

# Local Plan 2021-24

1. *Silicon Valley Workforce Investment Network (SVWIN) – work2future*
2. *Please submit comments to Sangeeta Durrall, [sangeeta.durrall@sanjoseca.gov](mailto:sangeeta.durrall@sanjoseca.gov)*
3. *Public Comment Period Ends on March 16<sup>th</sup>, 2021*

## **EXECUTIVE SUMMARY**

Silicon Valley Workforce Investment Network, branded as work2future<sup>SM</sup>, is submitting this Local Plan, 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 WSD20-05: “Regional and Local Planning Guidance for PY 21-24.”

work2future’s service delivery area includes the cities of Campbell, Gilroy, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, San José, and Saratoga, and unincorporated communities in Santa Clara County and is the authorized entity under the Workforce Innovation and Opportunity Act of 2015 (WIOA) to provide employment and training services to job seekers and employers in the Local Area. It is housed in the City of San José’s Office of Economic Development (OED) and administers the local WIOA Title I Programs and America’s Job Centers of California (AJCCs).

The Local Plan will demonstrate operational alignment with the strategic objectives of the Bay Peninsula Regional Planning Unit (BPRPU), Regional Plan.<sup>1</sup>

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

The Local Plan will demonstrate in the sections outlined below, how work2future will drive coordination with local partners, highlight key service-delivery strategies, how service delivery is integrated at the local level, how resources are braided, and how support is provided to participants through the local workforce system.

### **A) WIOA Core and Required Partner Coordination**

### **B) State Strategic Partner Coordination**

### **C) WIOA Title I Coordination**

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<sup>1</sup> BPRPU Regional Plan; The BPRPU consists of the Workforce Development Boards (WDB) of San Francisco, NOVA-Works, and work2future.

The development of the Local Plan included robust stakeholders and community engagement meetings where all partners participated in the planning process to ensure a client-centered approach to addressing the barriers facing our participants.<sup>2</sup>

Additionally, the Local Plan will drive its services to address the poverty gaps facing our underserved populations and will take into consideration the impacts of the pandemic across different dimensions, including employment, labor force participation, and evidence to the emerging understanding that people of color, working in the service industry, have been the most negatively affected.

Given this context, work2future will continue to provide services to the underserved populations across all programs and continually look to remedy, especially technology gaps facing our participants. work2future will continue to serve “hard-to-serve” individuals, meaning these individuals have one or more of the following barriers: recipients of public assistance, low-income individuals, individuals who are basic-skills deficient or lacking needed educational credentials, older individuals, long-term unemployed, and/or individuals with English language fluency challenges or other barriers to being fully competitive in the employment market. Many of the individuals served faced multiple challenges to employment success. The BPRPU report indicates that 36.8% of the population in the region is foreign born and 19.7% speak English less than “very well.”<sup>3</sup>

work2future’s participant demographics demonstrate the following: over 98% of youth are low-income and approximately 85% are youth of color, and 85% of adult clients are low-income or basic skills deficient and approximately 75% are minorities.

To better reach our vulnerable communities, impacted by years of systemic inequities, work2future is also in the process of exploring setting up career center/s to meet residents where they’re at – East San Jose.

East San Jose has also been the hardest hit by the pandemic. “The map below shows just how hard East San Jose and South County<sup>4</sup> have been ravaged by the pandemic.” “East San Jose and Gilroy residents continue to face the highest risk transmission, and these communities also face barriers to vaccine access,” said Rocio Luna, deputy director for the county’s public health department. “We know that technology and transportation challenges are obstacles to accessing vaccine.”<sup>5</sup>

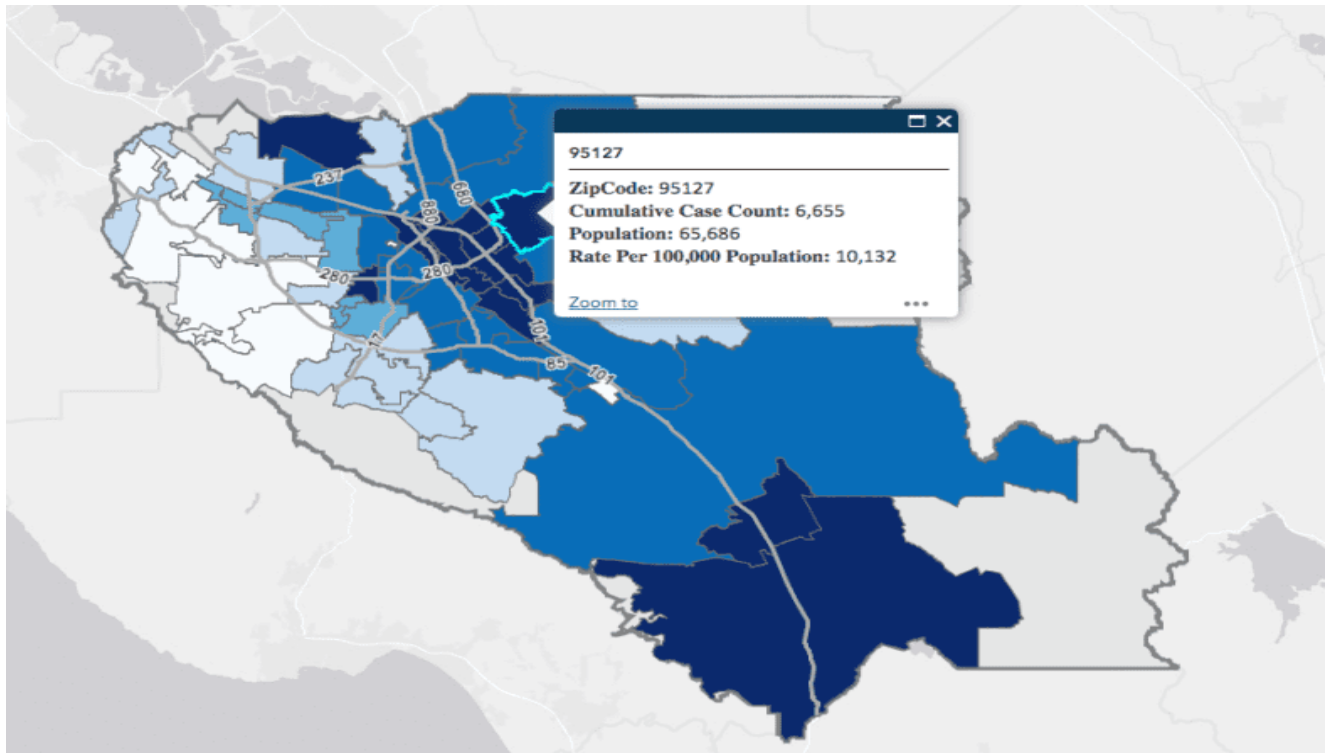
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<sup>2</sup> Stakeholder and Community Engagement Summary (see attached)

<sup>3</sup> BPRPU- Regional Plan

<sup>4</sup> Work2future is collocated with the County Social Services Agency in South County- Gilroy

<sup>5</sup> <https://sanjosespotlight.com/new-covid-19-vaccine-clinics-coming-to-east-san-jose-and-gilroy/>



\*A new county dashboard shows that zip code 95127, in East San Jose, has a cumulative case count of 6,655, out of the area's total 65,686 residents. Each ZIP code is colored in varying shades of blue. Areas with higher rates of cases show up darker than areas with lower case rates.

### work2future Highlights ~

Over the last fiscal year, work2future services assisted a total of 2,466 youth, adults, and dislocated workers in securing employment. This included 1,466 individuals served through the WIOA-funded Youth, and Adult and Dislocated Worker programs. For Fiscal Year (FY) 2018-19 WIOA clients, aggregated annual wages totaled \$98 million.

San Jose Works (SJ Works), funded by the City of San Jose – General Funds just completed its sixth cohort. Most of the referrals come from community-based organizations, such as The-HUB, Santa Clara County's youth-led community resource center for current and former foster, Independent Living Program, and Probation. The program, since its inception has served more than 3000 youth participants with a placement and retention rate of 93% and 90% respectively.

Rapid Response Services (for laid off workers) – Immediately following the shelter-in-place order work2future staff began receiving Worker Adjustment and Retraining Notification notices (WARN). WARNs offer protection to workers, their families, and communities by requiring employers to provide notice 60 days in advance of covered plant closings and covered mass layoffs. Since the onset of COVID-19 SIP order, work2future has responded to over 150 WARN and other layoff notices impacting approximately 20,000 workers.

For the program years 2016-19 work2future has met or exceeded *all* its required State Performance Measures and Outcomes as illustrated in the chart below.

For program year 2019-20 the State has added ‘Measurable Skills Gain’, to further report out on milestones achieved by participants while in training. work2future is in the process of collecting this performance data. However, outside of this measurement, work2future has met and/or exceeded 11 out of 15 overall performance targets.

WIOA PROGRAM YEAR	2016 - 2017			2017 - 2018			2018 - 2019		
Performance	Actual	Required	Success Rate	Actual	Required	Success Rate	Actual	Required	Success Rate
<b>ADULT</b>									
Entered Employment Rate	56%	52%	108%	62%	58%	107%	65%	55%	118.2%
Employment Retention	83%	79%	105%	63%	55%	114%	62%	54%	115.6%
Average Earnings	\$18,324	\$14,200	129%	\$7,522	\$5,550	136%	\$7,715	\$5,650	136.5%
<b>DISLOCATED WORKERS</b>									
Entered Employment Rate	67%	59%	114%	64%	64%	101%	64%	60%	107.3%
Employment Retention	88%	83%	106%	68%	62%	109%	69%	62%	110.8%
Average Earnings	\$24,341	\$20,100	121%	\$10,578	\$8,425	126%	\$11,459	\$8,600	133.2%
<b>YOUTH</b>									
Placement Employment or Education	60%	60%	100%	64%	62%	103%	73%	60%	121.3%
Attainment of Degree or Certificate	70%	64%	109%	81%	52%	156%	74%	53%	139.1%
Literacy Numeracy	62%	64%	97%	N/A *	N/A *	N/A *	N/A *	N/A *	N/A *
Program years 15-16 & 16 -17 State Performance is met at 80%   Program Years 17-18 & 18-19 State Performance is met at 90%									
* PY 16-17 was the final year in which Literacy Numeracy was tracked for WIOA Youth Participants.									
<b>WIOA Program Year 3rd Quarter</b>							<b>2019-2020</b>		
Performance							Actual	Required	Success Rate
<b>Adult</b>									
Entered Employment Rate 2Q							63.4%	56.0%	113.2%
Entered Employment Rate 4Q							61.5%	55.0%	111.8%
Median Earnings							\$8,692	\$5,800	149.9%
Attainment of Degree or Certificate*							29.2%	54.0%	54.1%
<b>Dislocated Workers</b>									
Entered Employment Rate 2Q							65.8%	62.0%	106.1%
Entered Employment Rate 4Q							64.4%	64.0%	100.6%
Median Earnings							\$11,700	\$8,800	133.0%
Attainment of Degree or Certificate*							30.8%	58.0%	53.1%
<b>Youth</b>									
Entered Employment Rate 2Q							82.0%	61.0%	134.4%
Entered Employment Rate 4Q							71.9%	63.0%	114.1%
Attainment of Degree or Certificate*							90.0%	54.0%	166.7%
*The State is revising the definition of the degree/certificate standard. Based on a preview, it is apparent that work2future has been using a conservative definition that has led to lower results than are likely to be the case with the pending definition.									

## Economic Impact of the Pandemic<sup>6</sup>

Although the employment rebound is strongest in Silicon Valley, service sector workers continue to be deeply affected.<sup>7</sup> A study done by work2future<sup>8</sup> found that the largest declines in job postings are in lower-paid, medium-sized occupational groups, and that occupations with lower educational requirements as well as occupations more vulnerable to automation are at higher risk of COVID-19-related unemployment. The research also showed that young and Latinx workers are disproportionately in occupations with high risk of COVID-19-related unemployment. Santa Clara County – which saw 533,000 unemployment insurance claims, respectively, since the beginning of the pandemic and represents 51% of Santa Clara’s labor force. Thus, although the unemployment rates reflect the fact that many of the region’s white-collar workers remain employed and able to work remotely, the situation is far more dire for lower wage workers who are the primary customers of the regional workforce system.

A study by the Bay Area Council found that since October 2019, the Bay Area labor force has fallen by more than 56,000 people. In addition, COVID-19 has had a regressive impact on female labor force participation, as women are over-represented in some of the most impacted occupations, and many mothers have been forced to leave their jobs because of children at home due to school closures. Similar to the other studies and as illustrated in the chart below, their research showed that the lowest wage industries in the Bay Area have experienced the deepest and most sustained job loss (especially Accommodation and Food Services and Retail Trade).<sup>9</sup>

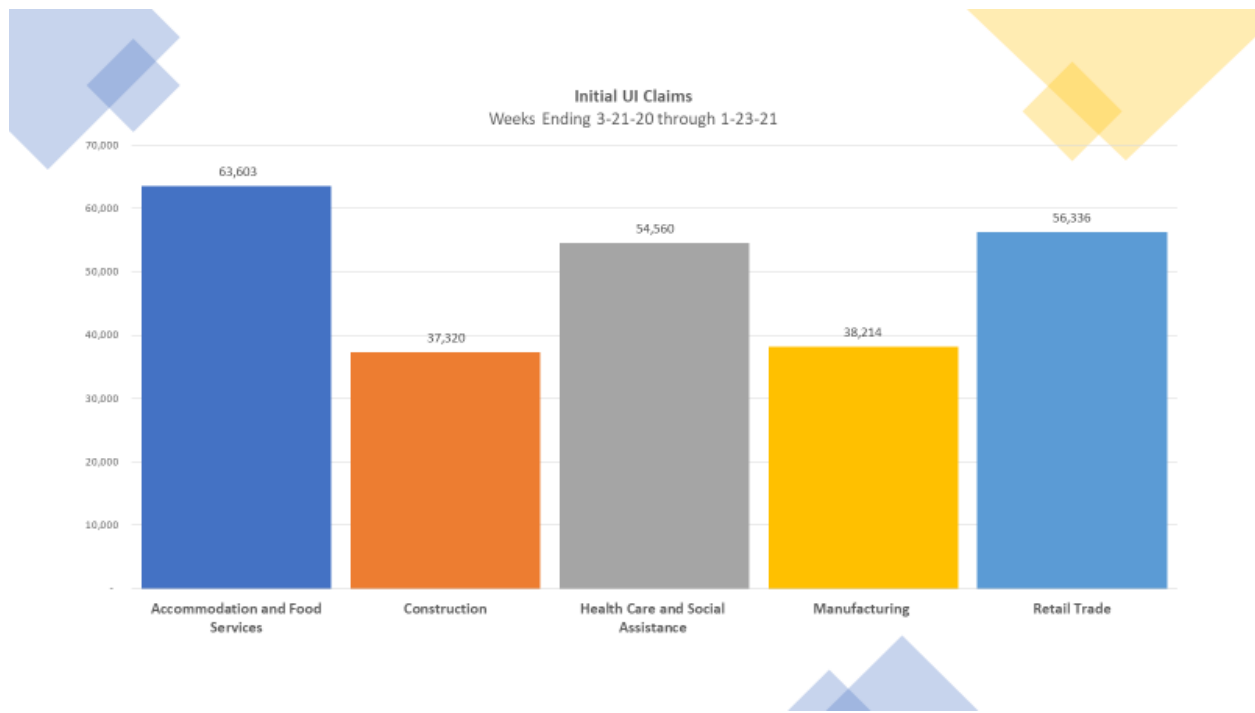
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<sup>6</sup> BPRPU Regional Plan

<sup>7</sup> <https://abc7news.com/economy-coronavirus-california-unemployment/6440214/>

<sup>8</sup> Automation, Artificial Intelligence, and the Future of Work in Silicon Valley

<sup>9</sup> <http://www.bayareaeconomy.org/report/economic-profile-2020-the-impact-of-covid-19-on-the-regional-labor-force/>



Source: work2future Business Services Committee

Given this context, services are based on what is known at this time, but the job market remains unpredictable and prone to significant changes, as the long-term effects of the pandemic play out.

### Prioritizing Race Equity in the Pandemic Recovery

The rapid shift to virtual services caused by the pandemic has laid bare the barriers to digital inclusion faced by many jobseekers. Even as work2future has converted many of its programs almost overnight into virtual services (detailed in the following sections), many are still struggling or unable to access these services. The pandemic has also heightened the challenges for individuals who did not have strong digital literacy skills pre-pandemic.<sup>10</sup>

work2future's Local Plan will drive its services to the underserved populations across all programs and continually look to remedy technology gaps facing our participants. work2future will report on the racial and ethnic characteristics of its *priority populations* (e.g., veterans, low income, low levels of literacy, English language learner, long-term unemployed) as well as report on all participants served with detailed barriers to employment. Along with that, work2future will provide a performance outcomes report serving participants with the most need. work2future will continue to focus on career pathways training that will help its participants with educational and economic barriers build skills over time to achieve economic resilience and self-sufficiency. work2future will take a long-term approach to serving individuals with limited basic skills and other barriers to employment.

<sup>10</sup> (Further resources on digital inclusion issues are available through the [National Digital Inclusion Alliance](#) and the [Digital US coalition](#), of which NSC is a member.)

To help address these inequities many local and regional efforts are underway, such as the Bridge to Recovery Program<sup>11</sup> (B2R), a community-wide initiative coordinated and led by Catholic Charities of Santa Clara County to re-envision an integrated and holistic interagency approach to providing a social safety net and workforce development for the region's most vulnerable and traditionally underserved communities. work2future Director sits on the steering committee of this initiative to help foster economic recovery, resilience and seamless access to services for residents of Santa Clara County.

Silicon Valley Recovery Roundtable (SVRR)<sup>12</sup>, a region-wide initiative started by the Mayor of San Jose convened to define the most pressing challenges facing our community and identify a set of practical and ambitious solutions targeted at local, regional, and state governments and non-governmental stakeholders in the corporate and philanthropic arenas. The Roundtable included 59 leaders from across 11 sectors. Collectively, the team partnered with community members and subject matter experts to assist with Silicon Valley's recovery from COVID-19, while working on solutions to Silicon Valley's biggest problems.<sup>13</sup>

## **A. WIOA CORE AND REQUIRED PARTNER COORDINATION**

- *How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - WIOA Memorandums of Understanding.*
- *How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - Strategic Co-Enrollment – Unified Plan Partners.*
- *How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.*
- *How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services*
- *How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - Nondiscrimination and Equal Opportunity Procedures.*

This section operationalizes work2future's ultimate vision for its core and required partners to work together and coordinate as a unified system, strategically assessing needs and aligning them with service strategies to meet the needs of its participants and employers. It determines the nature, scope, and depth of each partner based on work2future's needs and priorities.

As outlined in WSD18-12- WIOA Memorandum of Understanding ("MOU") has been developed and executed between the CITY OF SAN JOSE through the San Jose Silicon Valley

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<sup>11</sup> Santa Clara County Covid-19 Bridge to Recovery Program

<sup>12</sup> Building a Better Normal: Silicon Valley Recovery Roundtable, August 2020

Workforce Development Board ("SJSVWDB") branded as work2future and the America's Job Center of California ("AJCC") Partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of this MOU is to establish a cooperative working relationship between work2future and the AJCC Partners, and to define their respective roles and responsibilities in achieving the local and regional policy objectives. The MOU serves to establish the framework for shared customers, shared services and shared costs. It addresses providing services to employers, employees, job seekers and others needing workforce services and establishes a cost sharing allocation methodology to share the infrastructure costs of the AJCCs, and creates a budget outlining other system costs relating to the operation of the local One- Stop delivery system and a description of what specific costs are included in each line item.

This MOU may also reflect any additional requirements, consistent with WIOA and the governing laws and regulations of the participating partners, as determined appropriate to the partners. This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, effective from July 1, 2019 through June 30, 2022, subject to the provisions of Article 23, "Termination," of this MOU. work2future and its AJCC partners in accordance with WIOA laws and regulations and as agreed upon in this MOU will provide co-located services as appropriate to shared customers, as summarized in the MOU, under: "AJCC System Partners, Services, and Referral Processes."

The comprehensive AJCC is located at 1601 Foxworthy Avenue, San Jose CA 95118. This center offers a full array of services listed in WIOA section 134(c)2 commonly referred to as Basic and Individualized Career Services. Additionally, the Comprehensive AJCC houses either co-located partner services, real-time access to partner services or cross-trained staff access to partner services.

The system also includes two recognized Affiliate AJCCs in North San Jose Job Center, 1901 Zanker Road, San Jose, CA 95134, Gilroy Job Center 379 Tomkins Ct., Gilroy, CA 95020. Though these AJCCs may not meet all the requirements to be considered comprehensive by WIOA definition they do offer a nearly complete list of Career and Training services as well as access to partner services. The workforce services system wouldn't be complete without the region's access points. These access points include partner locations outside of the Comprehensive and Affiliate AJCC designations. Examples include Community Colleges, County Health and Human Service Agencies, Adult School locations, Department of Rehabilitation site offices, Partner Community Based Organizations, County Probation, libraries and others.



The following chart provides a visual representation of all the AJCC partners.

Partner	Local Partner Agency Name(s)
Local Workforce Development Board	work2future
WIOA Title I Adult, Dislocated Worker & Youth Providers	Equus IRC Goodwill of Silicon Valley
Adult Education and Literacy	Campbell Unified High School District Metropolitan Education District East Side Union High School District Morgan Hill High School District
Wagner-Peyser Act Employment Services, Unemployment Insurance, labor market information, State Jobs for Veterans Program, Trade Adjustment Assistance, and Rapid Response	California Employment Development Department
Rehabilitation	California Department of Rehabilitation
Job Corps	San José Job Corps
Migrant Seasonal Farmworker Program	Center for Employment and Training
Community Services Block Grant	Center for Employment and Training
Postsecondary Career and Technical Education	Foothill De Anza Community College District San José Evergreen Community College District
Temporary Assistance for Needy Families	Santa Clara County Social Services Agency
Library District	Santa Clara County Library District
Senior Community Services Employment Program	Sourcewise Community Resource Solutions

work2future and its AJCC partners as identified in their MOU - will coordinate services and resources and will include the following:

- Coordinate workforce training services with the provision of appropriate supportive services
- Coordinate services and referrals with representatives of Unified Plan Partners
- Coordinate across partners to provide peer support, basic skills, mentorship, mental health & wellbeing, housing, transportation, food, family reunification, financial literacy, substance abuse treatment, and other supportive and direct services
- Ability to outreach, recruit, and develop new employer connections for work-based learning, training, and successful employment outcomes.

work2future will continue to create a cross-functional system with its AJCC partners that helps and support its priority populations obtain careers that give them an opportunity to make a livable wage and advance in their careers through viable career pathway training programs.

- an integrated and well-coordinated system of service providers resulting in seamless referrals to appropriate services utilizing a shared co-enrollment and a case management system;

- a holistic, culturally-relevant menu of services needed to ensure participants' success in job training and placement;
- a culture of continuous improvement and learning, so that work2future can make adjustments and identify best practices to be shared throughout the region, data sharing needs/barriers, and any policy barriers.

work2future and its AJCC partners will continue to provide service integration to promote co-enrollment and common case management as a service delivery strategy. These will include enhancing the use of AJCCs in identifying service gaps and bottlenecks in the referral process, clarifying case management responsibilities of each partner, establishing a common co-enrollment mechanism and increasing cross-partner training.

Several ideas were generated during the stakeholder and community engagement meetings, including strengthening connections to organized labor (for pre-apprenticeship and apprenticeship programs), and increased outreach to areas most impacted by the pandemic. work2future staff continues to meet with core partners to gather input to ascertain where services are strongest and weakest within work2future service delivery area and where partner program services may be co-funded or braided through co-enrollment and where additional services may be needed.

Although the Unified Partners have a history of working together, a few issues are worth noting. First, while the Santa Clara County region is home to many community-based organizations serving various target (priority) populations, they are for the most part working in silos and are not as well-coordinated in their service delivery system. Second, the extremely high cost of living in the Bay Area is a barrier both for participants as well as for service providers, which have difficulty affording rent and offering competitive wages to staff.

work2future is currently undertaking steps with its core partners to further reduce duplication, integrate services, and braid resources based on eligibility for co-enrollment with other partners. These steps towards increased integration will also help us move toward our long-term goal of increasing access points for services in the area. work2future will focus its resources on individuals who are most likely to require intensive services in order to meet their employment objectives. This includes individuals with limited English proficiency, long-term unemployed, ex-offenders, displaced homemakers, people with disabilities, older workers, homeless individuals, foster youth, and individuals with limited educational attainment and work histories. The MOU with the Santa Clara County Social Services Agency, EDD and Other Core Partners also gives priority to Veterans and their spouses, recipients of public assistance, low-income individuals, and individuals who are basic-skills deficient.

Furthermore, partners will facilitate information sharing to evaluate the evolving service needs of the region's target population on an ongoing basis is the most sensible approach to sustained all-partner engagement. Unified Plan Partners will ensure that service-delivery staff are well informed about priority sectors and in demand occupations and will ensure coordination with existing career pathway efforts. Partners will be expected to share best practices and lessons learned with regards to programs and services that serve the region's target populations.

To set the framework for creating a strong, sustainable partnership, all the Unified Plan Partners will invest time in developing trust, creating buy-in, and ensuring that each organization is a valued member with equal voice in a robust workforce system with interrelated impacts such as:

- Persistence in Programs - All partners seek to keep their participants engaged in their program and provide the best opportunities for their success. In theory, if participants are referred to services they need, they should be able to increase their persistence in programs.
- Program Success - By providing impactful support services through the partner network and achieving higher rates of program persistence, we believe that participants will have greater program success and thus become better integrated into their communities.
- Program Evaluation and Outcomes - All participants will be co-enrolled for data collection outcome purposes, to better track participant progress and share information with all partners.
- Co-case management will play a key role and will help the progress of the participant who will look to their case manager(s) for overall guidance. Case managers will have the competency to serve a diverse target population and demonstrate an understanding and respect for people of all cultures, ethnic, religious, academic, and socio-economic backgrounds. Using a human-centered case management model, case manager(s) will help the participants develop an Individual Employment Plan (IEP) which will encompass the following key features:
  - Goal-Oriented: Clear, concrete, and measurable goals to help monitor progress and will work with partners to address barriers, needs and issues.
  - Job Readiness Workshops and Digital Literacy Workshops
  - Career Pathways in partnerships with Training Providers, Community Colleges: Multiple entry and exit points that accommodate participants entering at differing skill levels that are aligned with priority sectors, industry-recognized credential and stackable credentials

work2future's one-stop operator (Operator) has facilitated value added, collaborative partner meetings compelling the partners toward the seven policy strategies identified in the state plan. The Operator will assume a leadership role in the quarterly partner meetings while identifying work assignments that should occur between the quarterly meetings. The Operator will play an integral role in how work2future oversees the systems alignment and integration efforts. Furthermore, the Operator will assist the board in providing oversight to the local service providers while monitoring the partners' commitments as identified in the MOUs and will:

- In conjunction with Workforce Board oversight and designated administrative staff, the Operator will coordinate the implementation of negotiated Memorandums of Understanding (MOUs) and Cost Sharing Agreements (CSA) with all mandated partners.
- The convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners and will act as a liaison between the workforce board and the system partners

Coordination and collaboration will occur through a series of regular partner meetings. These meetings will include the Career Service providers as well as the required WIOA partners and

other important system stakeholders, sharing a common vision and mission for the system. These meetings will provide an opportunity for partners providing direct services receive up to date labor market information in addition to discussions on maximizing the efficiency of the local system by eliminating duplication, leveraging program funding and improving referrals and meeting state goals. Furthermore, joint staff development will occur including topics such as the use of the CalJOBS system and various partner program offerings.

#### WIOA Title II - Adult Education and Literacy Partners:

work2future and adult education providers in the county are working closely to develop an outline of how a co-enrollment process will work. The outline will include: geographic focus areas served; how adult education provides instruction that supports the sector strategies of the region; the partner activities that prepare individuals for careers; co-enrollment processes; and evidence of a service strategy between adult education partners and AJCCs that promotes integrated services through multiple sites and access points in the county, including online services. By working together in these and other ways, adult education programs and other WIOA partners will create a more efficient and effective education and workforce development system with improved outcomes that meet employers' needs for educational attainment. work2future currently has additional plans to meet with adult education partners to review and align plans to ensure compliance with the intent of Title II.

Adult Education (AE) partners provides basic skills upgrades and works with individuals to help meet their educational and career goals. Classes are provided to enhance future employment opportunities and personal growth through Adult Basic Education (ABE), High School Equivalency test preparation for those who have not completed high school, and English for Speakers of Other Languages (ESOL). For those who did not finish high school, there are free classes at the adult education centers to prepare for the High School Equivalency Test. Instructors will help individuals prepare for continuing their education or improve their career possibilities. Individuals needing Adult Education services will be referred to the appropriate local center contact person. AE refers participants to various agencies based on intake interviews and as requests are made or barriers to success present themselves.

#### WIOA Title III - Wagner-Peyser:

The Workforce Innovation and Opportunity Act (WIOA) Titles I and III programs provide job search assistance, access to education, and training for job seekers. These programs also provide services to employers, such as incumbent worker training and layoff aversion. The staff funded by these programs are co-located within AJCs and typically coordinate efforts onsite and are currently concentrated in the North San José Job Center (a standalone office administered by EDD) and 2.5 FTE staff from EDD are co-located at our Morgan Hill AJCC and continue to provide the following programs:

- Trade Adjustment Assistance Act: work2future is co-located with the California Employment Development Department Workforce Services at the North San José center to offer TAA participants with WIOA services. work2future staff currently co-enroll all TAA participants into

the WIOA program where potential participants are fully notified of services available to supplement their TAA training.

- Unemployment Compensation: Unemployment (UI) programs in the work2future area include the state's Personalized Job Search Assistance program, Trade Adjustment Assistance (TAA) program, Reemployment Services and Eligibility Assessment (RESEA), Youth Employment Opportunity Program; and Veterans program. State Rapid Response teams, in coordination with work2future's Rapid Response teams, provide services to employers and workers in mass layoff situations and conduct UI claim filing activities, when needed. Rapid Response staff serve as a key point of contact for businesses and are also used to educate potential participants for the WIOA program.

### Carl Perkins Career Technical Education

work2future will continue to develop robust partnerships with community colleges and adult education partners (Carl Perkins partners) to promote sector-based, career pathways and earn-and-learn training models. work2future will continue to work with Bay Area Community College Consortium partners to identify Perkins-funded activities that support entry and advancement into career pathways. Over the last few years the Bay-Peninsula RPU as identified in the Regional Plan have collaborated on key initiatives and have built on these efforts to begin our regional sector pathways initiatives, starting with conversations about how we can collaborate to share data and analytics to enhance cross-system data capacity. We aim to streamline and reduce duplication of services across work2future partners as we promote mobility into middle-skill jobs and develop training programs that focus on integrating services and braiding resources.

### Job Corps

work2future is leading a consortium of community colleges, high schools, adult education programs, and Job Corps and college financial aid counseling agencies to enhance opportunities for San Jose Works (SJ Works) and other WIOA youth to continue their postsecondary education. work2future will be working closely with career-technical education (CTE) high school academies in such areas as manufacturing, health care, construction, business management, and pre-engineering to connect SJ Works youth to internships in these CTE areas as developed by work2future, Silicon Valley Organization and City's Parks & Recs Dept. and other community partners.

### Migrant Seasonal Farmworkers

The Center for Employment and Training (CET), a non-profit economic and community development corporation, is our migrant and seasonal farmworker (MSFW) partner and administers Community Service Block grants. Since its founding in 1967, CET has served migrant and seasonal farm workers. Over time, CET's focus has expanded to other hard-to-serve populations as well. CET provides MSFW outreach, intake, orientation; assessment and IEP; financial literacy; occupational training; wrap-around supportive services and emergency supportive services. work2future works closely with CET and has established a referral system to ensure access that migrant and seasonal farmworkers have access to AJCC services. In addition, we work closely in our South County service area with EDD's MSFW Outreach Program that

provides services to the agricultural community statewide. The program specifically targets agricultural employers and workers classified as migrant, seasonal, or migrant food-processing workers as defined by federal law. Through this program, EDD provides a full range of employment services to farmworkers who do not have access to services through the normal intake process within the AJCC system.

### Second Chance

In developing the Prison to Employment program work2future conducted extensive and robust community engagement and met with Second Chance and other partners who work most closely with justice involved individuals. These planning partners included members of local Community Corrections Partnerships including County Probation Departments, County Sheriffs, County Office of Re-entry Center, Parole Units and California Department of Corrections and Rehabilitation (CDCR) representatives; community-based organizations that serve justice involved individuals. work2future, with Goodwill of Silicon Valley as it's service provider, worked together in developing and planning for the deployment of P2E- Construction Training Program. The program has served 65 participants with a completion and placement rate at 85% and 80% respectively.

Integrated in the curriculum is a robust Job Readiness Training, which includes the following:

- Career Services: job training workshops, resume writing and interviewing skills classes, and computer classes
- Mental Health Services: address criminogenic factors
- Supportive Services: transportation and other needs-related payments
- Earn & Learn: combining the construction training with paid work experience
- Case Management Services: assist participants with any issues/concerns/barriers and help address these for successful completion and placement.

In developing this program work2future conducted extensive and robust community engagement and met with partners who work most closely with justice involved individuals. These planning partners included members of local Community Corrections Partnerships including County Probation Departments, County Sheriffs, County Office of Re-entry Center, 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.

Since Santa Clara County's COVID-19 Shelter in place order was issued, classes are held outside. For the job search component of the program, many participants were unable to function in a fully virtual format due to inadequate access to technology. To help address this barrier a job search curriculum drop-off mechanism was implemented to ensure program completion.

### Veteran's Services

Veterans receive priority of service and the following services may be offered, per the Jobs for Veterans Grant: Registration for conducting employment services; Public access to

computer stations; labor exchange using the State CalJOBS system; veteran services navigator intake/assessment; initial employability assessment; referral to intensive services and/or appropriate training opportunities, if eligible under program criteria; career counseling regarding employment and potential barriers to employment; assessment of veterans' needs and making referrals to agencies and programs which may meet those needs; veterans still on active duty status may receive information and guidance to assist in their re-entry to civilian employment; job referrals and job development.

### Senior Community Service Employment Program (SCSEP)

The SCSEP will provide eligibility determination for work experience, medical exams, paid for through funding from the Senior Service America, Inc. Work experience will consist of twenty (20) hours per week of paid wages at public or private non-profit work sites from twelve months to forty-eight months. The SCSEP will provide some work experience with employers who commit to permanently employ individuals after training. Employability skills training and placement assistance will be provided through the program, and SCSEP participants are given preference when appropriate AJCC job openings become available. Referrals to the SCSEP will be solicited from other agencies, and Public Service Announcements through various local media. Pre-applications will be taken by phone. Vacant slots are filled by taking the next in line applicant and through developing the appropriate host agency worksite. Individuals who apply for the SCSEP will be referred to AJCC partners for training services, labor market information, adult education, transportation, public housing, and any other service available through the local community. Brochures promoting SCSEP services will be made available to other local agency offices to assist in recruitment. In absence of an SCSEP representative, information will be made available to applicants to allow for pre-application by phone and possible enrollment.

### Additional AJCC System Services Referral Methods

All Partners encompassed in the San Jose Silicon Valley Workforce Development Board (SJSVWDB) America's Job Center of California (AJCC) System acknowledges the requirement for referrals and possible co-enrollment of clients between partnering agencies. They recognize referrals may be indicated at any point or stage of service during a client's use of the AJCC System and have therefore agreed to the following processes to ensure referrals are made promptly and clearly between partner agencies and agree to maintain and modify these processes and any related forms as necessary.

Agency and Program Informational Reference: Each party to this agreement will provide to SJSVWDB a summary of one-stop services provided by their agency as it pertains to the workforce System. This will be provided in a summary outline, in a format to be agreed to by Partners, bullet-pointing each service followed by a brief description of the service. Any eligibility requirements to a specific program or service are to also be provided in the reference to assist Partner staff in making correct referrals based on need and an understanding of basic eligibility. These program descriptions will be compiled by SJSVWDB into a desk reference for the staff of the AJCC and Partners. Through the initial



orientation, customers will also be informed about the Partner agencies and services that are available.

**Staff Cross-Training between Partner Agencies:** Staff Involved in direct client services from each agency will be provided the aforementioned desk reference and cross trained in the programs and services as outlined therein. They will further be trained with the foremost indicators of need that would trigger a referral and when and how to make a referral to the indicated agency or service.

**Notice of New Program Opportunities, Services, or Events:** Partners of the AJCC System agree to share information about new services, workshops, activities or events between one another in a timely manner as they may relate to the System mission and/or benefit of System clients. Such announcements can be forwarded to the Senior Office Assistant at the AJCC as a single point of contact. AJCC staff will post flyers and handouts as appropriate; and will forward information via mass email to partner staff and/or place on the AJCC website as requested.

work2future and its partners will continue to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment in part by stressing the following workforce priorities:

- Preparing skilled workers for employment in competitive and emergent regional sectors
- Participating in the development of regional coordination through active participation in the RPU.
- Systems alignment through co-enrollment and braided funding models

#### Use of Technology to Provide Workforce Services:

Effective March 17, 2020 due to the shelter in place (SIP) order issued by the County Public Health Officer, the City of San José essential employees began to perform their work remotely. Shortly thereafter work2future began to provide services remotely to continue to provide services to job seekers and businesses impacted by COVID-19 and dedicated its home page to COVID-19 resources for job seekers, businesses, and non-profits. Traffic to the COVID-19 focused home page's saw over 4,000 unique views in April of 2020. work2future, its partners and contractors moved to a fully online service delivery system, which included:

- Orientation/Enrollments – The newly revamped work2future website: [www.work2future.org](http://www.work2future.org) was quickly transformed into a portal for services. Interested participants can now attend a virtual orientation and proceed to virtual enrollment in the same week.
- Job Readiness Workshops were transferred to a Zoom platform where clients could sign up and attend remotely
- Maintaining client contact via telephone, text messaging, and email – Career Advisors have continued to contact clients remotely to offer counseling services or other services as requested.



- On the Job Training – OJT. Training Team staff reached out to On the Job training providers to ensure that clients would be able to access OJT experiences through job opportunities that are able to be accessed remotely.
- Online occupational skills training – Clients are obtaining occupational skills training from vendors that have State approval to provide online classes.
- Virtual Job Fairs – A virtual job fair using videoconferencing technology was held on April 29, 2020 with approximately 40 employers and over 500 participants, due to the overwhelming response an additional virtual job fair is tentatively scheduled for some time in June.
- work2future website with local employment opportunities & other resources, including newsletters – The updated work2future website has been utilized to inform participants as well as residents of San José and its surrounding areas of vital services since the SIP order and is monitored frequently for updated information. Current employers featured on this website include Amazon, Wells Fargo, Click Diagnostics, and USPS.
- Rapid Response Services – Immediately following the SIP work2future staff began receiving Worker Adjustment and Retraining Notification notices (WARN). WARNs offer protection to workers, their families, and communities by requiring employers to provide notice 60 days in advance of covered plant closings and covered mass layoffs. work2future then deploys its Rapid Response team as an early intervention service that assists both employers and employees. Since the onset of COVID-19 SIP order, work2future has responded to over 150 WARN and other layoff notices impacting approximately 20,000 workers.

The change in the service delivery represented a significant body of work and required certain temporary approvals from the state. work2future anticipates offering a hybrid model for on-line and or in person services with a seamless user experience and a focus on new participant onboarding and enrollment. work2future's website with improved functionality and ease of use allows staff to update the site to communicate program information and provide WIOA services. We have paired our website with Acuity, Web Forms, and Zoom to build a robust interactive site which we have used to:

- reach individuals in remote areas who would not have had access to expert advice and guidance for filing Unemployment Insurance claims.
- connecting job seekers in remote areas to local employers hiring immediately at virtual hiring events.
- host several specialized recruitments with employers with interviews.

Acuity Scheduling provides self-booking of inquiry calls to our enrollment and business services teams, registration for orientation, and completion of intake questions and document uploads ahead of scheduled enrollment/eligibility review appointments. We have expanded the usage over the year to provide an Acuity Calendar to all Career Counselors/Case Managers and Business Services team so we can broaden the offerings of appointment types available for self-booking by clients, employee-partners, and prospective clients in the coming months. Acuity's automated confirmation, reminders, and follow-up messages are fully customizable and allows us to provide our participants with WIOA career services.

work2future Youth Program staff are working with participants via phone and Zoom calls, email, and Facebook and using various online and virtual options for education and training. WIOA youth funds can be used for purchasing supplies or equipment, such as laptops, tablets, or Internet hotspots, to assist in providing virtual services, such as eLearning, phone calls and virtual meetings.

work2future will also use some of CARES funds to provide remote employment and training services to people who were laid-off due to COVID-19, self-employed individuals who are unemployed as a result of COVID-19, and long-term unemployed individuals. Using these funds, work2future will be able to coordinate more effective remote service delivery to dislocated workers and businesses. work2future continue to provide the following career services to its participants in the adult and the dislocated worker programs.

### Intake, Assessment, and Referral Processes

Currently, each work2future partner operates its own intake, assessment, and functional referral processes. Based on the outcome of a Human-Centered Designed participant survey, work2future is committed to engaging with partners to streamline and simplify these processes across partners in the coming years. The goal is to make progress towards maximizing coordination of intake to make it easier on participants—particularly those with barriers to navigating the services effectively. work2future anticipates this will be a multistage process. Over the next two years, we will strive to get additional work2future partners, including CBOs, to adopt the possibility of setting a common referral system (i.e., “no wrong door”) with local partners that is linked with the regional efforts to standardize these processes within the RPU.

### Supportive Services:

work2future’s supportive services policy ensures resource and service coordination and addresses procedures for referral to such services, including how such services will be funded when they are not otherwise available from partners or other sources. Supportive services are necessary to enable an individual to successfully participate in activities authorized under WIOA sec. 134(c)(2) and (3) (adults and dislocated workers) and sec. 129(c)(2) (youth), and defined in WIOA sec. 3(59). The WIOA Final Rules discuss supportive services at 20 CFR 680.900-970 and 681.570.

Supportive Services provide participants of WIOA activities with key assistance beyond career and training services necessary to achieve success. Supportive services, like assistance with transportation, allow participants to successfully engage with WIOA career and training activities such as Registered Apprenticeships or classroom training that are vital to entering or re-entering the workforce.

work2future’s Supportive services include, but are not limited, to the following: → Linkages to community services; → Assistance with transportation; → Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses, protective eye gear and other essential safety equipment; → Assistance with educational testing→ Assistance with books, fees, school supplies, and other necessary items for students enrolled in

postsecondary education classes; and → Payments and fees for employment and training related applications, tests, and certifications. Additionally, work2future’s supportive services also includes one-time-needs-related payments, such as → Assistance with housing; → Assistance with child care and dependent; → Reasonable accommodations for individuals with disabilities; → Legal aid services; → Referrals to health care.

work2future is in the process of exploring authorization to work documents, which is not only critical for individuals to participate in workforce and training programs, but to fully integrate into society and the local economy. Often vulnerable populations who are legally authorized to work in the United States such as the homeless, ex-offenders, and transient youth lack physical copies of authorization to work documents due to their circumstances. [Local Areas are strongly encouraged to enroll such individuals and use supportive services to help the individual obtain authorization to work documents. Supportive services such as legal aid are available to participants enrolled in Basic Career, Individualized Career, or Training services. For participants enrolled in Training services, supportive services may include needs related payments to help cover the cost of obtaining or renewing authorization to work documents. If a Local Area chooses to provide such support, the Local Area must include it in their local policy. (Title 20 CFR Sections 680.900 and 680.910)]

Currently, 8% percent of work2future’s overall participants—14% of our youth participants—have some type of disability. All local AJCCs have been certified as Americans with Disabilities Act of 1990 (ADA) compliant, and each center has specialized parking spaces, access ramps, computer stations, and adaptive technology equipment to serve individuals with disabilities.<sup>14</sup> AJCC Staff are also well-versed in the use of adaptive technology and utilize assistive technology devices to serve persons with disabilities and make every effort to serve individuals with disabilities so that we can increase programmatic accessibility of facilities. It is the policy of work2future to provide printed materials in alternate and accessible formats upon request. work2future policy also states that AJCC staff and partners must consider the needs of the individual when determining what alternate format or auxiliary aid or service to provide.<sup>15</sup> With advance notification from the participant, AJCC will arrange, free of charge, for on-site American Sign Language interpreters for appointments, AJCC-sponsored events, and workshops.

Partners have agreed to ensure that all policies and procedures at physical AJCC service delivery access points continue to be in compliance with the ADA. Additionally, AJCC partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 C.F.R. Part 37, and all other regulations implementing the afore-mentioned laws. To ensure physical and programmatic accessibility, all partners are required to complete a yearly questionnaire outlining how their facilities and service delivery mechanisms meet ADA standards.

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<sup>14</sup> A California State Architect conducted an Employment Development Department co-location ADA assessment in January 2017 and noted six deficiencies that the work2future board is currently working to address.

<sup>15</sup> These accessible formats can include an email or CD containing the document in plain text, word processing format, HTML, or special formats that can be accessed with screen reader software.

## B. STATE STRATEGIC PARTNER COORDINATION

- *How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh E&T services.*
- *How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.*
- *How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.*
- *How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees.*

This section of the Local Plan addresses how work2future continues to establish partnerships with its strategic partners as described in the Local Plan PY17-21-Two Year Modification.

work2future and its AJCC partners will continue to coordinate services and resources, which include: orientation and eligibility determination for workforce programs and services; access to computers for job search assessments, resume development resources, labor market information (LMI); career exploration, training options, one-on-one career advisement, job search and placement; work-readiness workshops on resume writing, interviewing, and training options/pathways; referrals to support services in the community; assistance with applying for reemployment assistance and unemployment benefits; and other basic and individualized career, training, and supportive services. For individuals with limited English proficiency, the services are provided by competent Spanish/Vietnamese-English bilingual staff and by agencies and partners that have appropriate linguistic and cultural competencies.

### County Department of Social Services (DSS)- CalFresh E&T Partnership:

work2future will continue to provide recipients of CalFresh E&T programs gain education and training that will lead to better employment and a path to economic self-sufficiency. A robust partnership has resulted in the use the One-Stop Career Center as an on-ramp to connect these participants 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 partner 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.

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 and help strengthen their employability through sector pathway programs offered at community colleges, community-based organizations and ETPL training providers.

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

Referrals to work2future from DCSS and other Child-Support Agencies are continuing to help participants in training programs by offering career services and supportive services to foster sustained participation. In an effort to strengthen these partnerships work2future plans to regularly meet with these agencies to explore ways to work together to serve the non-custodial parent population. These agencies will continue to be invited to our partner meetings and work2future program orientations to better understand WIOA services and share program information with other CBOs serving this target population. work2future plans to work on a process with DCSS for referral and tracking of individuals as they are referred from LCSA offices and Family Court.

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. These organizations continue to participate in work2future's program orientations to share program information with other CBOs, adult education, and other members and to participate in professional development

work2future is currently in the process of building relationships with CBOs-such as, Building Peaceful Families, to recommend a structured workforce plan to help these participants engage in employment activities: (1) visit a local one stop to (2) attend a WIOA orientation (3) initiate enrollment into WIOA programs, with an emphasis on short-term certificated Career Technical Education (CTE) courses at the Adult Schools, Community Colleges or SNAP E&T programs, if qualified, and (4) initiate work search activities at AJCC sites.

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

work2future and DOR staff continue to meet in our monthly partnership meetings to 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 discuss service coordination and provide professional development and capacity building

#### English Language Learners, Immigrants and Refugee Integration Partners:

Immigrants make up one-third of the California workforce, and many face barriers to employment due to lack of English Language skills. For Santa Clara County region, Immigration Data available indicates that 36.8% of county residents were born in a foreign country, 50.8% speak a language other than English in the home and county-wide 22% "speak English less than

very well.” Twenty-two percent of the adult population (1,426,323) is 313,791 adult English Learners, many of whom are parents who struggle to help their children with their homework, and some have difficulty navigating the workforce systems because of language barriers.

work2future and South Bay Consortium for Adult Education and ALLIES (Alliance for Language Learners' Integration, Education and Success) and International Rescue Committee continue to work together to serve these target populations. 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.

work2future plans to develop an English Language Learner Alliance which will serve the English language learner, immigrant, refugee/asylum individuals in collaboration with the following Unified Plan Partners: San Jose Silicon Valley Workforce Investment Network (work2future: Title I services), South Bay Consortium of Adult Education (SBCAE: Title II services), which includes two Community College Districts (San Jose/Evergreen and West Valley/Mission) and five Adult Schools (Campbell, East Side, Milpitas, Santa Clara and Silicon Valley: Metro-Ed) and Santa Clara County Social Services (Social Services: Title III services). Partnerships with existing CBOs that have a proven track-record of providing services to the target population will also be considered to better serve this population. These partnerships will work together to create a service delivery model that focuses on incorporating co-enrollment strategies that best support the target population with barriers to employment.

### **C. WIOA TITLE I COORDINATION**

- *Training and/or professional development that will be provided to frontline staff to gain and Training expand proficiency in digital fluency and distance learning.*
- *Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma- exposed populations.*
- *How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04 - Rapid Response and Layoff Aversion Activities.*
- *A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14 - WIOA Adult Program Priority of Service.*
- *A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WSD17-07- WIOA Youth Program Requirements. This includes any strategies the Local Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.*

- *The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*
- *A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in WSD19-13 - Selection of AJCC Operators and Career Services Providers. This should include the name(s) and role(s) of any entities that the Local Board contracts with.*

This section of the Local Plan describes workforce services, activities, and administrative requirements established for Local Boards under WIOA Title I, and includes staff training to effectively respond to participant's needs.

#### Staff Training:

work2future's frontline staff will take advantage of training webinars provided by Workforce GPS<sup>16</sup>, which offers staff comprehensive training around preparation and ongoing professional development to effectively address participant barriers. work2future will develop robust partnerships with other educational partners and CBOs to help staff with digital fluency and will continue to look at best practice models to support digital equity as part of an inclusive workforce development plan: <sup>17</sup> work2future will continue to train its front-line staff to develop innovative ways to offer program and service delivery and will continue to look for ways to provide online and distance-learning for training related to trauma counseling, and other employment-related training services. Cross-training between partners will also play an important role to support staff in increasing their ability to create a service delivery system that meets the needs of job seekers and businesses

#### Rapid Response and Layoff Aversion Activities:

work2future has continued to remain a regional and state leader in supporting Rapid Response and Layoff Aversion activities through a largely flexible, coordinated, and proactive approach that navigated complex planning and major shifts in service delivery. The work2future Rapid Response team, is the primary entity charged with coordinating Rapid Response activities in the local area. This team provides services to employers and workers affected by layoffs and mass closures occurring throughout the local area.

Local Rapid Response team members are responsible for making initial and follow up contacts with employers, providing referral services to economic development agencies, community-based organizations, working closely with referrals from administrations of the seven cities we represent, labor organizations, conducting reemployment orientations and workshops, and facilitating the transition of workers into training and job development activities offered by the local AJCC system.

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<sup>16</sup> Workforcegps.org: US Department of Labor, Employment and Training Team

<sup>17</sup> [The New Landscape of Digital Literacy workers' uneven digital skills affect economic mobility and business competitiveness, and what policymakers can do about it.](#)

In 2020 we saw a record number of layoffs totaling more than 300 local employers due to the COVID-19 pandemic and recognized a need to completely shift services to a remote access and digital only model. To that end, work2future was the first workforce board in the region to host weekly virtual Rapid Response sessions, in addition to transforming our website to be more employer and laid off employee resource friendly and converting the majority of our informational material into digital formats. work2future was also poised to make a strong social media push, revamping our existing social media pages and utilizing them as tools to get the word out about services, events, and resources. We collaborated, shared best practices, and hosted online webinars with many of our local workforce boards to also help them in this dramatic endeavor and shift in service delivery.

work2future was also the first in the region to host an online job fair with essential businesses from the Healthcare, Finance, Technology, and Manufacturing sectors for laid off employees, a mere two weeks after the shelter in place order was announced, to aid in layoff aversion and rapid reemployment as part of our Rapid Response strategy. In addition, we utilized Federal CARES Act money to embark on our largest rapid reemployment effort through a 12-week work experience program, partnering with community-based organizations, over 15 private industry employer partners, and successfully employing 64 workers who lost their jobs due to COVID-19 closures. The same federal relief funds were used to train an additional 81 affected workers in new in-demand career occupation certificate programs.

Currently, work2future is partnering with the Alameda County workforce board, Ohlone College, and a private manufacturing employer to retrain retail and hospitality workers affected by the pandemic through an 8-week earn and learn model where participants will gain not only valuable work experience but a manufacturing certificate, they can use to boost future employment efforts.

work2future will continue to offer a hybrid model of services offered both in person and online to best serve the needs of employers and affected workers in our service area. In addition, we plan to continue cementing our relationships with industry partners, public entities, community-based organizations, and local union partnerships to drive our continued proactive approach to Rapid Response and Layoff Aversion. work2future sees employer advisory groups as critical to making informed decisions on how to allocate resources to best address business needs, and, thus, it will explore augmenting the advisory groups in the next two years to align with priority sectors and growth occupations.

Additionally, work2future's BusinessOwnerSpace.com (BOS), specializing in small minority owned businesses is an employer-led collaborative of over 30 small business assistance organizations, such as SCORE, SBDC, and AnewAmerica, chambers of commerce ( Hispanic, Black, and Filipino), neighborhood associations, financial institutions like Wells Fargo and Meriwest Credit Union provides the following services:

The BOS program supports the formation and growth of small business through increased awareness and access to a diverse range of no or low-cost services available through partners.



Use of phone, video conferencing, and webinars together with additional staffing from the City of San Jose (though not branded as BOS) has allowed services to small business to continue and expand during the pandemic.

Performance Measure Targets for the BOS program:

- 100 Business Outreach Contacts – Expanded COVID-19 response from City of San Jose including through webinars is likely to raise actual services delivered this year to at least 1,000 before July.
- 13,000 BOS Partner Services – Expanded COVID-19 activities resulted in more than 18,000 in FY 2019-20 and this pace is likely to continue at least through July.

City and work2future goals achieved through BOS include:

- Self-employment as an alternative to working for others
- Job creation, as entrepreneurs at small businesses employ others
- Serves as an alternative avenue for immigrant success (including services for those with limited English proficiency)
- Allows distribution of work2future information through BOS network and events

BOS-related City services include:

- Providing 24/7 access to referrals and resources through a multilingual BusinessOwnerSpace.com website.
- Supporting additional referrals through a toll-free phone system which incorporates language interpretation as required.
- Outreaching and listening to small businesses
- Connecting with immigrant business communities and linking them with needed resources and information.

2021 Projects with City of San Jose include:

- Large-scale small business conference to encourage Small Business growth and connection with local small business assistance organizations building on past experience with Annual Summits on Entrepreneurship and Innovation.
- Expansion of efforts to serve disproportionately impacted business in San Jose's east side in collaboration with the Latino Business Foundation.
- Exploring ways to effectively increase participation of work2future's job-seeking clients in entrepreneurship.

#### Adult and Dislocated Worker Employment and Training Activities and Priority Populations:

Helping priority populations, (job seekers who basic skills deficient, English language learners, veterans, low income, and/or those who are on public assistance) connect with sustainable careers so that they can make a decent livable wage, today and in the future, continues to drive work2future's Adult and Dislocated Worker Employment and Training Activities. Many of these job seekers lack adequate training and education, are basic skills deficient, lack digital skills, have limited English language skills, all of which make these job seekers the least likely candidate for prospective employers. Many of these job seekers struggle with feelings of inadequacy, hopelessness, depression, lack of confidence, social-isolation, procrastination,

anxiety, stress disorders; their sense of self-worth remains shattered, adding only to the vicious cycle of job search paralysis.

work2future continues to develop a more holistic and human-centered service delivery model and will integrate a “No Wrong Door” best-practice model to ensure that all participants in the priority populations can meet their career goals regardless of income, prior education, and/or other circumstances. It will integrate the individual’s career development goals against the larger context of market-driven, labor-market intelligence. work2future is exploring partnerships with to incorporate a mental health component to help resolve any emotional issues, such as fear and anxiety, perhaps caused by displacement; all relevant-modalities and interventions working together for the purpose of helping these participants land a sustainable career.

Based on the evidence data and partner stakeholder and community engagement discussions, meetings and input, and the unique challenges of life in the Santa Clara County region, the following list identifies needed services and deliverables to ensure success for priority populations:

- Challenges facing priority population – These individuals often need supportive services in-order to be successful in job training and initial employment.
- Job training leading to living wage income and career growth potential - Many career tracks are out of reach due to barriers. Low wages make survival in the Bay Area, with its high cost of living, untenable. The situation leads to living below the poverty level or homelessness.
- On-the-job training and receptive employers – These individuals need the opportunity to prove themselves to employers. OJT offers the chance to develop a portfolio of accomplishment to help overcome language barriers stigma and the anxiety associated with it.
- Guidance with continuity – For individuals that are refugees and/or asylum, a greater sense of displacement will need continuous, trusted relationships with counselors and case managers who can help them navigate critical systems. Assistance should start at enrollment and continue all the way through to employment and career advancement.
- Supportive community - Without trusted family and friends and other forms of community, many English Language Learners have trouble with acculturation and can lead to limited opportunities as well as feelings of depression and hopelessness and will need to be empowered and hear success stories so that they know success is possible.

In serving these priority populations, work2future will develop: 1) a contextualized job training and education focusing on in-demand opportunities whenever possible; 2) a focus on smooth transitions and connections between all-partner services; 3) an emphasis on data sharing and communication to ensure a systemic rather than a siloed approach. As Covid-19 continues to increase unemployment and poverty levels among many who are already at the risk of homelessness, grappling with serious barriers to employment.

The pandemic has delivered a massive shock to our economy and society, shifting organizations toward new ways of working and forcing many to move to remote work, almost overnight. work2future recognizes the *urgent* need to provide relevant employment/career services while addressing the employment issues of these job seekers, against the realities of a digital landscape. 55% of unconnected families who cannot access or afford internet connectivity are low income.

28% of San Jose residents cannot afford broadband.<sup>18</sup> A large section of the population that are left behind because of the digital divide are low income and communities of color.

Enhancing digital literacy and inclusion will be at the core of work2future's service delivery strategy, including online safety, financial literacy, media literacy, and health literacy. work2future plans to provide a comprehensive contextualized career services model that aims to integrate personal and career development goals against the larger context of the digital landscape and the labor market and integrates (if needed) cognitive-behavioral therapies to address mental-health issues, braided together with the expressed purpose of helping the job seeker land a sustainable career.

### Training Activities and Employer Engagement:

Using the BPRPU Regional Plan's labor market analysis and forecast<sup>19</sup>, the Adult and Dislocated Worker Program training activities will include a broad range of training programs that aligns with work2future's priority sectors. (Financial Service, Information (ICT), Construction, Manufacturing, and Healthcare and Social Assistance).

Training programs will include Career Pathways, Occupational Skills Training, short-term training through college courses, online training, customized training, cohort training, on-the-job training, and pre-apprenticeship training leading to a nationally recognized certificate, state licensure, competency, or skill recognized by an employer. work2future's Training Activities will include the following:

- develop career pathways by working with adult schools, local community colleges, and adult education partners to make certain there is progressive skills development through education and training programs.
- ensure that each level of skills development corresponds with demand in the labor market and is aligned with industry-valued stackable credentials with input from employers in priority sectors pathways, credentials, curricula, and training structure.
- align curricula in target sectors, provide alternative delivery methods, and increase flexibility for nontraditional students and older adults and those with barriers to employment to promote economic self-sufficiency

work2future will continue to make these training programs and career pathways more accessible to individuals with barriers to employment. We recognize a need for more outreach to underrepresented communities about the existing training options, adjusting schedules and logistics of training to better meet the needs of nontraditional students, engaging local employers, especially in manufacturing, improving hand-offs from adult education to community colleges, and focusing on on-the-job training. We will continue to enhance our partnerships with adult education and community college partners. We will also focus on positioning our online training programs with that align with our priority sectors—to support sector pathways initiatives

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<sup>18</sup> \*Two barriers: 55%; 28%

Sources: City of San José; San José Digital Inclusion Fund; KQED

<sup>19</sup> BPRPU Regional Plan

in order to offer short-term technical skills training that assist individuals in getting back to work quickly; work2future will continue to:

work2future has strengthened relationships with employer partners in the last year to increase placements that are aligned with industry needs. work2future will continue to provide its participants with a focused employer engagement approach, towards priority and high-growth sectors and occupations. For the 12-month period ending February 2020, there were 614 adult and dislocated worker clients who exited the work2future program. Of these 614 exited clients, 159 secured employment within work2future's Priority Sectors, with another 115 clients finding jobs in non-Priority Sector areas. Of note, there are an additional 340 clients for whom work2future is still verifying their employment status from EDD. Staff is confident that it will exceed its Career Pathway's Priority Sector placement goal of 50% for this most recent reporting period given that of these pending 340 clients, only 148 (or 44% of the pending) need to secure Priority Sector placements. 20

#### CA High Road Construction Careers and Training Partnerships:

work2future will continue to leverage high road workforce development initiatives which have been forged and continues to be enhanced as a result of many thought leaders in the industry, practitioners, and policy makers.<sup>21</sup>

work2future, the Building and Construction Trades Councils (BTCs), Working Partnerships USA (WPUSA) and other community-based organizations (CBOs), joint apprenticeship training centers (JATCs) and others in the region, the Santa Clara County Trades Orientation Program (TOP) has graduated, as of March 2020, nearly 350 individuals from 15 pre-apprenticeship training cohorts centered on the Multi-Craft Core Curriculum (MC3) approved by the National Building and Construction Trades Council. With the support of job development and career coaching from work2future and WPUSA, which operates TOP, 85% of graduates have secured placement in employment/apprenticeship within 1 year of MC3 certification, with an average hourly starting wage of \$24.

To support TOP and its sister program in San Mateo County, the Trades Introduction Program (TIP), work2future secured, beginning in 2015, \$1.37 million in multiple phases of Prop 39 funding, a resource that reached its legislated conclusion in December 2018. work2future subsequently drew on its WIOA training funds to support TOP in 2019 as it and its partners in the Santa Clara County Construction Careers Initiative (CCI) waited for the state to launch a new resource for construction pre-apprenticeship, the SB1 High Roads Construction Careers program (HRCC).

In January 2020, following state delays in launching the program, the partnership of workforce development boards, BTCs, CBOs, JATCs, community colleges and adult education programs, with WPUSA acting as fiscal lead, submitted a collaborative application for \$1.18 million in HRCC funds to support six TOP cohorts of approximately 30 students each, and a like number of

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<sup>20</sup> CALJOBS

<sup>21</sup> High-Road-ECJ-Brief\_UPDATED-BRANDING.pdf

TIP cohorts. The COVID-19 crisis has delayed the state's evaluation of HRCC applications, and it now plans to announce results this coming September.

Since its launch in 2015, TOP has graduated more than 300 students with the industry recognized MC3 (multi-craft core curriculum) credential and supported them with job development and career coaching. 85% of graduates secured placement in employment/apprenticeship within 1 year of MC3 certification, with an average starting wage of \$24. TOP was designed to address the barriers of lack of information and lack of coordination that prevent many low-income communities from accessing construction apprenticeships. Its focus is to serve the following priority populations: women, racial/ethnic minorities and underrepresented subgroups, disadvantaged youth, and formerly incarcerated individuals. TOP will also serve individuals who are homeless or in transitional or temporary housing, low-income, recipients of social services such as CalFRESH, CalWORKs, GA, Foster Youth services or Medi-Cal, or other under-represented subgroups with identified barriers to a family-supporting career.

By emphasizing coordination and integration of training and job placement services between local JATCs and Building Trades, WDBs, adult schools, community colleges, County Social Services and community-based organizations, TOP is creating a pathway for qualified low-income and disadvantaged workers into middle-wage construction careers.

#### CARES Work Experience and Training Project

The CARES Work Experience and Training Project was created to provide workforce development-related assistance and financial support to San Jose residents displaced from work directly or indirectly by the COVID-19 pandemic. It was developed and operated jointly by work2future Goodwill of Silicon Valley. The project ran for about three months, with the primary components of the project concluding on December 30, 2020, the date by which resources from the CARES Act had to be expended. It was funded by the City of San Jose through an allocation of approximately \$2.5 million in Coronavirus Relief Funds the City received through the federal CARES Act.

The project served more than 170 low-income pandemic-impacted San Jose residents. Sixty-six participants were placed in work experience opportunities with 15 employers, most from the private sector representing industries such as transportation and logistics, manufacturing, ICT, business services and others. Most of the placements were full-time for eight to ten weeks, with an hourly wage rate between \$18 and \$20. Wages and related payroll expenses were covered by the allocation of Coronavirus Relief Funds. Employers' contributions were in-kind.

More than 105 additional participants enrolled in a range of occupational training programs. Participants had access to additional support for housing and transportation expenses, books and materials, work-related clothing and tools, and so forth. Outreach for the project was conducted with the assistance of organizations participating in the countywide Bridge to Recovery Program.

### Manufacturing Careers Pathways:

work2future has launched in collaboration with Evolve Manufacturing Technologies, Inc., a woman-owned biomedical device manufacturer, Ohlone College, the City of Fremont's Economic Development Department, and the Alameda County Workforce Development Board. The project tests the viability of combining paid work experience and a community college-based career technical education program into a single integrated experience. Participants are placed in an eight-week, 40 hours a week, entry-level job at Evolve and enrolled in a six-week introduction to an Ohlone College smart manufacturing course requiring both lecture and lab hours. Evolve provides release time and an on-site space during the workday for participants to attend the lectures, which are delivered via remote learning technology. Evolve and Ohlone College have worked together to incorporate the lab requirements into the work experience at Evolve. Recruitment began in earnest in January 2021 for participants in an Earn-and-Learn pilot and anticipates enrolling 35 participants, with work2future enrolling the larger share of them. work2future and Alameda County WDB are subsidizing the project through WIOA Title I funds.

### PG&E PowerPathways:

The program was first developed by PG&E to help meet its workforce needs. It later broadened to include opportunities with other related employers, and has continued to evolve as market conditions and PG&E's needs have changed over the years. The program is offered periodically throughout PG&E's service area.

work2future added PG&E PowerPathway to its portfolio of Cohort Training programs and the offered as a Career Pathway Training in collaboration between work2future, San Jose City College and Evergreen Valley Community College District and PG&E. All three partners play critical roles in the operation and success of each PowerPathway cohort. Each cohort is comprised of 20 – 35 participants, depending on market conditions, and requires eight to ten 40-hour weeks of classroom training, fieldwork and on-the-job training. The employment rate of program graduates is generally above 80 percent within a year of completion, with a usually significant number employed by PG&E.

work2future offered one PG&E PowerPathway Entry to Gas Operations cohort in 2020 and plans to offer at least two cohorts in 2021 and are intended to be tied directly to PG&E employment opportunities, with PG&E conducting preliminary employability screenings prior to enrollment in the cohort and hiring interviews before the conclusion of the cohort.

### Youth Services:

work2future's youth program will continue to provide and improve upon providing high quality services for out-of-school youth, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating in placement leading to a career pathway or enrollment in post-secondary education.

To this end, work2future will serve the following out-of-school youth who are not attending any school, and meet one or more additional conditions, which could include: School dropout; within age of compulsory attendance but has not attended for at least the most recent complete school year calendar quarter; holds a secondary school diploma or recognized equivalent and is low-income and is basic skills deficient or an English language learner; subject to the juvenile or adult justice system; homeless, runaway, in foster care or aged out of the foster care system, in out-of-home placement; pregnant or parenting; an individual with a disability; low income person who requires additional assistance to enter or complete an educational program or to secure and hold employment.

For the approximately 14% of work2future's youth participants who are disabled, we have developed a two-path service model that begins at intake. For those with Individual Education Plans (IEPs), AJCC staff work with the youth and instructional staff to obtain accommodations, such as additional time on tests, readers, technologies, etc. Those who do not have IEPs must provide alternative documentation of the disability. Once verified, AJCC staff accommodate the participant. AJCC staff also refer youth with disabilities to area organizations for additional services, depending on the nature and severity of the disability, including HOPE Services, Goodwill, Project Hope, Momentum for Mental Health, Asian Americans for Community Involvement, Rebecca Children's Services, Silicon Valley Independent Living Center, DOR, and Project HIRED. Moving forward, work2future partners will work with DOR and other partners to improve the connection and hand-off between AJCCs and DOR so that youth can take advantage of DOR's new services for students with disabilities, including work experience activities.

The following fourteen program elements will be integrated within the Individual Service Strategy of each youth participant -

- Tutoring, study skills training, and evidence-based dropout prevention and recovery strategies that leads to completion of secondary school diploma or its recognized equivalent or for a recognized post-secondary credential.
- Alternative secondary school services, or dropout recovery services, as appropriate. 3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, including the following:
  - Summer employment opportunities and other employment opportunities available throughout the school year
  - Pre-apprenticeship programs
  - Internships and job shadowing
  - On-the-job training opportunities
- Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility, and other positive social and civic behaviors.
- Supportive services.
- Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth. 11. Financial literacy education.
- Entrepreneurial skills training.
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
- Activities that help youth prepare for and transition to post-secondary education and training.

#### Outreach:

Outreach strategies will include work2future program orientation to provide information on services available through the Youth Program at America's Job Center system in meeting total enrollment, work experience, demographic, and geographic goals. Youth program staff will be responsible for outreach and marketing the recruitment plan and will conduct county wide outreach, identifying the target population segment that will benefit most from WIOA services. Orientations will be conducted at the primary location and satellite locations. Flyers in multiple languages will be distributed at public locations. work2future will participate in community-based events to promote the program and will coordinate with faith-based organization youth groups. Collaborative partners and participation in community activities will be a key strategy for youth recruitment. Given that a large portion of out-of-school youth are involved to some extent with public systems, such as welfare services, foster care, and the juvenile or criminal justice systems, and often seek services from community-based public and private organizations. work2future will partner with community-based providers such as, social service organizations, group homes, probation or parole officers, and adult education, even the local schools, to "catch" at-risk young people. Given the challenges in sustaining participation after the initial connection is made, work2future will not only reach out to out-of-school youth, but will also implement strategies to stimulate sustained, intense engagement in services.

#### Intake and Assessment:

Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs. Assess each applicant's initial skills level using the CASAS appraisal test. Assessment of skills, abilities, attitudes, and needs and the subsequent review and discussion of assessment results as the first step in identifying a career path. Workkeys and other Career Assessments: Provide comprehensive and specialized assessments of the skill levels and service needs including diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.



### Case Management:

A high value will be placed on ensuring the young people, their families and other stakeholders take an active part in developing an Individual Service Strategy (ISS), which will include services and stages within the career pathway process to ensure client understanding. ISS shall identify the employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve the skills attainment and employment goals. work2future will conduct bi-weekly case manager staffing meetings to review participant's progress. Activities will be structured and modified to respond to the participant's progress. work2future will build on their recognized success of job development services for youth with barriers to employment and referral will be made to WIOA partners for additional services.

### Training and Job Readiness Workshops:

work2future will continue to provide a Career Pathways training model that targets its priority sectors. The priority/industry sector approach offers a framework to understand employment opportunities, to engage employers, and to develop career pathways and training opportunities that are consistent with the needs of the regional and local workforce area of Santa Clara County. Career pathways training in high-demand industries or occupational clusters will create a clear path for students toward attaining a career in a specific industry or occupational sector by providing them with a structured sequence of education and training opportunities to meet the need for qualified workers in local labor markets. Short-term pre-vocational services and workshops including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for employment. Work preparedness will include the provision of financial literacy education, literacy activities related to achieving basic workforce readiness skills and job readiness and digital literacy workshops.

### Digital Literacy:

Youth participants continue to take advantage of Metrix offers an online learning program; a flexible, easy-to-use, that offers over 5,000 short online courses and skills assessments to help increase their marketability to prospective employers: Skill-Soft Licenses (business, IT, and soft skill related courses) or a Med-Com License (healthcare related courses for home health aides, nursing and coding).

### Employer Engagement, Business Services and Work-Based Learning:

work2future plans to make its youth program services more employer driven, placing emphasis on training that is directly connected to jobs, including, work experience training, on-the-job training and apprenticeships, and in skills that are in demand. To create these opportunities, work2future will engage employers on a much larger scale, especially private sector businesses for employing young adults. Its service delivery strategy will be provided as a planned, structured learning experience that will take place in a workplace for a limited period-of-time, which may be paid or unpaid. work2future will place a priority on providing youth with occupational learning opportunities through the following work experience programs:

- Summer employment opportunities and other employment opportunities available throughout the school year
- Pre-apprenticeship programs
- Internships and job shadowing
- On-the-job (OJT) training opportunities. OJT opportunities, contracting with OJT employers and providing subsidized wages paid to employers to promote <sup>[SEP]</sup> skill development and placement

work2future will also work to better align services and training with employers' needs, while leveraging partnerships, and bringing together cross-sector stakeholders who have traditionally operated in silos and building a common sense of purpose among stakeholders. Intermediary activities can be coordinated by a variety of different kinds of organizations, including but not limited to employer organizations, such as chambers of commerce, labor-management partnerships, community colleges, community-based organizations, and private placement firms.

Vital to the success of serving out-of-school youth will be the systematic engagement with employers, provided through its coordination and partnership employers who are willing to provide the input on what jobs and skills the target population job seekers need to train for and also specific job opportunities for the clients.

Finally, a strong collaboration with employers and employer groups and the coordinated provision of services will be provided for meeting the range of needs of homeless families, children, and at-risk youth. Both employment and supportive services will be critical in providing pathways out of homelessness, including serving clients with limited or non-English speakers, individuals with low literacy or numeracy levels, veterans, ex-offenders, and at-risk youth.

#### San José Works focuses increasingly on Career Pathways

San José Works (SJ Works), funded by the City of San Jose - General Funds is a collaboration among work2future, the City's Parks, Recreation, and Neighborhood Services Department (PRNS), the Mayor's Gang Prevention Task Force (MGPTF), and many business partners, various organizations, and stakeholders who contribute to our successful, enriching program. Other Partners include; East Side Union High School District, Opportunity Youth Academy, Manufacturing San Jose, Excite Credit Union, and Bank of America.

This program creates meaningful youth employment opportunities to help at-risk and underserved youth build workforce skills for future careers. In 2015, San Jose Works in partnership with Parks, Recreation and Neighborhood Services (PRNS) began its mission by enrolling 100 youth to participate in a summer-long job program. As summer 2016 approached, new partnerships and experiences were cultivated while the number of youth enrollment has increased to the current 375 internship participants. San Jose Works partners with East Side Union High School District which created the opportunity to serve youth who enroll in the Linked Learning model, known as Career Pathway.

### Success Outcomes:

During this past summer, the SJ Works 5.0 program provided 322 youth with paid internships supported with General Fund monies provided by the City of San José. An additional 498 youth were placed in employer-paid job opportunities and 625 unsubsidized youth. In addition to recruitment, placement and onboarding services, youth also accessed mentoring, career counseling, supportive services (e.g. bus passes), and entrepreneurship training. Workshops provided included, communication etiquette, anti-sexual harassment, anti-discrimination, emotional intelligence, and job readiness training which was held at Adobe's HQ where an interview skills workshop was facilitated by Adobe recruiters, after which, the youth enjoyed a tour of the campus. Industry Day followed at the Microsoft campus where they participated in a financial literacy workshop facilitated by Bank of America, a Rock your LinkedIn Profile workshop, and engaged in career panels.

During this past year, the SJ Works paid internships focused increasingly on private-sector placements with employers in high-growth sectors and in-demand occupations and placed with employers in advanced manufacturing, business/financial services, construction, health care and social assistance, and information technology. Examples of participating employers include VTA, NextFlex, and Precision Swiss, community centers, library branches, City departments, Council offices, and nonprofit organizations.

- San Jose Works has been a successful program throughout the years obtaining an average of 92% success rate. This year, we've obtained a 90% retention with a pending cohort and on target to meeting our goal. More than 65% of the youth served are Latino or Hispanic.
- The program's success is also made possible by our diverse workforce participants. For example, large companies including Cisco (Technology) and NK Technology (Manufacturing); non-profits such as CreaTV (Media) and Ignited (Education), and small business owners, such as Cara Couture Invitations (Graphic Design) are examples of worksites that continually support the San Jose Works internship program.

With more than 90% of our internship experiences being virtual, San Jose Works has now established itself as an internship program capable of offering youth and worksites a variety of working options. Being innovative and working to meet the youth's needs is challenging; however, a challenge that inspires new ideas for future cohorts and program design.

Unsubsidized Year-round job placement: In addition to our internships, we specialize in providing gainful employment opportunities to our youth. Companies such as Safeway, Great America, Eastridge Mall, Shoe Palace, Macy's, and others have expressed their satisfaction of experience with our job-seeking youth. Our job coaches play an integral role in this success by proactively assisting youth with creating resumes, cover letters, interview training, and offering professional support. By investing in pathways to employment for at-risk youth between the ages of 14-29, particularly those in gang-impacted neighborhoods, San Jose Works continues to broaden opportunities for teens who struggle within Silicon Valley's widening economic gap.

### One-Stop Operator, Adult, Dislocated Worker, and Youth Program Service Providers:

The Mayor of San Jose as the Chief Elected Official is responsible for the disbursement of grant funds and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

Consistent with the requirements of section 121(d) of WIOA (20 CFR 678.600 through 678.635, 34 CFR 361.600 through 361.635, 34 CFR 463.600 through 463.635), the AJCC Operator was selected through an open and competitive procurement consistent with the Uniform Guidance. The Request for Proposals was released on May 10, 2017 and proposals were due June 2, 2017.

Based on its score, Phoenix Consulting Group was selected as the AJCC Operator for an initial term of July 1, 2018 through June 30, 2019, with a maximum of three (3) one-year options to extend subject to performance, funding availability and WDB approval. The contract with Phoenix Consulting Group has been extended each year since 2018. The contract with Phoenix Consulting Group includes these tasks to coordinate service delivery among all AJCC partners and service providers within the Local Workforce Development Area: 1. Facilitate negotiations with existing and new state mandated partners as needed. 2. Develop a customer satisfaction survey and analysis. 3. Strengthen partnerships. 4. Facilitate four (4) general knowledge cross training sessions between the mandated partners and service providers. 5. Facilitate four (4) partner and service provider meetings, one each quarter, with reports for each meeting.

Career Services Providers for Adult and Dislocated Worker Services is Equus Workforce Solutions. The service provider for Adult and Dislocated Workers was selected via an open and competitive procurement. The RFP was released April 21, 2020 and proposals were due on May 19, 2020. Based on its score, Equus Workforce Solutions, then known as ResCare was selected to provide services to Adults and Dislocated Workers in both the San Jose and the South County areas for an initial term of September 1, 2020 through June 30, 2021 with four (4) one-year options to extend depending on performance, funding availability and WDB approval. The contract with Equus Workforce Solutions includes these tasks:

Youth Service Providers: San Jose Area: Equus Workforce Solutions South County Area and International Rescue Committee. The service providers for Youth were selected via an open and competitive procurement. The RFP was released April 21, 2020 and proposals were due on May 19, 2020. Based on its score, Equus Workforce Solutions, then known as ResCare was selected to provide services to Youth the San Jose area. Based in its score, International Rescue Committee was selected to provide services to Youth in the South County area. Both contracts have an initial term of September 1, 2020 through June 30, 2021 with four (4) one-year options to extend depending on performance, funding availability and WDB approval.

## Endnotes:

- BPRPU Regional Plan
- <https://abc7news.com/economy-coronavirus-california-unemployment/6440214/>
- Automation, Artificial Intelligence, and the Future of Work in Silicon Valley
- <http://www.bayareaeconomy.org/report/economic-profile-2020-the-impact-of-covid-19-on-the-regional-labor-force/>
- Further resources on digital inclusion issues are available through the [National Digital Inclusion Alliance](#) and the [Digital US coalition](#), of which NSC is a member.
- Santa Clara County Covid-19 Bridge to Recovery Program
- Building a Better Normal: Silicon Valley Recovery Roundtable, August 2020
- California State Architect conducted an Employment Development Department co-location ADA assessment in January 2017
- Workforcegps.org: US Department of Labor, Employment and Training Team
- [The New Landscape of Digital Literacy workers' uneven digital skills affect economic mobility and business competitiveness, and what policymakers can do about it.](#)
- City of San José; San José Digital Inclusion Fund; KQED
- CALJOBS
- High-Road-ECJ-Brief\_UPDATED-BRANDING.pdf

**Attachment:**

## **Stakeholder and Community Engagement Summary**

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of Attendance</b>	<b>Comments</b>
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Lajlim Yang, UCSC, Director	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Nisa Dorrego, UCSC Silicon Valley Extension	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Alexandra Duran, SJECCD	More aggressive outreach and access to communities
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Jeff Pallin, Mission College	employees, working and unemployed, are seeking new skills in finance, accounting, business, computer applications, computer information systems and networking and graphic design; more uncertainty
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Raymond Kaupp, Bay Area Community College Consortium	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Kit Odeherty, Bay Area Community College Consortium	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Adele Burnes, Bay Area Community College Consortium	Because so many tech companies have moved so solidly virtual, I wonder if there will be a talent shift in which those tech employers have less of a need to hire from the local work force, and the Bay Area will have to compete more for those company's jobs than they once did. There was already a crisis in student debt in this country, and I think more than ever we need to provide financially accessible job retraining. It is super important that we create more earn and learn pathways for job reskilling such as Apprenticeship Programs.
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Rock Pfotenhauer, Bay Area Community College Consortium	More integration, coordination, alignment of services across systems. Our mutual student/clients need a full spectrum of services to be successful. We can all be more successful by working together.
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Judy Miner, Foothill-DeAnza Community College District	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Doron Markus, San Mateo Office of Education, CTE	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	John Carrese, City College of San Francisco	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Maniphone Dickerson, Evergreen Valley College	multiple ways/options for training, Innovation and creativity of systems to workforce skills training to direct employment, Industry partnership as key component, Deconstruction of the education system to be flexible to training skills for certificate, direct communication to community of color and non-native language communities via community base

			organizations, local small business, place of worships. we need a mobile training school on wheels that can get to the community directly
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Pcyeta Stroud, Skyline College	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Mae Conroy, West Valley College	
Email for 2/1/2021 RPU meeting	Postsecondary Career and Technical Education	Sabrina Stewart, OTI, DeAnza College	
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Alyssa Lynch, Metropolitan Education District	Increased need in delivery drivers because stores have been limited to a lower capacity- people are shopping online. Ergonomic adjustments due to being at computers much longer. Need additional ergonomic staff. Providing more laptops for people working at home, and computer support remotely. Partner more closely with businesses so business and education discuss mutual needs in the area of skills. Utilize data bases more frequently to provide options to people when customers need/seek information. Coordinated Portal with information related to workforce development so clients do not have to go to several websites.
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Ilse Pollet, South Bay Consortium for Adult Ed	
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Kishan Vujjani, South Bay Consortium for Adult Ed	Increased need of workers for Freight services, online education delivery, More Pre-Apprenticeship programs to prepare low-socioeconomic populations into registered apprenticeship
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Lora Hunter, Metropolitan Education District	
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Usha Narayanan, Campbell Adult & Community Ed	Increased need in health care services, We cannot and should not offer classes the way we did before. Our students need more digital skills front loaded to access classes to gain workforce skills. : Apprenticeship programs. More businesses working with education providers. Systems are intimidating. We need to go to organizations that offer services in primary languages.
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Peggy Raun-Linde, North Santa Clara	

		County Adult Ed Consortium	
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Shawn Tran, East Side Adult Education	
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Sonya Espinola, ESUHSD	
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Lori Parris, San Mateo Adult School	
Email for 2/1/2021 RPU meeting	Adult Education & Literacy	Lori Riehl, Fremont Union HS District Adult School	
Email for 2/1/2021 RPU meeting	Higher Education	John Estill, SJSU, Lecturer	Work to remove barriers within and around programs, Also set up a system for understanding and sharing best practices, Use our existing community organizations who have direct access into hard to access populations
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Susan Barnes, City of Redwood City	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Anthony Carnesecca, City of Los Altos	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	John Lang, City of Morgan Hill	personal service jobs disproportionately impacted by pandemic. . lack of trust at all levels of government. Need to work closely with service providers.
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Mike Lappen, City of South San Francisco	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Tina Kapoor, City of Fremont	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Alex Andrade, City of Milpitas	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Victor Farlie, City of San Jose	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Jennifer Chen, City of San Mateo	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Jennifer Hand, City of San Francisco	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Daniel Degu, City of Milpitas	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Robyn Sahid, City of Santa Clara	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Henry Bartholomay, Bay Area Council	
Email for 2/1/2021 RPU meeting	Local Government – Economic Development	Kara Gross, Joint Venture Silicon Valley	
Email for 2/1/2021 RPU meeting	CDCR	Randolph Krings, City of San Francisco	
Email for 2/1/2021 RPU meeting	CDCR	Seth Goldstein, SCC Probation	
Email for 2/1/2021 RPU meeting	CDCR	Alissa Riker, SF Sheriff Office	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Monique Melchor, work2future	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Nguyen Pham, work2future	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Lawrence Thoo, work2future	



Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Cindy Stahl, NOVA	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Kris Stadelman, NOVA	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Amabel Akwa-Asare, San Francisco OEWD	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Joshua Arce, San Francisco OEWD	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Racy Ming, Bay Peninsula RPU	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Patricia Borrego, Bay Peninsula RPU	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Luther Jackson, NOVA	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Lelan Anders, NOVA	
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Louise Auerhahn, WPUSA, w2f Boardmember	Large increase in unstable, contingent, or contract work, often in positions lacking basic workplace protections (e.g., gig work). : Increase in basic digital literacy requirement in order to access jobs, even positions that don't involve tech. e.g., online applications instead of in-person, video interviews, algorithmic screening, timecard apps. : Help them sort through and understand which programs are likely to help them meet their goals vs. which may not. For example: Apprenticeships are important. But there's a growing tendency to label everything an "apprenticeship", even if it doesn't meet the standards of earn and learn, full-time employment +classroom learning with a clearly defined upward path and recognition of certification.
Email for 2/1/2021 RPU meeting	Local Workforce Development Board/RPU	Chad Bojorquez, Destination: Home, w2f Boardmember	Schools, social media, promotorias, Virtual texting./chat communications with job counselors to accommodate off hours/modern communication habits
Email for 2/1/2021 RPU meeting	Temporary Assistance for Needy Families	Rafaela Perez, SCC Social Services	re-skilling/upskilling to meet new demands, Recruitment and onboarding of new employees, upfront triage and assessment to understand best path for individuals, Taylor outreach and marketing for the many different needs in our community.
Email for 2/1/2021 RPU meeting	Non-Profit	Joe Herrity, OYP and Bridge to Recovery	With regard to the young adult population. Much more deeply integrating education and workforce. The data is crystal clear that in SCC anything less than a meaningful postsecondary credential is an economic death sentence. We've got to really tighten that linkage. WIOA presents opportunities and really specifies the importance of workforce investments for youth and young adults supporting bridging alternative secondary ed and postsecondary, with a huge focus on community college. We need t think about how workforce dollars layer in and support the trajectory through these much larger much

			<p>more resourced systems, as those are the places we want all young people to be. +1 @Adele to earn and learn pathways, Prek-apprenticeships leading to apprenticeships, +1 @Rock yes, to integration : One off services or siloed service models have to be curtailed. The data is clear that barriers our least resourced most system impacted youth and young adults face. They need all services turned on and fully integrated and braided together. They are highly rational users of systems and services, and they don't use things that are complicated, unfriendly, or have unclear pay off. We need to understand that rationality, and understand the unprecedented cost of living burdens young people in this community now face. All doors must feed to and through postsecondary if we are truly building and economic mobility system.</p> <p>WIOA and our state plan point toward these aspirations, integrating with social services, adult ed, other secondary education providers (like conservation corps, 46612.1 charter schools, YouthBuilds), and community colleges. Young people need all of these things operating seamlessly. Further, we must assume young people have full-time responsibilities and need training built around their lives as lived, not the working hours of professionals.</p>
Email for 2/1/2021 RPU meeting	Non-Profit	Tracy Do, Southeast Asian Dev Center	
Email for 2/1/2021 RPU meeting	Non-Profit	Akta Patel, Swords to Plowshares	
Email for 2/1/2021 RPU meeting	Non-Profit	Ashley Cheng, Charity Cultural Services Center	
Email for 2/1/2021 RPU meeting	Non-profit	Malea Chavez, Episcopal Community Services	
Email for 2/1/2021 RPU meeting	Non-profit	Sarah Wan, Community Youth Center of SF	
Email for 2/1/2021 RPU meeting	Non-Profit	KaRyn Holder-Jackson, ACCEL San Mateo	
Email for 2/1/2021 RPU meeting	Non-Profit	Mary Snyder, Upwardly Global	
Email for 2/1/2021 RPU meeting	Wagner-Peyser Act Employment Services, UI, LMI, TAA and RR (CA EDD)	Maria Lucero, EDD	<p>Technology implementation has increased for those industries / occupations that have that ability. More flexibility and opportunity to deliver services in new or additional methods (i.e. remote, virtual, etc.). Much harder to provide services to those without the connectivity/ digital literacy. More coordination and information sharing with our partners, CBO's, etc. so that we can better connect our customers to the available services. Many times we work in silos and miss opportunities to connect our clients to services that are out there.</p>
Email for 2/1/2021 RPU meeting	Wagner-Peyser Act Employment Services, UI,	Teri Brimacombe, EDD	

	LMI, TAA and RR (CA EDD)		
Email for 2/1/2021 RPU meeting	Wagner-Peyser Act Employment Services, UI, LMI, TAA and RR (CA EDD)	Nima Chhay, EDD	Remote work and virtual meetings, More access to support services. Social groups and peers
Email for 2/1/2021 RPU meeting	Wagner-Peyser Act Employment Services, UI, LMI, TAA and RR (CA EDD)	Jorge Tapia, EDD	
Email for 2/1/2021 RPU meeting	Wagner-Peyser Act Employment Services, UI, LMI, TAA and RR (CA EDD)	Nelson Leonor, EDD	virtual sessions, reskilling training, . social media especially those with both group and individual messaging capabilities
Email for 2/1/2021 RPU meeting	Rehabilitation	Grace Ventura, CA DOR	
Email for 2/1/2021 RPU meeting	Rehabilitation	Theresa Woo, CA Dept of Rehabilitation	
Email for 2/1/2021 RPU meeting	WIOA Title I Adult, DW & Youth Providers	Lisa Kulka, JobTrain	
Email for 2/1/2021 RPU meeting	WIOA Title I Adult, DW & Youth Providers	Barrie Hathaway, JobTrain	
Email for 2/1/2021 RPU meeting	WIOA Title I Adult, DW & Youth Providers	Megan Kenny, Goodwill Industries	
Email for 2/1/2021 RPU meeting	High Tech	Kavitha Nalla, PeoplesShores	
Email for 2/1/2021 RPU meeting	High Tech	Lan Jensen, Adaptable Security Co.	collaboration among gov and community orgs to provide sustainable gains - teach how to fish
Email for 2/1/2021 RPU meeting	High Tech	Cecily Hastings, LinkedIn	
Email for 2/1/2021 RPU meeting	High Tech	Jayati Goel, Nidaan Systems Inc.	
Email for 2/1/2021 RPU meeting	Manufacturing	Emily McGrath, NextFlex	
Email for 2/1/2021 RPU meeting	Labor Organization	Reyna Lehman, San Mateo Central Labor Council	
Email for 2/1/2021 RPU meeting	Job Corps	Melissa Abby, San Jose Job Corps	
Email for 2/1/2021 RPU meeting	Job Corps	Aruna Iyer, SJ Job Corps	more reliance on online orientations/communication with students. : More blended learning, flexible learning options especially for students with children
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Local Workforce Development Board	Monique Melchor, work2future Director	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2	Local Workforce Development Board	Lawrence Thoo, work2future	

weeks from 10/7/20 to 12/23/20			
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	CBO's/ Non-Profit	Michael Mancini, Catholic Charities	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	CBO's/ Non-Profit	Louise Auerhahn, Working Partnerships USA	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Public Policy Organization/ Non-Profit	Sara Murdock, Silicon Valley Leadership Group	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	CBO's/ Non-Profit	Joseph Herrity, Opportunity Youth Partnership	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Local Workforce Development Board	Luther Jackson, NOVAworks	
Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Public Policy Organization/ Non-Profit	Ashley Raggio, Joint Venture Silicon Valley Talent Partnership	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Adult Ed & Literacy	Ilse Pollet, South Bay Consortium for Adult Ed	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	CBO's/ Non-Profit	Trish Dorsey, Goodwill Industries of Silicon Valley	

Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Job Corps	Leslie Gilroy, San Jose Job Corps	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Adult Ed & Literacy	Alyssa Lynch, MetroEd	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Local Government – Economic Dev	Vic Farlie, City of San Jose, Office of Economic Development	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Temporary Assistance for Needy Families (TANF)	Rafaela Perez, Santa Clara County Social Services	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	WIOA Title I Adult, DW & Youth Providers	Jen Overholt, JobTrain	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	CBO's/ Non-Profit	Sharon Winston, Project HIRED	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Postsecondary Career and Technical Education	David Ellis, Mission College	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Postsecondary Career and Technical Education	Eric Grabiell, West Valley College	

weeks from 10/7/20 to 12/23/20			
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Postsecondary Career and Technical Education	Teresa Ong, Foothill- DeAnza Community College District	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Postsecondary Career and Technical Education	Lena Tran, San Jose City College	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Postsecondary Career and Technical Education	Maniphone Dickerson, Evergreen Community College	
Zoom meeting invite – Bridge to Recovery Development Task Force, every 2 weeks from 10/7/20 to 12/23/20	Postsecondary Career and Technical Education	Alexandra Duran, San Jose-Evergreen Community College District	
Displaced Workers Project, 9/24/2020, 10/22/20, 11/12/2020 zoom meetings (Resuming in February 2021)	Local Workforce Development Board	Monique Melchor, work2future Director	
Displaced Workers Project, 9/24/2020, 10/22/20, 11/12/2020 zoom meetings (Resuming in February 2021)	CBos/Non-profits	Brett Bymaster, CEO, Healing Grove Health Center	
Displaced Workers Project, 9/24/2020, 10/22/20, 11/12/2020 zoom meetings (Resuming in February 2021)	CBos/Non-profits	Bipin Thomas, CEO, ICURO	
Displaced Workers Project, 9/24/2020, 10/22/20, 11/12/2020 zoom	Small Business Development Organization	Eddie Truong, Career Pathways Liaison, The SVO	

meetings (Resuming in February 2021)			
Displaced Workers Project, 9/24/2020, 10/22/20, 11/12/2020 zoom meetings (Resuming in February 2021)	Local Government	Kelly Kline, Chief Economic Development Officer, City of San Jose, Mayor's Office	
Displaced Workers Project, 9/24/2020, 10/22/20, 11/12/2020 zoom meetings (Resuming in February 2021)	CBO's/Non-profits	Hermie Smit, Team Leader, CityTeam	
Displaced Workers Project, 9/24/2020, 10/22/20, 11/12/2020 zoom meetings (Resuming in February 2021)	Local Government	Johnny Khamis, CouncilMember, District 10	
SCC – Foster Youth & work2future, 2/5/2021 zoom meeting	Local Workforce Development Board	Monique Melchor, work2future Director	
SCC – Foster Youth & work2future, 2/5/2021 zoom meeting	Foster Youth Outreach, WIOA Service Provider	Sead Eminovic, IRC	
SCC – Foster Youth & work2future, 2/5/2021 zoom meeting	Foster Youth Outreach, Local Government	Marisela Martinez, SCC Social Services	
SCC – Foster Youth & work2future, 2/5/2021 zoom meeting	Foster Youth Outreach, WIOA Service Provider	Rick Robles, Equus	