



WORKFORCE DEVELOPMENT BOARD MEETING

Thursday, March 16, 2023, 9:30 am

www.work2future.org

Susan Koepp-Baker, Chair

Priya Smith, MPH, Vice-Chair

Location: Conference Rooms at 1608 Las Plumas Ave, San Jose

HYBRID MEETING

Members of the public may attend the meeting in person at the location above or virtually by computer, smartphone, or tablet at

<https://sanjoseca.zoom.us/j/84283159942?pwd=Z0xZVVVWVW5uYm9ibmIGVGxLUS9Mdz09>

If observing virtually, to provide Spoken Public Comment *during* the meeting:

a) **Phone** (408) 638-0968, Meeting ID 842 8315 9942#. **Press *9** to Raise a Hand to let the Chair know that you'd like to speak. **Press *6** to Mute and Unmute yourself.

b) **Online** using the [Zoom link](#) above: 1) Use the Zoom application or an up-to-date browser: Chrome 30+, Firefox 27+, Microsoft Edge 12+, Safari 7+. Certain functionality may be disabled in older browsers including Internet Explorer. Mute all other audio before speaking. Using multiple devices can cause audio feedback. 2) Enter an email address and name. The name will be visible online and will be used to notify you that it is your turn to speak. 3) When the Chair calls for the Agenda Item to which you wish to speak, click on the "Raise Hand" icon or command. Speakers will be notified shortly before they are called on to speak.

Please limit remarks to the time limit allotted by the meeting chair, normally two minutes.

To submit written Public Comment *before* the committee meeting: Send by e-mail to Lawrence.Thoo@sanjoseca.gov by 8:00 am the day of the meeting. The e-mails will be posted with the agenda as "Letters from the Public". Please identify the Agenda Item Number in the subject line of your email.

To submit written Public Comment *during* the meeting: Send e-mail during the meeting to Deanna.Walter@sanjoseca.gov, identifying the Agenda Item Number in the e-mail subject line, to have the comments verbally read into the record, with a maximum of 250 words, which corresponds to approximately 2 minutes per individual comment, subject to the Chair's discretion. Comments received after the agenda item is heard but before the close of the meeting will be included as a part of the meeting record but will not be read into the record.

WORKFORCE DEVELOPMENT BOARD MEMBERS

March 2023

Board Chair*

Susan L. Koepp-Baker
 Principal
 Envirotech Services

Board Vice Chair*

Priya Smith, MPH
 Medical Group Administrator
 The Permanente Medical Group
 Kaiser Permanente San Jose

1. **Louise Auerhahn***
 Director of Economic & Workforce Policy
 Working Partnerships USA
2. **Rajiv Batra***
 Senior Director
 Bluevine
3. **Ricardo Benavidez**
 Director of Social Infrastructure
 Google LLC
4. **Chad Bojorquez***
 Chief Program Officer
 Destination: Home
5. **George Chao**
 Director of Strategic Partnerships
 Manex
6. **John (Jack) Estill, Youth Committee Chair***
 Partner
 Coactify
7. **Joseph A. Flynn**
 Vice President of Software Transformation
 CommScope
8. **Van T. Le**
 Agent
 State Farm Insurance
 Trustee and Clerk of the Board
 East Side Union High School District
9. **Maria Lucero**
 Deputy Division Chief, Region I
 Northern Division, Workforce Services Branch
 Employment Development Department, State of
 California
10. **Emily McGrath**
 Senior Fellow | Director of Workforce Policy
 The Century Foundation
11. **Brian N. Murphy**
 Director of Training
 Pipe Trades Training Center
 UA Local 393
12. **Rafaela Perez***
 Employment Services Director
 Social Services Agency, County of Santa Clara
13. **Steve Preminger**
 Director, Office of Strategic &
 Intergovernmental Affairs
 County of Santa Clara
14. **Alan Takahashi, Business Services Committee
 Chair***
 Vice President and General Manager
 Multifunction Microwave Solutions
 CAES
15. **Todd Teixeira, MA**
 Team Manager (SSM1), San Jose North Branch
 California Department of Rehabilitation
16. **Traci Williams**
 Co-chair
 South Bay Consortium for Adult Education
 Director
 East Side Adult Education

*Members of the Executive Committee

WORKFORCE DEVELOPMENT BOARD

March 16, 2023

9:30 am

Conference Rooms, 1608 Las Plumas Ave, San Jose

Online at: <https://sanjoseca.zoom.us/j/84283159942?pwd=Z0xZVVVWVW5uYm9ibmlGVGxLUS9Mdz09>

MEETING AGENDA

- | | |
|--|--------------------------------|
| I. CALL TO ORDER & ROLL CALL | <i>5 min
9:35 am end</i> |
| II. CONSENT ITEMS {ACTION}
Accept the following:
A. Financial Status Report as of December 31, 2022
B. San Jose Works Report as of December 31, 2022 | <i>5 min
9:40 am end</i> |
| III. OPEN FORUM
Members of the public may address the committee on matters not on the agenda. | <i>5 min
9:45 am end</i> |
| IV. BUSINESS ITEMS | |
| A. Minutes Approval {ACTION}
Approve the minutes of the November 17, 2022, Board meeting. | <i>5 min
9:50 am end</i> |
| B. Director's Report {Information}
<i>Monique Melchor, Director</i>
Reports on various matters of interest | <i>5 min
9:55 am end</i> |
| C. Preliminary Scenarios for FY 2023-4 Program Operating Budget {ACTION}
<i>Rehan Qedwai, Finance Manager</i>
Approve three preliminary budget scenarios for Fiscal Year 2023-24 (FY 2024), as follows: a) Proposed FY 2024 WDB Program Budget based on a projected allocation of \$7.023 million (base scenario, allocation AS IS); b) Proposed FY 2024 WDB Program Budget based on a projected allocation of \$6.672 million (5% reduction from the FY 2023 allocation); and c) Proposed FY 2024 WDB Program Budget based on a projected allocation of \$7.374 million (5% increase from the FY 2023 allocation). | <i>15 min
10:10 am end</i> |
| D. Local and Regional Plan Modifications {ACTION}
<i>Sangeeta Durrall, WIOA Program Services Manager</i>
Approve modifications to the PY 2021–PY 2024 Local Plan and the PY 2021–PY 2024 Regional Plan for submission to the California Workforce Development Board. | <i>10 min
10:20 am end</i> |
| E. WIOA Performance and Enrollment Reports for Q2 of PY 2022 {Information}
<i>Sangeeta Durrall, WIOA Program Services Manager</i>
Report on Workforce Innovation and Opportunity Act (WIOA) program performance and client enrollments for the second quarter of Program Year 2022-23 (PY 2022). | <i>10 min
10:30 am end</i> |

- F. Business Services Committee Report {Information}** 5 min
Alan Takahashi, Business Services Committee Chair 10:35 am end
Report on activities of the Business Services Committee.
- G. Youth Committee Report {Information}** 5 min
Jack Estill, Youth Committee Chair 10:40 am end
Report on activities of the Youth Committee.
- H. Grant Initiatives {Information}** 5 min
Lawrence Thoo, Strategic Engagement Manager 10:45 am end
Information on selected grants awarded and grants being sought.
- I. Form 700, the Brown Act and AB 2449 {Information}** 15 min
Matthew Tolnay, Deputy City Attorney 11:00 am end
Presentation on Board and standing committee member requirements with respect to Form 700 (conflict of interest), the Ralph M. Brown Act and 2022's AB 2449.
- J. Labor Market Update {Information}** 5 min
Lawrence Thoo, Strategic Engagement Manager 11:05 am end
Snapshot of the labor market in Santa Clara County and the San Jose-Sunnyvale-Santa Clara Metropolitan Statistical Area.
- K. The Economy Beyond the COVID-19 Crisis {Information}** 25 min
David Keen, Principal, and Blanca Monter, Senior Consultant, Keen Independent Research 11:30 am end
Report on divergent economic indicators for the local economy entering 2023.
- V. OTHER**
Announcements, suggested agenda items for a future meeting, other housekeeping.
- VI. ADJOURNMENT**

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

CITY OF SAN JOSE CODE OF CONDUCT FOR PUBLIC MEETINGS

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

1. Public Meeting Decorum:

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

2. Signs, Objects or Symbolic Material:

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

3. Addressing the Board or Committee:

- a. Persons wishing to speak on an agenda item or during open forum are requested to complete a speaker card and submit the card to the administrative staff at the meeting.
- b. Meeting attendees are usually given two (2) minutes to speak on any agenda item and/or during open forum; the time limit is in the discretion of the Chair of the meeting and may be limited when appropriate. Applicants and appellants in land use matters are usually given more time to speak.

- c. Speakers should discuss topics related to work2future business on the agenda, unless they are speaking during open forum.
- d. Speakers' comments should be addressed to the full body. Requests to engage Board or Committee Members or Staff in conversation will not be honored. Abusive language is inappropriate.
- e. Speakers will not bring to the podium any items other than a prepared written statement, writing materials, or objects that have been inspected by security staff.
- f. If an individual wishes to submit written information, he or she may give it to the administrative staff at the meeting.
- g. Speakers and any other members of the public will not approach the dais at any time without prior consent from the Chair of the meeting.

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

All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection online at www.work2future.org and at work2future's Business and Administrative Services Center at the Almaden Winery Community Center, 5730 Chambertin Drive, San Jose, California at the same time that the public records are distributed or made available to the legislative body.

I

**Call to Order
&
Roll Call**

II

Consent Items

Approval of the acceptance of:

- A. Financial Status Report as of December 31, 2022
- B. San José Works Report as of December 31, 2022

{Action}

PRELIMINARY FINANCIAL STATUS AS OF DECEMBER 31, 2022

Key Highlights

- WIOA PY21-22 formula and PY22-23 Rapid Response funding is projected to be fully spent by June 30, 2023.
- As of December 31, 2022, work2future has \$5.09 million from the current Adult, Dislocated Worker, and Youth allocations to be carried over to FY 2023-24 representing:
 1. Board-mandated Reserve Account: \$1,053,521
 2. Unallocated Reserve Account: \$829,029
 3. Projected savings of \$3,212,351

Other Discretionary Funding

- work2future received \$5,000 from the City of San Jose to assist WIOA clients in gathering information and documents (e.g., birth certificate, social security card, etc.) needed for program enrollment.
- A total of \$25,000 was awarded to work2future from the RPI 4.0 grant to the Bay-Peninsula RPU. The joint project's goal is to facilitate community conversations, engagement, and/or training on issues of race, equity, and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers to employment, and growth in the regional economy. The original grant period was April 1, 2021, to September 30, 2022, but was extended to December 31, 2022. In addition, funded amount was reduced from \$25,000 to \$2,768, and this amount was spent.
- work2future was granted \$600,000 of National Dislocated Worker Grant funds to the COVID-19 Employment Recovery NDWG Project in grant code 1194. The grant is focused to provide occupational skills training to individuals affected by COVID-19. The original term of these funds is from April 10, 2020, through March 31, 2022, but was extended to March 31, 2023. As of December 31, 2022, 75% of the grant were spent.
- NOVA Workforce Development Board (lead agency), in collaboration with work2future and San Francisco Workforce Development Board, was awarded funds to structure a program under Comprehensive and Accessible Reemployment through Equitable Employment Recovery (CAREER) National Dislocated Worker Grants (DWG). work2future was allotted \$500,000 to help implement the grant. The goal of the CAREER DWG is to help reemploy dislocated workers most affected by the COVID-19 pandemic. Grants will focus on serving those from historically marginalized communities, and/or those who have been unemployed for a prolonged period or have exhausted Unemployment Insurance (UI) or other Pandemic UI programs. Regionally, the project's primary aim is to promote equity in the pursuit of high-wage, high-growth jobs by specifically focusing job training and placement opportunities on Silicon Valley's Latino and Southeast Asian communities. The term of the grant is from October 1, 2021, to September 30, 2023. work2future program implementation starts on April 1, 2022. As of December 31, 2022, approximately 59% of the funds were spent.

- work2future received \$250,000 from the State of California as one of the recipients of the Workforce Accelerator 9.0 grant. The project's primary aim is to promote equity in the pursuit of high-wage, high-growth jobs by specifically focusing job training and placement opportunities on Silicon Valley's Latino and Southeast Asian communities. Specifically, this initiative's development and assessment of multiple gateways to jobs in the advanced manufacturing sector will measure effectiveness of interventions with these specific populations. Original term of the grant is from June 1, 2021, to December 31, 2022, but was extended to March 31, 2023. Approximately 84% of the funds were spent as of December 31, 2022.
- NPower, a national non-profit organization that creates pathways to economic prosperity by launching digital careers for military veterans and young adults from underserved communities sub-awarded \$57,200 to work2future to help implement a project under the Veterans' Employment Related Assistance Program grants. The project named "The NPower Veteran Patriot Project" targets low-income veterans who make no more than 200% of the federal poverty level. Its aim is to co-enroll Veterans in both NPower and work2future's programs, capitalizing on WIOA eligibility and leveraging other training funds whenever possible with the goal of improving the careers and lives of local Veterans and engineer a better system to upskill underrepresented people for in-demand tech jobs. The term of the grant is from April 1, 2021, to March 31, 2023. As of December 31, 2022, approximately 25% of the funds were spent. On November 30, 2022, NPower informed work2future that the State has discontinued their funding until further notice. work2future is waiting for an official letter from NPower.
- work2future received an allocation from the City's General Fund of \$1,647,000 for San Jose Works 8.0, in addition to the carry over funding, net of adjustment of \$1,035,070 from FY 2021-22 for a total funding of \$2,682,070. As of December 31, 2022, 376 participants have been served where 350 students are expected to complete the program. In addition to recruitment, placement, and onboarding services, youth also were also provided career counseling, job readiness training, supportive services (e.g., bus passes), and financial literacy education.
- EDPR CA Solar Park, one of renewable energy developers of the City's Community Energy Department is required to perform certain obligations related to workforce development and community investment as stated in the Renewable Power Purchase Agreement with the City of San Jose. In relation to this, EDPR agreed to contribute \$275,000 in three annual installments - \$91,667 on or before May 31, 2020, \$91,667 on or before May 31, 2021, and \$91,666 on or before May 31, 2022. The funds will be used to support the San Jose Work program aimed for participant placements in partner companies related to clean energy and sustainability. First and second rounds of funding were fully spent.
- Cities of Financial Empowerment (CFE) pledged to provide work2future \$30,000 to support a Summer Jobs Connect Program. This will provide banking access and financial empowerment training to participants in municipal Summer Youth Employment Programs. A portion of the grant will also be used to support the participant wages for the San Jose Works internship program. The grant term will begin on May 1, 2022, and end on April 30, 2023. As of December 31, 2022, 90% of funds are spent. It is expected that money will be fully spent before the term end date.
- work2future foundation awarded us \$197,400 of grants and contributions from various sources to support the San Jose Works Program. Below is the list of the funding sources and amounts.

Funding Source	Sponsorship/Contributions	Sub-grants
Bank of America	-	\$84,900
Wells Fargo	\$7,500	-
Amazon	\$100,000	-
Flagship	\$5,000	-

- BusinessOwnersSpace (BOS) and CA Workforce Development Board (CWDB) funds are unrestricted funds that have been sourced from various agencies and have been carried forward year after year until funding is fully exhausted.
- Wells Fargo donated \$25,000 for San Jose Works 8.0 Work Experience program.
- Google donated \$300,000 for moving costs, tenant site improvements, and technology upgrades to the new work2future San Jose Job Center location. The donation is in relation to Google's commitment to partner with work2future in its efforts to help Santa Clara County residents get the skills and coaching they need to find a new job, get a promotion, or start a new career and to support provision of client services at the new job center.
- Google's Downtown West Mixed-Use Plan approved by the City Council on May 25, 2021, includes a Development Agreement citing a total of \$200 million Community Benefits Payment that will be used for investments that go beyond the City's baseline requirements to address the community's top priorities. The City of San Jose has then received \$4.5 million early payment which are allocated to various programs. Out of the \$4.5 million funding, work2future will manage \$625,000 which is allotted for paid work experience and occupational skills training program. An "Earn and Learn" approach will be implemented in this program with a focus on high growth, high wage careers in advanced manufacturing, information technology, health care, or construction and trades. There is also \$600,000 that work2future will help manage to provide subsidies for participants of workforce development programs to cover childcare costs required for their participation in the program.

###

Attachments

WIOA Formula Funds	Adult	Dislocated Worker	Youth	RR	TOTAL WIOA FORMULA FUNDS
I. Actual as of June 30, 2022					
Grant Period	07/01/21-06/30/23	07/01/21-06/30/23	07/01/21-06/30/23	07/01/21-06/30/23	
Available Funds for FY2021-2022 PD 14 Stat 3	2,472,320	1,528,157	1,975,827	505,829	6,482,133
<i>Actual Expenditures as of June 30, 2022</i>	(938,673)	(285,170)	(455,272)	(144,241)	(1,823,356)
<i>Encumbrances/Spending Plan as of June 30, 2022</i>	(2,921)	(2,435)	(40,625)	0	(45,981)
<i>Total Actual Expenditures/Encumbrances/Spending Plan as of June 2022</i>	(941,594)	(287,605)	(495,897)	(144,241)	(1,869,337)
Available Funds for FY2022-2023	1,530,726	1,240,552	1,479,931	361,588	4,612,796
<i>% Remaining</i>	62%	81%	75%	71%	71%
II. Actual Expenditures/Encumbrances					
(a) Available Funds from FY2021-2022 Carry over for FY2022-2023 (remaining plus enc.)	1,533,647	1,242,987	1,520,555	361,588	4,658,777
Transfer between Adult and Dislocated Worker	0	0	0	0	0
Rescission				(152,905)	(152,905)
<i>Expenditures as of December 31, 2022</i>	(1,084,760)	(644,642)	(839,497)	(208,683)	(2,777,582)
<i>Encumbrances as of December 31, 2022</i>	(448,887)	(505,111)	(681,058)	0	(1,635,057)
<i>Total Actual Expenditures/Encumbrances as of December 31, 2022</i>	(1,533,647)	(1,149,753)	(1,520,555)	(208,683)	(4,412,639)
\$ Remaining	0	93,233	(0)	0	93,233
% Remaining	0%	8%	0%	0%	2%
(b) Current Allocation for FY 2022-2023	2,181,118	2,586,974	2,255,378	512,371	7,535,841
Additional Funding	0	0	0	0	0
Transfer between Adult and Dislocated Worker	0	0	0	0	0
Rescission	0	0	0	0	0
Adjusted Allocation for FY 2022-2023	2,181,118	2,586,974	2,255,378	512,371	7,535,841
<i>Expenditures as of December 31, 2022</i>	(93,985)	(112,265)	(30,139)	(128,679)	(365,068)
<i>Encumbrances as of December 31, 2022</i>	(961,009)	(165,207)	(927,472)	(30,750)	(2,084,438)
<i>Total Actual Expenditures/Encumbrances as of December 31, 2022</i>	(1,054,994)	(277,472)	(957,610)	(159,429)	(2,449,506)
\$ Remaining	1,126,124	2,309,502	1,297,768	352,942	5,086,335
% Remaining	52%	89%	58%	69%	67%
Total Available Funds for FY2022-2023	3,714,765	3,829,961	3,775,933	873,959	12,194,618
Total Cumulative Expenditures/Encumbrance as of December 30, 2022	(2,588,641)	(1,427,226)	(2,478,166)	(368,112)	(6,862,145)
\$ Remaining	1,126,124	2,402,735	1,297,768	505,847	5,332,473
% Remaining	30%	63%	34%	58%	44%
III. Projected Expenditures/Carry Over through June 30, 2023					
<i>Projected Expenditures through June 2023</i>	(1,359,334)	(1,053,120)	(1,244,404)	(512,371)	(4,169,229)
<i>Projected Carry Over through June 2023 (\$)</i>	1,270,671	2,132,199	1,692,032	0	5,094,902
<i>Projected Carry Over through June 2023 (%) with Rapid Response</i>	58%	82%	75%	0%	68%
<i>Projected Carry Over through June 2023 (%) without Rapid Response</i>	58%	82%	75%	0%	73%

Other Discretionary Funds	Emerging Needs - Local Assistance Funds	SlingShot/Regional Plan Implementation (NOVA)	National Dislocated Worker Grant Funds to COVID-19 Employment Recovery NDWG Project	Career NDWG	Workforce Accelerator Fund 9.0	Veterans' Employment- Related Assistance	Total
I. Actual as of June 30, 2022							
Grant Period		10/1/2021 - 12/31/2022	4/10/2020 - 3/31/2023	04/1/2022- 12/31/2023	06/01/2021 - 03/31/2023	10/14/2021 - 03/31/2023	
Original Allocation/Available Funds for FY21-22	5,000	25,000	493,424	500,000	250,000	57,200	1,330,624
Increase/(Decrease)	0	0	0	0	0	0	0
Adjusted Allocation	5,000	25,000	493,424	500,000	250,000	57,200	1,330,624
Expenditures as of June 30, 2022	0	(768)	(334,734)	(25,816)	(36,999)	(509)	(398,827)
Encumbrance as of June 30, 2022	0	0	(21)	0	0	0	(21)
Total Actual Expenditures/Encumbrances as of June 2022	0	(768)	(334,755)	(25,816)	(36,999)	(509)	(398,848)
Available Funds for FY 2022-2023	5,000	24,232	158,669	474,184	213,001	56,691	931,776
% Remaining	100%	97%	32%	95%	85%	99%	70%
II. Actual Expenditures/Encumbrances							
Available Funds for FY2022-2023	5,000	24,232	158,690	474,184	213,001	56,691	931,797
Funding 22-23	0	0	0	0	0	0	0
Adjustment	0	(22,232)	0	0	0	0	(22,232)
Total Available Funding for FY 2022-2023	5,000	2,000	158,690	474,184	213,001	56,691	909,565
Expenditures as of December 31, 2022	0	(1,724)	(50,920)	(61,038)	(20,973)	(13,919)	(148,574)
Encumbrances as of December 31, 2022	0	0	(67,397)	(218,851)	(158,392)	0	(444,640)
Cumulative Expenditures/Encumbrances as of December 31, 2022	0	(1,724)	(118,317)	(279,889)	(179,365)	(13,919)	(593,214)
Remaining	5,000	276	40,373	194,295	33,636	42,772	316,351
% Remaining	100%	14%	25%	41%	16%	75%	35%
III. Projected Expenditures/Carry Over							
Projected Expenditures through June 2023	0	(1,724)	(158,690)	(316,122)	(213,001)	(56,691)	(746,228)
Projected Carry Over through June 2023 (\$)	5,000	0	0	158,062	(0)	(0)	163,061
Projected Carry Over through June 2023 (%)	100%	0%	0%	33%	0%	0%	18%

Other Discretionary Funds	City of San Jose Youth Summer Program Initiative	San Jose Works (EDP Renewables)	San Jose Works (CFE)	w2ff - San Jose Works (Bank of America)	w2ff - San Jose Works (Wells Fargo)	w2ff - San Jose Works (Amazon)	w2ff - San Jose Works (Flagship)	Total
I. Actual as of June 30, 2022					Contribution	Contribution	Contribution	
Grant Period	04/30/2022 - 4/30/2023	Execution - 5/31/2023	Execution - 4/30/2023	Execution - 6/30/2023	N/A	N/A	N/A	
Original Allocation/Available Funds for FY21-22	1,141,908	183,333	25,000	55,250	15,000	100,000	5,000	1,525,491
Increase/(Decrease)	1,500,000	0	0	0	0	0	0	1,500,000
Adjusted Allocation	2,641,908	183,333	25,000	55,250	15,000	100,000	5,000	3,025,491
Expenditures as of June 30, 2022	(1,505,554)	(91,667)	(25,000)	(55,250)	(7,500)	0	0	(1,684,971)
Encumbrance as of June 30, 2022	(1,035,070)	0	0	0	0	0	0	(1,035,070)
Total Actual Expenditures/Encumbrances as of June 2022	(2,540,624)	(91,667)	(25,000)	(55,250)	(7,500)	0	0	(2,720,041)
Available Funds for FY 2022-2023	101,284	91,666	0	0	7,500	100,000	5,000	305,450
% Remaining	4%	50%	0%	0%	50%	100%	100%	10%
II. Actual Expenditures/Encumbrances								
Available Funds for FY2022-2023	1,035,070	91,666	0	0	7,500	100,000	5,000	1,239,236
Funding 22-23	1,647,000	0	30,000	84,900	0	0	0	1,761,900
Adjustment	0	0	0	0	0	0	0	0
Total Available Funding for FY 2022-2023	2,682,070	91,666	30,000	84,900	7,500	100,000	5,000	3,001,136
Expenditures as of December 31, 2022	(1,033,193)	(91,666)	(26,882)	0	0	0	0	(1,151,741)
Encumbrances as of December 31, 2022	(319,596)	0	0	0	0	0	0	(319,596)
Cumulative Expenditures/Encumbrances as of December 31, 2022	(1,352,789)	(91,666)	(26,882)	0	0	0	0	(1,471,337)
Remaining	1,329,281	0	3,118	84,900	7,500	100,000	5,000	1,529,799
% Remaining	50%	0%	10%	100%	100%	100%	100%	51%
III. Projected Expenditures/Carry Over								
Projected Expenditures through June 2023	(2,011,033)	(91,666)	(30,000)	(84,900)	0	0	0	(2,217,599)
Projected Carry Over through June 2023 (\$)	671,037	0	0	0	7,500	100,000	5,000	783,537
Projected Carry Over through June 2023 (%)	25%	0%	0%	0%	100%	100%	100%	26%

work2future
Preliminary Financial Status Report as of 12/31/22
Pd 6 Status 3

Other Funds	CWDB	BOS	Total
I. Actual as of June 30, 2022			
Grant Period	N/A	N/A	
Original Allocation/Available Funds for FY21-22	4,042	8,900	12,942
Expenditure/Encumbrances as of June 2022	0	(1,062)	(1,062)
<i>Total Actual Expenditures/Encumbrances as of June 2022</i>	0	(1,062)	(1,062)
Available Funds for FY 2022-2023	4,042	7,838	11,880
% Remaining	100%	88%	92%
II. Actual Expenditures/Encumbrances			
Available Funds for FY 2022-2023	4,042	7,838	11,880
<i>Expenditures as of December 31, 2022</i>	0	(600)	(600)
<i>Encumbrances as of December 31, 2022</i>	0	0	0
Cumulative Expenditures as of December 31, 2022	0	(600)	(600)
\$ Remaining	4,042	7,238	11,280
% Remaining	100%	92%	95%
III. Projected Expenditures/Carry Over			
Projected Carry Over through June 2023	4,042	7,238	11,280
Projected Carry Over (%) through June 2023	100%	100%	100%

work2future
Preliminary Financial Status Report as of 12/31/22
Pd 6 Status 3

Other Funds	Google work2future Relocation	Google WEX and Training	Google Child Care	Total
I. Actual as of June 30, 2022				
Grant Period	N/A	N/A	N/A	
Original Allocation/Available Funds for FY21-22	300,000	625,000	600,000	1,525,000
Expenditure/Encumbrances as of June 2022	(75,749)	0	0	(75,749)
Encumbrance	(700)	0	0	(700)
<i>Total Actual Expenditures/Encumbrances as of June 2022</i>	<i>(76,449)</i>	<i>0</i>	<i>0</i>	<i>(76,449)</i>
Available Funds for FY 2022-2023	223,551	625,000	600,000	1,448,551
% Remaining	75%	100%	100%	95%
II. Actual Expenditures/Encumbrances				
Available Funds for FY 2022-2023	224,251	625,000	600,000	1,449,251
<i>Expenditures as of December 31, 2022</i>	<i>(68,846)</i>	<i>0</i>	<i>0</i>	<i>(68,846)</i>
<i>Encumbrances as of December 31, 2022</i>	<i>(700)</i>	<i>0</i>	<i>0</i>	<i>(700)</i>
Cumulative Expenditures as of December 31, 2022	(69,546)	0	0	(69,546)
\$ Remaining	154,705	625,000	600,000	1,379,705
% Remaining	69%	100%	100%	95%
III. Projected Expenditures/Carry Over				
Projected Carry Over through June 2023	154,705	625,000	600,000	1,379,705
Projected Carry Over (%) through June 2023	100%	100%	100%	100%

SAN JOSE WORKS REPORT AS OF DECEMBER 31, 2022

San Jose Works (SJ Works) is a City of San Jose-funded partnership between work2future and the City's Parks, Recreation, and Neighborhood Services Department (PRNS). SJ Works has two tracks, (i) subsidized, in which the City covers the cost of stipends or wages for youth internships/jobs, and (ii) unsubsidized, in which employers cover the cost of stipends or wages.

SJ Works SUBSIDIZED program 8.0 has provided:

- To date, 376 subsidized employment opportunities for youth aged 14–18 who began orientation on June 21st. Youth will have from June 22nd-August 12th to complete 120 hours.
- Of the 376 participants, 100% of placed youth successfully completed onboarding, attended orientation, and training which includes soft skills, emotional intelligence, financial literacy, career exploration, entrepreneurship, wage theft & prevention and mentoring.
- The subsidized model focused increasingly on Priority-Sector and In-Demand Occupation internships for high school youth.
- Of the 376 subsidized placements, 142 were in priority sectors—information and communications technology, health care, construction, advanced manufacturing, and business and finance—or in-demand occupations outside those sectors.
- Youth were recruited from High School Career Technical Education classes focusing on the priority sectors and related in-demand occupations.
- The remaining 234 subsidized placements were with community centers, libraries, City departments and Council offices, or with nonprofit agencies.
- About 95% of the internship positions were in person or a hybrid of virtual.
- In addition, 102 mentors and 103 mentees were matched and have participated in our one-on-one mentoring and group sessions.
- Alumni group of mentees and mentors continue to meet once a month
- Mentors recruited from different companies such as Western Digital, BofA, HPE, Intel, City departments, Boys & Girls Club, and others.

SJ Works UNSUBSIDIZED program 8.0 has provided:

Staff have continued to work on the Unsubsidized component of SJ Works 8.0 during the pandemic. Currently, there are 426 enrollments, of which 298 are placements. The remaining clients have received a service or multiple services such as assistance in job searching, job applications, resume, financial literacy workshop, mock interview, or attended a job fair or interview.

Additional services provided to participating youth in both subsidized and unsubsidized components included career counseling, job readiness workshops, supportive services (e.g., bus passes), and financial education.

Participating youth will continue to have access to services such as job counseling, job readiness training, supportive services (e.g., transportation, clothing, etc.) and financial education.

Program goal will remain the same at 375. If budget permits, we can increase the number of students served.

San Jose Works has a webpage designed by SJ Works participants. Website is in the works as seeks for city approval.

SJW 9.0 summer youth and worksite recruitment has also begun:

- Summer program will begin June 5th and will run till August 2023
 - A small cohort of 20 youth will take place during the fall 2023 and be part of an Entrepreneurship work experience.
- Participants will receive \$18.00 per hour and will receive a total of 120 hours to complete in 6-8 weeks
- Program continues to recruit for more mentors
- Interest form and flyer has been created and shared on Mayor's social media platforms

###

III

Open Forum

IV.A

Minutes Approval

Approve the minutes of the November 17, 2022, Board Meeting

{Action}

WORKFORCE DEVELOPMENT BOARD

November 17, 2022

MINUTES

Staff: Alvarez, Handzar, Melchor, Thoo, Walter

Guests: Rick Robles, Project Director, Equus Workforce Solutions; Sead Eminovic, IRC San Jose Director, International Rescue Committee

NOTE: All votes were by roll call unless otherwise indicated.

I. CALL TO ORDER & ROLL CALL

The meeting via Zoom Webinar was called to order at 9:40 am by Vice-Chairperson Priya Smith.

Roll Call

Present: Auerhahn, Benavidez, Estill, Le (arriving 9:58), Lucero, McGrath, Murphy, Perez, Preminger, Smith, West, Williams

Absent: Batra, Bojorquez, Chao, Flynn, Koepp-Baker, Moreno, Takahashi, Teixeira

A. Introduction of New Board Members

The Vice-Chair welcomed new Board Members Ken West and Traci Williams, who then introduced themselves.

II. CONSENT ITEMS

ACTION: Mr. Estill moved, Ms. Perez seconded, and the Board voted unanimously to accept:

- A. Financial Status Report as of August 31, 2022
- B. San Jose Works Report as of October 31, 2022
- C. Labor Market Update
- D. Minutes of September 15, 2022, meeting

III. OPEN FORUM

Ms. Smith opened the floor for public comment. None were noted.

IV. BUSINESS ITEMS

A. Director's Report

Director Monique Melchor updated the Board about various items of interest, including the introduction of Rehan Qedwai, who joins the work2future leadership team as Finance Manager, as well as the status of the construction project that is underway at the San José Career Center on Las Plumas Avenue. Ms. Melchor informed the Board about the Community Economic Resilience Fund (CERF), a Phase 1 grant awarded to the consortium of Bay Area workforce boards and All Home on behalf of Bay Area communities. Ms. Melchor also noted that work has begun on the Regional and Local Plan Modifications due in Spring 2023.

B. FY 2022-23 Program Operating Budget Reconciliation

Accountant Katty Alvarez recommended that the Board approve proposed adjustments to the Fiscal Year 2022–23 Program Operating Budget as follows: i) Adjust the Program Operating Budget to reflect a \$132,264 decrease in funding due to actual savings being less than the

projected carry-over amount in the June 2022 Board-approved budget; ii) Decrease carry-over administrative funding by \$5,525; iii) Increase funding by \$215,226 in the WIOA Rapid Response operating budget; iv) Adjust the Summary of Discretionary Funding sources, both new and carry-over, to \$3,944,814.

ACTION: Ms. Williams moved, Mr. Estill seconded, and the Board unanimously approved the recommendation.

C. Amendments to Article VI of the work2future By-laws

Lawrence Thoo, Strategic Engagement Manager, recommended that the Board approve amendments to Article VI of the work2future By-laws, which addresses work2future committees, to provide for the creation of additional standing committees, as first presented at the September 15, 2023, Board meeting.

ACTION: Ms. Lucero moved, Mr. West seconded, and the Board unanimously approved the recommendation.

D. Creation of a Youth Committee

Subsequent to the Board's approval of amendments to Article VI of the work2future by-laws, Lawrence Thoo, Strategic Engagement Manager, recommended that the Board approve a resolution to create a Youth Committee as a standing committee of the Board, with stipulated provisions for the membership and duties of the committee. Discussion ensued among the Board members. A motion was made and then withdrawn regarding the need to codify the diversity makeup of the youth members of the Youth Committee.

ACTION: Mr. Estill moved, Mr. Murphy seconded, and the Board unanimously approved the recommendation.

E. WIOA Performance Report for Q1 of PY 2022

Mirza Handzar, Youth and Training Project Manager, reported on the Workforce Innovation and Opportunity Act (WIOA) program performance for the first quarter of Program Year 2022-23 (PY 2022). Rick Robles, Project Director, Equus Workforce Solutions, and Sead Eminovic, IRC San Jose Director, International Rescue Committee, reported on the activities, accomplishments, and challenges of their respective WIOA programs. Discussion ensued among the Board members.

F. Board Elections

Election of one Board member to fill an at-large seat on the Executive Committee for a two-year term beginning January 1, 2023, and ending December 31, 2024.

ACTION: Mr. Estill nominated Mr. Chad Bojorquez. There were no other nominations. Mr. Bojorquez was elected to serve as an at-large member of the Executive Committee without objection.

G. 2023 Proposed Schedule of Meetings

Lawrence Thoo, Strategic Engagement Manager, proposed a meeting schedule for work2future Board Meetings in calendar year 2023: the third Thursday of the third month of each calendar quarter, except for the fourth quarter, from 9:30 am–11:30 am or as needed by the volume of business. Meeting dates were noted for March 16, June 15; September 21; and November 16, 2023. There were no objections from the Board.

V. OTHER

Announcements, suggested agenda items for a future meeting, other housekeeping

- A.** A suggested item for future meetings is additional reporting around WIOA performance measurements to include performance counts as well as percentages.
- B.** Ms. Le announced that East Side Union School District has determined an increase in the number of homeless students and provided a way to donate to holiday care for these students.

VI. ADJOURNMENT

Meeting adjourned at 10:48 am. Presentation of the 2022 Community Builder Awards immediately followed.

Draft: D. Walter
Edit Review: L. Thoo

IV.B

Director's Report

{Information}

DIRECTOR'S REPORT

Director Monique Melchor will report on various matters of interest.

###

IV.C

Preliminary Scenarios for FY 2023-24 Program Operating Budget

{Action}



Memorandum

TO: WORK2FUTURE BOARD

FROM: Rehan Qedwai

SUBJECT: See Below

DATE: February 28, 2023

Approved

Date

SUBJECT: Preliminary Scenarios for the Workforce Development Board (WDB) Program Operating Budget for FY 2023-24

RECOMMENDATION

Approve the following three preliminary budget scenarios for Fiscal Year 2023-24 (FY 2024), as follows:

- Proposed FY 2024 WDB Program Budget based on a projected allocation of \$7.023 million (**base scenario, allocation As IS**),
- Proposed FY 2024 WDB Program Budget based on a projected allocation of \$6.672 million (**5% reduction from the FY 2023 allocation**), and
- Proposed FY 2023-24 WDB Program Budget based on a projected allocation of \$7.374 million (**5% increase from the FY 2023 allocation**).

The three budget scenarios above are based on early *estimates* of WIOA funding allocations to be received. The California Employment Development Department (EDD) normally conveys the Adult, Dislocated Worker, and Youth funding allocations to the 45 local WDBs in April/May of each year. Once notification of the *final* allocation from the EDD is received staff will present a *balanced* Program Operating Budget to the Executive Committee for a recommendation to the Board at the June 2023 Board meeting.

At a special meeting on February 27, 2023, the Executive Committee voted unanimously to recommend that the Board approve the three preliminary budget scenarios above.

BACKGROUND AND ANALYSIS

Funding Allocations:

Based on current circumstances and preliminary State planning estimates, staff developed the scenarios as follows: AS IS, i.e., no change in allocation (**base**); 5% funding reduction, and 5% funding increase compared to the WIOA Adult, Dislocated Worker, and Youth final funding allocation for FY 2022-23.

WIOA Allocation	2022-23 Final Allocation	Proposed 2023-24 AS IS (base)	Proposed 2023-24 5% Decrease	Proposed 2023-24 5% Increase
	A	B	C	D
Formula Allocation	\$7,023,470	\$7,023,470	\$6,672,297	\$7,374,644
Changes in Funding compared to 2022-23 (\$)		0	(351,174)	351,174
Changes in Funding (%)		0%	-5%	5%

Proposed Program Budgets:

The proposed budget scenarios include re-budgeting a total of \$5,094,902 which consists of the following:

- 15% Board-mandated Reserve carry-over funding from FY 2022-23 of \$1,053,521
- Adjusted Unallocated Contingency Reserve Account for Training and Other Services of \$829,030
- Projected savings through June 30, 2023, of \$3,212,351 as per the December 31, 2022, Financial Status Report

The proposed scenarios include setting aside the 15% Board-mandated reserve account for FY 2024-25, which reduces the funding available for program operations for FY 2023-24 across all three budget scenarios.

It is important to note that the projected savings shown above are from the Adult, Dislocated Worker, and Youth program funding allocations only. The Rapid Response program and (existing and future) discretionary grants are separate, and therefore a separate budget discussion for these programs will be presented to the Board in June 2023 along with the proposed FY 2023-24 program operating budgets for Adult, Dislocated Worker, and Youth programs. In addition, since this is strictly a program operating budget, as in previous years, the administrative budget is reported separately.

	FISCAL YEAR	2022-23 Adjusted Budget	2023-24 AS IS	2023-24 5% Reduction	2023-24 5% Increase
	A	B	C	D	E
1	Funding Allocation	\$7,023,470	\$7,023,470	\$6,672,297	\$7,374,644
2	15% Board Mandated Reserve from Prior Year	896,446	1,053,521	1,053,521	1,053,521
3	Unallocated Contingency Account	723,599	829,030	829,030	829,030
4	Projected Savings from Prior Year	2,769,474	3,212,351	3,212,351	3,212,351
5	15% Board Mandated Reserve for Current Year	(1,053,521)	(1,053,521)	(1,000,845)	(1,106,197)
6	Administrative Funding	(702,347)	(702,347)	(667,230)	(737,464)
7	Proposed Program Budget	\$9,657,121	\$10,362,504	\$10,099,124	\$10,625,885
8	Increase/(Decrease) in Funding (\$)		\$705,383	\$442,003	\$968,764
9	Increase/(Decrease) in Funding (%)		7%	5%	10%

As can be gleaned from the table on p. 2 of 5, there is a funding shortfall of zero and \$351,174 for the *AS IS* and *5% reduction* scenarios, respectively. On the other hand, there is an additional funding of \$351,174 for the *5% increase* scenario.

In all three scenarios, the funding impact on the Proposed Operating Budget for FY 2023-24 is a surplus, and the funding impact on the Proposed Operating Budget for FY 2023-24 is manageable with no funding shortfall across all three budget scenarios.

Recommended Budgetary Actions:

The following budgetary actions are recommended for the Proposed Operating Budget Scenarios:

- Personnel Costs
 - Assumed the same staffing level funded in FY 2022-23. The City's FY2022-23 **Adopted** "SalFringe" (salaries and fringe benefits) report was used in the scenarios. The budget also includes COLA (3%) and employee performance and step increases (2.5%). The final budget proposal will include appropriate modifications to reflect other possible adjustments such as staffing changes.
- Non-personnel costs
 - Adopted the FY22-23 budget amount for non-personnel costs. Staff will analyze historical data to determine if additional savings can be generated and reallocated to other budget line items. This will be included in the final budget proposal.
- Adult Client Services
 - Assumed 30% of Adult and Dislocated Worker Program Allocations is spent on SB 734 training. If during the FY 23-24 work2future is able to generate additional funding from

state-approved leverage sources, this would result in additional savings to be utilized for other client related services.

- Youth Client Services
 - Assumed 20% of FY 23-24 Youth “*program*” (90% of Youth Program Allocation) is spent on work experience program. In addition, unspent funding from FY 22-23 WEX allocation is carried-forward to FY23-24 as part of the total WEX budget, to catch-up with the required on WEX training from the previous year’s program allocation.
- Unallocated Contingency Reserve Account
 - Assumed \$56,793 for Unallocated Contingency Reserve Accounts.
- Distribution to Service Providers
 - Assumed the same funding provisions for service providers.

The following table shows the funding impact of the above budgetary assumptions into the Proposed Operating Budget across all three budget scenarios:

	Proposed Uses	2022-23 Adjusted Budget	Proposed Budget 2023-24 AS IS (base)	Proposed Budget 2023-24 5% Funding Reduction	Proposed Budget 2023-24 5% Funding Increase
	A	B	C	D	E
1	Personnel Costs	\$2,598,093	\$2,659,773	\$2,659,773	\$2,659,773
2	Non-Personnel Costs	525,286	595,745	595,745	595,745
3	Adult Client-Related Services	1,789,593	3,245,855	3,174,333	3,317,377
4	Youth Client-Related Services	1,041,019	1,168,841	1,148,543	1,189,139
5	Other Client-Related Services (One-Stop Operator)	30,000	30,000	30,000	30,000
6	Unallocated Contingency Reserve Account	1,021,293	56,793	56,793	56,793
7	Distribution to Service Providers	2,651,837	2,605,497	2,433,937	2,777,058
8	Total Proposed Budget	\$9,657,121	\$10,362,504	\$10,099,124	\$10,625,887
9	Projected Funding	\$9,657,121	\$10,362,504	\$10,099,124	\$10,625,887

Staff will be bringing to the Board at its June 2023 meeting a ***final*** program operating budget along with Rapid Response, Administration, and discretionary grants upon receipt of final allocation from the state.

As in previous years, to ensure that there is sufficient operational flexibility to respond to changing conditions, the Board will be asked to continue authorization for staff to transfer funds between budget line items without additional approval so long as the Board-approved Operating Budget is not exceeded and transfers fall within the Board-approved WIOA Operating, Administrative, and Rapid Response budgets.

Similarly, as in previous years, the Board will be asked to continue authorization for staff to transfer funds between the Adult and Dislocated Worker programs, as needed to accommodate changes in the numbers of clients being served by the two programs, without having to return to the Board for additional approval.

/s/
Rehan Qedwai
Finance Manager

cc: Monique Melchor
Jeff Ruster

/rq

IV.D

Local and Regional Plan Modifications

{Action}



Memorandum

TO: WORK2FUTURE BOARD

FROM: Sangeeta Durrall

SUBJECT: Regional and Local Plans Modification

DATE: March 6, 2023

Approved

Date:

RECOMMENDATION

Approve modifications to the Local Plan and Regional Plan for submission to the State of California.

At its regular meeting on February 16, 2023, the Executive Committee voted unanimously to recommend Board approval of the Local Plan Modification and the Regional Plan Modification.

BACKGROUND AND ANALYSIS

As required under the Workforce Innovation and Opportunity Act (29 US Code 3123) work2future submitted in 2021 to the California Workforce Development Board (CWDB) its [Program Years \(PY\) 2021-2024 Local Plan](#), which the CWDB subsequently approved. 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."

Concurrently, the Bay Peninsula Regional Planning Unit (RPU), comprised of work2future, NOVAworks and the San Francisco Workforce Board, submitted its [Regional Plan](#) in accordance with the directive.

Local boards and RPUs are required to submit two-year modifications of the four-year local and regional plans at the mid-point of the four years. In accordance with instructions for two-year modifications contained in Workforce Services Directive WSD22-05, [Local Plan Modifications](#) and [Regional Plan Modifications](#) were prepared and released for public comment for a 30-day period ending February 13, 2023. As of this writing, only a handful of comments have been received. The comments will be noted when the plans are submitted for approval.

The completed plan modifications are due to the CWDB by March 31, 2023.

Summary of Local Plan Modifications

work2future offers many virtual services across our website and through our career center. We currently offer skill-building opportunities online such as workshops, offered both in-person and online. work2future will also feature many new workshops introduced in February 2023 that offer new skill-building opportunities such as project management, social media marketing, entrepreneurship, and so much more. work2future clients receive access to Metrix online skill building. This is a service that provides our clients with free access to over 5,000+ online skill building courses. Using a combination of games and Metrix courses, clients can receive real-life industry certifications in areas such as Digital

EXECUTIVE CMTE

Date: 03-06-23

Subject: Regional & Local Plans Modification

Page 2 of 2

Literacy, Food Service, Hospitality Front Desk, Customer Service Representative and so much more. This virtual skill building option allows for flexibility and the opportunity to learn at your own pace.

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 express purpose of helping the job seeker land a sustainable career.

/s/

SANGEETA DURRAL

Program Services Manager

cc: Monique Melchor

Attached: Local Plan Modification (pending approval), Regional Plan Modification (pending approval)

Local Plan Modification 2021-24

EXECUTIVE SUMMARY

Silicon Valley Workforce Investment Network, branded as work2futureSM, 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 WSD22-05: "Regional and Local Planning Guidance for PY 21-24. Two Year Modifications"

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 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

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.

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 that 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.

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, the comprehensive AJCC is located 1680 Las Plumas Avenue, San Jose CA 95118, 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 County¹ 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.”²

Prioritizing Race Equity

The rapid shift to virtual services caused by the pandemic has laid bare the barriers to digital inclusion faced by many of our jobseekers. work2future **HAS DEVELOPED A HYBRID MODEL WHERE ALL SERVICES ARE PROVIDED BOTH IN-PERSON AND VIRTUALLY.** However, many are struggling and/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.³ work2future's Local Plan will drive its services to the most in need underserved populations across all programs and continually look to remedy technology gaps facing our participants. 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.

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.*

¹ work2future is collocated with the County Social Services Agency in South County- Gilroy

² <https://sanjosespotlight.com/new-covid-19-vaccine-clinics-coming-to-east-san-jose-and-gilroy/>

³ (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.)

- *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.*

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 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.

work2future meets with AJCC partners on a monthly basis where each partner has a chance to discuss the previous month's experience, suggest logistical changes to improve services, and promote any organizational updates. This allows partners to share information and cross promote essential services. The One Stop Operator also manages a shared website where meeting notes and news are distributed for Partners that were unable to attend.

AJCC Partners are invited to and often participate in work2future client orientations. Partners are allocated time, typically 15 minutes to promote their individual organization and services to prospective work2future clients during orientation. The ultimate goal is to have co-enrollment, or at minimum allow prospective clients to understand the partner's services so that they may utilize those services in the future.

Per the terms of the WIOA MOU, the San Jose AJCC located at 1608 Las Plumas has a designated office area for all the partners. The facility is in compliance with all applicable provisions of the ADA including wheelchair access, services for the hearing impaired, accessible water fountains, and signage for Nondiscrimination and Equal Opportunity Procedures prominently displayed. As part of its annual monitoring process, the work2future Contracts unit conducts an in person visit to ensure that these provisions are being met.

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's one-stop operator (Operator) will need to play an integral role in coordination and collaboration through a series of regular partner meetings. These meetings will include the Career Service providers 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 to develop a referral system.**

Use of Technology to Provide Workforce Services:

work2future offers many virtual services across our website and through our career center. We currently offer skill building opportunities online such as our workshops, offered both in-person and online. This features workshops such as Microsoft Office, Computer Training, and more. This will also feature many new workshops that will be introduced in February of 2023 that will offer new skill building opportunities such as project management, social media marketing, entrepreneurship, and so much more.

Metrix: work2future clients receive access to Metrix online skill building. This is a service that provides our clients with free access to over 5,000+ online skill building courses. Using a combination of games and Metrix courses, clients can receive real life industry certifications in areas such as Digital Literacy, Food Service, Hospitality Front Desk, Customer Service Representative and so much more. This virtual skill building option allows for flexibility and the opportunity to learn at your own pace.

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.

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.

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.

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.*

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

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.

Department of Child Support Services (DCSS) Partnership:

work2future plans to meet with DCSS and other Child-Support 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.

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:

work2future and South Bay Consortium for Adult Education and International Rescue Committee (work2future service provider) 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.

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.*

Staff Training:

work2future's frontline staff will take advantage of training webinars provided by Workforce GPS⁴, which offers staff comprehensive training around preparation and ongoing professional development to effectively address participant barriers. work2future will continue to support digital equity as part of an inclusive workforce development plan and will continue to train its staff to develop innovative ways to offer its services. Cross-training between partners will also

⁴ Workforcegps.org: US Department of Labor, Employment and Training Team

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:

Rapid Response is primarily the responsibility of work2future's Strategic Engagement/Business Services team, which will continue, and build on, its current multi-party coordination to rapid response. Based on work2future's local rapid response policy, which reflects and expands on WSD16-04, the team responds immediately to all WARN notices for the local area and to all multi-area regional WARN notices, in coordination with the other affected local workforce development boards. The team coordinates closely with the local California Employment Development Department (EDD) team to provide resource presentations to affected employees. Whenever possible, the team also works with third-party outplacement firms that companies—usually larger firms—have hired to assist their employees being laid off. In addition to UI and COBRA information, the team ensures that affected employees are aware of the re-employment support available through our AJCCs and refers those employees to the AJCC team.

In addition, work2future AJCC staff regularly participate in the local EDD's weekly RESEA information sessions to ensure that attendees are provided information on the full array of WIOA services available to Dislocated Workers.

work2future also maintains an active awareness of the local and regional business environment. Labor Market Intelligence (LMI) is a function of the Strategic Engagement/Business Services team, which ensures that both labor market and business intelligence is integrated into the team's rapid response and layoff aversion work. The team draws on a variety of LMI resources, including using Econovue to regularly research business health. (work2future was integral to the development of Econovue.) The team advocates for and facilitates work-sharing and, moving forward, it is actively promoting Incumbent Worker Training support, a newly implemented resource from work2future. work2future will also continue to refer employers to the Employment Training Panel's (ETP's) regional representatives, as it has been doing, and it has laid groundwork with ETP to pursue a Multiple Employer Contract should the experience with Incumbent Worker Training indicate sufficient demand to warrant the additional resource.

work2future partners with numerous employers to support recruiting efforts through career fairs (job fairs) staged several times a year. Participating employers at these events number anywhere from a half-dozen to over 60 and they may be hosted in partnership with organizations such as San Jose City College, Manufacture: San Jose and others, as well as the EDD, which is a constant partner.

In order to coordinate the full array of business services, work2future holds weekly all-teams meetings with Board, AJCC and EDD business services staffs.

work2future is and will continue to be an active member and rotating host of the Bay Area Rapid Roundtable, which allows for rapid response coordination with workforce boards throughout the region, as well as with the state.

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

Helping priority populations, (job seekers who are 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 mental health entities 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 that 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. 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.

Training Activities and Employer Engagement:

work2future's 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 that align with our priority sectors—to support sector pathways initiatives in order to offer short-term technical skills training that assist individuals in getting back to work quickly.

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 Pathways 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.⁵

Youth Services:

work2future's Young Adult Programs for both In-School and Out-of-School youth will continue to provide and improve upon providing high quality services, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training leading to a career-pathway placement opportunities and/or enrollment in post-secondary education. 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. 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.
- 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.

⁵ CalJOBS

- Activities that help youth prepare for and transition to post-secondary education and training.

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 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 participants 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 which offers an online learning program; a flexible, easy-to-use system, 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 work experience training, which will be provided as a planned, structured paid learning experience that will take place in a workplace for a limited period-of-time.

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 disbursal 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.

Regional Plan Modification 2021-2024 Bay-Peninsula RPU (RPU)

Workforce Development Boards of:
Workforce Investment San Francisco (WISF)
North Valley Consortium (NOVAworks)
San Jose Silicon Valley Workforce Investment Network (SJSVWIN)

Primary Contact:
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A. ANALYTICAL OVERVIEW OF THE REGION

- *Current employment and unemployment data.*
- *Current educational and skills levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.*
- *Industries and occupations with an emerging demand.*

Introduction and Regional Context

The Bay-Peninsula Regional Planning Unit (RPU) consists of Workforce Investment San Francisco (WISF), North Valley Consortium (NOVAworks), and the San Jose Silicon Valley Workforce Investment Network (SJSVWIN). It covers the geographic area of San Francisco, San Mateo, and Santa Clara Counties. The Office of Economic and Workforce Development (SF OEWD) is the operational arm of WISF—both names are used interchangeably throughout this document. Workforce services under the SJSVWIN are branded as work2future. The three workforce development boards worked closely together in planning for and administering regional initiatives.

NOVAworks, as the current RPU lead, is submitting this Strategic Regional Plan Modification, as required under the Workforce Innovation and Opportunity Act (29 US Code 3123). The plan modification is in accordance with the guidance and requirements outlined in the California Employment Development Department’s (EDD) Workforce Services Directive 22-05: “Regional and Local Planning Guidance for PY 21-24 Two-Year Modifications.”

Home to 3.6 million people and global leaders in tech-enabled industries, the RPU region is slowly and steadily emerging from the depths of the COVID-19 pandemic. The region had a civilian workforce of 2,091,600 as of September 2022. The unemployment rate of 2.1% has fallen from the pre-pandemic high of 7.8% in 2020 and has now equaled the 2019 rate. The RPU labor force participation rate is 67.1%. The California rate is 63.4%. The RPU is a majority-minority region, with more Asian and fewer Latinx residents than California as a whole. 37.6% of the RPU population is foreign born and 19.3% speak English less than “very well.” The median age for the three RPU counties is 40.4 (San Francisco), 40.8 (San Mateo) and 38.2 (Santa Clara). The California state median age is 37.6.

Population Estimates (July 1, 2021)

Race/Ethnicity	California	San Francisco Co	San Mateo Co	Santa Clara Co
Hispanic or Latinx	40.2%	15.7%	24%	25%
Asian	15.9%	37.2%	31.8%	40.6%
Black	6.5%	5.7%	2.8%	2.9%
White (not Hispanic/Latinx)	35.2%	38.2%	37.4%	28.9%
Native American	1.7%	0.8%	0.9%	1.2%
Two or more races	4.2%	4.8%	5.1%	4.3%

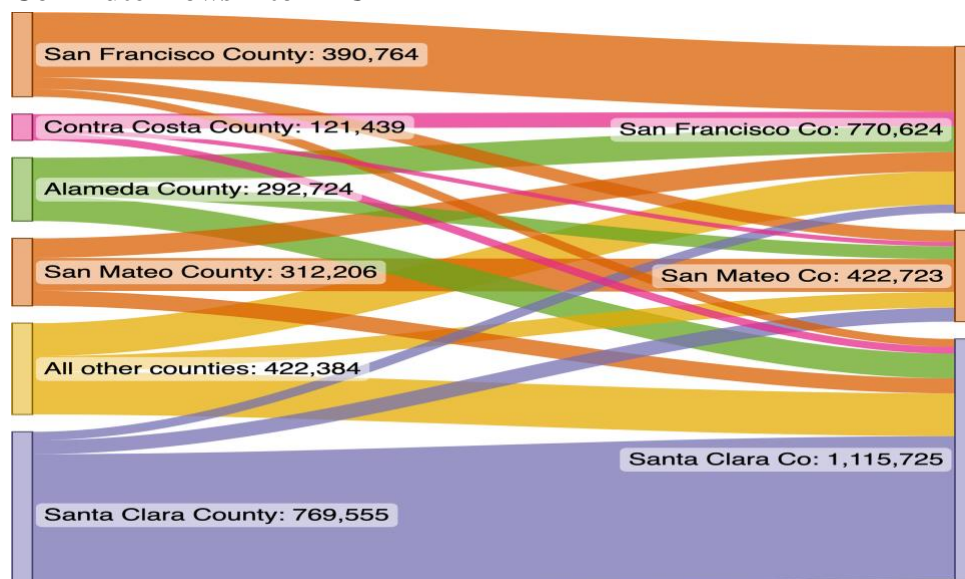
Source: Census QuickFacts

On average, the region’s population is more highly educated and wealthier than the rest of the state. The poverty level is 7.1% compared to 11.1% statewide. The median household income ranges from \$126,187 in San Francisco, \$136,837 in San Mateo, and \$140,250 in Santa Clara. The economy, however, is a dichotomous one. Large percentages of residents in each county live below the self-sufficiency standard – 28% in both Santa Clara and San Francisco, and 33% in San Mateo.¹ 6.6% of Santa Clara County residents, 5.5% of San Mateo County residents, and 10% of San Francisco County residents live in poverty. That compares to 12.3% statewide.²

Housing and transportation infrastructure play important roles in the dynamics of the regional economy. Affordable rental housing and opportunities for homeownership offer long-term social and financial benefits, making housing an important economic influencer. Sadly, home ownership is out of reach for many Bay Area residents. The median value of owner-occupied housing units in 2021 was \$1.256 million in San Mateo County, \$1.195 million in San Francisco County and \$1.134 million in Santa Clara County. The median value for California was \$573,200 and the national median value was \$244,900.³

There is considerable cross county community within the Bay Area, with lower wage workers commuting in from lower cost of living counties, sometimes over significant distances. The majority of San Francisco County (77.1%) and Santa Clara County (86.5%) residents work in their county of residence. The proportion in San Mateo County is lower, with only 48.8% working within their county, and a significant number of residents traveling to San Francisco and Santa Clara counties for work. The 2021 Census Bureau American Community Survey found that average commute times were approximately half an hour, with an average 32.8-minute commute for San Francisco County workers, a 28.7-minute commute for San Mateo County workers, and a 28.5-minute commute for Santa Clara County workers.

Commute Flows into RPU



Source: U. S. Census Bureau (2019)

¹ Insight Center for Community Economic Development (2021)

² U. S. Census Bureau QuickFacts (2021)

³ U. S. Census Bureau QuickFacts (2021)

Current employment and unemployment data

The following table summarizes the numbers of employed and unemployed individuals in the labor force.

County	Labor Force	Employed	Unemployed	Unemployment Rate
San Francisco	577,400	565,200	12,200	2.1%
Santa Clara	1,057,200	1,034,900	22,400	2.1%
San Mateo	457,000	448,100	8,900	1.9%
Region	2,091,600	2,048,200	43,500	2.1%

Source: EDD (September 2022)

While the unemployment rate continues to drop, inflation, high interest rates, high housing costs, and COVID may conspire to put the brakes on the economy's momentum. A series of job cuts at major Silicon Valley companies could portend potential trouble for the regional economy. There were 66 WARN mass layoff announcements affecting 5,540 individuals in the RPU region between September 1, 2022, and December 13, 2022. Affected sectors include technology, biotech, accommodation and food service, health care and social assistance, information (data), robotics/autonomous vehicles, e-commerce, ride hailing, software/cloud, manufacturing, public administration, real estate, retail, and transportation and technology. Despite the layoffs, the tech industry was one of few with unfettered growth during the pandemic, and the current job count for tech is higher than pre-pandemic job counts, according to an EDD data analysis by SF OEWD.

Regional leaders interviewed for the Regional Plan Modification and quoted in San Francisco Bay Area media sources differ on the impact of the current round of layoffs on the overall economy. These perspectives and anecdotes are included to provide context for the regional economy in its current state, as economic forecasting is unreliable for the near and mid-term future.

One economist cited the Bay Area's economic makeup as a potential liability in an era of higher inflation and interest rates. "The Bay Area's concentration of jobs in the technology, finance, construction and real estate space makes it more vulnerable to the shock of higher interest rates, declining stock prices and tightening financial conditions," said Scott Anderson, chief economist with Bank of the West.⁴

Julie Lind, secretary/treasurer of the San Mateo County Central Labor Council, said she was concerned about the impact of the tech-related layoffs on supportive service positions, including leisure and hospitality, that have struggled to return to the pre-pandemic levels.

One restaurant, A Slice of New York, a pizza shop, and worker cooperative in Santa Clara County, is facing three challenges related to current economic conditions 1. fewer customers due to remote work, 2. a reduction in the regional labor force, and 3. Inflated food and supply costs. These external factors have put a serious dent in profitability and have caused "all kinds of problems for cash flow," says Kirk Vartan, its general manager.

⁴ *Mercury News*, November 22, 2022

Inflation has heightened “barriers to work, such as childcare and transportation costs,” that were hampering individuals and families at all income levels, according to a listening session with community organizations and employers conducted in August 2022 by the Federal Reserve Bank of San Francisco.

Regional economist Steve Levy said, “2023 will be a difficult year for Silicon Valley and especially for the people laid off. But we have overcome more serious challenges – from the 1985 semiconductor job losses to the dot.com bust following 2000, and the foreclosure crisis in 2008. We are a resilient economy, companies adapt, we always bounce back and will again.”

Patrick Kallerman, vice president of research at the Bay Area Council Economic Research told the *Mercury News* (11/22/22): “The tech and biotech layoffs are not happening at a rate that will damage the overall Bay Area economy. That’s not to say that something else might not occur.”

Said Joint Venture Silicon Valley chief executive Russ Hancock (*Mercury News* 11/22): “There is nothing wrong with Silicon Valley. This is not a gold rush that got out of control. This is not a dotcom bust. Some companies overestimated how much talent they would need and how many perks to give out. They are scaling back and making a course correction.”

Regardless of the impact of immediate factors, there continues to be broad agreement that foundational regional factors like high housing costs and clogged freeway arteries will remain a drag on the Bay Area economy and on the ability of businesses, schools, and community-based organizations to hire and retain talent.

Current Education and Skills levels

The RPU and the San Francisco Bay Area continue to benefit from a highly skilled and educated workforce that fuels the region’s economic growth and innovation. But there are major gaps in education by race and ethnicity that stifle career mobility and deprive employers from access to undervalued talent.

A bachelor’s degree continues to be the gold standard proxy for employability and access to higher skilled regional jobs. The below table of bachelor’s degree attainment by race/ethnicity in the three RPU counties illustrates wide-scale disparities.

Race/Ethnicity	San Francisco Co.	San Mateo Co.	Santa Clara Co.
White	79.5%	61.1%	61.7%
Black	31.6%	27.3%	43.7%
Native American	37%	13.8%	20.2%
Asian	51%	60.6%	68.7%
Latinx	42.8%	23.7%	20.8%

Source: U. S. Census Bureau (2020)

These skill and education gaps are exacerbated by racial and ethnic segregation that deprives individuals of color from access to social capital, including professional networks, mentors, and real-time labor market intelligence. A tale of two neighboring census tracts in San Mateo County illustrates the impact of segregation on a racial and ethnic income gap, and education gap.

Community	Per Capita Income	BA or higher	White (%)	Latinx (%)
Atherton	\$171,823	84.6%	67.9	8.8
North Fair Oaks	\$41,752	28.9%	17.9	71

Source: U. S. Census Bureau, American Community Survey (2021)

The income distribution, geographic segregation, and education attainment gaps present continued barriers to opportunity, and account in part for the following skill gaps in the RPU.

Skill	Candidates	Openings	Gap
Presentation	5,653	6,594	-941
Microsoft Office	16,231	17,087	-856
Cash Registers	3,172	3,882	-710
Retail Sales	4,797	5,393	-596
C++	1,309	1,821	-512
Structured Query Language (SQL)	6,384	6,875	-491
Cantonese	338	813	-475
Cash Handling (Cashier)	6,462	6,930	-468
Information Security	1,250	1,671	-421
C	446	803	-356
Mandarin	796	1,148	-352
Circuit Boards	264	614	-350
Hand Trucks	416	756	-340
UNIX	1,396	1,719	-323
Marketing	5,102	5,411	-309
People Skills	1,459	1,757	-298
Start-Ups	397	694	-296
Data Structures	778	1,070	-292
iOS	1,239	1,509	-270
Tutoring	217	484	-266
TypeScript	637	895	-259
Pallet Jacks	731	969	-238
Graphics Processing Unit (GPU)	477	707	-231
Polymerase Chain Reaction (PCR)	506	733	-227

Source: JobsEQ (2022)

A broad-based outreach to over 500 employer partners by OEWD revealed a need for the following technical and essential/professional skills for employees:

- Digital literacy
- Office skills
- Software engineering
- Time management
- Attendance
- Absenteeism etiquette
- Critical thinking
- Adaptability
- Dependability
- Open-mindedness
- Customer service
- Communication
- Cross-cultural management skills

Other skills-related challenges include the technology divide, a lack of skilled labor in manufacturing, and concerns about a lack of general workplace readiness, according to a survey of NOVAworks board members.

Industries and occupations with an emerging demand

Industry sectors and careers that have withstood the pandemic and related challenges and are poised for continued, if uneven, growth are described in the below figure.

Many of these growth sectors require workers with both academic and practical training and access to social capital – real-time labor market intelligence, mentors, and professional networks – to ensure sustained career advancement.

But many RPU residents don't have access to adequate training or social capital and their inability to connect their talent with opportunity hurts the regional economy. The challenge for the RPU and partners is to both support growth in these key sectors while supporting opportunities for the workforce, particularly those from historically excluded communities.

Here is a list of industry subsectors and growth prospects through 2027.

Industry (NAICS)	Employment (2022)	Annual Growth (%) (2017–22)	Projected Growth (%) (2022–27)	Projected Openings (2027)
Computer Systems Design (54151)	175,320	3.9	2.1	267,053
Restaurants (72251)	125,227	–3.1	2.2	251,660
Services for the Elderly (62412)	72,034	4.6	3.5	134,829
General Medical Hospitals (62211)	75,112	1.6	0.4	106,514
Elementary & Secondary Schools (61111)	66,938	–0.9	0.4	99,019

(continued)

Industry (NAICS)	Employment (2022)	Annual Growth (%) (2017–22)	Projected Growth (%) (2022–27)	Projected Openings (2027)
Software Publishers (51321)	62,686	11.5	1.4	93,653
R&D in Physical & Life Sciences (54171)	64,509	8.5	0.6	93,180
Computer Equipment Manufacturing (33411)	60,920	2.4	0.4	88,526
Colleges & Universities (61131)	55,659	0.1	0.8	85,009
Web Search Portals (51929)	50,547	13.2	2.5	80,581
Media Streaming Distribution Services (51621)	42,410	7.4	1.6	65,949
Temporary Help Services (56132)	37,409	1.5	1.1	60,860
Semiconductor Manufacturing (33441)	39,915	-0.6	-0.3	57,654
Management Consulting Services (54161)	34,815	4.0	1.7	54,002
Management of Companies (55111)	33,511	-5.1	0.1	48,754
Computing Infrastructure Providers (51821)	31,590	10.1	0.7	46,410
Supermarkets & Grocery Retailers (44511)	27,490	-1.2	-0.9	46,331
Janitorial Services (56172)	23,087	-4.1	0.3	38,148
Accounting, Tax Preparation & Payroll Services (54121)	24,449	1.0	0.2	36,248
Offices of Physicians (62111)	23,905	3.8	0.8	34,827
Offices of Lawyers (54111)	24,651	-0.8	0.1	34,737
Hotels & Motels (72111)	18,419	-9.8	2.0	33,365
Investigation & Guard Services (56161)	19,047	2.4	1.7	33,247

Source: JobEQ (2022)

Through the Regional Equity and Recovery Partnership (RERP) grant through the California Workforce Development Board, the RPU and four regional community colleges are targeting three emerging industry sectors designed to provide enhanced career opportunities for English Language Learners, Justice-Involved individuals, veterans, low-income households, and dislocated workers. The education partners are City College of San Francisco, College of San Mateo, Mission College, and Gavilan College. Employer partners include two industry associations – Biocom California Institute and California Life Sciences, as well as Amazon Web Services, Applied Materials, Tesla, LinkedIn, and Twilio.

Target industry sectors and sub-sectors include:

- Cybersecurity - Key occupations include computer systems analysts and information security analysts. In the five years, from 2019 to 2024, the number of jobs in these occupations is forecast to grow by 14 percent in the broader San Francisco Bay Region and 13 percent in the Silicon Valley sub-region (Santa Clara County) according to March 2021 analysis by the San Francisco Bay Center of Excellence for Labor Market Research (COE). The COE further said that there is an “undersupply” of cybersecurity workers compared to the demand for these occupations in the broader San Francisco Bay region and the Silicon Valley sub-region (Santa Clara County). There is a projected annual gap of 3,447 cybersecurity students in the Bay region and 1,359 students in the Silicon Valley sub-region.

- Mechatronics (industrial automation) - The key occupation in this sector is electro-mechanical and mechatronics technologists and technicians. In the five years from 2020 to 2025, the number of jobs in this occupation is forecast to grow by 4 percent, according to an April 2022 analysis by the COE. The COE is projecting an undersupply of workers compared to the demand for these jobs in the Bay region and in Santa Clara County. The project annual gap is 62 mechatronics students in the Bay region and 28 students in Santa Clara County. In addition, employer members of the Mission College mechatronics advisory board are projecting strong future demand. Advisory board members include Tesla and Applied Materials.
- Cloud Computing - Key occupations include sales representative manager and computer network support specialists. For the San Francisco metro area including San Mateo County, the number of sales representatives jobs are expected to grow by 5 percent between 2018 and 2028 with a total of 8,110 annual average job openings, according to EDD occupational projections. The number of computer network support specialists is expected to increase 14.5 percent over the ten-year period with 1,830 annual average job openings. Labor market intelligence from Amazon Web Services and its customer companies suggests continued strong demand for cloud-related occupations and a shortage of talent, according to the College of San Mateo.

B. REGIONAL INDICATORS

- *Identify which of the four regional indicators the RPU established objective metrics under RPI 4.0, and what those metrics were.*
- *Identify any anticipated impacts that tracking and evaluating the regionally agreed upon metrics will have on each of RPU's local workforce service delivery system (e.g., change in service strategies, improved participant outcomes, new partner engagement)*

The RPU's approach to the indicators is shaped by the unique characteristics of the region. Though the Bay Area has prodigious racial, ethnic, and socioeconomic diversity, the region is rife with continued racial and ethnic segregation from a legacy of redlining, generational exclusion of people of color from the labor market, as well as other intentional and enduring barriers to upward career mobility for many residents, especially people of color and women.

As measured by the Brookings Institution, the RPU region ranks near the bottom of the nation's 53 largest metro areas for racial and geographic inclusion. The racial inclusion indicators measure the gap between the non-Hispanic White population and people of color on the following inclusion indicators: median income, employment rate and relative income poverty. Geographic inclusion indicators measure changes in the gap between the most advantaged (top 20%) and least advantaged (bottom 20%) of census tracts in each metro

area, for each of the following indicators: employment rate, median household income, and relative poverty rate.⁵

This reality effectively blocks access to quality jobs for many job seekers from historically excluded communities. In addition, companies are deprived of sources of underrepresented talent. Many report challenges in hiring and recruitment.

Identify the RPU's regional indicators

The RPU selected the following regional indicators through the RPI 4.0 grant process:

- B: Region has policies supporting equity and strives to improve job quality
- D: Region deploys shared/pooled resources to provide services, training, and education to meet target populations needs.

The RPU is implementing the indicators work primarily through an innovative partnership with the Markle Foundation and its Skillful Initiative. As described throughout this plan modification, the Bay Area has record-low unemployment, a highly competitive labor market, and a higher-than-average supply of workers with higher education attainment. Nonetheless, employers continue to report talent shortages and a widening skills gap. Skillful trains employers to implement hiring through a skills-based lens, thereby broadening their talent pipelines beyond workers with higher education attainment. Through Skillful, the RPU delivers a sustainable, nationally recognized toolkit to help employers integrate skills-based assessment into the hiring process.

Identify impacts that tracking and evaluating the metrics will have on workforce delivery system

Since the Skillful Initiative implementation, the RPU is measuring success by the reach of the program throughout the region. To date, the RPU's trained facilitators have provided 14 skills-based hiring workshops to 23 regional employers, including the County of San Mateo as well as several large manufacturing associations in San Francisco and San Jose. Industries represented include technology, retail, manufacturing, government, education, transportation, energy, hospitality, non-profits, and finance.

⁵ The San Francisco-Oakland-Berkeley MSA ranked 52 out of 53 for racial inclusion and 53 out of 53 for geographic inclusion. The San Jose-Sunnyvale-Santa Clara MSA ranked 50 in racial inclusion and 46 in geographic inclusion. Brookings published the Metro Monitor in February 2021. It is based on 2009-2019 data for racial inclusion and 2005-09 to 2015-19 data for geographic inclusion.

C. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

- *Identify the in-demand industry sectors or occupations for the region.*
- *Describe any current sector-based initiatives being implemented by the RPU for regionally in-demand industries or occupations and what, if any, new sector-based initiatives are planned for the next two years.*
- *Describe what processes or strategies the RPU uses to communicate effectively and cohesively with regional employers.*

Identify the in-demand industry sectors

The top in-demand regional occupations range from fast food workers, counter workers, and retail salespersons to software developers, web developers, and managers. But, as illustrated in the table below, the jobs with wages enabling a family to prosper in a high-cost region require higher skills and access to social capital. The higher wage occupations also enjoy significantly lower unemployment rates than the lower wage occupations.

Top 12 Occupations by Employment Numbers in the Bay Peninsula RPU (2022, Q2)

Occupation	Employment	Avg. Annual Wages	Unemployment Rate (%)	10-Year Growth (%)
Software & Web Developers, Programmers, and Testers	133,754	\$ 159,200	1.1%	21.8%
Home Health and Personal Care Aides	72,492	\$ 35,800	4.1%	17.1%
Laborers and Material Movers	60,797	\$ 44,400	6.4%	0.2%
Secretaries and Administrative Assistants	47,848	\$ 66,700	2.5%	-2.2%
Building Cleaning Workers	47,414	\$ 44,300	5.3%	-3.1%
General and Operations Managers	45,029	\$ 165,100	2.2%	5.2%
Registered Nurses	38,533	\$ 160,600	1.1%	3.4%
Office Clerks, General	36,900	\$ 52,200	3.2%	-0.2%
Fast Food and Counter Workers	36,648	\$ 38,600	5.1%	0.1%
Cashiers	35,918	\$ 39,300	6.0%	-1.2%
Retail Salesperson	34,603	\$ 43,300	6.0%	-2.2%
Cooks	33,570	\$ 42,700	6.9%	1.7%

Source: JobsEQ

Current and future sector-based initiatives

The RPU has two initiatives specifically targeted to expand opportunities for higher wages and career mobility to individuals from historically-excluded communities. These efforts are the RERP grant, cited above, and the creation of the Bay Area Good Jobs Partnership for Equity (BAGJPE). The BAGJPE is a “super regional” initiative, encompassing nine San Francisco Bay Area counties, 7.15 million residents, and a labor force of 4.13 million. BAGJPE includes the local workforce development board directors of the city and county of San Francisco, the counties of Alameda, Contra Costa, San Mateo, Santa Clara, Napa, Solano, Marin and Sonoma, and the cities of San Jose, Oakland, and Richmond.

This larger regional focus reflects the fact that job seekers, employers, and educators in RPU effectively function within a broad Bay Area ecosystem. RPU workforce stakeholders do not limit their activities to the three counties. Therefore, BAGJPE represents an opportunity for the workforce system to achieve greater impact for customers.

Regional workforce boards formed the BAGJPE to prepare a response to the U. S. Department of Commerce Good Jobs Challenge grant in 2021. BAGJPE intended to establish partnerships, programs, and placements in growth sectors that are vital to the regional economy. These Bay Area Future of Work Sectors include information and communications technology (ICT), life sciences/biotechnology, healthcare, advanced manufacturing, and transportation/logistics. Led by workforce boards with the expertise to convene regional stakeholders, the sector partnerships included employers, labor unions, community-based organizations, institutes of higher education, training providers, and economic development entities.

While the Commerce Department did not award a Good Jobs Challenge grant to the BAGJPE coalition, regional workforce leaders have leveraged the unique partnerships to lead a Bay Area initiative under the California Economic Resilience Fund (CERF) program. The state recently awarded \$5 million grant to the Bay Area coalition for planning and startup activities to roadmap pathways to create stronger local economies. Led by the BAGJPE as the fiscal agent for the grant in partnership with All Home as the regional convener, the regional CERF initiative features over 56 initial partners including employers, economic development agencies, labor unions, worker centers, community college consortium, and community-based organizations.

Processes/strategies for communicating with regional employers

Working with the BAGJPE, the RPU has identified several intermediaries to help establish links to companies with strong growth prospects. These include industry associations, trade groups and economic development organizations. For example, Biocom California and California Life Sciences together represent 1,150 life science research and business community members in the Bay Area. Regional boards have engaged these two industry associations to create connections to their member companies. Two major business advocacy organizations—the Bay Area Council and the Silicon Valley Leadership Group—are partners in the CERF project.

The RERP grant will enable the RPU to leverage employer contacts through community college business advisory boards. Tesla and Applied Materials, for example, serve on the advisory board for Mission College’s mechatronics program. Amazon Web Services provides labor-market intelligence, technical expertise, and access to its customer base for students pursuing the College of San Mateo’s cloud computing program.

D. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

- *How the RPU defines job quality and prioritizes work with employers who provide quality jobs.*
- *How the RPU works together to develop targeted service strategies for the region's unserved and underserved communities.*
- *How the RPU defines equity and how it ensures equal access to the regional sector pathways, earn-and-learn opportunities, supportive services, and other effective service strategies identified by the RPU.*

The San Francisco-Silicon Valley region is a global leader in tech-driven innovation. But, due to the legacy of systematic racial segregation, systemic discrimination, and other barriers to opportunity, many in the region are not able to enjoy the fruits of this booming economy. Despite proximity to Apple, Google, Salesforce, Cisco and other name brand tech giants, residents in many regional pockets of poverty have little awareness of growth opportunities and limited access to quality training, professional networks, and well-paying careers.

In response, the RPU is implementing a strategy that intentionally centers job quality and equity in its regional grant initiatives.

How the RPU defines job quality and prioritizes work with employers with quality jobs

The road to opportunity for all regional residents begins with promoting job quality and partnering with employers that are ideologically aligned with the RPU. Job quality includes livable wages, comprehensive and affordable benefits, employee voice in the workplace, opportunities for career advancement, and sustained access to social capital. This includes professional networks, mentors, and real-time labor market intelligence.

Strong partnerships with organized labor and other worker rights organizations are critical to the RPU implementing a job quality strategy. RPU members serve on advisory boards that oversee pre-apprenticeship programs designed to provide access for women and other underserved populations to well-paying union jobs in the construction industry. Looking forward, a labor representative on one of the RPU workforce boards expressed interest in more and expanded partnerships for high road employment opportunities in addition to the construction sector, particularly into tech, biotech, and healthcare.

The RPU is partnering with associations in the life sciences industry sector to provide access to social capital for first generation university graduates, veterans, and individuals from historically underrepresented communities. It also leverages partnerships with like-minded community partners. As an example, the San Mateo County Economic Development Association (SAMCEDA) champions equity and all that entails with its members, partners, and other economic development stakeholders.

Addressing the region's barriers to opportunity will require active participation from multiple sectors. Here is a diverse sampling of the BAGJPE's CERF grant partners:

Organization	Sector
Association of Bay Area Governments	Regional planning agency
Bay Area Council	Business association
Bloom Energy	Green energy company
San Francisco Foundation	Regional foundation
Services, Immigrant Rights and Education Network	Community education and organizing
Sierra Club, San Francisco Bay Chapter	Environmental organization
South Bay AFL-CIO Labor Council	Labor organization

How the RPU develops strategies for unserved and underserved communities

The RERP grant provides a playbook for how the RPU will address the region's multiple barriers to opportunity. The RPU will address the job quality opportunity through a full array of interventions from the high road arsenal. They include intensive outreach to residents of historically excluded communities and underrepresented populations, rigorous career assessments to understand individual experiences and aspirations, and strategic engagements with colleges and employers developing just-in-time training for in-demand careers that fuel regional economic growth. Other approaches will include the integration of community college priorities including credit for prior learning, utilization of industry-valued credentials, as well as academic and career support.

The three RPU workforce boards have detailed and distinct strategies, through local plans, for addressing State of California strategic partners. This includes partners that serve individuals who access CalFresh Employment and Training services, non-custodial parents, those with developmental and intellectual disabilities, and those who are English language learners, foreign-born, and/or refugees. The RPU intends to coordinate and share best practices where possible.

RPU workforce boards have addressed the challenge of building relationships in historically excluded communities by partnering with community-based organizations that are trusted voices to residents. Examples in the region include Self-Help for the Elderly and Mission Hiring Hall in San Francisco's Chinatown, Mission and South of Market districts, respectively. NOVAworks is developing deep relationships with five public libraries in San Mateo County's lower-income communities. SJSVWIN's partnership with Goodwill of Silicon Valley provides access to the following populations: justice involved individuals, veterans, people with disabilities, individuals on the autism spectrum, and youth.

Through these partnerships, the RPU can help connect employers with pipelines of underappreciated talent that most corporate recruiters would never be able to leverage.

How the RPU defines equity and how it ensures equal access

Promoting equity begins with a deep understanding of the region's historical and current day policies and practices to build barriers like racial/ethnic segregation that stymie efforts for workers in historically excluded communities to launch and maintain prosperous careers. The RPU and partners will employ multiple resources and processes to ensure that

all residents have access to the educational tools, supportive services and social capital required to enjoy the fruits of the region's economy.

This includes intentionally targeting those individuals with greatest need. In the RERP grant, the RPU and four colleges partners is serving 160 participants in San Francisco, San Mateo, and Santa Clara counties from the following target populations: English language learners, justice-involved individuals, veterans, low-income households, and dislocated workers.

While the Bay Area has extraordinary linguistic diversity, English proficiency continues to be a barrier for job seekers to compete for careers with ongoing access to career ladders. In San Francisco, for example, almost 300,000 of 840,000 residents were born outside of the United States and 160,759 residents "speak English less than very well," according to the U. S. Census Bureau (2020).

Low-income households are a priority because the high cost of living in the RPU puts dislocated workers and those from historically excluded communities at peril during economic downturns. According to a compilation of data by AdvisorSmith, the San Francisco and San Jose metro areas are the nation's two most expensive. San Francisco and San Jose have cost of living indexes at 178.6 and 173.5 respectively, or 78.6% and 73.5% greater than the national average.

The grant's focus on justice-involved individuals provides the region with an opportunity to build on the best practices from the RPU's recently concluded Prison to Employment (P2E) grant through the California Workforce Development Board in partnership with the California Department of Corrections and Rehabilitation and local county probation agencies and sheriff's departments.

Mission College will focus its outreach on veterans and will leverage the institutional resources of its VALOR Veteran Center in engaging this population. Demographically, 35 percent of Mission's student-veterans are Hispanic, 17 percent are Filipino, and 14 percent are White. More than 60 percent are first generation college students.

Dislocated workers are a grant priority because of the continued challenges they face finding sustainable careers in the wake of the COVID-19 pandemic. While tech and other high-skill occupations have recovered from the pandemic, employment for leisure and hospitality workers remains below 2019 levels. The grant's focus is to help these workers transition into growth industry sectors with opportunities for sustained career mobility.

NOVAworks is adding to the region's equity tool kit with the results of a recently completed workforce pilot in San Mateo County designed to address the needs of the "whole person." This included housing, food, and transportation assistance in addition to a broad menu of workforce interventions. Drawn primarily for 12 low-income zip codes, the 25 pilot participants received intensive workforce services provided by NOVAworks staff in partnership with the County, public libraries, municipal governments, and community-based organizations. All but three of the participants identified as either Latinx, Black or Asian-Pacific Islander. Each participant received customized job search assistance

including career focus, career exploration, resumé development, and interview preparation. NOVAworks also contacted every employed participant each month to determine if they required any assistance with job retention.

E. Aligning, Coordinating, and Integrating Programs and Services

- *Any regional service strategies, including the use of cooperative service delivery agreements or Memorandums of Understanding (MOU).*
- *Any regional administrative cost arrangements, including the pooling of funds for regional administrative costs.*

The region's successful model of distributing administrative functions for certain projects and initiatives distinguishes between fiscal project lead and programmatic lead. Due to a variety of logistical reasons, the region has determined that NOVAworks is currently the best fiscal lead for efficiently deploying regional grants and subcontracts; the program lead function rotates among the three boards.

The region does not have, nor does it desire formal regional governance infrastructure. The region does not have administrative cost sharing arrangements, although NOVAworks serves as the fiscal agent because it is the most cost-effective shared contracting structure, short of the state putting money directly into local WDB subgrants.

In a virtual roundtable dialogue conducted for this plan modification, several regional leaders spoke about their vision for greater alignment among workforce development boards and diverse community stakeholders.

The highlights from the roundtable included:

- ◆ Break down institutional silos and create more integrated effective systems that work seamlessly to address the complex needs of many residents.
- ◆ Invite employers to participate in regional workforce, educational, and community stakeholder meetings with the goal of better understanding our systems and creating more sophisticated processes for connecting diverse talent to career opportunities with sustainable wages. Employer invitees should include hiring managers and supervisors in addition to HR and recruiting staff.
- ◆ Create a clearing house of workforce-related resources available to customers.
- ◆ Gain access to data about small business skill and hiring needs to forge sustained collaborations.
- ◆ Create/energize/publicize high school, college and career and technical education feeder programs into manufacturing careers.
- ◆ Focus on creating small, collaborative pilot initiatives engaging employers and workforce, education, and community partners. Test. Learn. Iterate. Scale.
- ◆ Recognize the mobile nature of the San Francisco Bay Area economy and address workforce issues through a broader regional lens.

- ◆ Provide workforce expertise to other systems – subsidized housing for example – to provide those customers with holistic services. Recognize the importance of family sustaining careers to addressing housing and other social service needs.

Building on its strong partnership and collaborative programming, the Bay-Peninsula Regional Planning Unit intends to incorporate these principles into its priorities for the road ahead.

**Bay-Peninsula Regional Planning Unit
WIOA Regional Plan 2021 – 2024 Two-Year Modification
Signature Page**

Name of Workforce Development Board

Name of Board Chair

Signature of Board Chair

Date

IV.E

WIOA Performance and Enrollment Reports for Q2 of PY 2022

{Information}

WIOA PERFORMANCE AND ENROLLMENT REPORTS FOR Q2 OF PY 2022

Program Services Manager Sangeeta Durrall will report on WIOA performance through December 31, 2022. She will also provide a more recent update on client enrollments in the Adult, Dislocated Worker, and Youth Programs.

###

Attached: WIOA Enrollments and Participants Served as of Jan 31, 2023

PREDICTIVE PERFORMANCE REPORT PY 2022-23 (2nd Quarter)

PERFORMANCE MEASURES	WIOA STATE GOALS	ACTUAL	SUCCESS RATE
ADULT			
Entered Employment Rate 2nd Qtr	65.0%	71.6%	110.2%
Entered Employment Rate 4th Qtr	62.0%	61.3%	99.0%
Median Earnings	\$7,500.00	\$15,953.00	212.7%
Attainment of a Credential or Certificate	65.5%	52.9%	81.0%
Measurable Skills Gain	55.0%	74.1%	135.0%
DISLOCATED WORKERS			
Entered Employment Rate 2nd Qtr	68.0%	64.6%	95.0%
Entered Employment Rate 4th Qtr	67.0%	81.5%	122.0%
Median Earnings	\$8,500.00	\$13,079.00	154.0%
Attainment of a Credential or Certificate	68.0%	66.7%	98.1%
Measurable Skills Gain	55.0%	71.4%	130.0%
YOUTH			
Placement in Employment or Education 2nd Qtr	71.0%	61.9%	87.0%
Entered Employment Rate 4th Qtr	66.0%	61.1%	93.0%
Median Earnings	\$4,000.00	\$12,820.00	321.0%
Attainment of a Credential or Certificate	60.4%	0.0%	0.0%
Measurable Skills Gain	57.8%	52.9%	92.0%
Overall Performance - StateTarget (90%)	Exceeded 12/15 Projection: 15/15		

WIOA ENROLLMENTS AND PARTICIPANTS SERVED

As of January 31, 2023

Program	YTD New Enrollment Planned 2022 - 2023	YTD New Enrollments Actuals	YTD %	Carryover	Total Participants Served
Adult/Dislocated Worker Program	475	501	105%	313	701
Youth Program (OSY)	66	55	83%	79	109
Youth Program (ISY)	21	23	110%	0	13

###

IV.F

Business Services Committee Report

{Information}

BUSINESS SERVICES COMMITTEE REPORT

Since the November 2022 Board meeting, the Business Services Committee has met twice, in December 2022 and in February 2023. Committee Chair Alan Takahashi will report.

###

IV.G

Youth Committee Report

{Information}

YOUTH COMMITTEE REPORT

Since the Board's November 2022 meeting, the Youth Committee has had two special meetings to organize itself and to elect Jack Estill as Committee Chair. In addition, an ad hoc subcommittee has met with staff to develop a format for communicating progress on youth enrollments. Mr. Estill will report.

###

IV.H

Grant Initiatives

{Information}

GRANTS

Strategic Engagement Manager Lawrence Thoo will provide brief information about selected recent grants in which work2future is a partner, including, without limitation:

- Regional Equity and Recovery Partnerships grant to Regional Planning Unit and community colleges (awarded)
- Community Economic Resilience Fund (CERF) Phase 1 grant (Planning) (awarded)
- CERF Economic Development Pilot (Bay Area Good Jobs Partnership for Equity) (application submitted)

###

IV.I

Form 700, the Brown Act, and AB 2449

{Information}

FORM 700, THE BROWN ACT AND AB 2449

Deputy City Attorney Matthew Tolnay will present information on Board and standing committee member requirements with respect to Form 700 (conflict of interest), the Ralph M. Brown Act (public meetings) and 2022's AB 2449 (exceptions to the Brown Act's teleconferencing requirements).

###

Attached: Teleconferencing requirements

TELE/VIDEOCONFERENCING FOR BOARD AND COMMITTEE MEMBERS

As Gov. Newsom's emergency orders in relation to COVID-19 expire on 28 February 2023, **effective 1 March 2023, work2future Board and committee meetings will be in-person meetings**, i.e., Board or committee members will, in general, attend meetings in-person, as was true before the pandemic.

While a Board or committee member may arrange to attend via teleconference, Brown Act requirements regarding teleconferencing will apply, with two exceptions allowed for by AB 2449, which the governor signed into law in 2022. A legislative attempt to allow public bodies to continue virtual meetings did not succeed.

This paper covers Brown Act requirements for teleconferencing, as well as the requirements of the two AB 2449 exceptions, *Just Cause* and *Emergency*.

Brown Act

The Brown Act provides that members of a public body, including work2future Board and its standing committees, may attend a meeting via teleconference with the following requirements:

- All votes must be made by rollcall.
- Local agency must give **notice of each teleconference location** from which a Board or committee member will be participating in a public meeting.
- Each teleconference location must be specifically identified in the meeting notice and agenda, **including full address and room number**.
- Local agency must **post agendas at all teleconference locations**.
- During teleconference meetings, at least a quorum of the members of the local body must participate from locations within the boundaries of the territory over which the local body exercises jurisdiction.
- The agenda shall provide an opportunity for members of the **public to address the legislative body directly at each teleconference location**.
- Local agency must conduct teleconference meetings in a manner that protects the statutory and constitutional rights of the parties or the public appearing at the meeting.

The notice and agenda requirements mean that **staff must be notified** of each teleconference location at least **eight days before a Board regular meeting** and at least **four days before a committee regular meeting**. Notice must be given no fewer than **25 hours before a Special Meeting**.

Given the posting and access requirements above, Board and committee members are **discouraged from using their homes as teleconference locations**.

AB 2449

Effective 1 March 2023, there are two limited instances in which a requesting Board or committee member can attend a public meeting by teleconference **without having the teleconference location posted** on the agenda or be accessible to the public, *Just Cause* and *Emergency*.

Just Cause: the requesting member needs to notify their legislative body (Board or committee) **at or prior to the meeting** that they need to teleconference **due to just cause** (childcare/caregiving, contagious illness, disability, travel on official work2future business). This is limited to a **maximum of two meetings** per calendar year.

Emergency: the requesting member needs to request teleconferencing due to a **physical or family medical emergency** and obtain **advance approval** from their legislative body (meaning it needs to be on the agenda as an action item) and is limited to using this provision for **less than three consecutive months**, or less than 20% of regular meetings, **or maximum 2 meetings** if the body meets less than 10 times per year.

Additional Requirements if using the Just Cause or Emergency provision:

- At least a quorum of the Board or committee must participate in person from a single physical location clearly identified on the agenda, which location shall be open to the public, and situated within the LWDA.
- Before each vote/action: teleconferencing member needs to publicly disclose whether anyone over 18 is present in their room and their relationship to such individuals
- Must participate by both audio and video: video must be on.
- Must allow public to hear and watch meeting via a) two-way audio-visual platform, or b) two-way telephone + live webcasting
- If there is a broadcast (signal) disruption, the meeting must be stopped until broadcast (signal) is restored

City of San Jose Hybrid Meeting Policy

All City-administered meetings covered by the Brown Act must be accessible to the public and **must allow for public participation via tele/videoconference**. Therefore, work2future public meetings will be streamed via Zoom and public comment via Zoom will be accepted. Agendas and calendar postings for Board and committee meetings will continue to include **Zoom information for use by the public**.

###

IV.J

Labor Market Update

{Information}

LABOR MARKET UPDATE

The labor market in Santa Clara County and the San Jose-Sunnyvale-Santa Clara Metropolitan Statistical Area (MSA), comprised of Santa Clara County and San Benito County, remained stable. The unemployment rate in the San Jose-Sunnyvale-Santa Clara MSA was 2.1 percent in December 2022, down from a revised 2.4 percent in November 2022, and below the year-ago estimate of 2.9 percent, according to the Employment Development Department's Labor Market Information Division. This compares with an unadjusted unemployment rate of 3.7 percent for California and 3.3 percent for the nation during the same period. The unemployment rate was 2.0 percent in Santa Clara County. Total employment for the month in the MSA was flat, with a net increase of 300 jobs to reach 1,195,900.

Strategic Engagement Manager Lawrence Thoo will provide an updated snapshot of the local labor market through at least January 2023.

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IV.K

**The Economy Beyond the
COVID-19 Crisis**

{Information}

THE ECONOMY BEYOND THE COVID-19 CRISIS

In mid-January 2023, staff engaged consulting firm Keen Independent Research, LLC, to take a closer look at the state of the economy in San Jose and Santa Clara County in preparation for staff's annual report on workforce development to the San Jose City Council's Community and Economic Development Committee.

The firm is wrapping up their work and Keen Independent Research Principal David Keen and Senior Consultant Blanca Monter will present the consulting team's report on divergent economic indicators for the local economy as 2023 began.

###

V

Other

VI

Adjournment