training and career navigation post-release.

#### JobTrain (San Mateo County)

JobTrain, a non-profit community-based organization and subcontractor for NOVA, has a relationship with the County Sheriff's Department going back more than a decade. One of the first work furlough programs in the state in 2006, the program allowed inmates to leave the jail each day to attend a training program on site at JobTrain. In 2010, JobTrain began delivering Culinary Arts training inside the jail that can continue and be enhanced upon release. In 2012, the new Maple Street Correctional Facility included a complete commercial kitchen in order to expand the number of inmates trained as well as the curriculum. In 2015, Work Readiness, Success Coaching, and Substance Abuse Counseling training were added. Today, they share a

Vocational and Career Navigator with 5 Keys Charter Schools that connects pre- and post-release services.

#### Community Transition Center (San Benito County)

The San Benito County Community Transition Center (CTC) is the embodiment of a strategic partnership forged by state, county, and community-based entities. The San Benito County Probation Department oversees the CTC facility, where individuals released from custody and/or on probation or parole will receive services, referrals, and peer support to assist them to become productive members of the community. The services provided include custodial alternative supervision, probation risk/needs assessment, behavioral health services, cognitive behavior therapy, health care coverage and public benefits assistance, education, employment, vocational training, faith-based collaborative, housing (also known as a “sober living environment,” or SLE), and food assistance.

While justice involved individuals are still in custody, education and in-custody staff provide them with an array of services including adult education, career and technical education, behavioral health, child support and reentry planning. A pre-release transition plan coordination is completed for every inmate. After release, coordination with the Community & Transitional Center takes place where reentry individuals received the necessary services to adequately transition them back to society. With the support of staff and partners, it is the goal that individuals will obtain meaningful long-term employment at a living wage and transition them successfully out of court supervision.

#### Outreach Services: Adult, Young Adult, and Sector Academy Programming

OEWD program managers conduct outreach in jail and prison facilities, including to San Quentin State Prison, Santa Rita County Jail, and several San Francisco County Jails. Outreach efforts include representation at semi-annual, prison-to-employment job fairs with individualized referral to appropriate programming, as well as quarterly orientations on OEWD’s Sector Academy programming. OEWD’s Sector Academies provide industry-specific training and employment opportunities in construction, hospitality, health care, and information and communication technology. Outreach in prisons and jails includes an emphasis on OEWD’s CityBuild Construction Training Academy.

### **Programming Currently in Development**

#### Sector Academy: Construction

OEWD’s CityBuild Construction Academy is in the process of developing a Reentry Construction Training Program in partnership with the San Francisco Sheriff’s Department and will be ready to roll out a pilot in the near future. The pilot will provide currently incarcerated individuals with a tailored transitional job training and placement program inside two San Francisco County jails. This program will serve up to 20 participants in each cycle and will include the opportunity to earn industry-recognized certifications such as OSHA 10, First Aid, CPR, Confined Space, and HAZWOPER. With these skills and certifications, individuals will be eligible for direct access into union apprenticeship programs immediately upon reentry.

#### Sector Academy: Introduction to Culinary

From their Hospitality Sector Academy, OEWD is in the process of creating an Introduction to Culinary pilot program for implementation in jails and prisons. The program will include exploration of career pathways within the food services industry, introductory courses on culinary technique, and delivery of industry-recognized credentials (i.e. ServSafe) to achieve gainful employment upon reentry. OEWD has cultivated strong industry partnerships with the Golden Gate Restaurant Association to support reentry hiring.

#### Sector Career Exploration and Career Pathways Program

OEWD is also developing the Career Exploration and Career Pathways (CECP) pilot program to help incarcerated individuals with career planning. Building on current outreach efforts, CECP is a structured prison-to-employment program offered in prisons and jails to provide an overview of San Francisco's growth sectors and accompanying programming in construction, health care, hospitality, and information and communication technology. Through both classroom instruction and demonstrations from OEWD's employer partners, participants will gain a better understanding of entry-level occupations, industry-recognized training programs, and career pathways for these growth sectors.

#### Services for Incarcerated Youth (work2future)

work2future is partnering with the Santa Clara Probation Department to serve incarcerated youth. Currently County of Santa Clara has two detention facilities for youth ages 15.5-18 years of age. Juvenile Hall has 390 beds and James Ranch Youth Correctional Facility has 96 beds, with both facilities normally at capacity. At Juvenile Hall, youth can participate in career planning and also have access to services including but not limited to substance abuse treatment, anger management, mental health treatment and counseling, and gang intervention refusal skills. work2future is exploring the expansion of services at Juvenile Hall to include vocational training, and to begin offering career planning services at James Ranch Youth Correctional Facility.

#### **Coordination with Partners**

Each of the WDBs in the region plans to continue meeting with their local partners regarding services for justice-involved individuals and the Prison to Employment Initiative. Within the region, the CWDB is not currently funding any Forward Focus, Workforce Accelerator, or High Roads Partnerships projects targeting justice-involved individuals. Given the huge geography covered by the Bay Peninsula RPU, locally driven meetings are the most sensible approach to sustained partner engagement.

OEWD, the San Francisco Sheriff's Office, the San Francisco Adult Probation Department, and the California Department of Corrections San Francisco Office have developed a four-pronged approach to reentry workforce development services involving in-custody training, system referral and coordination, data sharing, and policy recommendations. As a demonstration of commitment to the Prison to Employment Initiative, as well as the reentry requirements of EDD Directive 18-01, these key partners are in the process of negotiating a partnership agreement reflecting shared priorities and continued engagement for service design and delivery.

NOVA and work2future also share an MOU with the Santa Clara County Sheriff and Five Keys Charter School, regarding the coordination of in-custody educational services and job search

assistance post-release. Please see the appendix for this MOU as well as letters of support from the Santa Clara Office of Reentry Services, San Benito Probation Department, San Mateo County CDCR, Santa Clara Adult Probation, Santa Clara Juvenile Probation, Santa Clara Sheriff, and JobTrain.

As part of the new round of regional training funds, the BPRPU will address any staff development needs in order to ensure that staff are well equipped to serve FI individuals. Training topics may include motivational interviewing techniques; enhanced awareness of community resources; and better understanding between Probation, Parole, and workforce system partners on how their respective systems work and how to make effective referrals.

### **Supportive Services and Continuum of Care**

As described earlier, the vast majority of FI individuals face a number of barriers to their success, including substance use, mental health issues, poverty, homelessness and the lack of stable housing, lack of transportation, limited educational attainment and limited work history – in addition to the stigma of their conviction records. The BPRPU is committed to assisting those with the greatest barriers to employment and working with a broad coalition of agencies and partners to ensure that clients are able to access comprehensive wrap around services, some of which are detailed above. Each of the four counties has implemented some steps to ensure a continuum of care from in-custody to post-release. The P2E implementation and supportive services grants will help the region to further strengthen that infrastructure and system of services. Depending on the award amount, the region anticipates that P2E funding will increase the number of individuals able to access vocational training while in custody; the number earning industry recognized certificates; the number accessing apprenticeship programs; the number taking part in job readiness activities; and the number accessing vocational and education programs post-release.

Building off best practices identified by current service providers, key partners will establish linkage from jail-based job centers to post-release job centers, such as the San Francisco Community Assessment Service Center (CASC) and the American Job Center of California (AJCC). By connecting in-custody and post-release service providers to the CASC and the workforce system, the programs that serve re-entering individuals will be able to connect participants to the broader system of workforce services including sector pathways. This will allow clients to build upon the skills and employment gains that they gained while incarcerated or in treatment post-release.

Continuation of care is a key element of system linkage, and includes transition planning in advance of release, establishing client relationships with post-release service providers while in-custody, developing referral systems that allow “warm hand-offs” from in-custody to post-release service providers, ongoing case management and strategic sequencing of delivery of services, and ongoing communication and coordination amongst service providers.

### **Regional Sector Pathways and the Role of Employers**

As described previously, a number of in-custody training programs are currently offered or are under development that would directly link individuals to regional sector pathways and in-demand occupations. Information about priority sectors and occupations will continue to be provided to partners through a number of venues – the regional business services team (developed under the Regional Plan Implementation grant); regional Slingshot efforts; local advisory and steering committees; and labor market analyses and reports.

The regional business services team will be a key component of employer engagement related to the P2E Initiative. Having already worked on common messaging to businesses throughout the region, the group will also be able to strategize ways to inform employers about tax credits, bonding, community resources and the benefits of hiring those in reentry. Business services staff regularly come into contact with the business community through the Employer Advisory Council, Chambers of Commerce, economic development organizations, and human resources professional associations.

The BPRPU currently works with a number of employers who are amenable to coaching and hiring the re-entry population following a successful training period. Partner employers will be engaged to hire program participants who have limited work history. They will continue to provide inclusive job-related skills training while guiding participants from entry level positions to career opportunities with self-sufficient wages and benefits. “Earn and Learn” opportunities include on-the-job training placements with industries and employers driving regional employment, resulting in full-time employment. Staff in each local area have a list of employers that they know are “FI Friendly” – those businesses, however, do not always want to advertise this fact. As such, those lists will remain internal resources only to be shared with staff who work to place job seekers.

### **Data Collection and Outcomes**

All clients benefiting from the P2E Initiative will be enrolled in CalJobs for data collection purposes. In addition to that, the region will explore ways in which to better track client progress and share information with relevant partners. Partners expect that data sharing will shorten clients’ time in workforce development and other services by limiting repetition in service delivery.

For example, the San Francisco Sheriff’s Department will identify a small, jail-based cohort with which to develop business processes for tracking clients at multiple touch points and for sharing client information—with appropriate confidentiality disclosures—among partners. Members of the pilot cohort will be tracked as they move from custody to probation and after referral to the workforce system for services. As clients move through the respective systems, partners will share information about the services accessed and relevant case notes, ultimately identifying the clients’ pathways through various services and the number of agency hand-offs required. Through this data collection, partners can identify whether tracking leads to improved client outcomes, pinpoint areas for system improvement, develop replicable business processes, and establish system efficiencies. The results of this pilot project will be shared for potential best practices throughout the region.

NOVA is currently working with a stakeholder group that is exploring ways to enhance information sharing and referrals between partners. In addition, NOVA is negotiating to join CommunityPro, the platform used by Adult Education Programs for sharing customer information. Any resulting best practices from those efforts will also be shared throughout the region.

### **Multi-Craft Core Curriculum (MC3) Pre-Apprenticeship Partnerships**

NOVA and work2future participate in the Multi-Craft Core Curriculum Construction Trades Introduction and Orientation Projects (TIP and TOP) pre-apprenticeship collaborative initiative, in partnership with the Santa Clara and San Benito Counties Building & Construction Trades Council and the San Mateo County Building & Construction Trades Council, funded in part through Proposition 39. NOVA holds a seat on the board for both projects, provides feedback on program delivery, approach, and placement strategies. In addition, NOVA advises on industry trends and hiring/employment projections in targeted career pathways in the construction industry. NOVA has provided career navigation skills to the TOP participants and has done WIOA eligibility and tracking for TIP participants. work2future's MC3' training in Santa Clara County is conducted by Working Partnerships USA, with Trades-qualified instructors utilizing nationally recognized Multi-Craft Core Curriculum. The partners include: Building Trades Council and industry-operated Joint Apprenticeship Training Center; San Jose Evergreen Community College District. work2future has conducted outreach to eligible participants, ensured that they received skills remediation training and assessments, provided case management, supportive, and retention services, and conducted post data collection and reporting.

San Benito shares an MOU with Monterey County for their Prop 39 Round II Grant, to implement an energy efficiency focused "earn-and-learn" MC3 training and placement program targeted disadvantaged and disconnected job seekers, specifically returning veterans, women, at risk youth ages 18-25. The grant was conducted in partnership with the Monterey/Santa Cruz Counties Building and Construction Trades Council for the provision of the MC3 curriculum. San Benito conducted outreach to eligible participants, ensured that they received skills remediation training and assessments, provided case management, supportive, and retention services, and conducted post testing and data collection and reporting.

San Francisco's City Build Academy provides hands-on training and instruction in the 26 building trades through an 18-week Pre-Apprenticeship training in partnership with City College of San Francisco's Evans Center. Labor partners include the Bay Area Plastering Industry Joint Apprenticeship Training Committee, Carpenters' Training Committee of Northern California, Cement Mason Pre-Apprenticeship Training Program, Ironworkers Apprenticeship Training, and Northern California Laborer's Training Center.

### **Regional Coordination and Alignment Indicators - Self-Assessment**

Please see appendix for the regional self-assessment on the coordination and alignment indicators.



**APPENDIX:**

1. Documentation of stakeholder outreach (attachment)
2. San Francisco Foundation Project Signal report (attachment)
3. Data on population size and need (see below)
4. MOUs and letters of support (attachment)
5. Regional self-assessment on the coordination and alignment indicators (see below)

### #3: Data on population size and need

Local supervision numbers by county

County	Probation	Local Jail	PRCS	Juvenile	TOTAL
San Francisco	5,800	1,255	1,284	576	8,915
San Mateo	4,411	1,008	774	277	6,470
Santa Clara	7,626	3,495	5,982	926	18,029
San Benito	511	124	47	42	724
<b>TOTAL</b>	<b>18,348</b>	<b>5,882</b>	<b>8,087</b>	<b>1,821</b>	<b>34,138</b>

State level supervision numbers by county

County	CDCR population	Sentenced population	Non-sentenced population	Total per County
San Francisco	953	188	1,063	2,204
San Mateo	1,264	346	742	2,352
Santa Clara	4,237	1,251	2,955	8,443
San Benito	121	38	86	245
<b>TOTAL</b>	<b>6,575</b>	<b>1,823</b>	<b>4,846</b>	<b>13,244</b>

Numbers released from state custody and 3-year re-conviction rates, by county

County	2012-13 # released	3-year number returned	3-year conviction rate	2016 releases
San Francisco	300	97	32.3%	335
San Mateo	280	118	42.1%	274
Santa Clara	932	449	48.2%	839
San Benito	38	18	47.4%	248
<b>TOTAL</b>	<b>1,550</b>	<b>682</b>	<b>44.0%</b>	<b>1,476</b>

Current demographic information was not available for all sub populations or for all counties.

The below is the November demographics for individuals on state parole in San Mateo County: Males – 95.7%; Females – 4.3%; under age 30 – 35%; 31-40 years of age – 34%; 41-50 years of age 13%; over age 51 – 18%. In addition, the racial/ethnic make up of this population is 26% White, 19% African American, 39% Latino, and 16% Other.

The following is demographic data for Santa Clara County Probation: Males- 80.2%; Females – 20.8%; Average age for males - 35.9 yrs. Median age for males - 33.8 yrs. Average age for females – 34.5 yrs. Median age for females – 32.5. In addition, the racial/ethnic make-up of the male population is 25.5 % White, 11.9% African American, 51.0 % Latino, 7.0% Asian, 3.7% Other. Female population: 33.1% White, 12.8% African American, 43.5% Latino, 6.7% Asian, 3.9% Other.

The following is demographic data for San Francisco Adult Probation:

Males- 89%; Females – 11%; Age distribution is 18-25 years old 9%, 26-35 years old 23%, 36-45 years old 22%, 46-55 years old 28%, 56-65 years old 13%, 66 and over 4%; Racial/ethnic make-up is White – 49%, African American - 30%, Latino – 12%, Asian – 3%, Other – 5%.

**#5: Regional self-assessment on the coordination and alignment indicators**

	Score
<b>Demand Driven Skills Attainment Indicators</b>	
<b>Indicator A:</b> Region has a team that jointly convenes industry	Learning/ Experimenting
<b>Indicator B:</b> Region has shared sector/occupational focus and shares/pools resources to meet demand in the region	Learning/ Experimenting
<b>Indicator C:</b> Region has a process to communicate industry workforce needs to supply-side partners	Learning/ Experimenting
<b>Indicator D:</b> Region has policies supporting equity and strives to improve job quality	Learning/ Experimenting
<b>Upward Mobility and Equity Indicators</b>	
<b>Indicator E:</b> Region has shared target populations of emphasis	Learning/ Experimenting
<b>Indicator F:</b> Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs	Learning/ Experimenting
<b>Indicator G:</b> Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to developed shared responsibility for providing services and ensuring quality outcomes	No progress at this time
<b>System Alignment Indicators</b>	
<b>Indicator H:</b> Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes	Learning/ Experimenting
<b>Indicator I:</b> Regional decision-making in formalized structures	No progress at this time
<b>Indicator J:</b> Regional organization and evaluation of performance	Learning/ Experimenting

Demand Driven Skills Attainment Indicators: The BPRPU is utilizing its RPI grant to convene a regional business services team and to explore areas of potential collaboration through a Healthcare Taskforce. The BPRPU has also received a new Slingshot grant to advance tech apprenticeships. Through these efforts, there is some joint convening of industry, although not across the entire region. The region has a great deal of overlap between WDB's with regards to sectors and occupations of focus but has not established, nor does it have plans to establish, one regional list.

Upward Mobility and Equity Indicators: The region does share some target populations of emphasis, although this is more determined by WIOA regulations and state initiatives than program focus specific to the region– for example, justice involved individuals for the Prison to Employment Initiative. The region does not share common case management strategies.

System Alignment Indicators: For a variety of logistical reasons, the region has determined that NOVA is the best current fiscal lead for efficiently deploying regional grants and sub contracts.

The region does not have nor does it desire formal regional governance infrastructure. The region does not have a process to jointly evaluate performance, with the exception of tracking regional grant outcomes.

## **IV.B.3**

New Grants

[Action]



## Memorandum

TO: FINANCE & PERFORMANCE COMMITTEE

FROM: Joy Salandanan

SUBJECT: **New Grants**

DATE: February 15, 2019

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Approved

Date

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### **RECOMMENDATION**

Approve a recommendation to the Board to accept the following grant funding:

- \$115,670 for Regional Plan Implementation (RPI); and
- \$16,625 for the Prison to Employment Initiative (P2E).

If this recommendation is approved, it will be forwarded to the Board for its March 21, 2019 meeting.

### **BACKGROUND AND ANALYSIS**

work2future serves the San Jose Silicon Valley Local Workforce Development Area, which, in addition to San Jose, is comprised of the cities of Campbell, Gilroy, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill and Saratoga, and the unincorporated areas of Santa Clara County. work2future provides services to eligible employers and individuals following its State-approved local and regional plans. work2future is a regional partner with NOVA, San Benito County, and San Francisco Workforce Development Boards. Together, they comprise the California Workforce Development Board's (State Board's) Bay-Peninsula Regional Planning Unit (RPU).

work2future funding comes mainly from the United States Department of Labor's Employment and Training Administration through the California Employment Development Department's Workforce Innovation and Opportunity Act (WIOA) formula grants. It is supplemented by additional discretionary grants from both public and private sources. work2future also leverages the services of its community partners.

#### **Regional Plan Implementation (RPI) grant**

The State Board solicited applications from RPUs to support the development and implementation of decision-making structures that will strengthen local board activities and performance at the regional level. In October 2018, the Bay-Peninsula RPU was awarded an initial grant of \$500,000, of which \$86,319 is work2future's share. In January 2019, the RPU received notification of a second grant from the State in the amount of \$170,000, of which work2future's share is \$29,351. Combined, work2future's share of the RPI grant is \$115,670 or approximately 17% of the total grant of \$670,000 for the Bay-Peninsula RPU. The term of the initial grant is from March 1, 2018 through June 30, 2019, and the term of the second grant is from April 1, 2019 through June 30, 2019.

Each Local Workforce Development Board (LWDB) in the RPU will hire a regional business representative, who will be tasked with ensuring that the local system of services and local business are connected to the broader regional workforce systems. The regional business representatives will form the leadership group and will develop a calendar of meetings and communications to strengthen possible collaborations and partnerships. In addition, the leadership group will help ensure that WDB staff and partners have a deeper understanding of services at each partner site, identifying “Subject Matter Experts” within the RPU, sharing methodologies and best practices, and peer networking opportunities.

work2future had initially budgeted and hired a part-time dedicated temporary unclassified position for this purpose. The additional funding from the State Board allowed the position to be made full-time. The staff person has been connecting with other team members from the RPU and has been reaching out to health care industry leaders to identify existing and upcoming workforce needs, research regional resources, and identify opportunities for sector strategy development. Currently, the RPU is determining the best methodology to deliver consistent, high-quality, Medical Assistant (clinical) and Community Health Worker employer-partnered training throughout the region.

The work2future team lead has interviewed staff at Kaiser Northern California, California Institute for Behavioral Health, Roots Community Center, Santa Clara County Behavioral Health, St Louise Hospital, Valley Medical Center (and clinics), and senior living and health services.

The following proposed budget was submitted, and approved by the State Board:

Budget Details	Budget Amount
Staff Salaries/Benefits @ 22% of Salaries 3/1/18 – 6/30/19 * (1 FTE)	\$107,378
Staff Travel	4,603
Operating Expenses (communications, facilities, maintenance, supplies, etc.)	3,689
<b>Total</b>	<b>\$115,670</b>

*\*includes City Indirect Costs of 29.45%*

### **Prison to Employment Initiative (P2E)**

As part of former Governor Jerry Brown’s efforts to improve California’s criminal and juvenile justice systems and reduce recidivism through increased rehabilitation, the State Board, California Department of Corrections and Rehabilitation (CDCR), California Prison Industry Authority, and California Workforce Association (CWA) have finalized a partnership agreement that is included in the amendments to the California WIOA Unified Strategic Workforce Development Plan 2016-2020.

The partnership agreement is intended to strengthen linkages between the workforce and corrections systems to improve the process by which formerly incarcerated and justice-involved individuals reenter society and the labor force. The partnership agreement will develop and initiate policies to govern how LWDBs serve the state’s formerly incarcerated and justice-involved populations.



Through the NOVA Workforce Board (City of Sunnyvale), the RPU was awarded a P2E planning grant in the amount of \$142,500, of which \$16,625 or 12% of the grant, is work2future's share. The grant term is from October 1, 2018 through March 31, 2019.

work2future has partially assigned a temporary unclassified employee to take the leadership role in the initial planning phase to establish relationships with government agencies that serve the incarcerated population. Staff is also looking at existing best-practice programs and models from which work2future can learn. In addition, staff is exploring felon-friendly employers to discuss on-the-job training opportunities and direct-hire placements and is in discussions with community colleges regarding possible Career Pathway programs.

The following proposed budget was submitted, and approved by the State Board:

Budget Details	Budget Amount
Staff Salaries/Benefits @ 22% of Salaries 10/1/18 to 3/31/2019* (0.11 FTE)	\$15,940
Staff Travel	300
Operating Expenses (communications, facilities, maintenance, supplies, etc.)	385
<b>Total</b>	<b>\$16,625</b>

*\*includes City Indirect Costs of 29.45%*

Joy Salandanan  
Finance Manager

cc: Monique Melchor

## **IV.B.4**

# **Preliminary Budget Scenarios For FY2020**

**[Action]**



## Memorandum

**TO:** FINANCE & PERFORMANCE COMMITTEE

**FROM:** Joy Salandanan

**SUBJECT:** See Below

**DATE:** February 15, 2019

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Approved

Date

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**SUBJECT: Preliminary Scenarios for the Workforce Development Board (WDB) Program  
Operating Budget for FY 2019-20**

### **RECOMMENDATION**

Recommend Board approval of the following:

1. Three preliminary Budget Scenarios for Fiscal Year 2019-20, as follows:
  - Proposed FY 2019-20 WDB Program Budget of \$6.322 million (**As IS, same allocation**),
  - Proposed FY 2019-20 WDB Program Budget of \$6.006 million (**base budget, 5% cut from previous allocation**), and
  - Proposed FY 2019-20 WDB Program Budget of \$5.690 million (**10% cut from previous allocation**);

Approval of the proposed budgets above includes re-budgeting of the 15% Board-mandated Reserve carry-over funding from FY 2018-19 of \$948,374; Board-approved Unallocated Contingency Account for Training and Other Services of \$693,789 and the re-budgeting of **projected** additional savings of \$661,122 from the current fiscal year and the setting aside of the 15% Board-mandated reserve account for FY 2020-21, which reduces the funding available for operations for FY 2019-20 across all three budget scenarios.

2. work2future Director's authority to approve the transfer of funds between budget line items, so long as there is no change to the overall amounts for personnel and non-personnel expenses, and if the budget transfer does not increase the Board-approved Operating Budget total.
3. work2future Director's authority to approve the transfer of funds between the Adult and Dislocated Worker programs as needed to accommodate changes in the numbers of clients being served by the two programs.

If approved, this recommendation will be forwarded to the Board for its March 21, 2019 meeting.

The three Budget Scenarios above are based on early *estimates* of WIOA funding allocations to be received. The California Employment Development Department (EDD) normally conveys the Adult, Dislocated Worker, and Youth funding allocations to the 46 local WDBs in April/May of each year. Following notification of the actual allocation from the EDD is received, staff will present a *final* WDB Program Budget to the Finance and Executive Committees for a recommendation to the Board at its June 2019 meeting.

## **BACKGROUND**

In December 2018, work2future staff submitted to the full Board three *Initial* Adult, Dislocated Worker, and Youth Program Budget Scenarios for FY 2019-20. As in previous years, staff developed the scenarios as follows: AS IS or no change in allocation; 5% funding reduction (*base*), and 10% funding reduction compared to the WIOA Adult, Dislocated Worker, and Youth final funding allocation for FY 2018-19.

The following table shows the overall projected deficit in the AS IS, 5% funding reduction and 10% funding reduction scenarios as presented in November 2018:

Proposed Sources	2018-19 Approved Budget	Proposed 2019-20 AS IS	Proposed 2019-20 <i>Base</i>  5% Reduction	Proposed 2019-20  10% Reduction
	A	B	C	D
Formula Allocation	\$6,322,486	\$6,322,486	\$6,006,362	\$5,690,237
<b>Shortfall in Funding compared to 2018-19 (\$)</b>		<b>0</b>	<b>(316,124)</b>	<b>(632,249)</b>
Shortfall in Funding (%)		0%	5%	10%
Proposed Operating Budget	\$7,414,925	\$7,045,148	\$6,808,055	\$6,570,962
<b>Shortfall in Operating Budget compared to 2018-19 (\$)</b>		<b>(369,777)</b>	<b>(606,870)</b>	<b>(843,963)</b>
Shortfall in Operating Budget (%)		5%	8%	11%

As can be seen in the above table, even if the funding shortfall is zero for the AS IS scenario, and \$316,124 and \$632,249 for the 5% and 10% funding reduction budget scenarios, respectively, the impact on the Proposed Operating Budget for FY 2019-2020 is a reduction of approximately \$370,000 to \$840,000. This is not as dramatic a budget shortfall as had to be addressed for the current FY 2018-19, which was between \$1.7 million and \$2.2 million across all three budget scenarios when compared to the FY 2016-17 Adult, Dislocated Worker and Youth program funding allocations.

**ANALYSIS**

The Budget Scenarios submitted to the full Board in December 2018 were based on financial information as of September 30, 2018 and assumed zero savings. However, during the first six months of FY 2018-19, based on the current level of expenditures and current and previous contractual commitments, staff now projects an additional savings of \$661,122 that could help augment the projected funding shortfall for FY 2019-20.

It is important to note that the savings of \$661,122, as shown below, is strictly from the Adult, Dislocated Worker, and Youth programs funding allocations only. The Rapid Response program and other (existing and future) discretionary grants are separate programs, and therefore a separate budget discussion for these programs will be presented to the Board in June 2019 along with the updated program operating budgets for the Adult, Dislocated Worker, and Youth programs.

Ref	Funding Source	Amount
A	Projected/Realized Savings from Personnel Costs	\$157,240
B	Projected/Realized Savings from Non-Personnel Costs	161,447
C	Projected/Realized Savings from Unspent Contracted Services	303,937
D	Equipment Credit for return	38,498
	<b>Total Savings (Realized/Projected)</b>	<b>\$661,122</b>

The projected/realized savings are generated from: *a)* personnel savings of \$157,240 mostly stemming from the City's requirement of having temporary employees separate from the City's employment for at least 30 days every two years, and from delays in filling vacant and temporary positions; *b)* projected/realized savings of \$161,447 from non-personnel costs for website services, security services, maintenance, and telephone line item budgets; *c)* projected/realized savings of \$303,937 from unspent contracted services from the previous and current fiscal years, and *d)* equipment credit of \$38,498 generated from a shipment error from last fiscal year.

The 15% Board-mandated Reserve Account of \$948,373 and the additional savings of \$661,122 have helped restore the full Unallocated Contingency Account for Training and Other Services. It is important to reiterate that the Unallocated Contingency Accounts serve as buffer funds to address any significant needs that were not anticipated during the budget process, and most important, help mitigate funding gaps should the funding allocations continue to decline in the future.

To balance the budget for FY 2019-20, staff also proposes to reduce the WIOA formula funding distribution to service providers by approximately 13% to 27% of current funding levels. work2future will move in a new strategic direction and reshape its outreach, service delivery and success metrics

accordingly. As board and staff navigate through this intensive design phase, work2future is likely to reduce overall client volume over the next year to deal both with the funding reductions and the need to free up sufficient bandwidth to develop new tools, programs and partnerships. The goal will be to transition as smoothly as possible to a more job seeker- and employer-focused, quality-driven operational structure.

Staff have applied for several discretionary grants which, if awarded, would help backfill cuts in WIOA services level and mitigate shortfall in federal funding level. Examples of the discretionary grants being pursued:

a) **Prison to Employment (P2E)**: Approximately \$1.5 million to serve 150 justice-involved individuals through job training that provides a foundation for attaining living-wage income and career growth potential. Funds include supportive services while in training and, importantly, during initial periods of employment, and case management services to help participants navigate critical support and employment systems.

b) **AB 1111 (Removing Barriers to Employment)**: Approximately \$500,000 to help provide individuals with barriers to employment services they need to enter, participate in, and complete broader workforce preparation, occupational training, and education programs aligned with labor market needs.

c) **Workforce Accelerator Fund 7.0**: Approximately \$150,000 to develop and implement a decentralized and scalable health care workforce work-based and technology-assisted training program that can take place simultaneously at multiple employer locations distributed across a large area. The initial focus would be on one or two occupations that can serve as entry points to significant career pathways in health care.

Initiatives such as the ones above would be undertaken with multiple partners, including employers, training providers, support service providers and, in some cases, technology providers, government agencies and other local workforce boards.

work2future is also pursuing several smaller discretionary grants. It is anticipated that any funding shortfall from the WIOA formula grants (Adult, Dislocated Worker, and Youth programs) will be more than offset by these new grants, large and small, and operationally, would complement and support the new operational structure.

It is important to emphasize that in all budget scenarios, a 15% carry-over (c/o) to FY 2020-21 is maintained.

The following table shows the budget impact of the reduced funding across the three budget scenarios after additional savings have been factored in. It has to be noted that despite the operating

budget shortfall of 5%, 8% and 11% across the three budget scenarios, the funding distribution to service providers is only reduced by 2%, 4% and 5%, when compared to FY 2018-19 service level.

<b>Proposed Uses</b>	<b>2018-2019 Approved Budget</b>	<b>Proposed Budget 2019-20  AS IS</b>	<b>Proposed Budget 2019-20  <i>Base</i>  5% Funding Reduction</b>	<b>Proposed Budget 2019-20  10% Funding Reduction</b>
Personnel Costs	\$2,056,942	2,118,651	2,118,651	2,118,651
Non-Personnel Costs	508,128	508,128	508,128	508,128
Adult Client-Related Services	1,141,626	1,095,950	1,073,058	1,010,855
Youth Client-Related Services	601,533	515,193	496,583	477,974
Other Client-Related Services (ITRAIN/ADA)	35,000	35,000	35,000	35,000
Unallocated Contingency Account-Training	405,759	405,759	405,759	405,759
Unallocated Contingency Account-Others	288,030	288,030	288,030	288,030
Distribution to Service Providers	2,377,907	2,078,438	1,882,846	1,726,566
<b>Total Proposed Budget</b>	<b>\$7,414,925</b>	<b>\$7,045,149</b>	<b>6,808,055</b>	<b>6,570,963</b>
<b>% of Direct Distribution to Service Providers to Total</b>	<b>32%</b>	<b>30%</b>	<b>28%</b>	<b>27%</b>

#### **BUDGET IMPACT (*Base Budget: 5% Funding Reduction*)**

The following table shows the significant budget actions that were taken to balance the budget. For comparison, staff is using the 5% funding reduction budget scenario as illustration:

## FINANCE &amp; PERFORMANCE CMTE

Date: 02/15/2019

Subject: Prelim Budget Scenarios for FY 2019-20

Page 6 of 8

<b>Proposed Uses</b>	<b>2018-19 Approved Budget</b>	<b>Proposed 2019-20 Budget 5% Funding Reduction</b>	<b>Change in \$</b>	<b>Change in %</b>
Personnel Costs	\$2,056,942	\$2,118,651	\$61,709	3%
Non-Personnel Costs (Rent, Utilities, Supplies, Travel, Professional Services, Copier Lease, Security, etc.)	508,128	508,128	0	0%
<b>Adult Client Services</b>				
Workshops	425,000	425,000	0	0%
Training	556,626	488,058	(\$68,568)	-12%
Supportive Services	100,000	100,000	0	0
Other Services (Online Training)	60,000	60,000	0	0
<b>Total Adult Client Services</b>	<b>1,141,626</b>	<b>1,073,058</b>	<b>(\$68,568)</b>	<b>-12%</b>
<b>Youth Client Services</b>				
Training	30,000	30,000	0	0%
Work Experience	458,533	353,583	(104,950)	-23%
Sup Services/Stipends/Incentives	113,000	113,000	0	0%
<b>Total Youth Client Services</b>	<b>601,533</b>	<b>496,583</b>	<b>(104,950)</b>	<b>-23%</b>
Other Services (ITRAIN/ADA)	35,000	35,000	0	0%
Unallocated Contingency Account-Trng	405,759	405,759	0	0%
Unallocated Contingency Account-Oth	288,030	288,030	0	0%
Distribution to Service Providers	2,377,907	1,882,846	(\$495,061)	-21%
<b>Proposed Operating Budget</b>	<b>\$7,414,925</b>	<b>\$6,808,055</b>	<b>(\$606,870)</b>	<b>-8%</b>

The proposed budget actions are summarized below:

- **Personnel Costs** (Increase of \$61,709) — (Please note that the City has not provided notification of COLA provision as of this writing). Staff uses the City's FY 2018-19 Labor Distribution Report as its basis to compute for the labor costs for FY 2019-20. However, it is



important to note the labor costs computation in FY 2018-19 involves non-pensionable increases that may have a significant impact on the calculation for labor costs for FY 2019-20. Adjustment to this budget line item is anticipated during the final budget proposal.

- **Adult Client Services** (Decrease of \$68,568) — the decrease in funding is a direct result of the decrease in the Adult and Dislocated Worker program funding allocation. The amount allotted for training for FY 2019-20 for \$488,058 represents 20% of the total Adult and Dislocated Worker program allocation. As in previous years, the additional 10% is proposed to be leveraged from other funding sources. Please note that Adult workshop services, supportive services, and on-line training services line items are the same amounts as in FY 2018-19.
- **Youth Client Services** (Decrease of \$104,950) — the decrease is a direct result of the reduction in the Youth program funding. The amount budgeted for Work Experience for \$353,583 represents 20% of the Youth Program allocation, in compliance with the WIOA requirement. Please note that there is no change in the budgeted amount for training and supportive services/incentives/stipends compared to FY 2018-19. In addition, the budget for training can be used for work experience activities.
- **Distribution to Service Providers** (Decrease of \$495,061) — With a changing economy, and the expectation of a future decline in WIOA formula funds, work2future is committed to undertaking a new strategic direction and the reshaping of its outreach, service delivery and success metrics that will achieve positive outcomes for both employers and job seekers in this high-cost region.

The reduction targets and the associated budget actions contained in this report are designed to accomplish the following:

- Address the projected funding shortfall through cost savings and elimination of one-time service costs that are not ongoing operational needs, with the goal of avoiding major service reductions or significant impact to employees, while helping to ensure the fiscal stability of work2future programs;
- Provide flexibility in the budget development process to allocate resources to the highest priority needs;
- Continue to structure client service delivery models, operations, and staffing to effectively deliver services, and
- Pursue other discretionary grants and leveraged other resources through collaboration and partnerships with other community organizations and educational institutions.

As in previous years, in order to ensure that there is sufficient operational flexibility to respond to changing conditions, it is recommended that the Board allow staff to transfer funds between budget line items, so long as there is no change to the overall amounts for personnel and non-personnel, and if the requested budget transfer is still within the Board-approved Operating Budget.

Similarly, as in previous years, it is also recommended that the Board allow for the transfer of funds between the Adult and Dislocated Worker programs as needed to accommodate changes in the numbers of clients being served by the two programs without having to return to the Board for approval.

Staff remains cognizant of the need to balance the significant workload associated with the redesign and testing of a new strategic direction while ensuring that the Workforce Board continues to meet its federal performance targets and, likewise, continues to place a majority of its job-seeker clients in high-value career pathways.

/s/

Joy Salandanan  
Finance Manager

cc: Kim Walesh  
Jeff Ruster  
Monique Melchor

/js

## **IV.B.5**

# WIOA Performance and Service Delivery Outcomes Update

[Discussion]

## WIOA PERFORMANCE AND OUTCOMES

Official WIOA reporting is still not available in CalJOBS, the State reporting system. We have been instructed by the State Performance Reporting Analysis Unit (PRAU) to use “predictive reports” to determine our current status of performance.

- 2<sup>nd</sup> quarter Performance is on track with our expectations.
- Employment in 2<sup>nd</sup> and 4<sup>th</sup> quarters is still above the goals we have set locally.
- Median earnings for Adult and Dislocated Worker programs are also above the goals we have set locally.
- Median Earnings for Youth are still being collected as baselines for future performance measurement.
- Measurable Skills Gain across all programs is still being collected as baselines for future performance measurement.
- Attainment of a Degree or Credential for Youth is above our local goal. However, for Adult and Dislocated Worker, staff remain in discussions with the state to resolve a definition of "credential" that all local boards can use and will defer calculating the A/DW indicator until there is resolution.

### Client Outcomes

YOUTH CLIENT OUTCOMES 18-19  
1<sup>st</sup> & 2<sup>nd</sup> QUARTER  
Unemployed, 0, 0%

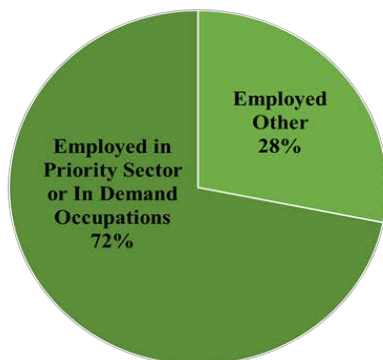


Chart does not include 18 exits still in follow-up

Total Participants: 89

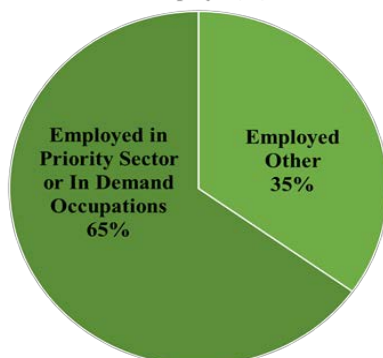
51	72%	Employed in Priority Sector/In demand Occupation
20	28%	Employed Other
0	0%	Unemployed – Exited follow-up services complete
18	N/A	Exited participants currently in follow-up*

\*Follow up Participants are not included in Pie Chart

\*Requires Additional Assistance - A youth meeting one or more of the following:

- No employment within the last 6 months
- Has a record of not being able to hold employment due to being fired, or quitting two or more jobs in the last six months
- Has a history of substance abuse
- Having one or more parents currently incarcerated
- Is a veteran

AD/DW CLIENT OUTCOMES 18-19  
1<sup>st</sup> & 2<sup>nd</sup> QUARTER  
Unemployed, 0, 0%



Charts does not include 174 exits still in follow-up

Total Participants: 326

99	65%	Employed in Priority Sector/ In demand Occupation
53	35%	Employed Other
0	0%	Unemployed – Exited follow-up services complete
174	N/A	Exited participants currently in follow-up*

\*Follow up Participants are not included in Pie Chart

work2future  
WIOA Performance Outcomes Report 2nd Quarter  
(Run date: 01-17-19)

**PY 2018 2nd Quarter**

Performance Measures	WIOA Perf. Goals	Actual	Success Rate
<b>ADULT</b>			
Entered Employment Rate 2nd Qtr	55.0%	66.1%	120.2%
Entered Employment Rate 4th Qtr	54.0%	61.3%	113.6%
Median Earnings	\$5,650.00	\$6,700.00	118.6%
Attainment of a Degree or Certificate	53.0%	TBD	TBD
Measurable Skills Gain	Baseline	8.8%	Baseline
<b>DISLOCATED WORKERS</b>			
Entered Employment Rate 2nd Qtr	60.0%	63.7%	106.2%
Entered Employment Rate 4th Qtr	62.0%	64.5%	104.1%
Median Earnings	\$8,600.00	\$9,927.00	115.4%
Attainment of a Degree or Certificate	57.0%	TBD	TBD
Measurable Skills Gain	Baseline	0.0%	Baseline
<b>YOUTH</b>			
Placement in Employment or Education 2nd Qtr	60.0%	72.7%	121.2%
Entered Employment Rate 4th Qtr	62.0%	68.2%	110.0%
Median Earnings	Baseline	\$4,170.00	Baseline
Attainment of a Degree or Certificate	53.0%	63.6%	120.1%
Measurable Skills Gain	Baseline	0.0%	Baseline
<b>Overall Performance - Local Target (100%)</b>	<b>Exceeded 9/11</b>		
<b>Overall Performance - State Target (90%)</b>	<b>Exceeded 9/11</b>		

## **IV.B.6**

Upcoming Initiatives

[Discussion]

## UPCOMING WORKFORCE DEVELOPMENT INITIATIVES

work2future is engaged in the following new workforce development initiatives:

**Prison to Employment:** Planning grant to the Bay-Peninsula Regional Planning Unit (RPU) from the California Workforce Development Board (State Board) to develop local implementation of a statewide partnership between the State Board, the California Department of Corrections and Rehabilitation, the California Prison Industry Authority, and the California Workforce Association to reduce recidivism by improving workforce development services and opportunities for the formerly incarcerated and justice-involved populations. \$16,625 is allocated to work2future to support planning efforts. The RPU submitted an application on February 15, 2019 for approximately \$4 million for implementation, direct services, supportive services and earn-and-learn activities. The application includes a proposed allocation of approximately \$1.5 million to work2future.

**Slingshot 2.0:** Planning grant for the development of a regional network to promote and facilitate Information & Communication Technology apprenticeships. San Francisco Office of Economic and Workforce Development is the program lead. \$14,400 is allocated to work2future.

The following initiatives are pending:

**Workforce Accelerator Fund 7.0:** A \$150,000 grant application has been submitted to the State Board seeking support for a Health Care Sector Initiative. work2future seeks to develop and implement a decentralized and scalable health care workforce training and work-experience program in collaboration with the San Benito County Workforce Board, Jewish Vocational Services of San Francisco [training provider], Syminar [technology partner], and local health care employers, including Valley Medical Center and Clinics, and several Federally Qualified Health Centers.

**AB1111 Removing Barriers to Employment Initiative:** Planning to apply for a grant of up to \$500,000. The initiative is aimed at providing individuals with barriers to employment the services they need to enter, participate in, and complete broader workforce preparation, training, and education programs aligned with regional labor market needs. Those who complete these programs should have the skills and competencies necessary to successfully enter the labor market, retain employment, and earn wages that lead to self-sufficiency, and eventually, economic security.

**SB1 High Road Construction Careers Initiative:** Awaiting release of the Request for Applications by the State Board. Although details are still forthcoming, staff expects that this will be a key opportunity for foundational support to sustain for several years the pre-apprenticeship programs, including the Trades Orientation Program, previously supported by the Prop 39 Clean Energy Jobs Creation Act grant.

###

**V.**

Public Comment

**VI.**

Suggested Future Agenda Items



## **VII.**

### **Announcements**

#### **VII.A**

The next meeting of the work2future Board is scheduled for Thursday, March 21, 2019, 11:30 a.m., at the San Jose America's Job Center of California, 1601 Foxworthy Ave., San Jose.

#### **VII.B**

### **Other**

## **VIII.**

### **Adjournment**