



WORKFORCE DEVELOPMENT BOARD MEETING

Thursday, March 20, 2025, 9:30 am

San Jose Job Center Conference Rooms

1608 Las Plumas Avenue, San Jose

www.work2future.org

This meeting can also be viewed live on computer, smartphone, and tablet at
<https://sanjoseca.zoom.us/j/96114535105?pwd=xeR3I0FGdV7hrad7kdtPoaaxXVbYxh.1>

PUBLIC COMMENT

To provide spoken Public Comment *during* the meeting, please be present at the meeting location above. Complete an available Blue Card and provide it to a meeting staff person.

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 JenniferL.Hernandez@sanjoseca.gov, identifying the Agenda Item Number in the e-mail subject line. Comments received will be included as a part of the meeting record but will not be read into the record.

LEVINE ACT

[The Levine Act](#) requires a Party in a Proceeding before the City of San José that involves any action related to their contract, license, permit, or use entitlement to disclose any campaign contributions to City elected or appointed officials totaling more than \$500 within the 12 months prior to the City decision. A Participant to a Proceeding may voluntarily report a campaign contribution on the form located on [the Levine Act webpage](#).

WORKFORCE DEVELOPMENT BOARD MEMBERS

March 2025

**Board Chair
 Priya Smith, MPH*^**

Chief Employee Human Resources Officer
 The Permanente Medical Group, Inc.
 Kaiser Permanente Northern California

**Board Vice Chair
 Alan Takahashi*^**

Senior Vice President and General Manager
 Missile Systems
 CAES

1. **Louise Auerhahn**
 Director of Economic & Workforce Policy
 Working Partnerships USA
2. **Rajiv Batra**
 Head of Legal & Compliance
 Arc
3. **Ricardo Benavidez^**
 Director of Social Infrastructure
 Google LLC
4. **George Chao^**
 Director of Strategic Partnerships
 Manex
5. **Denise Dorsey**
 Regional Director, San Jose District
 Department of Rehabilitation, State of California
6. **John (Jack) Estill, Youth Committee Chair***
 Partner
 Coactify
7. **Joseph A. Flynn**
 Vice President of Software Transformation
 CommScope
8. **Michael Hill, Business Services Committee Chair*^**
 Senior Director, Talent & Organizational
 Development
 Applied Materials
9. **Van T. Le***
 Agent
 State Farm Insurance
 Trustee and Clerk of the Board
 East Side Union High School District
10. **Maria Lucero**
 Deputy Division Chief, Region I
 Northern Division, Workforce Services Branch
 Employment Development Department, State of
 California

11. **Daniel Mangan***
 Local 483 Organizer
 Sprinkler Fitters UA Local 483
12. **Brian N. Murphy**
 Director of Training
 Pipe Trades Training Center
 UA Local 393
13. **Teresa Ong~**
 Associate Vice President
 Workforce & CTE Programs
 Foothill College
14. **Rafaela Perez~**
 Employment Services Director (retired Dec 31,
 2024)
 Social Services Agency
 County of Santa Clara
15. **Steve Preminger~**
 Director, Civic and Community Engagement
 County of Santa Clara
16. **Mitesh Shah^**
 Vice-President and Business Unit Head
 Tech Mahindra
17. **Traci Williams*~**
 Co-chair
 South Bay Consortium for Adult Education
 Director
 East Side Adult Education

Ex officio

Sangeeta Durrall, Secretary
 work2future Director

*Executive Committee member
 ^Business Services Committee member
 ~Youth Committee member

WORKFORCE DEVELOPMENT BOARD

March 20, 2025

9:30 am

San Jose Job Center Conference Rooms
1608 Las Plumas Avenue, San Jose

Online at

<https://sanjoseca.zoom.us/j/96114535105?pwd=xeR3I0FGdV7hrad7kdtPoaxXVbYxh.1>

AGENDA

- | | |
|--|--------------------------------|
| I. CALL TO ORDER & ROLL CALL | <i>5 min
9:35 am end</i> |
| II. CONSENT ITEMS {ACTION}
Approval of the acceptance of:
A. Minutes of the December 12, 2024, Board meeting
B. Financial Status Report as of January 31, 2025
C. Youth Committee Chair's Report | <i>5 min
9:40 am end</i> |
| III. OPEN FORUM
Members of the public can address the committee on matters not on the agenda. Comment is limited to two minutes unless modified by the Chair. | <i>5 min
9:45 am end</i> |
| IV. BUSINESS ITEMS | |
| A. Chair's Report {Information}
<i>Priya S. Smith, MPH, Board Chair</i>
Introductions and reports on matters of interest, including appointments to the Youth Committee. | <i>5 min
9:50 am end</i> |
| B. Director's Report {Information}
<i>Sangeeta Durrall, work2future Director</i>
Reports on matters of interest, including efforts in the U.S. Congress to reauthorize the Workforce Innovation and Opportunity Act (WIOA). | <i>5 min
9:55 am end</i> |
| C. PY25-PY28 WIOA Regional Plan & Local Plan {ACTION}
<i>Lawrence Thoo, Strategic Engagement Manager; Dat Luu, Contracts Manager</i>
Approve the proposed PY 2025 through PY 2028 WIOA Regional Plan for the Bay-Penins Regional Planning Unit and the WIOA Local Plan for work2future. | <i>10 min
10:05 am end</i> |

- D. Preliminary Scenarios for the Workforce Development Board (WDB) FY 2026 Program Operating Budget {ACTION}** 15 min
10:20 am end
Tram Luu, Senior Accountant
 Accept staff's three preliminary budget scenarios for Fiscal Year 2025-26, as follows:
1. Scenario One: FY 2025-26 WDB Program Operating Budget based on a projected WIOA allocation of \$6.17 million (As is, i.e., allocation unchanged from FY 2025)
 2. Scenario Two (base): FY 2025-26 WDB Program Operating Budget based on a projected WIOA allocation of \$5.86 million (allocation reduced 5% from FY 2025)
 3. Scenario Three: FY 2025-26 WDB Program Operating Budget based on a projected WIOA allocation of \$5.56 million (allocation reduced 10% from FY 2025)
- E. FY 2026–FY 2030 WIOA Service Provider Procurement (ACTION)** 10 min
10:30 am end
Dat Luu, Contracts Manager
 Approve authorization for staff to negotiate and execute a one-year agreement for Fiscal Year 2025-26, with contract extensions of up to four additional years based on successful performance and funding availability, with Equus Workforce Solutions as the WIOA Service Provider for the Adult/Dislocated Worker, In-School Youth, and Out-of-School Youth Programs.
- F. Business Services Committee Chair's Report (Information)** 5 min
10:35 am end
Mike Hill, Business Services Committee Chair
 Report on matters related to business services.
- G. Staff Reports {Information}** 20 min
10:55 am end
1. WIOA Adult, Dislocated Worker and Youth Programs
Deanna Walter, Project Manager, Adult & Dislocated Worker Programs; Mirza Handzar, Youth & Training Project Manager
 2. 2025 San José Works Program
Ruby Carrasco, San José Works Program Manager
 3. Pathway to Self-Sufficiency Initiative
Lawrence Thoo, Strategic Engagement Manager
- H. Open Government, Conflict of Interest and Training Requirements {Information}** 20 min
11:15 am end
Shevata Kumar, Associate Deputy City Attorney
 Annual refresher on Board and committee members' obligations under state law, the City of San José municipal code, and others.
- V. OTHER** 5 min
11:20 am end
 Announcements, suggested business for future meetings, other housekeeping.
- VI. ADJOURNMENT**
 The next meeting of the work2future Board is scheduled for June 26, 2025.

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

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

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

1. Public Meeting Decorum:

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

2. Signs, Objects or Symbolic Material:

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

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

- a. Persons wishing to speak on an agenda item or during open forum are requested to complete a speaker card and submit the card to the City Clerk or other administrative staff at the meeting.
- b. Meeting attendees are usually given two (2) minutes to speak on any discussion item and/or during open forum; the total amount of time allocated for public testimony for each public speaker or for an agenda item is in the discretion of the Chair of the meeting and may be limited when appropriate. (California Government Code Section 54954.3; Council Policy 0-37) Applicants and appellants in land use matters are usually given more time to speak. Speakers using a translator will be given twice the time allotted to ensure non-English speakers receive the same opportunity to directly address the Council, Committee, Board or Commission.
- c. Speakers should discuss only the agenda item when called to speak for that item, and only topics related to City business when called to speak during open forum on the agenda.
- d. Speakers' comments should be addressed to the full body. Requests to engage the Mayor, Council Members, Board Members, Commissioners or Staff in conversation will not be honored. Abusive language is inappropriate.
- e. Speakers will not bring to the podium any items other than a prepared written statement, writing materials, or objects that have been inspected by security staff.
- f. If an individual wishes to submit written information, he or she may give it to the City Clerk or other administrative staff at the meeting.
- g. Speakers and any other members of the public will not approach the dais at any time without prior consent from the Chair of the meeting.

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

I

**Call to Order
& Roll Call**

II

Consent Items

Approve/Accept the following:

- A. Minutes of the December 12, 2024, Board meeting
- B. Financial Status Report as of January 31, 2025
- C. Youth Committee Chair's Report

Note: Consent items are acted on as a group without discussion. If a Board member wishes to ask questions or discuss any of the items, s/he should ask for it to be taken out of Consent before a motion is made or there is a vote. The selected item can then be discussed on acted on separately.

{ACTION}

WORKFORCE DEVELOPMENT BOARD

December 12, 2024

MINUTES

Staff: Durrall, Handzar, D. Luu, T. Luu, Maniaul, Hernandez, Nguyen, Sanchez, Thoo, Walter
Guest: Vice Mayor: Rosemary Kamei

I. CALL TO ORDER & ROLL CALL

The meeting was called to order at 9:39 am by Chairperson Priya Smith.

Roll Call

Present: Auerhahn, Benavidez, Chao (attended via Zoom in compliance with the Brown Act), Estill, Hill, Le, Lucero, Mangan, Perez, Preminger, Shah, Smith, Williams. Ms. Ong arrived subsequently (9:50 am)

Absent: Batra, Flynn, Murphy, Takahashi

All votes are by roll call.

II. CONSENT ITEMS

ACTION: Ms. Lucero moved, Mr. Benavidez seconded, and the Board voted unanimously to accept:

- A. Minutes of the September 19, 2024, Board meeting
- B. Preliminary Financial Status Report as of September 30, 2024
- C. San Jose Works Program Report as of September 30, 2024
- D. WIOA Adult, Dislocated Worker and Youth Programs Report as of November 21, 2024.
- E. Business Services Committee Chair's Update
- F. Youth Committee Chair's Update
- G. Labor Market Update

III. OPEN FORUM

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

IV. BUSINESS ITEMS

A. Chair's Report

Ms. Smith reminded Board members that the Community Builder Award presentations would follow the adjournment of the Board meeting. She later welcomed and introduced new Board member Teresa Ong, following Ms. Ong's arrival following Agenda Item IV.C (WIOA Reauthorization).

B. Director's Report

work2future Director Sangeeta Durrall thanked Board and staff for their support over what has been a very busy year.

C. WIOA Reauthorization

Director Durrall reported on the status of legislation to reauthorize the Workforce Innovation and Opportunity Act, including concerns in the workforce development community about a requirement in the proposed compromise legislation that requires that 50% of funds allocated to workforce boards be spent on training. Such a federal requirement does not exist presently, and Ms. Durrall reported it would pose some challenges for operating structures and the services work2future provides to clients.

D. Board Election

Strategic Engagement Manager Thoo announced that an at-large seat on the Executive Committee will become vacant at the end of the year and requested that the Board elect a member to fill that seat for a two-year term starting in January 2025.

Action: Mr. Preminger nominated Mr. Mangan. The Board voted unanimously to appoint Mr. Mangan to a two-year term on the Executive Committee, beginning January 1, 2025.

E. 2025 Schedule of Meetings

Strategic Engagement Manager Thoo asked the Board to approve the proposed schedule of the Board and the Executive Committee meetings for 2025:

Board meetings in 2025:

1. Thursday, March 20, 2025
2. Thursday, June 26, 2025
3. Thursday, September 18, 2025
4. Thursday, December 11, 2025

The Board meetings are scheduled to begin at 9:30 am to 11:30 am.

Executive Committee meeting in 2025:

1. Thursday, January 16, 2025
2. Thursday, February 20, 2025
3. Thursday, April 17, 2025
4. Thursday, May 15, 2025
5. Thursday, July 17, 2025
6. Thursday, August 21, 2025
7. Thursday, October 16, 2025
8. Thursday, November 20, 2025

The Executive Committee meetings are scheduled from 11:30 am to 1:30 pm.

Action: Mr. Preminger moved, Ms. Williams seconded, and the Board voted unanimously to approve the proposed meeting schedules.

F. Revision to Youth Committee Membership Terms

Youth Committee Chair Jack Estill recommended revising the eligibility age limit for Youth Committee members with live experience to 28 years instead of 24.

Action: Ms. Williams moved, Ms. Auerhahn seconded, and the Board voted unanimously to amend the November 2022 Board resolution establishing the Youth Committee to revise the eligibility age limit for certain non-Board member seats on the committee to 38 years instead of 24 years.

G. FY 2024 – 25 Program Operating Budget Reconciliation

Finance Manager Maniaul asked the Board to approve the following adjustments to the Fiscal Year 2024-25 Program Operating Budget, as recommended by the Executive Committee:

- I. Adjust the Program Operating Budget to reflect a \$505,272 decrease in funding, as the actual savings are less than the projected carry-over amount incorporated in the June 2024 board-approved budget.
- II. Increase carry-over administration funding by \$11,581.
- III. Increase funding by \$340,792 in the WIOA Rapid Response operating budget.
- IV. Adjust the Summary of Discretionary funding sources, new and carry-over, to \$3,370,784.

Action: Mr. Estill moved, Ms. Williams seconded, and the Board voted unanimously to approve the adjustments.

H. Services Procurement Update

Contracts Manager Luu reported on the status of the procurement for the Service Providers of the following:

- A. Adult and Dislocated Worker Programs
- B. Youth Program – In-School Youth
- C. Youth Program – Out-of-School Youth

Mr. Luu also reported the selection of the Foundation for California Community Colleges to provide services as the San Jose Works Employer of Record following the release and conclusion of a Request for Proposals.

I. WIOA Regional and Local Plans

Contracts Manager Luu reported on the progress of the Local Plan, which is currently in the drafting phase and is scheduled to be posted on the work2future website and made available at various locations for a 30-day public comment period beginning December 16, 2024. The Executive Committee plans to review the final draft of regional and local plans at its January 16, 2025, meeting and approve the final plans on behalf of the Board at its February 20, 2025, meeting. The plans will be presented to the Board at its March 20, 2025, meeting.

V. OTHER

- A. Reminder of the Community Builder Awards presentations immediately following
- B. Mr. Preminger asked that at a future Board meeting staff share information about how workforce board directors are reacting to proposed WIOA reauthorization legislation, and provide a report on manufacturing in the region.

VI. ADJOURNMENT

The meeting adjourned at 10:31 a.m.

Draft: D. Nguyen
Edit Review: L. Thoo

DRAFT

FINANCIAL STATUS REPORT AS OF JANUARY 31, 2025

Key Highlights

- WIOA FY23-24 formula (carry-over amount of \$2,852,348) and FY24-25 Rapid Response (\$753,703) are projected to be fully spent by June 30, 2025.
- As of January 31, 2025, work2future has estimated \$2.50 million from the current FY2024-25 Adult, Dislocated Worker and Youth allocation to be carried over to FY2025-26 representing:
 1. Board-mandated Reserve Account: \$925,887
 2. Adjusted Unallocated Reserve Account of \$662,231
 3. Projected savings of \$911,001 which comprised of the following:
 - a. Savings from personnel costs transferred to other discretionary grants and vacancies: \$331,095.
 - b. Savings from non-personnel costs: \$144,748
 - c. Savings from unspent clients’ training and supportive services costs: \$180,027
 - d. Savings from service providers unspent allocation: \$255,131

Other Discretionary Funding

- work2future received an allocation from the City’s General Fund of \$1,824,217 for San Jose Works 10.0 program, in addition to the carry over funding of \$1,093,691 from FY 2023-24. Total funding of \$2,917,918 is available for FY 2024-25. As of January 31, 2025, \$1,333,175 has been expended. Besides recruitment, placement and onboarding services, youth participants also have access to career counseling, supportive services (e.g., bus passes), and entrepreneurship training. Workshops provided included communication etiquette, anti-sexual harassment, anti-discrimination, emotional intelligence, and job readiness.
- Cities for Financial Empowerment (CFE) pledged to provide work2future \$50,000 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. As of January 31, 2025, \$7,500 of the grant has been expended.
- work2future Foundation awarded us \$393,000 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		\$153,000
Wells Fargo	\$113,750	
Amazon	\$100,000	
Flagship	\$5,000	
Shipt	\$21,250	

- 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 received early payment of \$4.5 million which is allocated to various programs. Of the \$4.5 million funding, work2future was allocated \$625,000 for a program of paid work experience and occupational skills training. An “Earn and Learn” approach has been implemented in this program with a focus on high growth, high wage careers in advanced manufacturing, information technology, health care, or construction and trades. As of January 31, 2025, \$343,767 has been expended. Additionally, \$600,000 was allocated to work2future to provide subsidies for participants of workforce development programs to cover childcare costs required for their participation in the program.
- work2future received a donation of \$1,000 from Gilroy Foundation. This fund will be used for recruitment services in the South side.

—*Tram Luu, Senior Accountant*

###

Attachments

**WORK2FUTURE
 FINANCIAL STATUS REPORT AS OF 1/31/2025**

WIOA FORMULA FUNDS	Adult Appn 2505	Dislocated Worker Appn 2530	Youth Appn 2364	RR Appn 2983	TOTAL WIOA FUNDS
I. FUND BALANCE AS OF 6/30/24					
ALLOCATION FOR FY2023/2024 PD 14 Stat 3	2,679,440	1,720,374	2,040,659	434,643	6,875,116
<i>Less: Actual Expenditures as of 6/30/24</i>	<i>(1,652,892)</i>	<i>(935,169)</i>	<i>(1,000,065)</i>	<i>(434,643)</i>	<i>(4,022,768)</i>
<i>Less: Encumbrances/Spending Plan as of 6/30/24</i>	<i>(181,294)</i>	<i>(94,423)</i>	<i>(412,763)</i>	<i>0</i>	<i>(688,480)</i>
Total Actual Expenditures (with Encumbrances) as of 6/30/24	(1,834,186)	(1,029,591)	(1,412,828)	(434,643)	(4,711,248)
Remaining Funds as of 6/30/24 (\$) - Allocation minus (Actuals + Encumbrances)	845,254	690,783	627,831	0	2,163,868
Remaining Funds as of 6/30/24 (%)	32%	40%	31%	0%	31%
II. Actual Expenditures/Encumbrances (Funded with balance from FY23/24)					
(a) Remaining Funds for FY23/24 (exclude encumbrances)	1,026,548	785,205	1,040,594	0	2,852,348
Transfer between Adult and Dislocated Worker		0	0	0	0
Rescission				0	0
<i>Less: Actual Expenditures as of 1/31/2025</i>	<i>(1,026,548)</i>	<i>(785,205)</i>	<i>(1,009,788)</i>	<i>0</i>	<i>(2,821,541)</i>
<i>Less: Actual Encumbrances as of 1/31/2025</i>			<i>(30,806)</i>	<i>0</i>	<i>(30,806)</i>
Total Actual Expenditures/Encumbrances as of 1/31/2025	(1,026,548)	(785,205)	(1,040,594)	0	(2,852,347)
Projected Remaining Funds (\$) from FY23/24 Allocation	0	0	0	0	0
Projected Remaining Funds (%)	0%	0%	0%	0%	0%
(b) ALLOCATION FOR FY2024/2025	1,929,234	2,258,676	1,984,670	753,703	6,926,283
Additional Funding	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 2024-2025	1,929,234	2,258,676	1,984,670	753,703	6,926,283
<i>Less: Actual Expenditures as of 1/31/2025</i>	<i>(595,117)</i>	<i>(241,725)</i>	<i>(129,570)</i>	<i>(389,281)</i>	<i>(1,355,693)</i>
<i>Less: Actual Encumbrances as of 1/31/2025</i>	<i>(909,351)</i>	<i>(722,073)</i>	<i>(874,686)</i>	<i>0</i>	<i>(2,506,111)</i>
Total Actual Expenditures/Encumbrances as of 1/31/2025	(1,504,469)	(963,798)	(1,004,256)	(389,281)	(3,861,804)
Projected Remaining Funds (\$) from FY24/25 Allocation	424,765	1,294,878	980,414	364,422	3,064,479
Projected Remaining Funds (%)	22%	57%	49%	48%	44%
FISCAL YEAR 23/24 & FY24/25:					
Total Available Funds (FY23/24 balance + FY24/25 Adjusted Allocation)	2,955,782	3,043,881	3,025,264	753,703	9,778,631
Less: Total Cumulative Expenditures/Encumbrance as of 1/31/2025	<i>(2,531,017)</i>	<i>(1,749,003)</i>	<i>(2,044,850)</i>	<i>(389,281)</i>	<i>(6,714,151)</i>
REMAINING FUNDS (\$)	424,765	1,294,878	980,414	364,422	3,064,480
REMAINING FUNDS (%)	14%	43%	32%	48%	31%
III. Projected Expenditures/Carry Over through June 30, 2025					
<i>Projected Expenditures through 6/30/25</i>	<i>(1,167,879)</i>	<i>(1,447,905)</i>	<i>(1,088,482)</i>	<i>(753,703)</i>	<i>(4,457,970)</i>
<i>Projected Carry Over through June 2025 (\$)</i>	<i>761,355</i>	<i>810,771</i>	<i>926,994</i>	<i>0</i>	<i>2,499,119</i>
<i>Projected Carry Over through June 2025 (%) with Rapid Response</i>	<i>39%</i>	<i>36%</i>	<i>47%</i>	<i>0%</i>	<i>40%</i>

**WORK2FUTURE
FINANCIAL STATUS REPORT AS OF 1/31/2025**

Other Discretionary Funds	City of San Jose Youth Summer Program Initiative	San Jose Works (CFE)***	w2f - San Jose Works (Bank of America)	w2f - San Jose Works (Wells Fargo)	w2f - San Jose Works (Wells Fargo)	w2f - San Jose Works (Shipt)	w2f - San Jose Works (Amazon)	w2f - San Jose Works (Flagship)	Total
I. Actual as of June 30, 2024	<i>General Fund</i>	<i>Contributions</i>	<i>Contributions</i>	<i>Contribution</i>	<i>Contribution</i>	<i>Contribution</i>	<i>Contribution</i>	<i>Contribution</i>	
	<i>APPN 203W</i>	<i>APPN 209E</i>	<i>APPN 212G</i>	<i>APPN 219B</i>	<i>APPN 219B</i>	<i>APPN 226J</i>	<i>APPN 217J</i>	<i>APPN 217K</i>	
Grant Period	5/1/24-4/30/25	Execution - 1/31/25	Execution - 10/19/23-8/30/26	Execution - 7/1/22 - 6/30/22 & 1/1/23-8/30/26 (extended)	Execution 7/1/24 - 4/30/25	Execution 1/1/23-8/30/26	No Agreement	No Agreement	
Original Allocation/Available Funds for FY23-24	2,668,496	37,500	76,500	7,500	0	21,250	100,000	5,000	2,916,246
Increase/(Decrease)	0	12,500	0	21,250	0	0	0	0	33,750
Adjusted Allocation	2,668,496	50,000	76,500	28,750	0	21,250	100,000	5,000	2,949,996
Less: Expenditures as of 6/30/24	(1,571,548)	(2,500)	0	0	0	0	0	0	(1,574,048)
	(1,093,691)	0	0	0	0	0	0	0	(1,093,691)
Total Actual Expenditures/Encumbrances as of June 2024	(2,665,239)	(2,500)	0	0	0	0	0	0	(2,667,739)
Available Funds for FY 2023-2024	3,257	47,500	76,500	28,750	0	21,250	100,000	5,000	282,257
% Remaining	0%	95%	100%	100%	0%	100%	100%	100%	10%
II. Actual Expenditures/Encumbrances									
Available Funds for FY2024-2025	1,093,691	47,500	76,500	28,750	85,000	21,250	100,000	5,000	1,457,691
Funding 24-25	1,824,217	0	76,500	0	0	0	0	0	1,900,717
Adjustments	0			0	0	0	0	0	0
Total Available Funding for FY 2024-2025	2,917,908	47,500	153,000	28,750	85,000	21,250	100,000	5,000	3,358,408
Less: Expenditures as of 1/31/2025	(1,333,175)	(7,500)	0	0	0	0	0	0	(1,340,675)
Less: Encumbrances as of 1/31/2025	(302,588)	0	0	0	0	0	0	0	(302,588)
Cumulative Expen/Encumb as of 6/30/25	(1,635,763)	(7,500)	0	0	0	0	0	0	(1,643,263)
\$ Remaining	1,282,145	40,000	153,000	28,750	85,000	21,250	100,000	5,000	1,715,145
% Remaining	44%	84%	100%	100%	100%	100%	100%	100%	51%

**WORK2FUTURE
 FINANCIAL STATUS REPORT AS OF 1/31/2025**

Other Funds	Google Goodwill	Google Child Care	Total Total
I. Actual as of June 30, 2024	APPN 222A	APPN 222A	
Grant Period	N/A	N/A	
Original Allocation/Available Funds for FY23-24	625,000	600,000	1,225,000
<i>Less: Expenditure/Encumbrances as of 6/30/24</i>	<i>(343,767)</i>	<i>0</i>	<i>(343,767)</i>
<i>Less: Encumbrance</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Total Actual Expenditures/Encumbrances as of June 2024</i>	<i>(343,767)</i>	<i>0</i>	<i>(343,767)</i>
Available Funds for FY 2023-2024	281,233	600,000	881,233
% Remaining	45%	100%	72%
II. Actual Expenditures/Encumbrances			
Available Funds for FY 2024-2025	281,233	600,000	881,233
<i>Less: Expenditures as of 1/31/2025</i>		<i>0</i>	<i>0</i>
<i>Less: Encumbrances as of 1/31/2025</i>		<i>0</i>	<i>0</i>
Cumulative Expenditures as of 6/30/25	0	0	0
\$ Remaining	281,233	600,000	881,233
% Remaining	100%	100%	100%

**WORK2FUTURE
 FINANCIAL STATUS REPORT AS OF 1/31/2025**

Other Funds					Emerging Needs - Local Assistance Funds
	HVAC Technician Green Technology	Pathway to Self Sufficiency	Workforce Development Service Enhancement	Gilroy Foundations	
I. Actual as of June 30, 2024	APPN 225K	APPN 229C	APPN 226S	APPN 230V	APPN 217I
Grant Period					N/A
Original Allocation/Available Funds for FY23-24	100,000	2,700,000	120,000	0	5,000
<i>Less: Expenditure/Encumbrances as of 6/30/24</i>	0	0	(47,220)	0	0
<i>Less: Encumbrance</i>	0	0	(52,780)	0	0
<i>Total Actual Expenditures/Encumbrances as of 6/30/24</i>	0	0	(100,000)	0	0
Available Funds for FY 2023-2024	100,000	2,700,000	20,000	0	5,000
% Remaining	100%	100%	0%	0%	100%
II. Actual Expenditures/Encumbrances					
Available Funds for FY 2024-2025	100,000	2,700,000	72,780	1,000	5,000
Adjustments	0	249,157	0		0
Total Available Funds	100,000	2,949,157	72,780	1,000	5,000
<i>Less: Expenditures as of 1/31/2025</i>	(100,000)	(436,523)	(2,210)	0	0
<i>Less: Encumbrances as of 1/31/2025</i>	0	(1,595,729)	(70,569)	0	0
Cumulative Expenditures as of 6/30/25	(100,000)	(2,032,252)	(72,780)	0	0
\$ Remaining	0	916,905	0	1,000	5,000
% Remaining	0%	31%	0%	100%	100%

**WORK2FUTURE
 FINANCIAL STATUS REPORT AS OF 1/31/2025**

Other Funds	California Workforce Assoc	Business Owners Space.com network	Total
I. Actual as of June 30, 2024	APPN 3903	APPN 3620	
Grant Period	N/A	N/A	
Original Allocation/Available Funds for FY23-24	4,042	7,838	11,880
<i>Less: Expenditure/Encumbrances as of June 2024</i>	<i>0</i>	<i>(5,237)</i>	<i>(5,237)</i>
Total Actual Expenditures/Encumbrances as of June 2024	0	(5,237)	(5,237)
Available Funds for FY 2023-2024	4,042	2,601	6,643
% Remaining	100%	33%	56%
II. Actual Expenditures/Encumbrances			
Available Funds for FY 2024-2025	4,042	2,334	6,376
<i>Expenditures as of 1/31/2025</i>	<i>0</i>	<i>(321)</i>	<i>(321)</i>
<i>Encumbrances as of 1/31/2025</i>	<i>0</i>	<i>0</i>	<i>(321)</i>
Cumulative Expenditures as of 6/30/25	0	(321)	5,734
\$ Remaining	4,042	2,013	6,057
% Remaining	100%	86%	95%

YOUTH COMMITTEE CHAIR'S REPORT

Alyssa Beltran, who was due to be nominated for appointment to the Youth Committee as our second young adult with lived experience, got a new job that makes it impossible for her to join. However, as luck would have it, one her colleagues at County Social Services, Jennifer Pham, has offered to take Alyssa's place. Jennifer came through the foster care system and was highly recommended. Thank you, Rafaela Perez.

The committee reviewed the mid-program year youth statistics. Current enrollments for Out-of-School Youth are slightly behind the year-to-date target but catching up, while In-School Youth are ahead. All the youth participants have a least one barrier and many have two or more (85%). Roughly 40% of our working youth are in in-demand occupations. We are already approaching our state-mandated goals, and we are only halfway through the year. We currently have two very successful partnerships with MetroED (the Metropolitan Education District) and Bill Wilson Center and have also received several youth clients from existing participants' referrals. We look forward to more partnerships with Opportunity Youth Academy (OYA), San Jose Conservation Corps, San Jose Job Corps, and Santa Clara County.

We discussed our successes from the last year, including getting the San Jose Public Library community website up and running. While the website is currently under-utilized, it is a step in the right direction. Thanks to staff's efforts, work2future has created formal Memoranda of Understanding (MOUs) with some of our partners, with more MOUs planned in the future. Staff is continuing to work with OYA for more learn and work opportunities. The creation of formal partnerships with other youth service providers is an important step in creating a more integrated framework for youth success

The committee discussed our goals for the coming calendar year. The project that sparked the most discussion is creating a framework that better ties together the various youth services available in the Valley. Currently, youth may enter and complete one program but have no idea of potential next steps. Other communities in California have created more continuous pathways. At our next meeting we will flesh out what our framework might look like. We plan to create a rough model of a continuous youth education and work process. We envision a process that takes opportunity youth from K-12 through work preparation to a first job with credentials and more education, to an interim job that leads to additional education and/or credentials as the pathway to a well-paid career. We may wish to see what others leading communities around California have done along these lines, but first we wish to have a clear vision of our own.

—Jack Estill, Youth Committee Chair

###

III

Open Forum

IV

Business Items

Each of the following items will be taken up separately. Unless otherwise indicated, each is an information and discussion item:

- A. Chair's Report**
- B. Director's Report**
- C. PY25–PY28 WIOA Regional Plan and Local Plan {ACTION}**
- D. Preliminary Scenarios for the WDB FY 2026 Program Operating Budget {ACTION}**
- E. FY 2026–FY 2030 WIOA Service Provider Procurement {ACTION}**
- F. Business Services Committee Chair's Report**
- G. Staff Reports**
 - 1. WIOA Adult, Dislocated Worker and Youth Programs**
 - 2. 2025 San Jose Works Program**
 - 3. Pathway to Self-Sufficiency Initiative**
- H. Open Government, Conflict of Interest and Training Requirements**

CHAIR'S REPORT

Board Chair Priya S. Smith will introduce Denise Dorsey, Mayor Matt Mahan's newest appointee to the work2future Board, and report on the Executive Committee's newest appointments to the Youth Committee, and other matters of interest to the Board.

###

DIRECTOR'S REPORT

work2future Director Sangeeta Durrall will report on the status of efforts in the U.S. Congress to reauthorize the Workforce Innovation and Opportunities Act (WIOA) and other matters of interest to the Board.

###



Memorandum

TO: work2future BOARD

FROM: Dat Luu

SUBJECT: See Below

DATE: February 24, 2025

Approved

Date:

SUBJECT: PY 2025–PY 2028 WIOA Regional and Local Plans

RECOMMENDATION

Approve the proposed PY 2025 through PY 2028 WIOA Regional Plan for the Bay-Peninsula Regional Planning Unit and the PY 2025 through PY 2028 WIOA Local Plan for work2future.

At its February 20, 2025, meeting, the Executive Committee voted unanimously to recommend Board approval.

BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards to prepare regional and local plans every four years. In California, the next four-year cycle is Program Year (PY) 2025, which begins July 1, 2025, through PY 2028, which begins July 1, 2028. The California Employment Development Department issued its directive for the PY 2025– PY 2028 plans on December 20, 2024.

Regional Plans provide a roadmap for aligning resources and investments to meet specific outcomes within the Regional Planning Units (RPUs). work2future belongs to the state-designated Bay-Peninsula Regional Planning Unit, as do NOVAworks (North Valley Workforce Development Board) and the San Francisco Office of Economic and Workforce Development (SFOEWD, for the Workforce Investment San Francisco Board). The three boards share responsibility for the regional plan, while each is responsible for its local plan. Local Plans provide an action plan for operationalizing the road map laid out in the Regional Plan by describing how individuals access services through the America’s Job Center of CaliforniaSM (AJCC) system. NOVAworks is managing the regional plan development and responsible for delivery to the California Workforce Development Board of the package of regional and local plans, as required.

A hybrid (in-person and virtual) community stakeholder meeting was held on November 20, 2024, to take questions and input for both the regional plan and the local plans. The in-person locations were in San Jose, San Francisco and Sunnyvale. In San Jose, work2future hosted the in-person participation at the San Jose Job Center, 1608 Las Plumas Avenue.

BOARD

Date: 02-24-25

Subject: PY 2025–28 Regional and Local Plans

Page 2 of 2

The [draft Regional Plan](#) was released for public comment on December 17, 2024, and closed on January 16, 2025, at 5 pm. The [draft Local Plan](#) was released for public comment on January 15, 2025, and closed on February 14, 2025, at 5 pm.

The attached versions of the Regional Plan and the Local Plan have incorporated public comment received within the comment windows.

ANALYSIS

The Regional Plan articulates how the regional planning unit will intentionally build industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals with barriers to employment. All three workforce boards in the RPU must approve the Regional Plan for it to be submitted to the state workforce board.

The Local Plan provides an action plan for operationalizing the road map laid out in the Regional Plan by describing how individuals access services through the America’s Job Center of California (AJCC) system. work2future’s Local Plan set concrete goals and detail how local boards will coordinate with local partners to ensure person-centered service delivery.

BUDGET

There are no budgetary considerations in this memo.

/s/
DAT LUU
Contracts Manager

Attachments: Bay-Peninsula PY 2025–PY2028 Regional Plan
work2future PY 2025–PY2028 Local Plan

cc: Sangeeta Durrall, work2future Director

Bay-Peninsula Regional Planning Unit (RPU)

Regional Plan 2025-2028

Workforce Development Boards of:

San Francisco Office of Economic and Workforce Development
work2future
NOVAworks

Primary Contact:

Marléna Sessions, Director, NOVAworks
(408) 730-7837 / m.sessions@novaworks.org

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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.*

Workforce and Economic Analysis

The Bay-Peninsula Regional Planning Unit (RPU) consists of the San Francisco Office of Economic and Workforce Development (SFOEWD), the San Jose-Silicon Valley Workforce Investment Network (SJSVWIN), branded as work2future, and NOVAworks. It covers the geographic area of San Francisco, San Mateo, and Santa Clara Counties. SFOEWD is the operational arm of the Workforce Investment San Francisco board (WISF)—both names are used interchangeably throughout this document. work2future is administered as a division of the City of San José Office of Economic Development and Cultural Affairs. The three workforce development boards work closely together in planning for and administering regional initiatives.

NOVAworks, as the current RPU lead, is submitting this four-year Strategic Regional Plan, as required under the Workforce Innovation and Opportunity Act (29 US Code 3123). The plan accords with the guidance and requirements outlined in the California Employment Development Department’s (EDD) Workforce Services Directive WSD24-09: “Regional and Local Planning Guidance for PY 25-28.”

At the Bay-Peninsula Workforce Development Planning Meeting in November 2024, members of the public and regional leaders from labor, community-based organizations, industry, and education shared comments that focused on four main themes:

Skills: The region needs to continue advancing approaches that build career skills for area residents to meet both the job needs of today and the career needs of the future. Through building innovative approaches to education and training we can achieve more equitable prosperity for the residents of the region. Additionally, the region needs to continue exploring the full diversity of skills building pathways aligned with quality in-demand careers, including partnering with community colleges and trade schools, as well as increasing work-based learning opportunities, like those in Bay-Peninsula apprenticeship programs.

Talent: While household incomes have risen for many Bay-Peninsula households, this experience is not uniform across the region. Youth, older adults, and those from marginalized communities continue to be left behind as the region grows more prosperous. The skills gap is particularly experienced for those residents who lack recent job experience and have one or more barriers to work. Attendees to the regional planning sessions cited English language learners as one group that continues to miss out on skill building and career advancement opportunities. Future solutions need to be person-centered and be equitably distributed among the Bay-Peninsula communities.

Collaboration: There are many dedicated organizations who are collectively serving our region’s populations with meaningful education, workforce, mental health, and social support services. These organizations can continue to find opportunities to work together and make timely referrals so that clients receive a consistent and predictable flow of services, necessary for overcoming barriers to work. Often, these partnerships are coordinated at the local level and are further described in each area’s Local Plans.

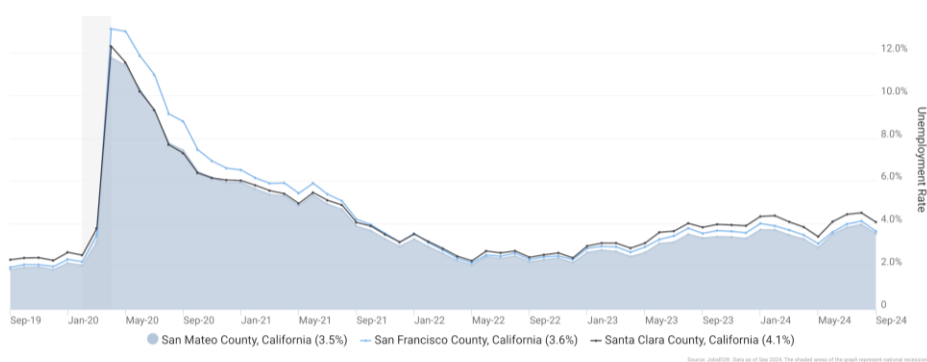
Industry Engagement: Many Bay-Peninsula residents lack knowledge about in-demand careers and the skills necessary for them to enter these fields. Input from businesses is highly sought after by organizations of all types including education, workforce, and community-based entities. With closer collaboration with regional businesses, the workforce development community can help residents attain relevant skills and experience to both meet the talent needs of employers and connect their clients to living wage jobs.

This strategic plan sets forth a strategy and response to the feedback of the regional stakeholders, experiences of the region’s customers, labor market information, and intelligence obtained from the workforce development staffs serving the three-county region.

Regional Context

Home to 3.4 million people¹ and more than 2 million workers¹, the RPU region continues to regain economic momentum following the upheaval of the COVID-19 pandemic, despite local, state, and federal uncertainties. The population of the Bay Area remained relatively consistent from 2022 to 2023² as well as the number of civilians participating in the regional workforce³. The October 2024 average unemployment rate of 3.9%⁴ for the region is well below pandemic high of 12.4% in 2020 and overall, rates are the same or only slightly higher than in October of 2023⁵.

Bay-Peninsula RPU Historical Unemployment Rate



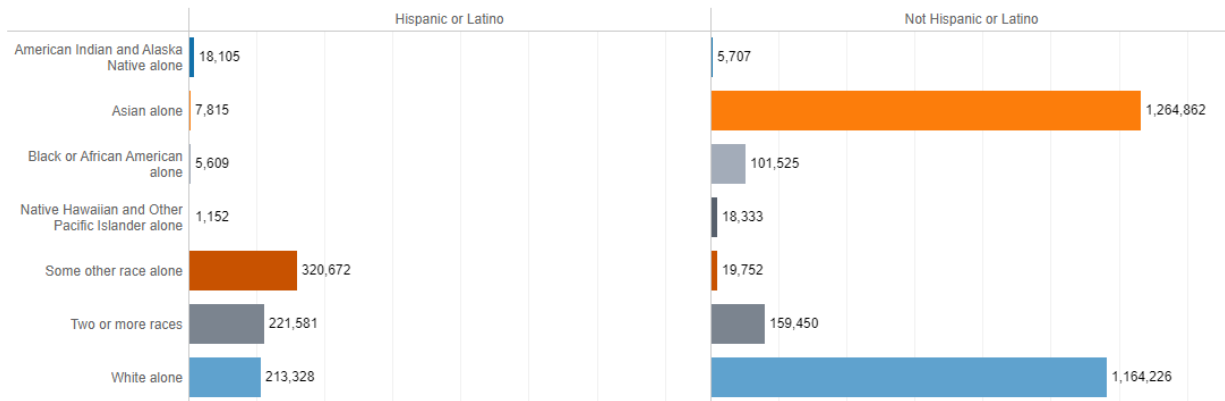
JobsEQ – September 2024

¹ <https://labormarketinfo.edd.ca.gov/geography/regional-planning-units.html>
² <https://www.census.gov/data/tables/time-series/demo/popest/2020s-counties-detail.html>
³ <https://labormarketinfo.edd.ca.gov/geography/regional-planning-units.html>
⁴ Average from <https://labormarketinfo.edd.ca.gov/cgi/databrowsing/localareaproqsselection.asp>
⁵ <https://fred.stlouisfed.org/>

The percentage of the eligible population in the labor force in the RPU counties ranges from 67.4% to 70.0% while the California rate is 63.3%⁶. The RPU is a majority-minority region, with more Asian and fewer Latino residents than California as a whole. 37.7% of the RPU population is foreign born⁷ and 49% live in a household where a language other than English is spoken at home⁸. Generally, in line with the state as a whole, the median ages for the three RPU counties is 39.3 (San Francisco)⁹, 40.3 (San Mateo)¹⁰ and 37.7 (Santa Clara)¹¹.

Population Estimates (March 2023)

Race and Ethnicity



Source: EDD

On average, the region’s population is more highly educated and wealthier than the rest of the state. The average poverty level is 7.7%⁷ compared to 12%⁶ statewide, both of which are increased rates from the 2022 regional plan modification. The median household income ranges from \$126,730 in San Francisco, \$151,485 in San Mateo, and \$154,954 in Santa Clara¹². The economy, however, is a dichotomous one.

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, affordable rental housing or home ownership is out of reach for many Bay Area residents. The U.S. Census published research on Dec. 8, 2022, explaining how households with higher cost ratios have less money to spend on essential goods such as food, transportation, and childcare. Compared against earned income, the median housing cost ratios for renters in the Bay-Peninsula region included 24% (San Francisco County), 29.1% (San Mateo County), and 27.7% (Santa Clara County)¹³. The cost of owning a home in the region is also unattainable for many. As of July 2023, the median value of owner-occupied

⁶

<https://www.census.gov/quickfacts/fact/table/santaclaracountycalifornia,sanmateocountycalifornia,sanfranciscocountycalifornia,CA/PST045223>

⁷ <https://labormarketinfo.edd.ca.gov/geography/regional-planning-units.html>

⁸ <https://www.census.gov/> (n6)

⁹ <https://fred.stlouisfed.org/seriesBeta/B01002001E006075>

¹⁰ <https://fred.stlouisfed.org/seriesBeta/B01002001E006081>

¹¹ Run for each county. For example: <https://fred.stlouisfed.org/seriesBeta/B01002001E006085>

¹² https://data.census.gov/profile/San_Francisco_County,_California?g=050XX00US06075

¹³ <https://www.census.gov/library/stories/2022/12/housing-costs-burden.html>

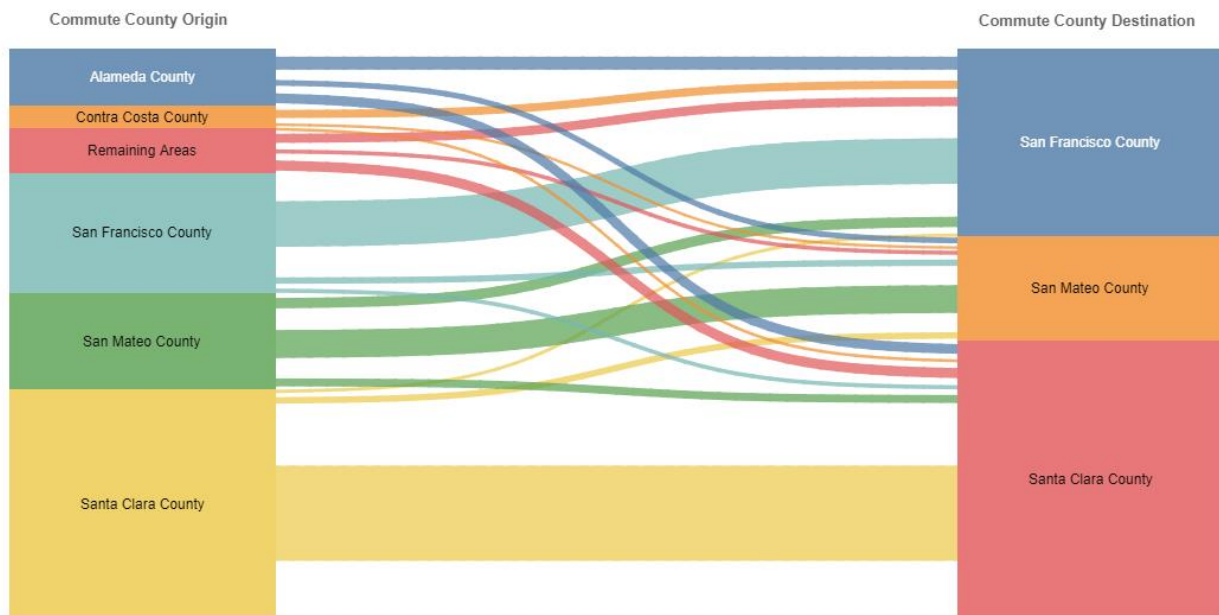
housing units in 2022 was \$1.4 million in San Mateo County, \$1.3 million in San Francisco County and \$1.3 million in Santa Clara County¹². However, the California Association of Realtors reported in May 2024 that the average median price of sold homes was much higher, \$2,063,333¹⁴. Due to a myriad of challenges, affordable housing continues to be a significant challenge to residents across the Bay Peninsula region, and especially those who are economically disadvantaged.

There is considerable cross-county job travel within the Bay Area, with lower wage workers commuting in from lower cost of living counties, sometimes over significant distances. The majority of Santa Clara County (92%) residents work in their county of residence¹⁵ while one in three San Francisco workers are commuters. This is the same for San Mateo County, but the percentage is lower, with 62%¹⁶ of workers traveling within their county. The 2023 Census Bureau American Community Survey found an average commute time of 30.9 minutes for San Francisco County workers, 27.0 minutes for San Mateo County workers, and 27.0 minutes for Santa Clara County workers¹⁶. The chart below highlights that while much of the region lives and works in the same county, many residents do commute in from another county.

Commute Flows into RPU

Commute Patterns

Top 5 counties that commute into Bay-Peninsula



Source: EDD

¹⁴ <https://www.car.org/aboutus/mediacenter/newsreleases/2024-News-Releases/may2024sales> (Average of 3 counties)

¹⁵ <https://labormarketinfo.edd.ca.gov/geography/regional-planning-units.html>

¹⁶ <https://data.census.gov/table/ACSST1Y2023.S0801?t=Age%20and%20Sex&q=050XX00US06075,06081,06085>

Current employment and unemployment data

The following table summarizes the region's labor market conditions:

County	Labor Force	Employed	Unemployed	Unemployment Rate
San Francisco ¹⁷	550,700	530,200	20,500	3.7%
Santa Clara ¹⁸	1,030,900	988,400	42,500	4.1%
San Mateo ¹⁹	435,800	420,000	15,800	3.6%
<i>State</i> ²⁰	19,405,000	18,359,000	1,045,000	5.40%

The region's unemployment rate has been on a gradual upwards trajectory since the strongest segment of the post-pandemic recovery early in 2022. Headwinds to sustained regional recovery have come from many factors but the most prominent cause of the sharp increase in layoffs and unemployment post-2022 was what turned out to be a demand miscalculation that led to overly optimistic hiring in late-2021-early 2022, as key regional sectors responded to the artificial shift in work and leisure behaviors stemming from the pandemic shutdown. Other headwinds to sustained recovery have been the result of the impacts of high costs of living, reduced venture capital investment, and economic uncertainty due to the emergence of artificial intelligence. The Peninsula Bay area, and in particular, Silicon Valley, have received a high number of Worker Adjustment and Retraining Notification (WARN) notices. From July 1, 2023, to June 30, 2024, NOVA received 117 WARN notifications, SFOEWD 79 WARN notifications, and work2future 37 WARN notifications. This represents 215 unique WARN notifications out of the state's 943 total WARN notifications²¹. Affected sectors include technology, biotech, construction, health care and social assistance, electric / autonomous vehicles, software/cloud, manufacturing, real estate, and retail.

Current Education and Skills levels of the Workforce

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, ethnicity, and income that stifle career mobility and deprive employers from access to undervalued talent.

A bachelor's degree continues to be a basic proxy for employability and access to higher skilled regional jobs. The below tables showing education level of attainment by race/ethnicity in the three RPU counties illustrates wide-scale disparities. Compared to data three years ago, Santa Clara County was the only county of the three where people of all races and ethnicities experienced increases in the percentage of residents holding a bachelor's degree.

¹⁷ <https://labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfile...>

¹⁸ <https://labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfile...>

¹⁹ <https://labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfile...>

²⁰ <https://labormarketinfo.edd.ca.gov/Publications/Labor-Market-Analysis/...>

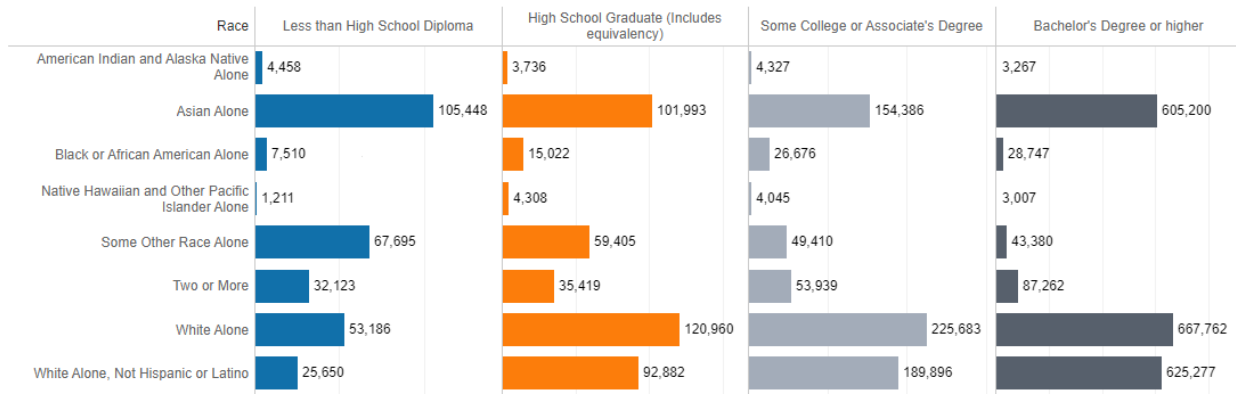
²¹ Report pulled from EDD state database: CalJobs

Bachelor's Degree Attainment by Race/Ethnicity²²

Race/Ethnicity	San Francisco Co.	San Mateo Co.	Santa Clara Co.
White	78.5%	65.6%	63.7%
Black	26.6%	41.0%	44.8%
Native American / Alaska Native Alone	28.1%	8.5%	25.1%
Asian	52.4%	64.7%	71.4%
Hispanic / Latino	41.2%	19.7%	21.4%

Source: U. S. Census Bureau (2023 ACS 1-Year Estimates)

Educational Attainment by Race⁷



Source: EDD - U. S. Census Bureau (2018-22 ACS 5-Year Estimates)

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.

Select Poverty and Education²³

Community	Per Capita Income	Poverty %	BA or higher	White (%)	Latin0 (%)
Atherton	\$186,810	3.9%	86%	66.6%	9.1%
North Fair Oaks	\$45,179	11.5%	28.6%	17.4%	72.8%

Source: U. S. Census Bureau, American Community Survey (2022)

Current needs of the employers in the region and relevant skills gaps between the two

Due to the lack of access that many individuals have to relevant training as well as a dynamic economy with ever-shifting employer needs, the gap between the skills needed by employers and those possessed by the community are significant. The RPU understands this gap through a variety of employer surveys and engagement events.

²² <https://data.census.gov/table/ACSST1Y2023.S1501?q=education...>

²³ <https://www.census.gov/quickfacts/fact/table/northfairoakscdpcalifornia,athertontowncalifornia/...>

For example, SFOEWD sends out an employer survey twice per year to employers who have worked with their WIOA-funded provider community. The survey solicits feedback on service delivery and experiences with their job seekers. These inputs are reviewed semi-annually to ensure that SFOEWD is responsive to employer needs and makes industry-informed service delivery changes. From the most recent results, responding employers accessed services such as marketing support for job opportunities. The top skill needs reported by responding employers included: communication skills, problem-solving, adaptability, time management, and leadership. Respondents also reported satisfaction with service delivery and indicated that they would refer colleagues to the workforce board's services. SFOEWD is in the process of broadening the survey to engage employers connected to its in-house Employer Services unit. Additionally, work2future and NOVAworks each surveys business partners at least once a year.

At the Bay-Peninsula Workforce Development Planning Meeting in November, one business shared a concern around a constant need for very specialized skills in the areas of real estate development and construction. Other shared concerns were around job seekers possessing technical skills but having difficulty with soft skills and sector-specific job readiness skills, the lack of which poses challenges for hiring and retention. The business services teams will add this to their overall needs analysis for the region as we plan for the next year.

Along with direct employer feedback, the RPU analyzes labor market information to better understand employer needs. Recent information shows that 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. The skills gaps table below was generated by economic modeling software based on jobs posting analytics and reflect the skills with the largest gaps between candidates and openings in the three-county region, regardless of industry or occupation.

Skill Gaps in Three Counties

Skill	Candidates	Openings	Gap
Microsoft Office	12,551	13,295	-744
Presentation	4,115	4,842	-727
Computer Programming/Coding	3,111	3,780	-670
Cash Registers	2,751	3,414	-663
Retail Sales	3,927	4,527	-600
Cash Handling (Cashier)	2,559	3,130	-571
Structured Query Language (SQL)	2,125	2,673	-548
Salesforce	1,399	1,829	-429
Cantonese	136	503	-366
C++	717	1,044	-326
Polymerase Chain Reaction (PCR)	135	454	-320
Tutoring	193	502	-309
Circuit Boards	163	451	-289
Mandarin	498	782	-284
Information Security	391	658	-267

C	175	426	-251
Certified Nursing Assistant (CNA)	917	1,144	-226
Graphics Processing Unit (GPU)	229	446	-217
Home Health Care	644	858	-214
UNIX	530	727	-197
WhatsApp	133	319	-186
Data Structures	286	471	-185
iOS	422	606	-183
First Aid Certification	1,989	2,169	-179
Licensed Practical Nurse (LPN)	10	176	-166
Registered Dental Assistant (RDA)	62	224	-162

Source: JobsEQ (2024Q2, Openings and candidate sample compiled in July 2022)

Aligned with the U.S. Department of Labor, Good jobs that provide benefits, worker empowerment, job security, safe working conditions, living wage pay, and skills and career advancement are the foundation of a strong economy²⁴. While a bachelor’s degree is important to career progression, the region contains many good jobs that do not require a bachelor’s degree, such as lab technicians and building maintenance professionals. The RPU will increase our focus on those who do not have a degree, especially to those residents who only have a high school equivalency or less. Other skills-related challenges include the technology divide, a lack of skilled labor in manufacturing, concerns about a lack of general workplace readiness, and public sector challenges in creating trainings tailored to businesses. For economically disadvantaged individuals who do not have the necessary work experience to enter a higher paying job, the workforce boards will utilize apprenticeships to create new incentives for employers and skilled career opportunities for individuals.

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 is described in the chart below.

Many of these growth sectors require workers with both classroom 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 skills, experience, training, or social capital which hinders their ability to find resources. 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.

²⁴ <https://www.dol.gov/general/good-jobs/principles>

The following chart contains 25 industry subsectors with the highest growth prospects and have near or above-living wage hourly earnings through the year 2030:

NAICS	Description	2023 Jobs	2030 Jobs	2023 Salaries	2022 - 2030 Change	2022 - 2030 % Change
541511	Custom Computer Programming Services	113,691	144,176	\$289,584	36,746	34%
518210	Data Processing, Hosting, and Related Services	39,099	51,478	\$352,894	13,000	34%
334111	Electronic Computer Manufacturing	62,015	71,339	\$425,365	11,533	19%
513210	Software Publishers	63,070	73,565	\$334,961	10,572	17%
903622	Hospitals (Local Government)	19,596	27,127	\$124,665	8,237	44%
611310	Colleges, Universities, and Professional Schools	50,281	56,224	\$95,383	8,101	17%
541714	Research and Development in Biotechnology (except Nanobiotechnology)	27,626	33,856	\$265,231	6,649	24%
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	38,115	43,412	\$275,771	5,683	15%
621610	Home Health Care Services	11,157	15,378	\$50,540	5,511	56%
903999	Local Government, Excluding Education and Hospitals	72,307	75,813	\$120,515	5,468	8%
561210	Facilities Support Services	4,265	6,827	\$77,448	5,039	282%
622110	General Medical and Surgical Hospitals	44,015	47,088	\$140,157	4,869	12%
334519	Other Measuring and Controlling Device Manufacturing	6,664	10,218	\$391,833	4,703	85%
722310	Food Service Contractors	13,969	16,889	\$56,365	4,397	35%
902622	Hospitals (State Government)	13,770	17,533	\$146,797	4,263	32%
721110	Hotels (except Casino Hotels) and Motels	24,009	25,031	\$59,775	3,845	18%
621491	HMO Medical Centers	15,196	18,472	\$168,755	3,806	26%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	4,141	5,836	\$295,826	3,638	166%
561612	Security Guards and Patrol Services	20,329	22,706	\$53,037	3,476	18%
903611	Elementary and Secondary Schools (Local Government)	52,639	54,138	\$81,852	3,364	7%
523940	Portfolio Management and Investment Advice	16,106	18,488	\$453,462	2,670	17%
541513	Computer Facilities Management Services	5,646	7,829	\$331,697	2,587	49%
523150	Investment Banking and Securities Intermediation	9,301	9,256	\$422,843	2,463	36%

334413	Semiconductor and Related Device Manufacturing	30,042	31,365	\$454,357	2,388	8%
335910	Battery Manufacturing	1,386	2,583	\$201,347	2,388	1222%

Source: Lightcast (2024)²⁵

Healthcare continues to be an industry with increasing demand. As noted previously, nine of the top 20 occupations with the highest growth prospects are in healthcare. Wait times for doctors and dentists are rising, as is the cost of healthcare. Sutter Health Foundation cited the shortage of physicians as one of the main reasons for long wait times for scheduled appointments. While the RPU is not positioned to directly address the shortage of medical doctors, it can support front line health care workers as well as Allied Health workers. The RPU will not only continue promoting healthcare training through the Eligible Training Provider List but look for additional opportunities to promote healthcare training, apprenticeships, and career readiness.

At a local level, SFOEWD’s HealthCare Academy prepares job seekers for a career in healthcare at no cost. SFOEWD’s program tracks include entry-level and incumbency programs, including Certified Nurse Assistant, Home Health Aide, Home Care Provider, Dental Assistant, Medical Assistant, and Medical Administrative Assistant trainings. In FY 23-24, SFOEWD enrolled 365 participants in the HealthCare Academy and had an 85% placement rate; 93% of participants were people of color and 78% of participants were women. Representatives from some of the largest hospital systems in the county—including UCSF, Kaiser Permanente, and Sutter Health—sit on WISF to provide vital industry input.

Additionally, NOVAworks has been in discussion with San Mateo Union High School District about supporting their efforts to provide career readiness and work-based learning in the healthcare field for students of color. This is an especially relevant need for the region as the diversity of healthcare providers often does not match the community demographics, which has adverse effects on health outcomes.

work2future is facilitating efforts to build a Health Care Sector Partnership in Santa Clara County. The initiative co-chaired by the Chief Employee Human Resources Officer for Kaiser Permanente in Northern California and the Regional Vice-President of the Hospital Council of Northern and Central California, has brought together industry and education/training representatives who are focusing on improving career awareness and talent preparation.

The RPU was awarded the Regional Equity and Recovery Partnership (RERP) grant through the California Workforce Development Board. in partnership with four local community colleges. This collaborative is targeting workforce services in three emerging industry sectors to provide enhanced career opportunities for English language learners, justice-involved individuals, veterans, members of low-income households, and dislocated workers. The education partners are City College of San Francisco, College of San Mateo, Mission College, and Gavilan College. With assistance from area industry associations such

²⁵ Living wage is assumed for hourly wages over \$27.31. If employed full time and working 2,080 hours in a year, an individual making \$27.31 an hour will earn \$56,804.80.

as Biocom California Institute, California Life Sciences, and the SEMI Foundation, the following employer partners are being targeted: Amazon Web Services, Applied Materials, Tesla, LinkedIn, and Twilio.

Target industry sectors and sub-sectors of RERP include:

- Cybersecurity - Key occupations include computer systems analysts and information security analysts. The three-county region has over 22,000 workers in these two occupations and is projected to add another 500 workers (2% growth) in the next four years. This industry has faced significant instability with several notable companies making large layoffs over the last two years; however, technology and information security remain foundational industries for the region, and the occupations themselves are distributed across multiple industries.
- Mechatronics (industrial automation) - The key occupation in this sector is electro-mechanical and mechatronics technologists and technicians. While this industry does not project positive industry growth over the next four years, the Bay-Peninsula region has strong potential for advanced manufacturing growth for multiple reasons. First, in November 2024, Sunnyvale was selected as the home for the newly established National Semiconductor Technology Center which includes a strategic priority for workforce development. Second, the region is home to major semiconductor-related manufacturers such as Applied Materials, Intel, Western Digital, Nvidia, Infinera, and more. The region is the recipient of at least two CHIPS & Science Act funding awards for factory expansion, with more funding possibly on the way. Additionally, several of these companies are actively involved in a regional semiconductor manufacturing registered apprenticeship collaborative, with a third cohort starting in 2025. Finally, related occupations such as Industrial Machinery Mechanics and Computer Numerically Controlled Tool Programmers have positive growth forecasts over the next four years. These occupations are high paying with average wages above \$91,000 annually and represent an opportunity for the RPU to connect talent with regional demand.
- Cloud Computing - Key occupations include computer network support specialists and Computer Network Architects. There are currently over 6,273 individuals employed in this industry within the RPU and the California Employment Development Department (EDD) forecasts 1.3% growth through 2025. 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

- *State which two of the four regional indicators the RPU selected and the objective metrics established for each indicator chosen. If the region modified/revised its metrics to better align with the intent of the selected indicator, please explain why changes occurred and provide an analysis for the new metrics.*
- *Provide an assessment of the impacts, lessons learned, and progress on tracking and evaluating the regionally agreed metrics of each RPU's local workforce service delivery systems (e.g., change in service strategies, improved participant outcomes, new partner engagement, etc.).*

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, multigenerational 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 unfortunately ranks near the bottom of the list of the nation's 54 largest metro areas for geographic inclusion and in the middle for racial 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.²⁶

This reality impedes access to quality jobs for many job seekers from historically excluded communities. In addition, companies are deprived of sources of underrepresented talent, with many reporting challenges in hiring and recruitment. For these reasons, the RPU is selecting the following regional indicators which will best facilitate a coordinated approach to more thoroughly understanding the needs and then generating solutions.

State which two of the four regional indicators the RPU selected and the objective metrics

#3 - The region has shared target populations of emphasis

As previously discussed, the Bay-Peninsula region has significant disparities in economic success among its residents. To reverse the increasingly widening earnings differences, OEWD, NOVAworks, and work2future has chosen as its first regional indicator to focus on shared target populations. By measuring collective services to targeted populations, we can

²⁶ <https://www.brookings.edu/articles/metro-monitor-2024/> The San Francisco-Oakland-Fremont MSA ranked 27 out of 54 for racial inclusion and 47 out of 54 for geographic inclusion. The San Jose-Sunnyvale-Santa Clara MSA ranked 38 in racial inclusion and 54 in geographic inclusion. Brookings published an updated version the Metro Monitor in March 2024. It is based on 2012-2022 data for racial inclusion and 2008-12 & 2018-22 data for geographic inclusion.

understand the total investment to these communities as well as the impacts over time. Objective metrics that we will measure include:

- Regional definition of target populations of emphasis
- Numbers of participants identifying as a member of a target population of emphasis
- Number of participants residing in a high poverty zip code or census tract
- Number of job placement outcomes

Mutual tracking of the above metrics by the RPU will lead to a more complete understanding of the system's impact and closer coordination of services. Because the technical RPU boundaries are of little value to public perception, it is important for the RPU to serve the region consistently and seamlessly. There are service patterns that are incomplete when only examined through the lens of a single workforce board which makes regional coordination and measurement an important strategy for ensuring broader and more equitable service delivery. Additionally, an area where the RPU needs to increase efforts is in creating a shared emphasis on serving target populations that reflects a recommitment to understanding the impact of the RPUs and builds on our collective commitment to partner engagement, equity, and providing the greatest social good to the region. Each workforce board will leverage their extensive data tracking practices and community relationships to first build a robust understanding of the current services being provided to targeted populations and then develop strategies to increase the level of services provided.

#4 - Region deploys shared/pooled resources to provide services, training, and education to meet target population's needs

Among the many helpful take-aways from the Bay-Peninsula Workforce Development Planning Meeting were the need for more services to support individuals who lack experience for good paying jobs and the need for more industry-led training. The building of shared resource pools is a critical strategy to create a more comprehensive service to our region's residents. The needs of jobseekers trying to overcome multiple barriers can range from securing training assistance, to placement in a local trades program, to a robust set of supportive services to support childcare, food, nutrition, financial assistance, and more. This indicator was selected in the 2022 modification plan and will continue to be an indicator for the region. Objective metrics that will be measured include:

- Number of individual training accounts / grants / scholarships issued
- Number of Bay-Peninsula residents receiving supportive services
- Number of community partners contributing one or more services to referred clients
- Number of placements in employment
- Number of placements in a job/occupation related to the training

Focusing on this indicator adds accountability and resources to training and education, one of the most evidence-based tactics that a workforce system can employ to raise the incomes of economically disadvantaged individuals.

Provide an assessment of the impacts, lessons learned, and progress on tracking and evaluating the regionally agreed metrics of each RPU's local workforce service delivery systems.

The RPU continues to find areas of alignment and collaboration for the businesses and residents of the region. Through increasing collaboration on federal, state, and local workforce programming, the system continues to strive together in achieving collective goals centered around meeting the needs of our region's residents and businesses. Through recent collaboration on the CAREERs National Dislocated Worker Grant, the RPU partners worked together to serve 650 residents whose livelihoods were being impacted by sudden loss of employment. Through the CAREERs grant, the RPU was able to secure an additional 78 training scholarships for regional residents to obtain the advanced skills training they need to find meaningful work and restart their careers. The impact of skills training aligns with national best practices. For example, the Corporation for a Skilled Workforce with the Ray Marshall Center and the California Workforce Association found in its assessment of America's Jobs Centers of California (AJCCs) that customers, "... who received training services, as opposed to other types of services, were significantly more likely to obtain employment, and to earn higher wages in that employment." The Bay-Peninsula workforce boards will continue to refine training partnerships and practices through focusing on the training indicator.

The RPU continues to learn lessons in collaboration and improving participant outcomes. The workforce boards have strengthened their board-to-board engagement, actively included neighboring boards in regional events, and increased co-planning for resident and community events. These lessons learned will be cornerstone practices for future tracking and evaluation of the region's agreed upon indicators.

The RPU capacity for collective strategy development and measurement. After the completion of the regional planning process, the RPU will start to review data processes and organizational abilities to track and evaluate progress on the regional indicators.

C. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

- *Identify the in-demand industry sectors or occupations for the region.*
- *Describe the development and implementation of current and new sector-based initiatives planned for the next four years that address the needs of regionally in-demand industries or occupations.*
- *Describe what processes or strategies the RPU uses to communicate effectively and cohesively with regional employers.*

Regional Sector Pathways

The three counties of the Bay Peninsula region are highly dynamic, containing a diverse range of communities and workers ranging from the large and urban to rural and coastal settings. Likewise, the needs of regional businesses are just as diverse with professional, business, healthcare, and education having large economic footprints.

Historically, the three-county region has outpaced the nation and state in terms of employment, but this advantage has become less pronounced since the onset of the pandemic and the economic whipsaw that has since impacted the region. Nonetheless, the highly interconnected region has common industries and career pathways which affect all

three counties. Additionally, education and training providers offer their services regionally, further integrating the sector pathways that employers rely upon.

While there are plenty of high paying industries and career clusters in the region, there continues to be a need for coordination by the RPU to identify and bolster career pathways that offer economically disadvantaged individuals more reliable pathways leading to high earning occupations. In coordination with education partners, economic development organizations, businesses, labor partners, and community-based organizations, the RPU sets forth in the following responses an analysis and key strategies for promoting regional sector pathways. Of course, the RPU will continue to take a dynamic approach that will be responsive to the needs of industry, workers, and economic conditions which require the workforce systems to pivot and be responsive.

Identify the in-demand industry sectors or occupations for the region.

The top in-demand regional occupations range from maintenance workers, healthcare workers, and clerks to computer network support specialists, bus drivers, and managers. The table lists the top 20 in-demand occupations for the region for 2023-2030, excluding positions which require a bachelor’s degree or higher. As illustrated in the table below, which represents a snapshot of total jobs, there continues to be many jobs with living wages available to region that don’t require a degree, . However, all but one occupation requires a high school diploma or equivalent. The higher wage occupations also enjoy significantly lower unemployment rates than the lower wage occupations.

Top 20 In-Demand Occupations by Employment Numbers in the Bay-Peninsula RPU (2024)

SOC	Description	2023 Jobs	2030 Jobs	2023 - 2030 % Change	Median Hourly Earnings	Typical Entry Level Education
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	27,769	30,071	8%	\$50.39	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	15,707	16,777	7%	\$30.53	High school diploma or equivalent
15-1232	Computer User Support Specialists	12,737	15,115	19%	\$39.97	Some college, no degree
31-9092	Medical Assistants	11,657	13,307	14%	\$29.80	Postsecondary nondegree award
43-6013	Medical Secretaries and Administrative Assistants	11,514	12,657	10%	\$29.84	High school diploma or equivalent
47-2111	Electricians	8,425	9,487	13%	\$49.04	High school diploma or equivalent

47-2061	Construction Laborers	8,397	8,870	6%	\$32.77	No formal educational credential
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	7,621	8,009	5%	\$54.30	High school diploma or equivalent
33-3051	Police and Sheriff's Patrol Officers	7,255	7,696	6%	\$69.32	High school diploma or equivalent
29-2061	Licensed Practical and Licensed Vocational Nurses	6,614	7,508	14%	\$41.93	Postsecondary nondegree award
25-3021	Self-Enrichment Teachers	6,718	7,207	7%	\$29.71	High school diploma or equivalent
43-5061	Production, Planning, and Expediting Clerks	6,333	6,731	6%	\$34.78	High school diploma or equivalent
31-9091	Dental Assistants	5,903	6,215	5%	\$30.75	Postsecondary nondegree award
11-9051	Food Service Managers	5,587	6,083	9%	\$39.41	High school diploma or equivalent
39-9031	Exercise Trainers and Group Fitness Instructors	5,061	5,773	14%	\$35.62	High school diploma or equivalent
53-3052	Bus Drivers, Transit and Intercity	4,633	4,911	6%	\$41.14	High school diploma or equivalent
51-1011	First-Line Supervisors of Production and Operating Workers	4,366	4,637	6%	\$41.29	High school diploma or equivalent
35-1011	Chefs and Head Cooks	4,029	4,383	9%	\$31.93	High school diploma or equivalent
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3,587	3,791	6%	\$37.70	Postsecondary nondegree award
15-1231	Computer Network Support Specialists	2,660	3,215	21%	\$44.83	Associate degree

Source: Employment Development Department, Labor Market Information Division

Describe the development and implementation of current and new sector-based initiatives planned for the next four years that address the needs of regionally in demand industries or occupations.

Sector-based initiatives are evidence-based approaches to aligning resources and stakeholders to meet the needs of both industry and the community. The RPU has long employed sector-based approaches to support its vital sectors due to the need that businesses have for skilled talent. The Bay-Peninsula region is resourced with dedicated community college partners that have experience creating and facilitating business led training. The RPUs are currently running two sector-based initiatives and are in the planning stages for starting up a series of additional initiatives.

Current sector-based initiatives

The RPU has two current initiatives specifically targeted to expand opportunities for higher wages and career mobility to individuals from historically excluded backgrounds.

The RERP grant, cited above, 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. This initiative will continue to support the IT and manufacturing subsectors through 2025.

work2future and NOVAworks are part of a collaborative of businesses and subject matter partners responsible for the development and implementation of California’s first semiconductor manufacturing apprenticeships. The employer-driven, employer-owned apprenticeships share a skills framework but are unique to each company, which obtained its own federal and state approvals. The collaborative began with discussions between Applied Materials and Foothill College in 2022. Applied Materials recruited the SEMI Foundation, the non-profit workforce development arm of the industry association SEMI, to coordinate and expand the effort. As SEMI Foundation brought more companies into the discussions, the National Institute for Industry and Career Advancement added its expertise in technical careers and apprenticeships to support the design and approval of each company’s apprenticeship. work2future was invited to the collaborative to support implementation, and it subsequently recruited NOVAworks to help. With recruiting support from the workforce boards, four manufacturers—Applied Materials, Enableness, Infinera and Western Digital—hired the first two cohorts of apprentices, a total of 30, beginning in late 2023. The first 12 apprentices “graduated” in December 2024, and Western Digital is screening applicants the same month for the first hires of a third cohort of apprentices. The other three companies plan to hire again in the winter and spring. In the meantime, a fifth company has submitted its apprenticeship for approval, and a sixth company has recently joined the collaborative, which has styled itself the Semiconductor and Nanotechnology Pioneers (SNAP). Whereas businesses typically compete for talent, these manufacturers are working closely together to find a common solution to a common problem. In addition to recruiting support, work2future is providing OJT support in relation to qualified apprentices. It even received one-time funding from the San José City Council, which it braided with WIOA funds to increase the level of OJT support attached to apprentices who were San Jose residents. NOVAworks is considering adding OJT support, too, as part of its involvement. Meanwhile, SNAP has expanded its table to include Mission College and its mechatronics program to explore the possibility of apprenticeships in other manufacturing occupations.

New initiatives

As mentioned previously, work2future is facilitating the exploration of a Health Care Sector Partnership in Santa Clara County. Driven by industry leaders, the initiative has brought together representatives from hospitals, community clinics and other health care providers with representatives from community colleges, San Jose State University and other training and workforce development organizations to focus on career awareness and talent preparation for an industry that expects to face significant challenges meeting workforce needs into the foreseeable future.

Additionally, the region is leveraging \$19 million from the Jobs First Collaborative to support a variety of sector-based programs with the goal of achieving more equitable access for Bay Area Californians to enter career education and good jobs.

In 2021, Governor Newsom launched the Regional Investment Initiative (formerly known as the Community Economic Resilience Fund, or CERF) to support California's 13 regions to create quality jobs and bolster their resilience to climate and global challenges impacting the state's diverse regional economies. As part of this program, each of the 13 regions has built a California Jobs First Collaborative tasked with developing a clear vision for their region's economic future.

California Jobs First will support high-road economic development plans to create equitable access to quality jobs. High-road economic development supports environmentally sustainable businesses that pay living wages and create opportunities for career growth. As California recovers from the economic distress of COVID-19, California Jobs First aims to ensure that the state's economy works for all California residents, particularly those who have historically been marginalized.

In the Bay Area, organizations have come together to create the Bay Area Jobs First Collaborative (formerly High Road Transition Collaborative) that includes balanced representation from workforce, community, labor, business, government, economic development, education, philanthropy, and indigenous communities. (Similar convenings have taken place in 12 other regions in California.)

The Bay Area Jobs First Collaborative has developed a two-part high-road economic development plans to create equitable access to quality jobs²⁷. A regional community planning organization, All Home, was selected as the regional convener and to date has engaged over 500 partners including, employers, economic development agencies, labor unions, worker centers, the regional community college consortium, and community-based organizations. All Bay Area workforce development boards serve collectively as the Fiscal Agent for the project, with SFOEWD serving as the fiscal lead for the project. The RPU, with SFOEWD as the contract lead, has distributed approximately \$4.5 million to community organizations through this process to date, with another \$9 million programmed through a community-led procurement process for distribution over the next two years.

²⁷ The Bay Area Regional Plans Part I and II are available here. <https://www.allhomeca.org/california-jobs-first/>

In the Regional Plans Part I and II, the Bay Area Jobs First Collaborative identified the following target sectors for investment: arts and culture, childcare and early childhood education, construction, healthcare, manufacturing, and sustainable environmental management. The Regional Plans Part I and II also identify the region's major tradable sub-sectors which align with the State's economic strategy and which require further intervention: semiconductors and computer manufacturing, advanced manufacturing and robotics, biotechnology, transportation electrification, battery storage and other renewable energy technologies, aerospace and space manufacturing, sustainable agriculture and viticulture, tourism and hospitality, artificial intelligence, and alternative fuel production.

Through this process, the RPU has been collecting feedback from regional economic and workforce development stakeholders which has informed this plan. In addition to bi-weekly Bay Area Jobs First Collaborative Steering Committee meetings and monthly Bay Area stakeholder meetings, each Bay Area sub-region met at least monthly for 15 months. As an example, the San Mateo and Santa Clara sub-region formed several working groups and built coalitions and strategies around the following areas of needs:

- Green Building Workforce
- Home Health Care
- Manufacturing Futures
- Worker-Owned Co-ops
- ArtsHub
- High Road to Childcare and Early Ed
- Stronger Entrepreneurs, Stronger Bay

Each of these subregional groups is focused on bringing equitable increases of investments to underinvested communities, workers, and businesses that will lead to these industries being more economically resilient and competitive.

In summary, the RPUs are expanding sector-based approaches by continuing to support sectoral initiatives in the RERP, semiconductor apprenticeship program, and health care sector partnerships, as well as support a wide variety of programs through California Jobs First funding, that will also align with neighboring RPUs.

Describe what processes or strategies the RPU uses to communicate effectively and cohesively with regional employers.

Fundamentally, the workforce boards work closely with employers to understand employer needs and create training and service strategies to meet these employer needs. The Bay-Peninsula workforce boards are led by private sector representatives and economic development experts who hear from private sector employers regularly through these forums. The RPU uses surveys, direct contact, and regional intermediaries to communicate and partner with regional employers. Through creating a workforce system that is responsive to employer needs, the career centers can make matches with area talent and fill those employer gaps.

First, each of the RPU members issue online surveys to their business contacts to hear industry concerns and measure employer sentiment on the services provided by the RPU.

Boards issue surveys once or twice a year and then compare the results with past years to analyze for trends. When the survey results indicate a less-than-optimal customer service experience, the RPUs quickly work with their career centers to remedy the situation.

Second, the RPUs use their business services and management teams to directly engage employers. Staff conduct various kinds of employer outreach including cold call, emails, canvassing, and attending networking events. These nascent employer relationships are then matured by investing time, asking good questions, building trust, and meeting the employer's hiring needs. Building close employer relationships empowers the RPUs to best meet a regional employer's needs and improve their competitiveness as a Bay Area entity.

Third, the RPU has identified several intermediaries to help establish links to companies with strong growth prospects. These include industry associations, economic development organizations, and trade groups. In particular, many of the cities in the region have knowledgeable economic development departments that can help the RPU identify businesses in need as well as upcoming economic shifts. In another example, Biocom California, California Life Sciences, and the SEMI Foundation together represent nearly 1,300 life science research and advanced manufacturing community members in the Bay Area. As a newer partner, the SEMI Foundation is another important partner in the region as they were instrumental in helping us set up and run a new semiconductor apprenticeship program in 2023. The SEMI Foundation is now helping the region set up a third cohort of the program and helping us expand our employer base. Regional boards have engaged these three industry associations to create connections to their member companies. Three major business advocacy organizations—the Bay Area Council, San Mateo County Economic Development Association (SAMCEDA), and the Silicon Valley Leadership Group—are also active partners in the Jobs First project.

D. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

- *How the RPU promotes job quality and commits to working with employers to improve job quality and access to jobs.*
- *How the RPU integrates targeted service strategies (e.g., education, workforce training, and family resources) for the region's unserved and underserved communities.*

High Road Workforce System

The Bay Peninsula RPU champions the California Workforce Development Board's high road vision of building industry partnerships that deliver equity, climate resilience, and job quality. The actions and results of the RPU continue to support California's high road workforce system approaches and proactively address the dynamics that might hinder its progress. At present, the system exhibits remarkable resources, assets, and organizational talent to make the Bay Peninsula region a beacon of a high road approach to workforce development. But there are headwinds to achieving this reality which the RPU continues to address through the development of partnerships and initiatives designed to bring about equitable results.

For example, the Bay-Peninsula 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, Meta, Intel, Google, Salesforce, 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 promotes job quality and commits to working with employers to improve job quality and access to jobs.

The RPU promotes job quality principles that are aligned with the State of California's vision of a state workforce system that promotes equity, job quality, and environmental sustainability for all Californians. California's Unified Strategic Workforce Development Plan guides the RPU in working with employers who offer quality jobs, or those that offer family-supporting wages, benefits, safe working conditions, fair scheduling practices, and career advancement opportunities that are transparent. Engagement with employers is guided by one or more of these quality characteristics. The RPU's plan for promoting job quality is further strengthened by the Strategic Planning Elements of the State Plan as job quality, equity, and climate and environmental sustainability have been important strategies of the past and future.

The Master Plan for Career Education is a significant drive of job quality standards for the RPU as the workforce system partners with education stakeholders to prepare students and adults for quality jobs with career advancement potential. The RPU actively works with its college and education stakeholders through participating in board meetings, attendance in the Bay Area Community College Consortium (BACCC) meetings, and proactive partnership in regional and local grant programs. Workforce boards can play a meaningful role in the Master Plan by helping to bring all voices, especially employers, to the planning process and supporting the skills frameworks developed in the planning process. The result of the collaboration will be a greater acceptance of good jobs and more opportunities to help our region's residents access these jobs. The AJCCs play an important role in providing career exploration activities to adults and youth and will be an advocate of the pathways, resources, and protocols to businesses. The RPU's partnership with K-12 and adult education systems will support how job quality is introduced to youth and continually made available to adults, especially those from non-traditional education backgrounds.

The road to opportunity for regional residents begins with promoting job quality and partnering with employers that are ideologically aligned with the RPU. Aligned with the California Workforce Development Board's High Road Workforce System standards, the RPU is supporting a job quality framework that includes offering workers family-sustaining wages, healthy work environment and affordable benefits, employee voice in the workplace, opportunities to start meaningful career pathways, and predictable schedules. The Bay-Peninsula region also seeks to provide individuals with access to professional

networks, mentors, and sustained access to social capital.

RPU members and service providers promote job quality through a multi-part strategy. First, the RPU promotes a job quality strategy which is developed through partnerships with organized labor and other worker rights organizations. This co-creation of a strategy builds commitment and accountability for all partners and creates a mechanism to continually reinforce job quality principles. Through these strong partnerships with labor, the workforce boards receive resources and guidance on effective implementation of quality jobs. RPU members also 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.

The RPU additionally promotes job quality through its ongoing engagement of industry. Job quality is woven into discussions with new and existing business partners to familiarize them with job quality characteristics and criteria. RPU members also integrate into business trainings various aspects of job quality to build their capacity for making their career opportunities even better. Additionally, through inviting employers to the workforce board stakeholder meetings, employers can hear feedback directly from the community on the impact that their jobs and salaries are making in the region. At the same time, more education and community partners will learn about real-time employer needs and will be able to better customize their services to meet these needs. More direct engagement of employers will be a key strategy to improve access to good jobs.

Finally, RPU members promote job quality by ensuring services and resources go to companies with commitments to and demonstrations of consistently offering their employees quality jobs. Companies interested in utilizing services such as apprenticeships, incumbent worker training, and on-the-job training need to either increase their approach to worker support or already have an established history of providing quality jobs. One aspect of promoting job quality is to increase the diversity of employees that business partners are employing. 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 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 RPU partners:

Organization	Sector
Association of Bay Area Governments	Regional planning agency
Bay Area Council	Business association
Central Labor Council Partnership	Labor organization
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
Upwardly Global	Immigrant & Refugee Services
Working Partnerships	Worker rights and community equity advocate

How the RPU integrates targeted service strategies (e.g., education, workforce training, and family resources) for the region's unserved and underserved communities.

The process of the RPU integrating targeted service strategies for the region's unserved and underserved communities begins with first hearing directly from the members of the community. Partner organizations that focus on the targeted populations are routinely engaged and included in conversation so that the voice and perspective of the population is centered and integral to the creation of the delivery strategy. The RPU members then conduct strategic outreach to residents of historically excluded communities and underrepresented populations, adjusting tactics when demographics data indicates lower enrollment than expected. Partner organizations, especially those embedded within targeted populations, are an important part of the enrollment process as they refer their clients to AJCCs and provide support to their populations along the way. The RPUs and partner organizations work together to ensure that not only the customers are served but also their family members, connecting them with other community resources throughout the local workforce area.

Individualized service plans are developed for targeted populations that are crafted to the unique needs and requests of the customers. RPU members employ a variety of human-centered design activities to meaningfully include worker voice and those members from underserved communities with lived experiences. Staff ensure that in their conversations with customers, customer voice and experiences are driving the conversation around needs and goals. Career exploration assessments and tools are used to help the customers learn more about their work skills, interests, and values. During this process, AJCC staff are constantly checking in with the customers to ensure they have the resources they need to successfully utilize the service. If a customer requests an accommodation, staff are trained to help the customer access the resources they need to be successful.

For those customers wishing to enter an education or training program, staff help them learn how the program can be an important step on a career pathway. When a customer has achieved their required preparation, RPU staff will make partner referrals to and from adult education, training schools, community colleges, and apprenticeship opportunities. Staff continue to provide support during the training and afterwards, when it comes time for the customers to use their training in the field and obtain training-related employment.

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, parents paying child support and parents receiving child support, those with developmental and intellectual disabilities, and those who are English language learners, foreign-born, and/or refugees. Additionally, we work closely with the Department of Rehabilitation (DOR) to both receive referrals, make referrals, and support customers along the way.

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 has developed 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 justice-involved individuals, veterans, people with physical or developmental disabilities, individuals on the autism spectrum, and youth, while its partnership with Bill Wilson Center connects it with homeless youth.

Further feedback from the regional workforce development planning meeting raised ideas to expand service offerings to underserved populations and continue to make training programs increasingly attainable. For example, it was suggested by one attendee that financial empowerment training can help customers manage past debt and develop a personalized plan for meeting individual / family financial needs while in training. Another comment relayed the need for financial assistance while another commented on the need for increased childcare opportunities. While this is a complicated problem, regional stakeholders have asked the RPUs to explore investing in small businesses running childcare centers as a possible solution

Through these partnerships, the RPU can help connect employers with pipelines of underappreciated talent that most corporate recruiters would never be able to leverage. Given that the RPUs have both experience engaging industry and dedicated business engagement teams, the RPU has an opportunity to help increase employer access for all regional partners. One of the strategies that the Education Master Plan uses to advance equity is to include employers in the development of career pathways and education programs. By assisting with the engagement of employers, the RPUs will additionally help unserved and underserved communities connect with the skill building resources and programs they need. Additionally, regional adult education partners, who are already deeply connected to underserved communities, are looking for the RPU to help establish new connections with business. With RPU support, adult education can discover new hiring needs of businesses and build new training programs to meet these needs. With RPU support, education providers can take advantage of resources in the Eligible Training Provider List (ETPL) to ensure their training programs are robust and sustainable.

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. Through the RERP program, the RPU has intentionally partnered with community colleges focused on recruiting and serving unserved and underserved communities and employing strategies, such as credit for prior learning, to remove barriers from students and add new supports. There will be increased focus on validating skills and not just earning new credentials.

E. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

How the RPU is working towards meeting industry and workforce needs to support a climate-neutral transition.

The RPU is working towards meeting industry and workforce needs to support a climate neutral transition through multiple avenues. First, the partners prioritize meeting remotely so that the carbon footprint associated with in-person travel can be minimized.

Second, the region is actively involved and supportive of regional initiatives that are aiming to accomplish one or more environmentally sustainable goals. For example, with the approval of the study on impacts of sea level rise on the entire region by the Army Corp of Engineers, the RPU will attend meetings and help convene partners who might have an important interest in the coastal effects of rising seas. As the study will examine the needs of economically disadvantaged communities, the RPU will leverage its strategic relationships in these communities to help ensure the voice of the resident and worker is heard and prioritized.

Third, originally formulated through the Bay Area Jobs First Collaborative, the development of a green infrastructure workers assessment has strong promise to speak to the many stakeholders in the green and sustainability places. Through its leadership and co-convening of the Green Infrastructure Workforce Assessment (GIWA), one of the Bay Area Jobs First sub-regional initiatives, the RPU has engaged with a wide variety of partners representing labor, economic development, clean energy, workforce, community, and education. This partnership reflects the RPU's own long-term investment in environmental sustainability even though the staff time resources can be high. Since 2023, the San Francisco and the Peninsula & South Bay (San Mateo, Santa Clara Counties) Sub-Regional Tables have been identifying challenges and opportunities for achieving a climate neutral transition. Partners understand the concept of building a green jobs initiative; however, there is still much to learn, including, hearing more from the workers and community members who are directly affected by California's electrification processes.

Mindful of how past economic transitions can inequitably affect underserved populations, the efforts of the green infrastructure group will center worker voice and meaningfully engage industry. Three of the Bay-Peninsula's California's Community Choice Aggregation (CCA) organizations, including Silicon Valley Clean Energy, Peninsula Clean Energy, and San Jose Clean Energy, have been actively involved in the process and are helping to set up conversations in the green energy space. When funding can be found to complete this study, the results will be shared broadly in the region. These results will be particularly helpful for the many education and training partners who play a central role in creating green training programs. The RPU will work with area stakeholders to build training pathways that lead to equitable transitions for workers in fossil fuel industries.

F. EQUITY AND ECONOMIC JUSTICE

The region's strategy to achieve equity and commitments to ensure equitable access to regional sector pathways, earn-and-learn opportunities, supportive services, and other effective service strategies identified by the RPU.

The RPU and regional partners employ a strategy to achieve equity that utilizes 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.

Our commitment to equity stems from a collective understanding of the region's historical and current day policies and practices that build barriers like racial/ethnic segregation and stymie efforts for workers in historically excluded communities to launch and maintain prosperous careers.

We strategically engage community leaders and resident voices to continuously inform our practices and provide feedback along the way. The RPU conducts community engagement sessions in variety of ways, ranging from in-person meetings, to Zoom calls, and to automated surveys. Through these means, the RPU gains valuable feedback of the reach and efficacy of our service strategies. These feedback mechanisms also play a central role in the RPU's understanding of the results of our equity-based outreach to underserved communities. The RPU is planning to work together to share data resources and increase our collective ability to analyze data and disaggregate the service data at a population level. Increased data analysis will enable us to better identify underserved areas, learn about skill and service needs, and respond with increased engagement.

Our strategies include intentionally targeting outreach to those individuals with greatest need. In the RERP grant, the RPU and four colleges partners are 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. Our participating community college partners add their expertise in providing services to the full diversity of the region. For example, 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.

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, one in three residents was born outside the United States, almost 42% have a language other than English spoken at home, and 19% "speak English less than very well," according to the U. S. Census Bureau (2023). The RPU will increase efforts to work with the region's extensive set of Adult Education partners who have extensive and current experience meeting the needs of English learner populations. The RPU will leverage the ELL Healthcare Pathway Grant, which has funds that are being used by CAEP Consortia in our region. The North Santa Clara County Consortium (MVLVA, PAAS, FUHSD, DeAnza-Foothill) continues to expand opportunities to accelerate certification of ELLs, representing an important resource for the region.

Dislocated workers continue to be a priority because of the continued challenges they face finding sustainable careers in the wake of the post-COVID recovery bubble. While tech and other high-skill occupations initially recovered quickly from the pandemic unemployment, tech workers and other professional workers have constituted the bulk of occupations in the 2023 and 2024 WARN notices. On the other hand, jobs for leisure and hospitality workers have been steadily rising but these jobs often pay less than living wages. Partnering with hospitality organizations to promote better paying jobs with benefits will be an important strategy for the RPU members over the next few years to ensure there are opportunities for sustained career mobility in all sectors.

NOVAworks is adding to the region's equity tool kit with the results of a 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 from 12 low-income ZIP codes, the initial 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 Latino, Black or Asian-Pacific Islander. Each participant received customized job search assistance including career focus, career exploration, resumé development, and interview preparation. The success of the program has attracted more funders and is leading to system enhancement. NOVAworks is the recent recipient of a James Irvine Foundation grant to pilot unique and innovative workforce models. With continued flexible funding from system partners, the "whole person" approach has strong potential to be scaled across the three-county region.

In the RPU's regional planning meeting, stakeholders voiced strong support for continued innovation in providing equitable services to the region. One commenter spoke to conducting more proactive outreach to communities to ensure residents are equipped with skills on top of a high school equivalency. Education is a key determinant of economic power and thus need to be prioritized more strongly. Additionally, marginalized communities need greater access to work-based learning opportunities, like apprenticeship programs, to gain skills and experience.

Another theme revolved around establishing meaningful connections between employers and underserved communities that often lack access to the social networks which would lead to key employer relationships. This need was underscored as a need for individuals who have a disability. The California Department of Rehabilitation (DOR) cites that 76% of people without a disability are employed compared to 37% of people with disabilities²⁸. Employer engagement and partnerships with organizations such as DOR will be critical in addressing this drastic employment gap.

Finally, attendees at the regional convening shared ideas to create more equitable access to meaningful employment. Ideas included greater investment in childcare, offering financial and healthcare literacy programs, expanding opportunities for individuals to join unions, offering opportunities for workers to learn more about employee ownership worker

²⁸ 10/24/2024 CalLearns Disability Awareness & Etiquette Webinar

cooperatives, and consider working with projects that are “Greenpoint”²⁹ rated.

G. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

- *Regional service strategies, including the use of cooperative service delivery agreements or Memorandums of Understanding (MOU), devised to support a more responsive system.*
- *How the region establishes administrative cost arrangements, including the pooling of funds for administrative costs for the region.*

System Alignment

The Bay Peninsula workforce boards and partners are continually finding ways to partner together and align efforts and resources for the sake of collective impact. Additionally, as the system strengthens its trust with regional stakeholders, more partners are increasingly seeking to partner together and in various ways, including, attending each other’s strategic planning meetings, establishing two-way referral systems, and co-applying on new grants together. Recently, larger employers are being served by two workforce boards who can combine efforts to fulfill the needs of a hiring demand that is larger than a single county can typically serve. Each new initiative that the RPU is advancing collaboratively is a chance to align program design, reduce duplication of efforts, and leverage critical resources. The RPU is the closest it has ever been and continues to build deeper formal and informal ties between each member.

Regional service strategies, including the use of cooperative service delivery agreements or Memorandums of Understanding (MOU), devised to support a more responsive system.

The RPU engages regional partners and contractors to assemble a comprehensive service delivery for community members. The workforce boards of the RPU each play a backbone organizational role in their local workforce area and create Memorandums of Understanding (MOU) to solidify organizational commitments to service delivery. These partnerships include working with community-based organizations to provide social services, colleges, and training providers to provide education and training, and to competitively procure service providers. The RPU strategy is built around expanding collaboration and expansion of access to maximize the outreach of workforce services in the communities with the greatest needs. These approaches cause the RPU to economize resources and align the system along a shared mission and objectives.

How the region establishes administrative cost arrangements, including the pooling of funds for administrative costs for the region.

The region’s successful model of distributing administrative functions for certain projects and initiatives distinguishes between fiscal project lead and programmatic lead. While NOVAworks is currently facilitating the Regional Planning Unit, the program lead function rotates among the three boards.

²⁹ Greenpoint Rated is a rating system for government tax incentive programs

The RPU has engaged a broad group of stakeholders in past discussions about opportunities for the system to work together more cohesively. Highlights from these conversations include comments such as:

- ◆ 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, adult education, 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.

Appendix 1

Stakeholder and Community Engagement Summary

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Public Board Meeting (NOVAworks Executive Committee Board Meeting)	NOVAworks Board Members and San Mateo & Santa Clara Community Stakeholders	13 board members & NOVAworks staff	Board members introduced to the planning process
Public Board Meeting (OEWD Workforce Board Executive Committee)	OEWD Board Members and San Francisco Community Stakeholders	5 workforce board members, OEWD staff, and public stakeholders	Board responded to planning questions
Public Board Meeting (OEWD Workforce Board)	OEWD Board Members and San Francisco Community Stakeholders	14 workforce board members, OEWD staff, and public stakeholders	Board received update on planning process and survey
Board Survey	Workforce board	Research questions sent to 22 NOVAworks board	Board responded to six planning questions
Board Member Survey	OEWD Board Members	OEWD sent survey to 28 board members and received 10 responses	Board responded to planning questions
Stakeholder Survey	Community stakeholders	Research questions sent to 122 NOVAworks Stakeholders	Stakeholders responded to six planning questions
Stakeholder survey	Regional and Local Planning Meeting Participants	OEWD provided multi-modal participation for community meetings (virtual, paper, in-person, video)	Members of the public responded to planning questions

Regional Workforce Planning Meeting on November 20, 2024	Community stakeholders across three-board RPU region	More than 200 stakeholders invited to the event. 34 stakeholders attended in-person and more than 70 stakeholders attended online	Meeting was hybrid, allowing recipients to attend online or in-person at each of the three workforce board sites
Public Comment	Community stakeholders across RPU region	233 Regional stakeholders invited	Public notification period is from December 16, 2024, through January 16, 2025

Appendix 2

Public comments received that disagree with the Regional Plan

Name	Organization	Summary of Comment
Amanda Anthony	Redwood City	Comments discussed opportunities and tactics for the regional workforce boards to increase training for non-degree holders, expand list of targeted businesses, consider more specificity of employer engagement goals, and increasing the focus of economically disadvantaged individuals.
Jeff Palin	Mission College	Comments addressed the desire to see more tactics around collaboration that achieves collective impact for the region. Additionally, there is need to build more work-based learning (on-the-job training, apprenticeships, internships, etc.) programs across all in-demand industries.
Lori Riehl	Freemont Union High School District	Comments highlighted the importance of collaboration with English Language Learners as well as the need for workforce boards to collaborate with adult education who is eager to make additional connections to industry as well as participate in workforce training programming.

Appendix 3

Signature Pages

**Bay-Peninsula Regional Planning Unit
WIOA Regional Plan 2025 – 2028 Four-Year Plan**

Name of Workforce Development Board

Name of Board Chair

Signature of Board Chair

Date

EXECUTIVE CMTE: 02-20-25
AGENDA ITEM: IV.C
Final Draft of Local Plan
37 pages



LOCAL PLAN

2025–2028

Final Draft

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Local Plan 2025-2028

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 structured in alignment with the guidance and requirements outlined in the California Employment Development Department’s Workforce Services Directive WSD24-09: ‘Regional and Local Planning Guidance for PY 2025-28.’

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 serves as 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 and Cultural Affairs (OEDCA) and administers the local WIOA Title I Programs and America’s Job Centers of California (AJCCs).

The Local Plan will demonstrate operational alignment with the strategic objectives of the Bay-Peninsula Regional Planning Unit (BPRPU), Regional Plan¹, which include:

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

TRENDS IN THE LABOR MARKET

As detailed in the Bay-Peninsula RPU Regional Plan, the region’s economy broadly and the labor market specifically have recovered substantially from the worst of the COVID-19 recession but remain challenged compared to pre-pandemic conditions. The preliminary unemployment rate for Santa Clara County in November 2024 was an estimated 4.0 percent, slightly higher than the 3.8 percent recorded in March 2020. Approximately 41,400 (preliminary) county residents were unemployed and looking for work in November 2024, compared to 39,400 in March 2020, while the number of employed individuals decreased from 1,005,700 to 986,400. Within the same period, the county’s overall labor force saw a 17,000-person decline.

Locally, the economic snapshot for work2future’s priority industry sectors is mixed:

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

- The construction, Information, and Financial Activities sectors remained below pre-pandemic employment levels as 2024 concluded.
- Health Care and Social Assistance, Durable Goods Manufacturing, Professional/Scientific/Technical Services, and Administrative and Support Services, saw varying and sometimes significant levels of growth over pre-pandemic numbers.
- However, it is important to note that most industries with net gains since the pandemic's onset, except Health Care and Social Assistance, have shown year-over-year declines since November 2022.

ONGOING AND GROWING IMPACTS OF HOUSING INSTABILITY, EDUCATION DISPARITIES, AND INCOME INEQUALITY

Adding to the challenges faced by work2future's priority-of-service populations are longstanding structural inequities that exacerbate barriers to employment, particularly high-wage and high-growth (high road) opportunities. The region's high cost of living amplifies income disparities and disproportionately affects race and ethnic communities. Uneven educational attainment also presents challenges in an innovation-driven economy, particularly in STEM fields.

These impacts are most pronounced among Santa Clara County's substantial Latino and smaller African American populations. For example, the United Way of the Bay Area's Real Cost Measure study² indicates that half of the Latino population and 41 percent of African American residents in Santa Clara County lack the income to afford necessities without assistance, compared to 25 percent of all county residents. Similarly, 55 percent of residents with only a high school diploma, and 68 percent of those without, are likely to lack a self-sufficiency income, compared to 13 percent of residents with a bachelor's degree.

Low income and lower educational attainment are two of the most frequently encountered barriers among work2future's priority-of-service populations. The Local Plan is designed to ensure that appropriate services are readily and transparently available to clients. Given this labor market context, the Local Plan outlines how work2future will coordinate with community and employer partners, highlight key service-delivery strategies, integrate services at the local level, braid resources, and provide comprehensive support to participants through the workforce system.

The development of the Local Plan involved robust stakeholder and community engagement, detailed in the final section. This planning process emphasized a client-centered approach to addressing barriers faced by participants. The Local Plan also addresses a growing crisis in work2future's service area: housing unaffordability and instability. Many constituents served by

² <https://uwba.org/our-impact/research-and-publications/2023-real-cost-measure/>

work2future are unstably housed or at risk of homelessness. Santa Clara County experienced a 24 percent increase in first-time homelessness from 2022 to 2023, a significant rise compared to 9 percent from 2021 to 2022.³ San José, work2future’s main service area, has the fourth-highest homeless population per capita in the nation.⁴ This unprecedented increase poses a new challenge for work2future, which has historically served hard-to-reach populations. To address this challenge, work2future has centered its Local Plan around a “3R strategy”—recognize, restore, and retain.

Homelessness is closely linked with mental health. A recent national study found that two-thirds of the unhoused population suffer from some form of mental illness.⁵ Recognizing this connection, work2future’s procurement release for all WIOA Providers for Program Year 2025–2026 emphasizes the importance of providers with expertise in addressing both mental health challenges and homelessness. Together, work2future and its selected providers will aim to identify and support at-risk individuals by ensuring appropriate referrals to specialized agencies, placing clients into suitable programs, and coordinating comprehensive support services tailored to the needs of individuals at risk of homelessness.

As part of the City of San José’s Homeless Implementation Plan, work2future is committed to creating a clear vision for its role as a partner and leader in executing the plan. Operating under the City’s Office of Economic Development and Cultural Affairs (OEDCA), work2future is uniquely positioned to support homelessness prevention and assist individuals experiencing homelessness in accessing training and living-wage jobs. Annually, work2future serves over 1,800 youth and adult job seekers, most of whom face multiple barriers to employment, including unstable housing or risk of homelessness due to low income and long-term unemployment.

Clients receive training, paid work experience opportunities, career counseling, job readiness workshops, supportive services (such as transportation and clothing assistance), and referrals to wraparound services. Historically, work2future has placed most clients into in-demand occupations and sectors such as information technology, advanced manufacturing, healthcare, construction and trades, and accounting and finance. These placements focus on high-wage and high-growth careers to promote resilience in Silicon Valley, known for its high cost of living.

Looking ahead, work2future aims to expand and engage more directly in serving unstably housed and at-risk individuals by a) developing targeted partnerships with agencies that specialize in serving these populations with appropriate referrals and co-enrollment opportunities for their clients to access work2future services, b) developing systems and staff expertise to better understand the nature of the barriers and obstacles faced by these clients, c) implementing

³ <https://osh.sccgov.org/sites/g/files/exjcpb671/files/documents/SOH%202023%20report%20-%20web.pdf>

⁴ <https://www.insidermonkey.com/blog/25-cities-with-the-highest-homeless-population-per-capita-in-the-us-1311550/8/>

⁵ <https://www.usnews.com/news/health-news/articles/2024-04-17/most-homeless-americans-are-battling-mental-illness>

possible service delivery enhancements, and d) tapping into expanded and innovative funding strategies to provide an enhanced/expanded level of services to these populations.

In support of these aims, work2future has launched a targeted series of pilot workforce programs with Bill Wilson Center, San José Job Corps, San José Conservation Corps, and Santa Clara County departments, including Supportive Housing, Reentry, and Social Services. The goal of these pilot programs is to engage in tightly knit partnerships featuring dual case management, fund leveraging for robust wraparound services (mental health, housing, food assistance), and enhanced data sharing to better assess client needs and performance outcomes. In recent months, approximately 100 clients have been enrolled, receiving an intensive package of services including job readiness workshops, occupational skills training, job development, supportive services, and career counseling. Two ongoing programs illustrate these efforts:

- The partnership with Bill Wilson Center, initiated in Fall 2023, provides job exploration, job readiness assistance, and wraparound services for unstably housed individuals through the Out-of-School Youth Program. This initiative equips participants with skills and resources for stable employment and improved quality of life, including stable housing.
- The “Pathway to Self-Sufficiency” initiative, in collaboration with Santa Clara County Social Services and other agencies, focuses on transitioning unstably housed participants into permanent employment. Participants start with subsidized employment for up to five months and transition to regular full-time positions paying at least \$25 per hour. This program enhances employability and fosters long-term self-sufficiency.

work2future will also seek to develop a pilot program with the County Sherriff’s Office to provide workforce services to in-custody young adults. Following their release, work2future will assess opportunity to enroll these individuals to further enhance their skills and job development outcomes.

Together, these programs illustrate a comprehensive approach to addressing the challenges faced by unstably housed individuals by integrating employment services with additional supports to facilitate their transition back into stable employment and restore them to sustainable living situations. Recognizing the link between mental health and housing stability, work2future aims to collaborate with mental health organizations to form a coalition that promotes both economic and emotional well-being. This dual focus ensures clients not only break the cycle of homelessness but retain the stability they achieve.

WIOA CORE AND REQUIRED PARTNER COORDINATION

This section outlines work2future’s mission to develop a well-educated, well-trained, and self-sufficient workforce capable of competing in the changing global marketplace. Central to work2future’s mission is the creation of a seamless, coordinated system of education, training, and employment that supports progress along career pathways delivered through work2future and its AJCC Partners.

In accordance with WSD18-12-WIOA Memorandum of Understanding (“MOU”), the MOU was executed between the CITY OF SAN JOSÉ, through the San José Silicon Valley Workforce Development Board (“SJSVWDB”), branded as work2future, and the America’s Job Center of California (“AJCC”) Partners. This agreement establishes operational guidelines for the AJCC delivery system. The purpose of the MOU is to foster a cooperative working relationship between work2future and the AJCC Partners and to define their respective roles and responsibilities in achieving local and regional policy objectives. The MOU establishes the framework for shared customers, shared services, and shared costs. It details service delivery to employers, employees, job seekers, and others requiring workforce services, and includes a cost-sharing allocation methodology for AJCC infrastructure costs, along with a budget outlining specific system costs.

The current term of this MOU runs from July 1, 2022, through June 30, 2025. work2future is presently reviewing and updating the MOU for a new term from July 1, 2025, through June 30, 2028. The MOU facilitates co-located services for shared customers under the guidelines summarized in “AJCC System Partners, Services, and Referral Processes.”

The comprehensive AJCC is located at 1608 Las Plumas Ave, San José, CA 95133. This center provides a full array of services specified in WIOA section 134(c)(2), commonly referred to as Basic and Individualized Career Services. Additionally, the comprehensive AJCC reserves physical space for AJCC Partners and offers co-located partner services, real-time access to partner services, or cross-trained staff access to partner services. The system also includes two recognized Affiliate AJCCs located at the North San José Job Center, 1901 Zanker Road, San José, CA 95134, and the Gilroy Job Center, 379 Tomkins Ct., Gilroy, CA 95020.

Although these AJCCs may not meet all the requirements to be considered comprehensive under the WIOA definition, they provide a nearly complete range of Career and Training services and access to partner services. The workforce services system is further supported by regional access points, which include partner locations outside the Comprehensive and Affiliate AJCC designations. These locations include community colleges, county health and human service agencies, adult schools, Department of Rehabilitation offices, and partner community-based organizations.

work2future’s AJCC Partners	
Partner	Local Partner Agency Name(s)
Local Workforce Development Board	<ul style="list-style-type: none"> • work2future
WIOA Title I Adult, Dislocated Worker and Youth Providers	<ul style="list-style-type: none"> • Equus • International Rescue Committee
Adult Education and Literacy	<ul style="list-style-type: none"> • Metropolitan Education District • East Side Union High School District • Campbell Union High School District
Wagner Peyser Act	<ul style="list-style-type: none"> • California Employment Development Department
Rehabilitation	<ul style="list-style-type: none"> • California Department of Rehabilitation
Job Corps	<ul style="list-style-type: none"> • San José Job Corps
Migrant Seasonal Farmworker Program	<ul style="list-style-type: none"> • Center for Employment and Training
Postsecondary Career and Technical Education	<ul style="list-style-type: none"> • Foothill De Anza Community College District • San José Evergreen Community College District
Temporary Assistance for Needy Families	<ul style="list-style-type: none"> • Santa Clara County Social Services Agency

Preliminary discussions have explored leveraging technology to create an app for streamlined referral processes across all partners. This app would allow uniform access to individual statuses and qualifications, enabling partners to easily identify services needed and eligibility requirements, thereby improving efficiency and effectiveness.

Additionally, stakeholder and community engagement meetings, detailed later in this plan, have proposed ideas to utilize AJCC partner resources for reaching underserved populations. Recommendations also included pathways to strengthen degree attainment as well as skills development to bridge the gap between high school diplomas and bachelor’s degrees.

San José Evergreen Community College District, work2future’s one-stop operator (Operator), has facilitated collaborative partner meetings aligned with the seven policy strategies identified in the state plan. The Operator plays a leadership role in quarterly partner meetings and coordinates work assignments between these meetings, often assisting with systems alignment and integration efforts.

Furthermore, the Operator works with the board to provide oversight to the local service providers while monitoring the partners’ commitments as identified in the MOUs and will:

- In conjunction with Workforce Board oversight and designated administrative staff, the Operator will coordinate the implementation of negotiated MOUs and Cost Sharing Agreements (CSA) with all mandated partners.
- The convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners and will act as a liaison between the workforce board and the system partners.
- Provides coordination and collaboration through a series of regular partner meetings. These meetings will include the Career Service providers as well as the required WIOA partners and other important system stakeholders, sharing a common vision and mission for the system. These meetings will provide an opportunity for partners providing direct services to receive up-to-date labor market information in addition to discussions on maximizing the efficiency of the local system by eliminating duplication, leveraging program funding and improving referrals and meeting state goals. Joint staff development will occur including topics such as the use of the CaJOBS system and various partner program offerings.

WIOA TITLE II — ADULT EDUCATION AND LITERACY PARTNERS

work2future and adult education providers in the county are collaborating to develop a comprehensive outline for implementing a co-enrollment process. This outline will specify the geographic focus areas served by each partner, describe how adult education programs provide instruction that supports the region's sector strategies, and detail partner activities that prepare individuals for meaningful careers. It will also establish clear co-enrollment processes and provide evidence of a coordinated service strategy between adult education providers and AJCCs. This strategy will promote integrated services through multiple sites and access points across the county, including online services.

By aligning efforts in these and other areas, adult education programs and WIOA partners aim to build a more streamlined and effective education and workforce development system. This approach will improve outcomes for individuals and meet employers' needs for a skilled and well-educated workforce. To ensure compliance with the intent of Title II, work2future plans to continue meeting with adult education partners to review and align their strategies.

Adult Education (AE) partners play a crucial role in helping individuals achieve their educational and career goals. They provide basic skills instruction, assist individuals in preparing for high school equivalency tests, and offer English language classes for non-native speakers. For those without a high school diploma, AE centers provide free classes to prepare for the High School Equivalency Test. Instructors work closely with participants to help them continue their education or enhance their career opportunities.

Individuals seeking Adult Education services are referred to the appropriate local center contact. During intake interviews, AE partners assess participants' needs and refer them to various agencies when additional support or resources are required to address barriers or fulfill specific requests.

WIOA TITLE III — WAGNER-PEYSER

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

Trade Adjustment Assistance Act (TAA): work2future is co-located with the California Employment Development Department Workforce Services at the North San José center to offer TAA participants with WIOA services. work2future staff currently co-enroll all TAA participants into the WIOA program where potential participants are fully notified of services available to supplement their TAA training. Although the TAA program was officially paused in 2022, work2future remains prepared to collaborate with EDD if it is reinstated.

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

TITLE IV — VOCATIONAL REHABILITATION

work2future and the California Department of Rehabilitation (DOR) staff continue to meet monthly in partnership meetings to enable work2future service delivery staff to better understand approaches to serving individuals with intellectual disabilities and developmental disabilities. work2future will continue to collaborate with regional agencies and plans to have a DOR presence at the AJCC to discuss service coordination, provide professional development, and build capacity.

CARL PERKINS CAREER TECHNICAL EDUCATION

work2future will continue to strengthen its partnerships with community colleges and adult education providers (Carl Perkins partners) to advance sector-based career pathways and earn-and-learn training models. As part of this effort, work2future will maintain its collaboration with San José Community College to support and replicate the successful Career Technical Education (CTE) partnerships developed through programs like the PG&E Power Pathways and the Trades Orientation Program (both detailed on page 19).

Building on earlier collaborative efforts, work2future will continue its efforts to build sector pathways projects focused on fostering alignment across partners. work2future aims to streamline service delivery, minimize duplication across partner organizations, and create seamless pathways for individuals to access middle-skill job opportunities. These efforts are accompanied by a commitment to developing training programs that integrate services and braid resources, ensuring a more efficient and effective workforce development system that meets the needs of both job seekers and employers.

TITLE V — OLDER AMERICANS ACT

work2future has maintained a longstanding partnership with Sourcewise as its referral partner for senior services. Sourcewise connects seniors to essential services and resources that support their health and well-being. work2future will continue to refer older clients to Sourcewise, ensuring they receive guidance in navigating their health and life options.

JOB CORPS

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

MIGRANT SEASONAL FARMWORKERS (WIOA Section 167)

The Center for Employment Training (CET), a non-profit economic and community development organization, serves as work2future's partner for migrant and seasonal farmworkers (MSFW) in the region. CET administers Community Services Block Grants and has been supporting migrant

and seasonal farmworkers since its founding in 1967. Over the years, CET has expanded its focus to include other hard-to-serve populations.

CET offers a range of services tailored to MSFWs, including outreach, intake, orientation, assessment, and the development of Individual Employment Plans (IEPs). Additional services include financial literacy education, occupational training, wrap-around supportive services, and emergency assistance.

work2future contracts annually with CET to provide training services for WIOA clients and collaborates closely to ensure that migrant and seasonal farmworkers can access services through the AJCC system. This partnership reinforces work2future's commitment to supporting underserved populations and providing pathways to economic stability and career advancement.

VETERANS SERVICES

Veterans and their spouses receive priority of service through work2future, with a range of support offered under the Jobs for Veterans Grant. Services include registration for employment assistance, access to public computer stations, and labor exchange support through the State CaUOBS system. Veterans can also receive intake and assessment services conducted by a veteran services navigator, along with an initial employability evaluation. Based on eligibility, referrals to intensive services or training opportunities may be provided.

Additional support includes career counseling to address employment goals and potential barriers, as well as assessments of individual needs with referrals to appropriate agencies and programs. Veterans still on active duty can access information and guidance to help with their transition to civilian employment. Job referrals and job development support are also available to assist veterans in securing meaningful employment.

work2future collaborates regularly with County and EDD Veterans Services personnel to coordinate communication and streamline service delivery for veteran clients and their spouses.

YOUTH BUILD

All youth services, programs, and partners are detailed on pages 21-26.

COMMUNITY SERVICES BLOCK GRANT

work2future partners with the Center for Employment and Training (CET), a non-profit economic and community development corporation to administer Community Service Block Grants.

HOUSING AND URBAN DEVELOPMENT

work2future, in partnership with the City of San José's Manager's Office, the School of Arts and Culture, the Santa Clara County Office of Supportive Housing, and the Housing Authority, is participating in a year-long technical assistance initiative with the Urban Institute's *Upward Mobility Framework Project*.

The Framework identifies five pillars essential for mobility from poverty, along with their predictors, which can serve as performance metrics. These pillars provide a foundation for strengthening the conditions that promote upward mobility while addressing racial inequities among residents.

The anticipated outcome of this peer learning and networking initiative is the development of stronger partnerships that enhance coordination between housing and workforce development activities, fostering more effective and equitable opportunities for the community.

SECOND CHANCE

In partnership with the County Office of the Sheriff, work2future is participating in a pilot project designed to serve up to 15 in-custody participants. Through this initiative, participants will receive job readiness workshops, career advising, and job development services.

Upon release, participants will have the opportunity to enroll as work2future clients to continue their job development journey. The program aims to provide these individuals with the tools and support needed to achieve self-sufficiency and successfully re-enter the workforce. A full description of this program can be found on page 23.

TEMPORARY ASSISTANCE FOR NEEDY FAMILIES/CalWORKS

work2future partners with the County of Santa Clara Social Services Agency to identify and co-enroll eligible participants for training, job development, and other career services to help ensure sustainable self-sufficient outcomes for those in need. This partnership is further detailed on page 14.

CO-ENROLLMENT AND COORDINATED CASE MANAGEMENT

work2future recognizes that coordinated service delivery is essential to both the success of clients and the efficient use of limited resources. To create a seamless and integrated workforce system, work2future has committed to collaboration, co-enrollment, and coordinated case management as a high priority. Stakeholder engagement for this Local Plan reaffirmed the importance of cooperation in meeting the diverse needs of clients.

Recent efforts are focused on program cross-training as well as accurate data sharing between partners. Shared data on program performance, administrative activities, and participant demographics, as well as client progress and outcomes is essential to delivering high-quality, targeted care across systems, ensuring that client services are aligned and fully integrated.

work2future and its partners have made notable progress in enhancing coordination across the system. This includes improving cross-training initiatives, refining intake and referral processes, and strengthening co-enrollment practices. Moving forward, the partners will continue to focus on several critical areas:

- Ensuring a high-quality client experience at every stage of service delivery.
- Expanding cross-training among partner agencies to enhance understanding of service offerings and eligibility requirements.
- Improving the coordination of services to better serve clients in need of multiple resources.

These ongoing efforts will help streamline the workforce development process, ensuring that clients receive comprehensive support and can successfully navigate their career paths.

FACILITATING ACCESS TO SERVICES IN REMOTE AREAS THROUGH TECHNOLOGY

work2future offers a hybrid approach to service delivery, making career coaching, workshops, training courses, and other service access points available remotely or in-person. The hybrid service model ensures that services are accessible to job seekers in remote areas or lacking transportation.

For clients opting for remote services, work2future offers orientations, workshops, and individual coaching sessions via Zoom. Additionally, an encrypted platform is used to securely send remote registration documents, allowing clients to complete the WIOA application process and submit required documentation in compliance with EDD Workforce Services Directives.

In 2008, work2future incorporated the Metrix online learning platform into its service offerings. This online tool provides immediate access to over 5,000 courses across various career pathways in multiple language options. Metrix is accessible via computer or phone, offering a flexible, self-paced learning environment tailored to the individual needs of each client. A more detailed description of the Metrix program is available on page 19.

work2future also collaborates with training providers to further expand access to services. Many of our Eligible Training Provider List (ETPL) providers offer online classes, which are especially beneficial for individuals unable to commute or those needing more flexible scheduling options.

SUPPORTIVE SERVICES

work2future's Supportive Services policy ensures the coordination of resources and services, providing clear procedures for referrals to services, including funding mechanisms when these services are not available through partners or other sources.

Supportive services are essential for participants engaged in WIOA activities, offering critical assistance beyond career and training services to help ensure success. Services like transportation support enable participants to fully engage in WIOA programs, including Registered Apprenticeships and classroom training, both of which are key to entering or re-entering the workforce.

work2future provides a range of supportive services, including, but not limited to: linkages to community services; transportation assistance; support for uniforms, work attire, and work-related tools, including items such as eyeglasses, protective eyewear, and safety equipment; assistance with educational testing; support for books, fees, school supplies, and other necessary items for students enrolled in postsecondary education; and payments for employment and training-related applications, tests, and certifications.

Additionally, work2future offers one-time, needs-based assistance including housing assistance, childcare and dependent care support, reasonable accommodations for individuals with disabilities, legal aid services, and health care referrals. These services are designed to help participants overcome barriers and access the resources necessary to succeed in their career and training pursuits.

ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES

work2future works to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Furthermore, contracts with service providers and MOUs with AJCC partners will require compliance with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990.

STATE STRATEGIC PARTNER COORDINATION

This section of the Local Plan addresses how work2future continues to establish partnerships with its strategic partners, coordinating a range of services and resources to support job seekers.

DEPARTMENT OF SOCIAL SERVICES (DSS) — CALFRESH E&T PARTNERSHIP

In partnership with Santa Clara County’s DSS, work2future will continue to provide recipients of the CalFresh E&T program with education and training that leads to better employment opportunities and a pathway to economic self-sufficiency. This strong partnership, supported by a comprehensive network of community resources, helps vulnerable individuals access the assistance they need in job training, employment services, and other related support services.

Recently, the two agencies piloted a co-case management model that represents a significant step in connecting underserved populations with workforce development resources. By leveraging shared expertise and streamlined processes, this partnership has created a foundation for impactful client outcomes. The partnership between work2future and the County was formalized through a pilot program launched in October 2024 that targeted the County’s General Assistance and CalWORKS client groups. This initiative facilitates direct referrals of adult clients (aged 18 and older) to work2future programs.

The partnership between work2future and the County of Santa Clara has laid a strong foundation for delivering workforce development services to underserved populations. By expanding the referral program, fostering deeper collaboration, and replicating its success across additional County initiatives, this partnership has the potential to transform lives and strengthen the community. Together, work2future and the County can achieve their shared mission of empowering individuals with the skills and opportunities needed to thrive in today’s workforce.

COORDINATION WITH CHILD SUPPORT AGENCIES

work2future and the Department of Child Support Services (DCSS) in Santa Clara County maintain ongoing communication to ensure the comprehensive delivery of services to non-custodial parents. Through WIOA-funded supportive services and skill-building training, work2future equips parents with the tools necessary to secure meaningful employment. Additionally, work2future provides follow-up career services to support non-custodial parents in retaining their employment.

COORDINATION ON COMPETITIVE INTEGRATED EMPLOYMENT

work2future continues to collaborate closely with the Department of Rehabilitation (DOR) to improve service delivery for individuals with intellectual and developmental disabilities (ID/DD), enhancing coordination and support for vocational rehabilitation customers. This ongoing collaboration, along with efforts to streamline referral processes and share information, ensures that individuals with ID/DD receive the comprehensive support they need.

COORDINATION ON SERVICES FOR ENGLISH LANGUAGE LEARNERS, THE FOREIGN BORN, AND REFUGEES

Immigrants make up a significant portion of California’s workforce, representing one-third of the labor force. However, many face barriers to employment due to limited English proficiency. In Santa Clara County, 40.6% of residents were born outside the United States. As of 2021, there were 765,800 immigrants residing in the county, with 158,200 individuals facing limited English skills.⁶

work2future collaborates with the South Bay Consortium for Adult Education, ALLIES (Alliance for Language Learners' Integration, Education, and Success), and the International Rescue Committee to support these populations. Additionally, work2future remains actively involved in the ESL Provider Network, a biannual gathering of ESL providers from community colleges, adult schools, and community-based organizations. This platform allows ESL practitioners to connect, share successful collaboration stories, stay updated on policies, and learn from each other’s experiences in serving adult English learners.

COORDINATION ON SERVICES FOR VETERANS

work2future is dedicated to ensuring that veterans and eligible spouses have access to a comprehensive range of services and receive priority support. Through strong partnerships with organizations such as the County of Santa Clara Veterans Services Office and California Economic Development Department CalVet Office, work2future connects veterans to workforce development resources and other vital community services. For a more detailed description of work2future’s services for veterans and their spouses, please refer to page 10.

COLLABORATION WITH PARTNERS TO ADDRESS ENVIRONMENTAL SUSTAINABILITY

Alongside the other workforce boards of the Bay-Peninsula region, work2future is working toward meeting industry and workforce needs to support a climate-neutral transition through the development of a green infrastructure workers assessment from the JobsFirst roundtable.

⁶ https://www.americanimmigrationcouncil.org/sites/default/files/research/new_americans_in_santaclaracounty_sept2023_0.pdf

JobsFirst, through its subregional table, has been identifying challenges and opportunities for achieving a climate-neutral transition since 2023. Silicon Valley Clean Energy, Peninsula Clean Energy, and San José Clean Energy have been actively involved in the process and are helping to set up conversations in the green energy space. work2future is awaiting a final report from the subregional table and will aim to adhere to its guidelines and recommendations when presented.

WIOA TITLE I COORDINATION

This following section describes workforce services, activities, and administrative requirements established for Local Boards under WIOA Title I and includes staff training to effectively respond to participants' needs.

STAFF TRAINING AND PROFESSIONAL DEVELOPMENT

Frontline staff at work2future utilize training webinars provided by Workforce GPS⁷, which offer comprehensive training around preparation and ongoing professional development to effectively address participant barriers. work2future will develop robust partnerships with other educational partners and community-based organizations to help staff with digital fluency and will continue exploring best practice models to support digital equity as part of an inclusive workforce development plan. work2future will continue to train its front-line staff to develop innovative ways to offer program and service delivery and will continue to look for ways to provide online and distance-learning for training related to trauma-informed care, and other employment-related training services. Cross-training between partners will also play an important role to support staff in increasing their ability to create a service delivery system that meets the needs of job seekers and businesses.

RAPID RESPONSE AND LAYOFF AVERSION ACTIVITIES

In 2024, more than 25,000 workers, including over 1,900 tech workers, were laid off within the work2future region. In response, the Rapid Response team at work2future acted quickly, hosting 20 orientations both virtually and in-person to ensure that impacted workers received the assistance they needed.

work2future remains committed to supporting affected workers, hosting job fairs year-round to connect them with new employment opportunities. Furthermore, work2future will continue to strengthen its relationships with industry partners, public entities, community-based

⁷ <https://www.workforcegps.org/>

organizations, and local unions to further its proactive approach to Rapid Response and Layoff Aversion.

ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

work2future is committed to developing a holistic, human-centered service delivery model, incorporating a “No Wrong Door” approach to ensure that all participants from priority populations can achieve their career goals, regardless of income, prior education, or other circumstances. To better serve eligible populations qualifying for WIOA services and streamline processes, work2future will continue expanding services at San José Conservation Corps, San José Job Corps, Metro ED, the County-HUB, and Bill Wilson Center. Additionally, work2future will explore enhanced service delivery in collaboration with other community-based organizations that have historically supported individuals with multiple barriers to employment, including those at risk of housing instability.

work2future’s service strategy prioritizes equitable access to services for individuals of all skill and income levels. In collaboration with partners, the strategy builds diverse pathways into high-demand career fields, supported by a comprehensive case management approach.

Intensive Case Management Model

work2future will implement an intensive case management model to deliver workforce development services to adult and dislocated worker participants. This model takes a highly personalized, client-centered approach to address the complex and multifaceted needs of individuals facing significant barriers to employment. It combines a wide range of support services, proactive guidance, and tailored interventions to help participants achieve sustainable employment and career advancement.

The model is grounded in several core principles to ensure its effectiveness and client-centered focus. It emphasizes a strengths-based framework, recognizing and building on the inherent capabilities of individuals to reach their goals. Trauma-informed care is integral to this approach, fostering a supportive and safe environment that acknowledges the impact of past trauma. Additionally, cultural competence ensures that services are inclusive, equitable, and responsive to the diverse backgrounds and experiences of participants.

Outcome-driven, the model focuses on measurable results such as job placement, retention, and career advancement, while adapting to the unique challenges and goals of each participant. work2future plans to serve adult and dislocated workers while maintaining a balanced ratio of case managers to participants, ensuring personalized support. The intensive case management model involves a dedicated team of case managers, career advisors, training specialists, and job developers who work collaboratively with individuals, providing

holistic, continuous, and coordinated support throughout their employment journey. The model includes the following components:

- **Individualized Assessment:** a comprehensive evaluation of participants' skills, experiences, and career goals, and the development of a customized career and service plan based on this assessment.
- **High-Touch Engagement:** regular, frequent one-on-one interactions between the participant and the case manager to build a trust-based relationship to encourage participation and sustained engagement.
- **Wraparound Support Services:** assistance with non-employment needs, including rent/utility assistance, transportation, tools, and other training supplies as well as Coordination with external partners to provide specialized services as needed.
- **Integrated Service Delivery:** seamless access to training, education, and employment opportunities with collaboration between workforce development programs and other service systems, such as social services, education, healthcare, and justice systems.
- **Barrier Reduction and Advocacy:** actively identifying and addressing systemic and individual barriers to employment paired with advocacy on behalf of participants with employers, training providers, and other institutions.
- **Skill Building and Job Placement:** focused coaching on job readiness, skill development, and career planning including the direct support in connecting participants to internships, on-the-job training programs, or job opportunities.
- **Follow-Up and Retention Support:** ongoing post-placement support to ensure employment retention and career advancement along with regular check-ins to address emerging challenges and refine career plans.

Career Pathways Training with a focus on High Wage, High Growth Occupations

work2future will continue to develop employer-driven skills training programs that align with high-wage, high-growth occupations. As required by federal guidelines, all WIOA-funded training must lead to a nationally or industry-recognized credential. work2future's training programs and performance highlights include the following:

- **AI Training:** work2future has recently partnered with California Science and Technology Institute to provide training on AI Data Analytics and Emerging Technologies. More details about AI Training programs are available on page 20.
- **Healthcare Training:** work2future partnered with Bay Area Medical Academy to provide training in healthcare in areas related to medical assistants, phlebotomists, lab technicians, and EKG technicians.

- **Non-Traditional Apprenticeship Pathways:** work2future, in partnership with four semiconductor companies (Applied Materials, Western Digital, Infinera, and Enablence), the SEMI Foundation, the National Institute of Innovation and Technology, and Foothill Community College, recently piloted a federal and state approved semiconductor and nanotechnology technician apprenticeship program.
- **PG&E Power Pathways:** work2future will continue its long-standing training programs with PG&E placing participants in high-paying jobs with PG&E and other related employers making over \$30 per hour. Additionally, work2future is preparing to launch an Entry to Electric Operations Power Pathway Program in collaboration with PG&E and San José City College.
- **Trades Orientation Pathways:** work2future will continue to partner with Working Partnerships and San José City College to provide a pre-apprenticeship training program placing participants in unsubsidized/permanent employment.
- **ETPL Vocational Training:** paid training for in-demand, high-wage, high-growth careers connected to work2future priority industry sectors.
- **On-the-Job Training:** subsidized wages paired with on-the-job learning to build a high-support onramp for employees entering new occupations.

Metrix Online Learning Platform

The Metrix online learning platform offers access to over 5,000 courses across diverse career pathways, including healthcare, project management, construction, and more. Designed to support multilingual learning, with multiple language options, the platform enables participants to earn industry-recognized certifications. Accessible via computer or smartphone, Metrix provides a flexible, self-paced learning experience tailored to individual client needs. Platform highlights include:

- **24/7 Access:** participants can access training materials anytime, enabling flexible learning that fits any schedule.
- **300+ Skill Tracks and Badges:** with over 300 skill tracks across various industries, participants can earn badges and certifications that signify the successful completion of training modules.
- **10 Career Pathways:** the platform offers training for 10 career pathways, encompassing more than 200 occupations, empowering participants to pursue a wide range of career options.
- **Industry-Recognized Certifications:** participants who complete training programs can earn certifications valued by employers in industries such as information technology, healthcare, and business.

- **Skill Assessment and Gap Remediation:** Metrix helps participants assess their current skill levels and provides targeted training to address knowledge gaps, ensuring readiness for the workforce.

By leveraging the Metrix platform, work2future equips clients with the tools and skills needed to thrive in a technology-driven economy. With a focus on innovation and operational efficiency, work2future remains committed to delivering exceptional workforce development services and achieving meaningful outcomes for its clients.

AI Training Programs

The Eligible Training Provider List (ETPL) offers a range of comprehensive courses in AI and emerging technologies, many of which are provided in partnership with the California Institute of Career Development. From Program Year 2023-2024 to Program Year 2024-2025, 93 participants have enrolled in these programs, which include courses such as:

- AI-Driven Accounting and Bookkeeping Mastery Program
- AI-Driven Administrative Assistant
- AI-Enhanced Digital Marketing Strategy and Analytics
- AI-Infused Software Quality Assurance
- AI-Powered Data Analyst
- Cybersecurity - AI Application
- DevOps - Development and Operations Automation
- Emerging Technology
- Machine Learning - Smart App Builder

work2future also launched an “Introduction to AI in the Workplace” workshop in October 2024, which has quickly become a highly popular program. To date, 33 individuals have enrolled, and client feedback has been overwhelmingly positive, demonstrating the growing interest and demand for AI-related skills. In addition, weekly workshops in Microsoft Office cater to clients' essential technological skill-building needs. These workshops are available both in-person and online, ensuring accessibility and convenience for diverse client demographics.

Priority of Service

Priority of service is given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. with respect to individualized career services and training services funded with WIOA adult funds. Priority of service status is established at the

time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria.

When programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order: 1) veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient; 2) individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient; 3) veterans and eligible spouses who are not included in WIOA's priority groups; and 4) other individuals not included in WIOA's priority groups.

YOUTH WORKFORCE INVESTMENT ACTIVITIES

work2future's Youth Program will continue to provide high-quality services for both in-school and out-of-school youth. This includes career exploration and guidance, ongoing support for educational attainment, skills training in in-demand industries, and pathways to career placement or post-secondary education enrollment.

Partnerships have been developed with Metro ED to serve in-school youth, as well as with Opportunity Youth Academy, San José Job Corps, Unity Care, and San José Conservation Corps. These collaborations have been instrumental in helping work2future meet its enrollment goals for both younger in-school youth and older out-of-school youth, surpassing enrollment goals ahead of schedule.

Additionally, work2future is actively engaged in the City of San José's Children and Youth Services Master Plan, which includes work2future support for young adults in continuing their post-secondary education. This initiative provides work experience, mentoring, academic support, and career development assistance to ensure success.

In November 2022, the work2future Board established a Youth Committee, comprising Board members, youth-serving community leaders, and youth with lived experience. This committee works alongside staff to improve workforce development services for underserved youth in work2future's service area. Over the course of Program Year 2023-2024, the Youth Committee convened to better understand the current workforce development ecosystem in San José and Santa Clara County. This resulted in a mapping effort that included surveys and interviews with more than 30 partners, aimed at generating new data to shed light on the perspectives and experiences of youth and young adults.

Recognizing that most young adults are tech-dependent and focused on social media, work2future has significantly expanded its social media presence. The organization now engages consistently across multiple platforms, including Instagram, Facebook, Twitter, LinkedIn, Craigslist, NextDoor, WhatsApp, YouTube, and TikTok. As a result, work2future gained 181 new followers, increasing its total base to over 3,000 followers. In the past year, work2future shared 367 posts, reaching 166,000 people, greatly enhancing outreach efforts and promoting services such as job fairs and training programs.

Youth Co-Case Management and Cohort Model

The work2future program is dedicated to empowering young adults by providing them with the tools, resources, and support they need to succeed in both their personal and professional lives. The youth co-case management model represents an innovative approach designed to improve the effectiveness of services delivered to youth. This model emphasizes collaboration, shared responsibilities, and a holistic understanding of each youth's needs.

The co-case management model is based on the principle that youth require a comprehensive support system that addresses various aspects of their lives, including education, employment, social services, and personal development.

In this model, multiple case managers from different organizations work together to create a seamless cohort model. This model offers a structured yet flexible environment where youth can learn, grow, and connect with peers and mentors, encompassing the following components:

- **Collaboration Among Partners:** multiple stakeholders, including schools, community organizations, vocational training providers, and social services, collaborate to support youth. This partnership ensures that all resources are accessible and aligned with the youth's goals.
- **Shared Goals and Responsibilities:** all case managers work towards shared objectives that reflect the individual needs of the youth. By pooling resources and expertise, the team can create tailored action plans that promote success.
- **Holistic Support:** the model emphasizes addressing the whole person rather than just focusing on immediate employment or educational needs. This includes mental health support, life skills training, and mentorship opportunities.
- **Continuous Communication:** regular meetings and updates among case managers ensure that everyone is informed about the youth's progress and any challenges they may face. This communication fosters a community of support and accountability.

- **Cohort Models:** young adults will participate in structured groups or cohorts that share similar goals or interests. This model fosters peer support, collaboration, and a sense of belonging.
- **Engagement with Referring Partners:** referring partners—such as schools, community organizations, and local businesses—play a crucial role in identifying youth who may benefit from the program. These partners help facilitate engagement and ensure that youth receive the necessary support from multiple avenues.
- **Skill Development and Training:** programs will focus on providing relevant skills training, career exploration, and job readiness workshops, enabling youth to become competitive in the job market. Cohorts will have opportunities for hands-on experiences and internships.
- **Networking and Mentorship:** the cohort model emphasizes the importance of mentorship. Participants will have access to mentors from various industries, fostering relationships that can lead to job opportunities and professional growth.

By fostering collaboration among partners and focusing on holistic, tailored support, this model aims to empower young adults to achieve their goals and make positive contributions to their communities. Through this innovative approach, work2future is committed to creating brighter futures for the youth it serves, offering a forward-thinking model of youth development.

County of Santa Clara Sheriff's Department — Elmwood Correctional Facility

work2future has partnered with the County of Santa Clara Sheriff's Department - Elmwood Correctional Facility to provide critical job readiness workshops for incarcerated individuals ages 18 to 24. These workshops cover essential topics such as resume development, resume critique, job search fundamentals, and interview practice. The initiative aims to equip young adults with the skills and knowledge needed to successfully transition back into the workforce upon release, offering vital resources, career development, and educational support to help them secure meaningful employment.

This program targets young adults, particularly those facing significant barriers such as low income, limited education, or involvement in the criminal justice system. By connecting participants with valuable resources and personalized support, the initiative helps them overcome these challenges. Upon release, participants who enroll in the work2future Young Adult Program gain access to a wide range of tailored services designed to support their career and educational goals. These services include:

- **One-on-One Career Advising:** individualized career counseling, assisting young adults in identifying career interests, setting achievable goals, and creating a clear plan for career development.
- **Job Readiness Workshops:** resume development, resume critique, job search fundamental and interview practice, these workshops provide essential training to inmates on job-searching skills, professional communication, resume building, interview techniques, and workplace behavior.
- **Financial and Educational Support:** upon release, once enrolled in the Young Adult Program, participants can access financial assistance and educational support to further their learning and training, ensuring they have the resources needed to succeed in the workforce.
- **Paid Internships and Apprenticeships:** connects participants with paid work opportunities, including internships and apprenticeships, that provide real-world experience and enhance employability upon release.
- **Employment Connections:** provide access to a network of employers who are willing to offer second chances to those with prior criminal records or limited work experience.

Since the initial orientation, the program has seen significant participation from inmates at Elmwood Correctional Facility. As of December 20, 2024, a total of 15 inmates have completed Metrix courses, a key component of the work2future program. Metrix Learning's eLearning portal plays a crucial role in workforce preparation by offering comprehensive online training across various fields, enhancing inmates' skills and employability.

One inmate has earned over 120 Metrix certificates, several others have received more than 25, and many continue to engage with the platform on a weekly basis. This ongoing participation is supported by their jobs at the facility, which help keep them busy and motivated. To date, five inmates have been released and are eager to enroll in the work2future Young Adult Program, where they are interested in exploring training and employment opportunities.

By participating in Metrix courses, inmates gain valuable credentials that enhance their chances of securing stable employment upon release. Upon completing courses, certificates are printed and handed to inmates on their next visit, providing proof of their participation. These certificates are valuable for presenting to their public defender, lawyer, or attorney.

To ensure inmates are aware of work2future programs, the Elmwood Correctional Facility has installed a bulletin board in a high-traffic area, displaying work2future flyers with information on services, workshops, and opportunities. Inmates are encouraged to check the bulletin regularly for updates.

Due to the limited number of laptops in the facility's computer lab, work2future accommodates a maximum of 14 inmates per session, ensuring each participant has access to Metrix and necessary resources. Despite this limitation, the program has seen positive engagement, and demand for workshops continues to grow.

This partnership empowers incarcerated young adults by providing tools for success post-release. Through job readiness workshops, career counseling, and access to Metrix Learning, inmates are gaining valuable skills to help them navigate the workforce, reduce recidivism, and contribute positively to society. By addressing barriers to employment and education, this initiative plays a crucial role in helping young adults achieve economic independence and build stable, productive futures.

San José Works Summer Internship Program

San José Works (SJ Works), funded by the City of San José's General Fund, is a collaboration between work2future, the City's Parks, Recreation, and Neighborhood Services Department (PRNS), the Mayor's Gang Prevention Task Force (MGPTF), business partners, and various community organizations. Key partners include East Side Union High School District, Opportunity Youth Academy, Manufacturing San Jose, Excite Credit Union, and Bank of America.

The program creates meaningful employment opportunities for at-risk and underserved youth, helping them build workforce skills for future careers. Launched in 2015, and in collaboration with PRNS, San José Works began by enrolling 100 youth in a summer-long job program, partnering with East Side Union High School District to serve students enrolled in the Linked Learning model, known as Career Pathway.

In 2024, SJ Works celebrated its 10th program year and provided 361 high school youth with subsidized paid internships, all within high growth, high wage sectors or related in-demand occupations such as IT Support, Social Media Marketing, Website Design, Accounting & bookkeeping, and software development. The program retention rate was 93%. 82% of the youth self-identified as black, indigenous, or people of color, and 84% participants came from identified low resource census tracts.

Participants successfully completed onboarding, attended orientation, and engaged in training, which included soft skills, emotional intelligence, financial literacy, career exploration, entrepreneurship, and wage theft prevention. Employers included Roku, Cybertrust America, City of San José, Better Business Bureau, Public Libraries, Boys & Girls Club, and Children's Discovery Museum.

SJ Works also collaborates with a local financial partner that provides non-custodial checking and savings accounts to participants, waiving initial deposits and monthly fees. In total, 81% of youth reported saving money by the end of the summer.

The program expanded its offerings with the introduction of “SJ Works Entrepreneurship 101,” a training program in collaboration with financial institutions and subject matter experts. This initiative exposed youth to entrepreneurship principles through workshops and provided paid work experiences at small businesses such as Veggielution, Erik’s Deli, and Sparks Joy Box.

Additionally, SJ Works offers a mentorship program, pairing youth with role models for guidance. In 2024, 65 youth were matched with mentors include professionals from Intel, Hewlett Packard Enterprise, Bank of America, Roku, and City of San José departments.

CONTINUOUS IMPROVEMENT STRATEGIES

Technology will remain a key element in improving service delivery, client engagement, and operational efficiency. work2future’s current initiatives highlight a strong focus on leveraging technology to enhance both workforce development and community engagement efforts.

Technology Driven Communication

Technology plays a pivotal role in work2future’s outreach, marketing, and communication strategies. Through social media platforms, email marketing, and web-based tools, work2future effectively engages with the community, sharing services, updates, new opportunities, and events. The work2future website serves as a hub for information, featuring event updates, a workshop calendar, and a comprehensive overview of available services. An online interest form allows potential clients to connect with work2future staff and learn more about enrolling in the program that best meets their needs.

Virtual Career Center and AI-Driven Service Optimization

Looking ahead, work2future aims to expand its technological capabilities to create a more streamlined service delivery model, with a focus on reaching underserved communities.

Plans include:

- Transforming the work2future website into a comprehensive online career center with AI-powered tools such as resume builders, interview practice modules, and job search platforms.
- Developing a scheduling system that enables clients to book appointments with their career advisors or sign up to attend orientation seamlessly, enhancing accessibility and efficiency.

- Implementing AI solutions to streamline internal processes, allowing more effective management of client services.
- Enhancing client management systems to ensure personalized attention and timely follow-ups for all participants.

Outreach Efforts in Low Resource Areas

work2future continues to participate in outreach-tabling events at high schools, partner agencies, transition fairs, and resource fairs to connect the community with available services. These events provide an opportunity to engage with the public, share information about program offerings, and answer questions directly. With a strong focus on low-resource communities, these events took place in priority neighborhoods within San José, targeting areas identified in low-resource census tracts.

In addition to in-person outreach, work2future conducted neighborhood canvassing campaigns to promote job fairs and new opportunities by distributing flyers to local businesses and placing door hangers in residential areas. To connect more immediately with community members, work2future also leveraged digital outreach efforts, including social media campaigns, email marketing, and website updates to share event details, highlight services, and engage with a broader audience. These digital efforts complement in-person activities by driving awareness, encouraging participation, and ensuring that services remain accessible to all members of the community. Through these combined strategies, work2future continues to connect individuals with resources that help them achieve their career goals.

Customer Service Satisfaction Survey

Customer satisfaction surveys are essential to ensuring that services effectively meet the needs of clients. At work2future, the survey process has been refined since the launch of pilot programs in July 2024. These surveys are designed to gather meaningful feedback on service timeliness, staff knowledge, the extent to which client expectations are met, and overall satisfaction. Additionally, clients are asked if they would recommend these services to others—a key measure of performance and trust.

To make the survey process as accessible as possible, feedback can be provided via multiple channels: email, text, QR codes available during in-person meetings, and computer stations at the career center. This ensures that all clients, regardless of how they interact with the organization, have a convenient way to share their experiences.

A dedicated task force, including lead project managers from both Youth and Adult Programs, has been formed to address any negative feedback. While such feedback is rare, it is treated as an opportunity for growth. The task force analyzes trends, collaborates on solutions, and implements strategies to enhance service delivery, ensuring that concerns are addressed promptly and effectively.

The results of 283 completed surveys, primarily from respondents aged 25 to 45—a demographic aligned with the target audience—highlight the positive impact of these initiatives:

- 93% of respondents reported that work2future met their expectations.
- 97% of clients found the staff to be knowledgeable and supportive.
- 95% expressed overall satisfaction with the services.
- 95% indicated they would recommend work2future to others.

Client feedback underscores the value of the services provided. Many respondents highlighted improvements in their resumes, feeling understood, and increased confidence. One client shared, “It’s a well-designed system (program) that helps people improve their professional lives—even for someone as ‘seasoned’ as myself! Thanks again!” Another noted, “I benefited a lot from the workshops, especially when someone helped me fix my resume. I noticed a real shift in my job search when I started using my new resume.”

Clients also praised the personalized support received. For example, one commented, “I really appreciate the service work2future provided while I had no connections here. My career advisor was incredibly helpful during the training sessions and ensured I received all the services I needed.” Another expressed gratitude by saying, “I’d like to thank work2future staff for all they do for the community, especially for newcomers like me.”

While most reviews are positive, there is a commitment to addressing any negative feedback and using it to drive improvements. A focus on continuous growth and responsiveness ensures that client expectations are not only met but exceeded. As survey data continues to be analyzed, these insights are expected to further enhance the services and maintain high standards of customer satisfaction.

ONE-STOP OPERATOR, ADULT, DISLOCATED WORKER, AND YOUTH PROGRAM SERVICE PROVIDERS

The Mayor of San José, as the Chief Elected Official, is responsible for disbursing grant funds and overseeing the competitive process for awarding sub-grants and contracts for WIOA Title I activities.

One-Stop Operator

In compliance with 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 process in accordance with the Uniform Guidance. The Request for Proposals (RFP) was released on April 19, 2021, with proposals due on May 19, 2021. Based on its score, San José Evergreen Community College District was selected as the AJCC Operator for an initial term of July 1, 2021, to June 30, 2022, with the possibility of three (3) one-year extensions, subject to performance, funding availability, and WDB approval. The contract has been extended each year since 2021. The contract with San José Evergreen Community College District includes the following responsibilities:

1. Facilitate negotiations with existing and new state-mandated partners as needed.
2. Develop a customer satisfaction survey and perform analysis.
3. Strengthen partnerships.
4. Facilitate four (4) cross-training sessions between mandated partners and service providers.
5. Organize four (4) partner and service provider meetings, one each quarter, with meeting reports.

Career Services Provider for Adult and Dislocated Worker Services

Equus Workforce Solutions was selected as the service provider for Adult and Dislocated Worker services via an open and competitive procurement. The RFP was released on April 21, 2020, with proposals due on May 19, 2020. Based on its score, Equus was selected to provide services in both the San José and South County areas for an initial term of September 1, 2020, to June 30, 2021, with four (4) one-year extension options, contingent on performance, funding availability, and WDB approval.

Out-of-School Youth Service Providers

For the San José area, Equus Workforce Solutions and for the South County area, International Rescue Committee (IRC) were selected as service providers for Out-of-School Youth services through an open and competitive procurement. The RFP was released on April 21, 2020, with proposals due on May 19, 2020. Based on their scores, Equus was selected for the San José area, and IRC for the South County area. Both contracts had an initial term of September 1, 2020, through June 30, 2021, with four (4) one-year extension options, subject to performance, funding availability, and WDB approval.

In-School Youth Service Provider

International Rescue Committee was selected to provide services for In-School Youth in both the San José and South County areas via an open and competitive procurement. The RFP was released on January 10, 2022, with proposals due on February 11, 2022. Based on its score, IRC was selected for both areas for an initial term of July 1, 2022, to June 30, 2023, with four (4) one-year extension options, depending on performance, funding availability, and WDB approval.

Appendix I: Stakeholder and Community Engagement Summary

Summary: Community and Stakeholder Input Meeting Date: November 20, 2024 Time: 10:00 am Format: Hybrid (in person and online) In Person Location: San Jose Career Center, 1608 Las Plumas Avenue, San Jose			
Mode of Outreach	Target of Outreach	Attendance	Summary of Comments
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Jessica, Latina Coalition SV	Referrals to work2future can be hindered by process/documentation issues. Suggestions include focusing on Latinos and expanding offerings in other languages. Emphasized healthcare literacy, Covered California, and financial literacy workshops.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Yvonne Perres, Mobility Program	Program design must not be one-size-fits-all. Suggested exploring multiple ways to help the community by better targeting skill development.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Terea Ong, Foothill College	Focusing on building skill sets rather than prioritizing degree attainment for all including bachelor's degree holders.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Peter Tinkelenberg, Overfelt Adult School	work2future outreach to Adult Ed needs improvement. Referrals often don't stay with programs. Highlighted the need for proactive outreach and support for individuals without high school diplomas or internet access or Language Barrier.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Clement Lam, Mission College	Addressed the gap in skills beyond high school but below a bachelor's degree, advocating for skill-building programs that do not require a college degree.
Email for Meeting 11/20/24 San José Career Center & Zoom	Youth Intervention Services	Israel Canjura, CSJ	Highlighted limited economic mobility for youth in high-violence communities. Advocated for increased funding, tech opportunities, streamlined enrollment processes, and collaborative services across organizations. Advocated for integration with students and modernized systems and improved accessibility through technology.
Email for Meeting	Education Services	Joe Herrity, Youth	Emphasized alignment between Adult

11/20/24 San José Career Center & Zoom		Committee work2future	Ed and work2future plans. Suggested focusing WIOA-funded services on education and job training tied to pathways. Advocated for co-location of services to increase accessibility and streamline enrollment.
Email for Meeting 11/20/24 San José Career Center & Zoom	Adult Education	Jenee Crayne, Santa Clara County Consortium for Adult Ed	Need stronger employer engagement to tailor programs to workforce needs. Suggested building relationships to better understand and meet employer demands.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Rick, Mission College	Advocated for outreach to communities rather than expecting individuals to come to community colleges or work2future offices.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Bobbi Makani, SJSU Career Center	Constantly playing catch up with job requirements. Advocated for partnerships with employers and aligning skills training with future job market trends.
Email for Meeting 11/20/24 San José Career Center & Zoom	Healthcare	Jessica, VHP	Suggested combining WFDB services into a one-stop shop model, increasing collaboration, and expanding service reach to underserved areas.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Rosario	Proposed certifying skills through alternative routes, using digital wallets, and promoting skills on a national level to enable competition with degree holders.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Maniphone Dickerson, SJCC	Emphasized the importance of occupational skills and industry engagement for education and workforce alignment.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Rick Abare, South Bay Consortium Adult Education	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Nicolle Stone, LMI Division, EDD Santa Clara Counties	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Teri Brimacomb, EDD	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Community Services	Classic Cauley, Sourcewise, Meals on Wheels	No comment provided.
Email for Meeting 11/20/24	Library Services	John Savercool, SJPLWorks	No comment provided.

San José Career Center & Zoom			
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Mark Manrose, West Valley	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Advanced Manufacturing	Mike Hill, Applied Materials	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Christian Alto, EDD	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Christine Jones, CTQ Manager, Goodwill	Introduction of self.

Appendix II: Summary of Public Comments that Disagree with the Local Plan

Comment from Carlos Lopez, Center for Employment Training, San Jose

There is little mention about the partnerships needed with Community Based Organizations and Faith Based Groups. Often Community Based Organizations are the last resort for underserved target populations in need of supportive services including job training and employment. We recommend that the Workforce Regional Plan include outreach to Community Based Organizations (CBO's) and faith-based organizations into the Service Delivery System. Reference pages 7-8 and Page 11.

Appendix III: Signature Pages

**Workforce Innovation and Opportunity Act
San Jose Silicon Valley Workforce
Investment Network
Local Plan 2025-2028
Signature Page**

Chief Elected Official

Signature

Name of the Chief Elected Official

Title

Date

**Workforce Innovation and Opportunity Act
San Jose Silicon Valley Workforce
Investment Network
Local Plan 2025-2028
Signature Page**

Local Workforce Development Board Chair

Signature

Name of the Board Chair

Date



Memorandum

TO: work2future BOARD

FROM: Tram Luu

SUBJECT: See Below

DATE: March 11, 2025

Approved

Date

SUBJECT: Preliminary Scenarios for the Workforce Development Board (WDB) Program Operating Budget for FY 2025-2026

RECOMMENDATION

Accept staff's three preliminary budget scenarios for Fiscal Year 2025-26, as follows:

1. **Scenario One:** FY 2025-26 WDB Program Operating Budget based on a projected WIOA allocation of \$6.17 million (As Is, i.e., allocation unchanged from FY 2025)
2. **Scenario Two (Base):** FY 2025-26 WDB Program Operating Budget based on a projected WIOA allocation of \$5.86 million (allocation reduced 5% from FY 2025)
3. **Scenario Three:** FY 2025-26 WDB Program Operating Budget based on a projected WIOA allocation of \$5.56 million (allocation reduced 10% from FY 2025)

The California Employment Development Department (EDD) normally conveys the Adult, Dislocated Worker, and Youth funding allocations to the 46 local WDBs in April/May of each year. 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 2025 Board meeting.

ANALYSIS

The Budget Scenarios table below are based on early *estimates* of WIOA funding allocations to be received and requests board approval.

- Personnel Costs
 - Assumed the same staffing level funded in FY 2024-25. The City's FY2025-26 **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.
- Adult Client Training Services
 - Assumed 35% of Adult and Dislocated Worker Program Allocations is spent on SB 734 training, plus \$60,000 of e-learning contract.

BOARD

Date: March 11, 2025

Subject: Prelim Budget Scenarios for FY 2025-26

Page 2 of 2

- As shown in the table below, for program year 2025-2026 work2future is preparing budget reductions between 5% to 10%. Due to its prudent expenditure plan, work2future anticipates leveraging of partner resources and continued efforts to streamline operations. As such, staff does not anticipate any reduction in service levels should budget cuts be 5% or less. However, should WIOA funding be reduced by, for example, 10%, work2future will need to conduct further evaluation to better align service levels and staffing to budget allocations.

	Proposed 2025-26 AS IS	Proposed 2025-26 5% Decrease (Base)	Proposed 2025-26 10% Decrease
Source			
Funding Allocation (WIOA Formula)	\$ 6,172,580	\$ 5,863,951	\$ 5,555,322
Rapid Response Allocation	\$ 753,703	\$ 716,018	\$ 678,333
15% Board Mandated Reserve from FY 2024-25	\$ 925,887	\$ 925,887	\$ 925,887
Projected Carry Over Savings <i>(as shown in January 2025 Financial Status Report)</i>	\$ 911,001	\$ 911,001	\$ 911,001
Adjusted Unallocated Reserve	\$ 662,231	\$ 662,231	\$ 662,231
Proposed Total Source	\$ 9,425,402	\$ 9,079,088	\$ 8,732,774

Use			
15% Board Mandated Reserve to FY 2025-26	\$ 925,887	\$ 879,593	\$ 833,298
Administrative Funding	\$ 617,258	\$ 586,395	\$ 555,532
Program Services	\$ 7,030,132	\$ 6,956,844	\$ 6,883,556
<i>Personnel Costs</i>	<i>\$ 2,521,866</i>	<i>\$ 2,521,866</i>	<i>\$ 2,521,866</i>
<i>Non-Personnel Costs</i>	<i>\$ 523,193</i>	<i>\$ 523,193</i>	<i>\$ 523,193</i>
<i>Adult Client Training Services</i>	<i>\$ 1,525,769</i>	<i>\$ 1,452,480</i>	<i>\$ 1,379,192</i>
<i>Youth Client Work Experience Services</i>	<i>\$ 505,334</i>	<i>\$ 505,334</i>	<i>\$ 505,334</i>
<i>One-Stop Operator</i>	<i>\$ 30,000</i>	<i>\$ 30,000</i>	<i>\$ 30,000</i>
<i>Service Provider - Adult</i>	<i>\$ 1,350,000</i>	<i>\$ 1,350,000</i>	<i>\$ 1,350,000</i>
<i>Service Provider - Youth</i>	<i>\$ 573,970</i>	<i>\$ 573,971</i>	<i>\$ 573,971</i>
<i>Unallocated Contingency Reserve</i>	<i>\$ 852,125</i>	<i>\$ 656,257</i>	<i>\$ 460,388</i>
Proposed Total Use	\$ 9,425,402	\$ 9,079,088	\$ 8,732,774

/s/
TRAM LUU
Senior Accountant

cc: Sangeeta Durrall



Memorandum

TO: work2future BOARD

FROM: Sangeeta Durrall

SUBJECT: See Below

DATE: February 27, 2025

Approved

Date:

SUBJECT: FY 2025–FY 2030 WIOA Service Provider Procurement

RECOMMENDATION

Approve authorization for staff to negotiate and execute a one-year agreement for Fiscal Year 2025-26, with contract extensions of up to four additional years based on successful performance and funding availability, with Equus Workforce Solutions as the WIOA Service Provider for the Adult/Dislocated Worker, In-School Youth, and Out-of-School Youth Programs.

At its meeting on March 20, 2025, the Executive Committee voted unanimously to recommend that the Board approve the authorization for staff.

BACKGROUND

Every five years work2future seeks proposals from qualified organizations to serve as its Workforce Innovation and Opportunity Act (WIOA) Service Providers for its Adult/Dislocated Worker, In-School Youth, and Out-of-School Youth Programs. Services provided include eligibility assessment, training enrollment, job development, and other workforce development services fulfilling the purposes of the WIOA.

The last Request for Proposals (RFP) for the Adult/Dislocated Worker and Out-of-School Youth Service Providers was in February 2020, while the RFP for In-School Youth Provider was previously released in February 2022. Although the current WIOA In-School Youth Provider still had eligible options left, work2future decided to release a new procurement so that the service term for all RFPs would be in alignment.

RFP Process

Under the guidance of the Board, a community input-stakeholder meeting was conducted in September 2024 to garner feedback for the RFPs. All three RFPs were released on November 20, 2024, on WebGrants, the City of San Jose’s Grants Management system. In addition to posting the RFP on WebGrants, which makes it available to over 3,000 users, multiple announcements regarding the release of the RFP were distributed via various forms of social media to stakeholders, including work2future Board members, City Council offices, work2future partners, current providers, community colleges, non-profits from around the region, and other local workforce development boards. The link to the RFP applications was also posted on the work2future website.

A pre-proposal technical assistance conference was held on December 5, 2024, via Zoom. There were over 20 attendees, and staff addressed various technical and proposal questions. There were questions submitted from potential proposers via email, which were general questions regarding registration on WebGrants, WIOA-specific definitions and requirements, and budgetary guidance. Responses to questions received at the conferences, as well as questions subsequently received via email, were posted on WebGrants for all proposers to view. The deadline for submittal of proposals was 5:00 pm on January 24, 2025.

The review panels were selected in early February. There were two review panels, one for the Adult/Dislocated Worker RFP and one for the In-School Youth and Out-of-School Youth RFPs. The RFP review panels were selected to avoid any situation where the evaluators could be subject to competing professional or personal obligations, or personal or financial interests, that would make it difficult for them to fulfill their duties fairly.

RFP Evaluation Criteria

The RFP evaluation categories and point values were as follows:

Description	Weight
Organization, Structure, Experience and Past Performance	20
Staff Experience and Qualifications	25
Service Delivery Strategy, Employer Linkages, and Job Development	30
Budget, Financial Management, and Financial Sustainability	25
Total	100

ANALYSIS

In-School Youth

Two organizations submitted proposals for In-School Youth RFP:

- Equus Workforce Solutions
- International Rescue Committee, Inc.

WebGrants averaged the scores of the review panel for each proposal. Scores were as follows:

Equus Workforce Solutions

Description	Average Score
Organization, Structure, Experience and Past Performance	16.3
Staff Experience and Qualifications	19.3
Service Delivery Strategy, Employer Linkages, and Job Development	26.0
Budget, Financial Management, and Financial Sustainability	20.0
Total	81.6

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International Rescue Committee

Description	Average Score
Organization, Structure, Experience and Past Performance	18.3
Staff Experience and Qualifications	18.0
Service Delivery Strategy, Employer Linkages, and Job Development	20.7
Budget, Financial Management, and Financial Sustainability	12.0
Total	69.0

Out-of-School Youth

Two organizations submitted proposals for In-School Youth RFP:

- Equus Workforce Solutions
- International Rescue Committee, Inc.

WebGrants averaged the scores of the review panel for each proposal. Scores were as follows:

Equus Workforce Solutions

Description	Average Score
Organization, Structure, Experience and Past Performance	18.3
Staff Experience and Qualifications	20.7
Service Delivery Strategy, Employer Linkages, and Job Development	24.7
Budget, Financial Management, and Financial Sustainability	20.0
Total	83.7

International Rescue Committee

Description	Average Score
Organization, Structure, Experience and Past Performance	16.3
Staff Experience and Qualifications	19.3
Service Delivery Strategy, Employer Linkages, and Job Development	20.7
Budget, Financial Management, and Financial Sustainability	12.0
Total	68.3

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Adult/Dislocated Worker

One organization submitted a proposal for the Adult/Dislocated Worker RFP:

- Equus Workforce Solutions

WebGrants averaged the scores of the review panel for each proposal. Scores were as follows:

Equus Workforce Solutions

Description	Average Score
Organization, Structure, Experience and Past Performance	15.7
Staff Experience and Qualifications	17.0
Service Delivery Strategy, Employer Linkages, and Job Development	20.3
Budget, Financial Management, and Financial Sustainability	20.0
Total	73.0

Based upon the final scoring from the review panels, work2future staff recommends funding Equus Workforce Solutions to be the service provider for WIOA Adult/Dislocated Worker, In-School Youth, and Out-of-School Youth Programs. According to reviewers, Equus Workforce Solutions' proposals demonstrated a significant experience in workforce development and longstanding relationships with community-based organizations and employers.

BUDGET

The budget amount allocation to the WIOA Programs for FY 2025-2026 will be determined based on work2future's total WIOA allocation.

/s/
SANGEETA DURRAL
work2future Director

cc: Dat Luu, work2future Contracts Manager

BUSINESS COMMITTEE CHAIR'S REPORT

Business Services Committee Chair Mike Hill will report on various matters related to business services.

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WIOA PROGRAMS REPORT

Adult and Dislocated Worker Programs Project Manager Deanna Walter and Youth and Training Programs Project Manager Mirza Handzar will report on the Workforce Innovation and Opportunity Act Adult, Dislocated Worker, and Youth programs for PY 2024-25.

Attached are program metrics for the first half of the program year, which were presented to the Executive Committee at its meeting on February 20, 2025.

###

Attachment

Adult and Dislocated Worker Program Report

End of Q2 | PY2024-25

- Provided career advising services to 1,091 WIOA clients, including 572 new enrollments and 519 carryover enrollments in Q1 and Q2.
- Supported 91 clients in occupational skills training across key industries, including IT, Healthcare, Advanced Manufacturing, and Business & Finance, as well as cohort training through PG&E Power Pathways and the Trades Orientation Program.
- Met and/or exceeded all 10 State performance measures at 90% or higher.
- Upcoming events include a resource fair at Mexican Heritage Plaza (March), and a job fair in partnership with San José City College (April).

ENROLLMENT REPORT

WIOA Program	New Enrollments	Carryover 2023-2024	Total Participants Served	YTD New Enrollments Planned	% YTD New Goal
Adult	501	393	894	400	125%
Dislocated Worker	71	126	197	115	62%

PERFORMANCE REPORT

ADULT			
Performance Measures	WIOA Performance Goals	Actual	Success Rate
Entered Employment Rate 2nd Qtr	69.0%	67.9%	98.4%
Entered Employment Rate 4th Qtr	65.5%	70.7%	107.9%
Median Earnings	\$11,500.00	\$11,132.00	96.8%
Attainment of a Degree or Certificate	66.0%	86.0%	130.2%
Measurable Skills Gain	71.0%	73.1%	102.9%
DISLOCATED WORKER			
Performance Measures	WIOA Performance Goals	Actual	Success Rate
Entered Employment Rate 2nd Qtr	68.0%	63.0%	92.6%
Entered Employment Rate 4th Qtr	70.0%	70.5%	100.8%
Median Earnings	\$13,500.00	\$15,600.00	115.6%
Attainment of a Degree or Certificate	70.0%	100.0%	142.9%
Measurable Skills Gain	65.0%	89.7%	138.0%

Youth Program Report End of Q2 | PY2024-25

- Served 105 new enrollments with intensive case management services and an additional 176 carryover.
- Metrix Learning licenses provided to 105 youth program participants.
- Ongoing partnerships referrals and MOUs with Metro-Ed, Bill Wilson Center, San Jose Job Corps and San Jose Job Corps.
- Provided 23 out of 105 clients work experience (WEX) training.

ENROLLMENT REPORT

WIOA Program	New Enrollments	Carryover 2023-2024	Total Participants Served	YTD New Enrollments Planned	% YTD New Goal
OSY	41	74	115	60	68%
ISY	64	102	166	45	142%

PERFORMANCE REPORT

YOUTH							
Performance Measures	WIOA Performance Goals	ALL YOUTH		IN-SCHOOL YOUTH		OUT-OF-SCHOOL YOUTH	
		Actual	Success Rate	Actual	Success Rate	Actual	Success Rate
Placement in Employment or Education 2nd Qtr	68.0%	63.7%	93.7%	65.9%	96.9%	61.5%	90.4%
Entered Employment Rate 4th Qtr	68.0%	58.2%	85.6%	52.0%	76.5%	64.4%	94.7%
Median Earnings	\$6,500.00	\$6,305.00	97.0%	\$5,239.00	80.6%	\$7,372.00	113.4%
Attainment of a Degree or Certificate	67.0%	42.8%	63.8%	10.5%	15.7%	75.0%	111.9%
Measurable Skills Gain	65.0%	76.2%	117.2%	67.2%	103.4%	85.2%	131.1%

2025 SAN JOSE WORKS PROGRAM

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.

As of December 31, 2024:

SJ Works SUBSIDIZED program 10.0:

- SJ Works received over 400+ subsidized applications for youth aged 14–18. To date, SJ Works has onboarded 361 youth. A pending cohort of 14 youth will start during the springtime (February-April).
- The SJ Works summer program successfully completed with a 93% retention.
- 100% of placed youth will successfully complete onboarding, attended orientation, and training which includes soft skills, emotional intelligence, financial literacy, career exploration, entrepreneurship, wage theft & prevention.
- The subsidized model focused increasingly on high wage/high growth and In-Demand Occupation internships for high school youth.
- Youth were recruited from High School Career Technical Education classes focusing on the priority sectors and related in-demand occupations, PRNS (YEA programs), probation, and other youth agencies.
- In addition, 65 mentors and mentees were matched and have participated in our one-on-one mentoring and group sessions. A remaining cohort of 10 mentors will begin in the spring.
- Alumni group of mentees and mentors continue to meet once a month
- Mentors recruited from different companies such as Roku, TATA, BofA, HPE, Intel, City departments, Boys & Girls Club, and others.

SJ Works UNSUBSIDIZED program 10.0 has provided:

Currently, there are 305 enrollments, of which 182 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.

— *Ruby Carrasco, San Jose Works Program Manager*

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PATHWAY TO SELF-SUFFICIENCY INITIATIVE

The Pathway to Self-Sufficiency Initiative is a US Department of Labor (DOL) funded project carried out in collaboration with the Santa Clara County Social Services Agency (SSA) and several of its partner organizations and agencies delivering services to individuals needing public assistance, homeless assistance, refugee assistance, probation and reentry assistance, and other services. SSA is the original applicant for and recipient of the DOL grant of \$3 million to test the effectiveness of extended subsidized employment as a transitional gateway to unsubsidized employment with living wages. work2future is implementing the initiative as a subgrantee of SSA.

As of mid-March 2025, work2future staff have successfully placed 12 participants in fully subsidized fulltime employment with various companies at a wage of \$25 an hour. Companies with subsidized workers to-date represent IT-based business services; heating, ventilation and air-conditioning installation and maintenance; construction and construction design; and others. The subsidized employees are drawn from a growing number of participants—23 enrolled between October 2024 and mid-March 2025—from partnering organizations such as CityTeam Ministries, SSA, International Rescue Committee, and work2future Career Services, among others.

In addition to the opportunity for five months of subsidized employment intended to provide participants sufficient grounding to transition to open-ended unsubsidized employment, participants receive a stipend while they are taking job-search and work-readiness workshops and online courses and participating in job search with the active support of staff.

On top of administrative functions, work2future staff serve in the following capacities: Referral screening and participant enrollment; case management; relationship maintenance with referring agencies and co-case management; recruiting and job search assistance; job development; employer relationship maintenance; stipend and employment onboarding, timekeeping and liaising with the employer-of-record; worksite agreement development and processing; customer service; grant reporting.

The grant period is due to end in April 2026, but the initiative has a goal of achieving 40 subsidized placements by the end of November 2025, to allow for completion of all subsidized employment engagements by the end of the grant period.

— *Lawrence Thoo, Strategic Engagement Manager*

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Open Government, Conflict of Interest and Training Requirements

Associate Deputy City Attorney Shevata Kumar will brief the Board on the obligations that individuals serving on public bodies such as the work2future Board and its standing committees have under state law, as well as the policies and ordinances of the City of San José, which is the fiscal and administrative agent for the Board.

The following is a non-comprehensive list of topics that Ms. Kumar is likely to cover:

- Brown Act
- Political Reform Act
- City Sunshine
- Conflicts of Interest
- City's Revolving Door Ordinance
- Parliamentary Procedures
- Board Member / Chair Role & Responsibilities
- Form 700 & Family Gift Report
- Ethics & Sexual Harassment Training

This briefing is provided annually as a courtesy to the Board.

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V

Other

A. Community Builder Awards

B. Other

VI

Adjournment

Next meeting of the Board: June 26, 2025, 9:30 am