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***Workforce Innovation and Opportunity Act***  
**San José Silicon Valley Workforce Investment Network**  
**Local Plan**  
**Program Years 2017-2020**

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**San José Silicon Valley Local Workforce Development Area:**

Campbell, Gilroy, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, San José, Saratoga,  
and Unincorporated Communities in Santa Clara County

**Local Lead Contact** Monique Melchor, Director

monique.melchor@sanjoseca.gov

(408) 794-1108

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### 3. San José–Silicon Valley (work2future) Local WIOA Plan

#### 3.A. A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners

The designated workforce development board (WDB) for the San José Silicon Valley Local Workforce Development Area comprising 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 is the San José Silicon Valley Workforce Investment Network, which operates as work2future.<sup>SM</sup> work2future convenes a network of mandatory and non-mandatory partners authorized under the Workforce Innovation and Opportunity Act of 2015 (WIOA) to provide employment and training services to job seekers and employers in the Local Area. It is housed in the City of San José’s Office of Economic Development (OED), and it currently operates the local America’s Job Centers of California (AJCCs). The State of California’s policy objectives and goals in the California Unified State Plan are thoroughly incorporated into this Local Plan, as demonstrated in work2future’s four priorities and goals for the next two years.

*i. A description of the Local Board’s strategic vision to support regional economic growth and economic self-sufficiency.*

work2future assists businesses and job seekers in meeting the workforce demands and opportunities of a region that is a leader in the global economy. Our strategic vision is to build a coordinated workforce development system that promotes sustainable economic development and global competitiveness in the region and that includes everyone in our highly diverse community to support equitable growth and shared prosperity. We convene a wide range of partners from the worlds of business, education and training, health and social services, government, philanthropy, community-based organizations, and others to achieve this vision. Our overarching goals are to enhance and coordinate employer engagement in the region, to build career pathways and regional sector strategies, to empower the workforce to be more self-sufficient, and to streamline and coordinate services and operations. These goals are in full alignment with the goals articulated in the Bay-Peninsula Regional Plan and the California Unified State Plan.

As highlighted in the Regional Plan, Silicon Valley benefits from the rapid expansion of the regional economy, notably the highly skilled and innovative technology sector, and high levels of overall job growth. There are over 155,000 employers and a labor force of over 2 million in the Regional Planning Unit (RPU).<sup>1,2</sup> More than 70,000 of these employers and nearly half of the labor force are in Santa Clara County, the core of Silicon Valley, making it one of the most economically dynamic local areas in the United States.

Santa Clara County has the largest labor force in the region (1,023,786), almost double that of San Francisco (550,300), the next largest.<sup>3</sup> The median household income (\$102,300) is among the country’s highest. The unemployment rate is low—it averaged 3.8% from September 2015 to October 2016<sup>4</sup>—but the underemployment rate is high, at an estimated 16% in 2015, compared to 9.6% nationally and 11.3%

<sup>1</sup> Source: EMSI 2016 QCEW Data.

<sup>2</sup> The Bay Peninsula Regional Planning Unit is comprised of four counties, San Benito, Santa Clara, San Mateo and San Francisco

<sup>3</sup> Source: Bureau of Labor Statistics, Local Area Unemployment Statistics, not seasonally adjusted, as of 12/21/2016.

<sup>4</sup> Ibid.

statewide<sup>5</sup>, indicating that many individuals are working fewer hours than they would like and/or are working at low wage levels that do not provide self-sufficiency.<sup>6</sup> Often these are educated workers who are unable to find full-time work and who settle for part-time, temporary, seasonal, or contract positions. As such, they are less likely to receive healthcare benefits, placing additional stress on other financial imperatives like housing, transportation, and childcare.<sup>7</sup>

Thirty-six percent of work2future's current WIOA Title I adult participants are basic skills-deficient. 60% are low-income, 60% are over age 45. One-quarter of work2future's adult participants have two or more barriers. However, in Santa Clara County, while only 14.1% of the population is basic skills-deficient, the majority (88%) of the basic skills-deficient do not speak English as a first language. (Santa Clara County has a linguistically diverse population. The top three non-English languages spoken at home are Spanish [19.0%], Cantonese/Mandarin Chinese [7.5%], and Vietnamese [6.7%].<sup>8</sup>)

The demographics described above suggest that including linkages between language education and basic skills enhancement (specifically for Spanish, Vietnamese, and Chinese speakers) will be of increasing importance for effectively serving the area's hard-to-serve basic skills-deficient job seekers with Limited English proficiency.

work2future and our partners share a vision for cohesive system-building, streamlining, and cost sharing in our Local Area, though several challenges can make this difficult to accomplish. First, the geographic service boundaries of our partner agencies are not identical, at times requiring a partner agency to engage with multiple workforce boards and/or for us to engage with multiple agencies that provide the same or similar services. Second, many of our government and education programs are still recovering from the fiscal impact of the Global Recession of 2007–2009, which had a detrimental effect on capacity, co-location, and levels of coordination across agencies. We are fully committed to working towards greater levels of co-location (most of work2future's partner agencies currently operate out of separate offices) and resource sharing as we implement WIOA, but we anticipate that it will be a complicated and gradual transition.

Robust economic growth has been accompanied in the last decade, if not longer, by growing income inequality. Santa Clara County has a low federal poverty rate (9.5%) and one of the country's highest median household incomes,<sup>9</sup> yet four in ten adults in the County experience economic instability or hardship in the form of financial insecurity, financial distress, or, most extreme, poverty.<sup>10</sup> The population and workforce characteristics described above are among the contributors to this dichotomy

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<sup>5</sup> The underemployment estimate is comparable to the U-6 Labor Underutilization Rate and is based on California Economic Development Department (EDD) unemployment and data compiled in survey research conducted for work2future by BW Research in July 2016. The U-6 estimate includes unemployment rate (July 2016, EDD), portion of adults working part-time for economic reasons, and the unemployed who have stopped looking for work. Data for the United States and statewide averages were obtained from the U.S. Bureau of Labor Statistics (annual average for 2016), accessed 31 January 2017 < <https://www.bls.gov/lau/stalt16q4.htm>>.

<sup>6</sup> Source: U.S. Census Bureau. American Community Survey, Selected Economic Characteristics. 2015 1-year estimate for Santa Clara County and California.

<sup>7</sup> Source: BW Research, primary research survey data, July 2016.

<sup>8</sup> Source: U.S. Census Bureau, 2015. Unit of analysis: individuals.

<sup>9</sup> Source for poverty rate (individuals) and median income: U.S. Census Bureau, 2015 American Community Survey 5-Year Estimates, accessed 7 February 2017. <<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>>.

<sup>10</sup> Source: BW Research, forthcoming, The Silicon Valley Dichotomy. People in poverty have incomes at or below the federal poverty threshold; people in financial distress do not earn enough to meet the Self-Sufficiency Standard; those in financial insecurity are not able to manage an unexpected \$500 bill without finding themselves in financial distress.

of high median income and significant economic hardship. Many others are systemic or structural—for example, extremely high housing costs, transportation barriers, and changes in the occupational market over time. The work2future board is well positioned to catalyze and convene the efforts discussed in this plan to help address these challenges.

*ii. Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the Local Plan.*

Over the last several years, work2future has aggressively pursued alternative funding streams and special initiatives to address the extreme barriers to self-sufficiency that exist in our Local Area in a coordinated effort to increase access to middle-skill career pathways and become more responsive to employer demand. For example, the San José Works program provides at-risk youth with employment services, including critical life skills, leadership development, college counseling, financial literacy, and job readiness, which are required to secure gainful employment. Since the inception of San José Works in July 2015, over 1,500 at-risk youth ages 14–29 have been placed in subsidized and unsubsidized employment opportunities. We have also been increasing our role in NextFlex, a federally-funded, public - private manufacturing institute focused on advancing the flexible hybrid electronics manufacturing ecosystem.<sup>11</sup> Reflecting industry recognition of the challenges, NetFlex has identified workforce development as one of its key priorities.

work2future has identified four strategic priorities to organize and achieve our strategic vision and goals in partnership with core system partners over the next two years. We will implement these strategies with a focus on providing on-ramps to career pathways in key regional industry sectors - advanced manufacturing, information technology, construction, healthcare, and financial services. The four strategic priority areas are:

- (1) Enhanced employer engagement**—Increasing engagement with employers, improving understanding of their needs, and focusing on those that offer middle-skill jobs and pathways to self-sufficiency in target sectors.
  - We will expand the San José Works program to enhance postsecondary educational opportunities for youth participants by increasing outreach to employers in the target sectors, with the intent of connecting youth to career pathways in those sectors.
  - We will build on a base of successful employer engagement to continue fine-tuning the alignment of job seeker services with industry needs, with an increased focus on small and medium employers in the target sectors. We have contracted with technical assistance providers who will help us assess employer needs and build sector-based career pathways in the next year.
  - work2future’s business services and service provider staff will intensify tracking employer engagement and utilize the data to increase effectiveness in understanding and addressing employers’ needs.
  - We will increase our focus on working with employers to enhance earn-and-learn models of training. For example, work2future is partnered with NextFlex, The Silicon Valley Organization (the SVO, formerly the San Jose Silicon Valley Chamber of Commerce), three local high school districts, a local community college, and a youth jobs program to serve hundreds of youth in work-based learning projects. The partners will incorporate paid internships and expand the program to multiple school districts in and around San José.
  - We are a core partner in the Silicon Valley SlingShot Initiative, aimed at improving the effectiveness of the region’s workforce development system by accelerating the shift from a

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<sup>11</sup> For more information, see: <http://www.nextflex.us/>.

largely supply-driven model to a demand-driven, employer-led model. This year, SlingShot will launch its first two pilots focused on tech occupations, based on the leadership of early adopter businesses that came to the table in the initiative’s planning phase.

**(2) Increased development of career pathways and sector strategies**—Developing career pathways in concert with regional sector strategies, with the goals of creating multiple entry and exit points for job seekers, aligning programs with in-demand industries and occupations, and enhancing the ability to reach and grow beyond self-sufficiency.

- In early 2017, in partnership with a key manufacturing employer, work2future will launch a consultant-facilitated technical assistance initiative with employers and our partners to build more effective sector-based career pathways that align with the needs of and opportunities offered by businesses in priority sectors.
- Expanding the San José Works program (as described in Priority 1) will enhance postsecondary educational opportunities for participants, with the intent of better connecting youth to career pathways in growth sectors.
- work2future will work with colleges and other training providers to align training and education curricula with industry-valued credentials in each target sector. The approach will be stackable for job seekers and provide on-ramps to sector pathways.
- To create more entry points into career pathways for English language learners, work2future will work with adult education, college, and employer partners to offer more contextualized English language programs that build vocabulary specific to industries or employers by combining adult education and technical skills training.

**(3) Enabling greater self-sufficiency**—Engaging local and regional partners to create on-ramps to middle-skill credentials and jobs with wages that enable more self-sufficiency.

- For job seekers, work2future will ensure that career pathways are laser-focused on facilitating progress towards self-sufficiency for those entering at or near the beginning of a pathway, and opportunities to advance beyond self-sufficiency for those further along. We will build on the work that we and college partners are doing with employers to upskill employees, with the assurance that successful completion of training will lead to promotional opportunities and improvements in pay.
- AJCCs will coordinate with our mandated partners and youth service providers to increase our focus on serving out-of-school, disconnected youth and to develop work experience opportunities that represent on-ramps into regional career pathways in priority sectors. We will continue to build on our partnerships with NextFlex, the SVO and the City of San Jose to build paid internship models, with a near-term goal of 200 paid internships per year.
- We will develop and test measures for our AJCCs to track progress toward self-sufficiency for youth and adults, such as the number of job placements at livable wages, retention rates, and credential and skill attainment.
- To increase supports available to job seekers, work2future will seek supplemental funding—for example, from the city’s allocation for San José Works, local public housing authorities, homeless serving organizations, and the regional transportation authority (Valley Transportation Authority)—to provide additional supportive services as they become available.

**(4) Streamlining/simplifying services and operations**—Identifying ways to reduce duplication in service delivery and fiscal operations by enhancing partner presence at the AJCCs and developing common customer flow protocols (intake, assessment, referral) to align the system with human-centered design principles.

- To better serve those with basic skill deficiencies and limited English proficiency the AJCCs and core partners — including the South Bay Consortium for Adult Education (SBCAE)<sup>12</sup> — will continue to build stronger partnerships for improved co-location, streamlined intake, assessment and resource sharing.
- The AJCCs will collaborate with Social Services agencies, the Department of Rehabilitation (DOR), adult education partners, the state (Wagner-Peyser) and others to develop the Phase II MOU. The process will include a SWOT analysis that will inform a plan for reducing duplication of services for WIOA Title I (Youth, Adult, and Dislocated Worker), SNAP Employment and Training, TANF Employment and Training, veterans, and RESEA participants.
- In the AJCCs, work2future is exploring the use of a smartphone app-friendly system that uses phone messaging and emails to automate and enhance communication between AJCC staff and job seeker participants. The system will increase participant engagement, improve service delivery and facilitate follow-up while reducing the amount of staff time required to maintain effective communications with customers.
- work2future will work collaboratively with our counterparts from the Bay-Peninsula RPU to identify possible methods to minimize costs related to procurement, staff training, data systems, and evaluation tools, including through cost sharing.
- We will collaborate with the regional disability work group and DOR to pool funding and offer additional frontline staff trainings on serving adults and youth with disabilities and increasing staff awareness of how to serve customers with specific types of disabilities, disability etiquette, and privacy protocols.

By focusing our efforts on enhanced employer engagement, increased development of career pathways and sector strategies, enabling greater self-sufficiency, and simplifying and streamlining services and operations, work2future will achieve our strategic vision. True to the spirit and the letter of WIOA, we are committed to maximizing our partnerships to help our target populations overcome barriers to success and to meet the needs of our employers in ways that maximize access to quality middle-skill jobs.

### **3.B. Required detail on local program alignment to implement State Plan policy strategies.**

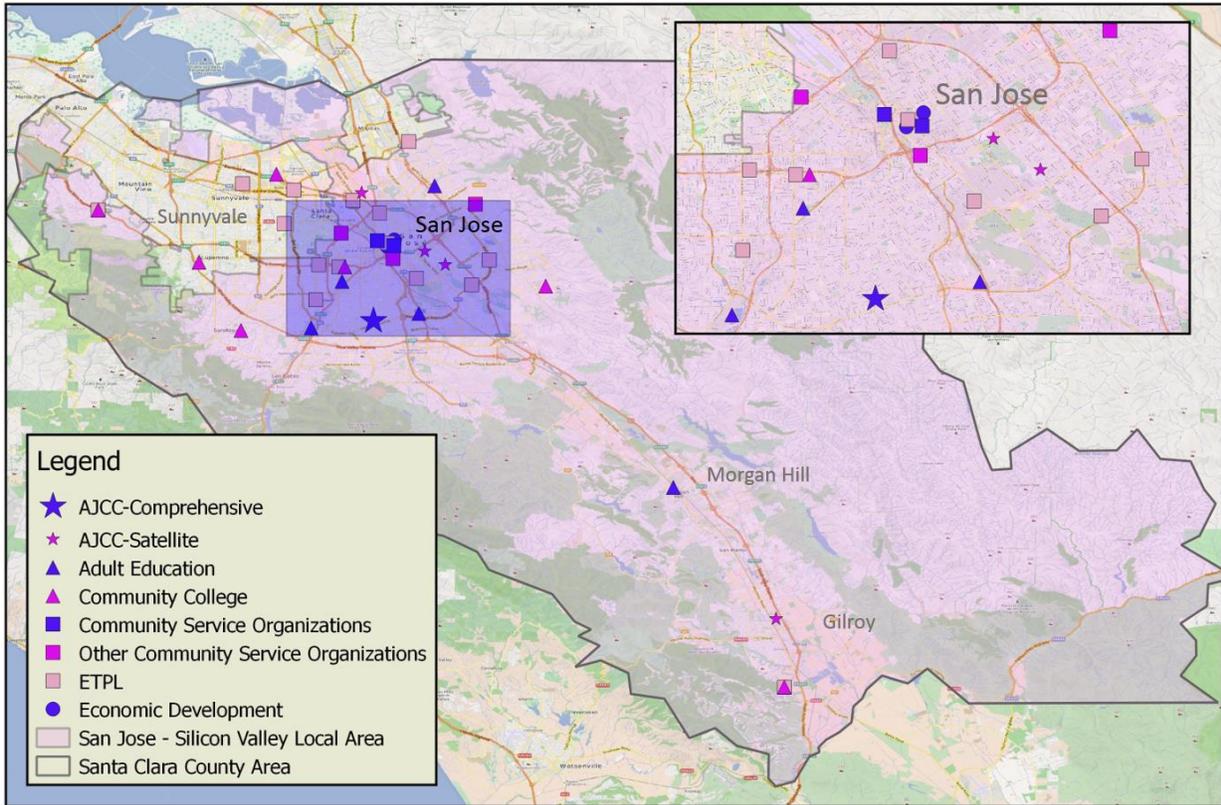
*i. Provide a description of the workforce development system in the local area that identifies programs included in the system.*

work2future has a well-established network of workforce development program providers and accessible services that are ready to support the State Plan’s seven policy strategies. These comprise a wide variety of entities, including county and state agencies, community colleges and other training providers, and community-based organizations (CBOs). The master table in Section 3.N. includes a detailed list of our AJCC partners and their service contributions to work2future, as well as information about their engagement in the development of this plan.

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<sup>12</sup> SBCAE is a collaboration of four colleges and five adult education providers (including high schools) in Santa Clara County.

**Figure 3.i: Map of the San José–Silicon Valley Local Workforce Area**



**Figure 3.ii: Access Points in the San José–Silicon Valley Local Workforce Area**

Access Point Name	Type	Programs Physically Present
<b>San José AJCC</b> 1601 Foxworthy Avenue San José, CA 95118	Comprehensive	WIOA Title I Adult and Dislocated Worker programs
<b>North San José AJCC</b> 1901 Zanker Road San José, CA 95134	Affiliate	Wagner-Peyser Act Employment Services, Unemployment Insurance, Veterans Services, Trade Adjustment Assistance, Reemployment Services, and Eligibility Assessment
<b>Gilroy AJCC</b> 379 Tomkins Ct. Gilroy, CA 95020	Satellite	WIOA Title I Youth, Adult and Dislocated Worker programs
<b>Morgan Hill AJCC</b> 17666 Crest Avenue Morgan Hill, CA 95307	Satellite	Wagner-Peyser Act Employment Services, WIOA Title I Youth, Adult and Dislocated Worker programs
<b>work2future Youth Training Center</b> 2072 Lucretia Avenue San José, CA 95122	Specialized	WIOA Youth Services
<b>work2future Administration Offices</b> 5730 Chambertin Drive San José, CA 95118	Administration	WIOA Title I Business Services

At the locations listed in Figure 3.ii above, work2future offers customers the programs and services summarized in Section 3.C. according to need and eligibility. Cross marketing of services (recruitment, training, and workshop opportunities) regularly occurs through visits to libraries, partners, and community centers. A recent co-location with the new Vietnamese Community Center at work2future's Youth Training Center in San José promises significantly improved access to workforce services for the Vietnamese community in our area. In addition, we use mass outreach tools like flyers, emails, and social media (LinkedIn, Facebook, and Twitter). Outreach is also made available in multiple languages as necessary.

One of our biggest priorities is to streamline and simplify the service delivery system with our core partners through multiple strategies (Section 2.A.). These include reducing duplication of services, increasing co-location at AJCC access points, piloting new communication systems, putting referral mechanisms in place, and pooling funding for staff training and professional development with other boards in the region.

### ***Professional Development and Capacity Building for Workforce Staff and Partners***

work2future is the regional training lead for Bay-Peninsula RPU professional development. A regional training coordinator position has been designated to expand staff development and capacity-building efforts in the region through March 2018. As described previously in our vision (Priority 4) and Section 2.H.E. of the Regional Plan, work2future seeks to partner with the other boards in our RPU to share responsibilities through appropriate mechanisms in order to offer more diverse and more specialized trainings on serving target populations and integrating and streamlining services. Over the next two years we commit to engaging our core partners at the local and regional level to promote cross-training and data sharing. In December 2016, the California Workforce Association conducted a "WIOA Training Needs Assessment and Skills Gap Analysis" to address professional development for AJCC staff. work2future will use this data to develop local and regional training plans that include recognized best practices and strategies for building service delivery capacity by June 2017.

*ii. Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).*

The examples in this section illustrate how we will work with core program partners, including community colleges and adult education partners (Carl Perkins Act), to implement the seven strategies (in bold font) in the California Unified State Plan.

work2future is already engaged with partners to promote sector-based, **career pathways** and **earn-and-learn** training models. We will work with Bay Area Community College Consortium partners to identify Perkins-funded activities that support entry and advancement into career pathways. For example, San José City College, in partnership with work2future, was recently awarded a Workforce Accelerator grant by the California WDB for TechNest, a newly developed software coding academy.<sup>13</sup> work2future will also join with the South Bay Apprenticeship Coordinators Association to identify new pre-apprenticeship and apprenticeship programs. Section 3.C.iv.–v. has more details on earn-and-learn training offerings.

The link between career pathways and regional sectors, as envisioned by work2future, requires **organizing regionally** with partners and employers. Over the last few years the WDBs that comprise the

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<sup>13</sup> TechNest is a rigorous, 18-week, online program of courses offered by MITx and San José City College faculty at the new tech-enabled San José–Evergreen Community College District Extension at Milpitas. work2future will provide career counseling services to students and funding for internships upon course completion.

newly formed Bay-Peninsula RPU have collaborated on key initiatives, including the DOL Human Centered Design Challenge and the state’s Slingshot Initiative. We have built on these efforts to begin our regional sector pathways initiatives, starting with conversations about how we can collaborate to share data and analytics to enhance **cross-system data capacity**. With the SBCAE, we are also exploring how best to exchange performance data. Given the preponderance of low-income individuals served, work2future has historically offered comprehensive support, including **supportive services** (see Section 3.C. “Supportive Services” and Appendix 3.4 for work2future’s Supportive Services policy).

We aim to streamline and reduce duplication of services across work2future partners as we promote mobility into middle-skill jobs. Programs that highlight the board’s recent efforts to increase focus on **integrating services and braiding resources** include:

- Since 2014, work2future’s Helping Individuals to Re-Enter Employment (HIRE) initiative has served over 290 homeless customers with job readiness, skills training, and access to employment opportunities alongside access to homeless services from the City of San José Housing Department. Services include rental assistance, security deposit assistance, and funds to purchase furniture once housed. In the coming year, work2future will build on HIRE in a partnership with a local homeless services collaborative (Destination: Home) and the County Office of Supportive Housing to better incorporate wrap-around support, referrals, integrated housing, and job training to better equip homeless individuals for success.
- work2future is leading a consortium of community colleges, high schools, adult education programs, and college financial aid counseling agencies to enhance opportunities for San Jose Works (SJ Works) and other 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 the Chamber, NextFlex, work2future, and others.
- With Proposition 39 funds, work2future is partnered with Working Partnerships USA, the San Mateo County Union Community Alliance, and NOVA to provide pre-apprenticeship training for careers in green construction and transportation. Participants are eligible for additional supportive services including those related to transportation, specialized tools for work, housing, pre-apprenticeship preparation for testing, job development and placement, and individual case management.

In the next two years, we will work closely with our core partners to further reduce duplication, integrate services, and braid resources based on eligibility for co-enrollment with other partners. Phase I MOUs have already laid the groundwork for collaboration with partners to braid funding through co-enrollment, and we will continue this work as part of the Phase II MOU process.<sup>14</sup> work2future envisions that these steps towards increased integration will also move us toward our long-term goal of increasing co-location of services at AJCCs and other access points for services in the area. This is essential to our efforts to make services more customer-centered, because it makes it easier for individuals with barriers to employment to navigate the service delivery system.

### 3.C. Required detail on specified services and service delivery strategies

*i. Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).*

<sup>14</sup> For more details on co-enrollment and service integration, see Section 3.C.ii. below.

The board will seek a new operator for AJCCs through an open and competitive bidding process for the upcoming Program Year with a Request for Proposals (RFP) to be released in Spring 2017. Consistent with EDD WSD 16–14, the board will issue an RFP for the AJCC operator once every four years. The AJCC operator will oversee service delivery for all work2future partners in the Local Area. Key responsibilities will include:

- Coordinating cross-partner collaboration, service delivery, and referrals across work2future core, mandatory, and non-mandatory partners. Coordination activities will focus most heavily on core partners, including service providers for WIOA Title IB, WIOA Title II (ABE), WIOA Title III (Wagner-Peyser activities), and DOR service providers.
- Ensuring the implementation of work2future partner responsibilities and contributions agreed upon in Phase I and Phase II MOUs.
- Implementing the work2future board AJCC policies and reporting regularly back to the board on operations, performance, and continuous improvement
- Based on work2future and RPU guidance, coordinating and facilitating technical assistance and training, including new providers/staff member on-boarding, refresher training, interactive training on technology systems, etc., in a variety of formats to accommodate a diversity of adult learner needs.
- Coordinating bi-annual service provider events to share best practices and allow for networking and resource-sharing among providers.
- Facilitating ongoing cross-partner meetings among work2future service providers and regional working groups to share best practices, promote a customer-centered service process, and encourage collaboration.
- Conducting quarterly job-seeker and employer satisfaction surveys and interviews to provide feedback to service providers and the board to improve service delivery strategies.

A systematic, focused approach on the above will result in a system and menu of services that will lead to greater access, leveraged resources, and customer support as job seekers move toward self-sufficiency.

### ***Memorandum of Understanding Process***

The terms that stipulate how the local board works with entities carrying out core programs are established through work2future’s MOU process. work2future created an MOU work group to work on Phase I and Phase II of the WIOA MOUs based on guidance from the state. This group meets monthly to make decisions related to service coordination, cost-sharing, co-location, and other aspects of partnership according to state guidance. For Phase I, work2future staff developed a comprehensive MOU template for all AJCC-required partners to review and approve. (Signed copies are included in Appendix 3.1 of the Local Plan.) WIOA-required and other partners approved by the work2future board to participate in the MOU work group are listed in Figure 3.iii.

**Figure 3.iii: work2future’s MOU Work Group Participants**

<b>Partner Type</b>	<b>Local Partner Agency Name(s)</b>
Local Workforce Development Board	<ul style="list-style-type: none"> <li>• work2future</li> </ul>
WIOA Title I Adult, Dislocated Worker & Youth Providers	<ul style="list-style-type: none"> <li>• work2future Foundation</li> <li>• Eckerd Workforce Development</li> </ul>
Adult Education and Literacy	<ul style="list-style-type: none"> <li>• Campbell Unified High School District</li> <li>• Metropolitan Education District</li> <li>• East Side Union High School District</li> <li>• Morgan Hill High School District</li> </ul>
Wagner-Peyser Act Employment Services, Unemployment Insurance, labor market information, State Jobs for Veterans Program, Trade Adjustment Assistance, and Rapid Response	<ul style="list-style-type: none"> <li>• California Employment Development Department</li> </ul>
Rehabilitation	<ul style="list-style-type: none"> <li>• California Department of Rehabilitation</li> </ul>
Job Corps	<ul style="list-style-type: none"> <li>• San José Job Corps</li> </ul>
Migrant Seasonal Farmworker Program	<ul style="list-style-type: none"> <li>• Center for Employment and Training</li> </ul>
Community Services Block Grant	<ul style="list-style-type: none"> <li>• Center for Employment and Training</li> </ul>
Postsecondary Career and Technical Education	<ul style="list-style-type: none"> <li>• Foothill De Anza Community College District</li> <li>• San José Evergreen Community College District</li> </ul>
Temporary Assistance for Needy Families	<ul style="list-style-type: none"> <li>• Santa Clara County Social Services Agency</li> </ul>
Library District	<ul style="list-style-type: none"> <li>• Santa Clara County Library District</li> </ul>

work2future has developed a draft MOU template stating that all co-located AJCC partners agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The costs of services, operating costs, and infrastructure of the AJCC system will be funded by co-located partners through a separately negotiated cost-sharing agreement. work2future staff anticipate a final cost-sharing plan and MOU agreement will be in place by January 1, 2018. Based on the current MOU template, each partner must provide access to its programs or activities through the One-Stop delivery system, in addition to any other appropriate locations. work2future partners must also use a portion of their funds to provide applicable career services and establish and maintain the One-Stop delivery system.<sup>15</sup> This includes jointly funding the One-Stop infrastructure through partner contributions based upon a reasonable cost allocation methodology by which infrastructure costs are charged to each partner in proportion to the relative benefits. Partners must also meet federal cost principles and address any local administrative cost requirements in the federal law authorizing the partner’s program.

***Jobseeker Services***

Specific services incorporated into the work2future service delivery system include: orientation and eligibility determination for workforce programs and services; access to computers for job search assessments, resume development resources, labor market information (LMI); career exploration, training options, one-on-one career advisement, job search and placement; work-readiness workshops on resume writing, interviewing, and training options/pathways; referrals to support services in the

<sup>15</sup> This is consistent with the federal law authorizing their program and with federal cost principles in 2 CFR parts 200 and 2900.

community; assistance with applying for reemployment assistance and unemployment benefits; and other basic and individualized career, training, and supportive services. For individuals with limited English proficiency, the services are provided by competent Spanish/Vietnamese-English bilingual staff and by agencies and partners that have appropriate linguistic and cultural competencies.

Per the intent of WIOA and as articulated in the State Plan, work2future is targeting resources to individuals who will likely require intensive services in order to meet their employment objectives. This includes individuals with limited English proficiency, long-term unemployed, ex-offenders, displaced homemakers, people with disabilities, older workers, homeless individuals, foster youth, and individuals with limited educational attainment and work histories. Veterans and their spouses have priority of service. The new Phase I MOU with the Santa Clara County Social Services Agency also gives priority to recipients of public assistance, low-income individuals, and individuals who are basic-skills deficient. We will use the SWOT analysis as part of the Phase II MOU process to develop a plan to improve customer flow, including how we identify priority populations and direct them to appropriate services without duplicative intake and assessment processes. The work2future Priority of Service policy is attached in Appendix 3.3.

### **Intake, Assessment, and Referral Processes**

Currently, each work2future partner operates its own intake, assessment, and functional referral processes. Based on the outcome of a Human-Centered Designed participant survey, work2future is committed to engaging with partners to streamline and simplify these processes across partners in the coming years. The goal is to make progress towards maximizing coordination of intake to make it easier on participants—particularly those with barriers to navigating the services effectively. work2future anticipates this will be a multistage process. For example, one partner has developed a Google Doc intake form and uses Google Translate to make it available in many languages, improving accessibility to non-English speaking customers. Over the next two years, we will strive to get additional work2future partners, including CBOs, to adopt this as a common type of intake form, as well as to adopt other common intake and assessment-related best practices. We will also continue to discuss and plan for the possibility of setting up a common referral system (i.e., “no wrong door”) with local partners that is linked with the regional efforts to standardize these processes within the RPU.

### **Training Services**

The WIOA Title I Adult and Dislocated Worker program has supported attendance by over 10,000 participants in the last three years in a broad range of training aligned with priority sectors, including: occupational skills training; short-term training through college courses; online training; incumbent worker and customized training; cohort training; on-the-job training; and pre-apprenticeship training leading to a nationally recognized certificate, state licensure, competency, or skill recognized by an employer. work2future has strengthened relationships with employer partners in the last year (a board priority) to increase offerings in earn-and-learn training options and ensure they are aligned with industry needs. Highlights of our training programs for adults and dislocated workers over the last three years include:

- Enrolling participants in a laser technology program, a CNC machining operations program, and a manufacturing-related project management training program. Internships and on-the-job trainings are also in place and will continue to represent a core part of our services.
- Working with employers and area colleges to offer credential trainings in cybersecurity, computer user support, computer network support, and software testing.
- Enabling Foothill College to provide custom-formatted project management professional training at the offices of Olympus Instruments, on a schedule developed to maximize staff engagement, using Olympus program information as the project-based learning exercises.

As illustrated above, work2future has provided a range of career pathways training activities, and continues to do so. However, partners agree that there is a need to make transitions into and through those pathways more accessible for individuals with barriers to employment. In local stakeholder meetings, partners specifically identified a need for more outreach to underrepresented communities about the existing training options (such as career pathways in manufacturing in the San José area), adjusting schedules and logistics of training to better meet the needs of nontraditional students, engaging local labor unions (especially in manufacturing), improving hand-offs from adult education to community colleges, and focusing on on-the-job training. We will continue to enhance our partnerships with adult education and community college partners. We will also focus on positioning our online training inventory—expanded recently through an RFP to include seven training providers with a large array of programs that align with our priority sectors—to support sector pathways initiatives in order to offer short-term technical skills training that assist individuals in getting back to work quickly.

### **Supportive Services**

Supportive services are WIOA-/work2future-funded services only when the services are not available through other agencies and when they are necessary for an individual to participate in Title I activities. work2future and local stakeholders engaged in a local planning process to identify the greatest gaps in supportive services—transportation, affordable housing, and affordable childcare were recognized as services most needed.

work2future staff first seek services through 211 Santa Clara County, a program of United Way Bay Area (formerly United Way Silicon Valley), and the work2future network of community-based and public-sector partners. 211 is the single point of information for free, non-emergency community, health and disaster information in the county. Callers receive personalized information and referrals from a live, highly-trained call specialist who can answer questions about a variety of nonprofit services and agencies. Partnerships between human service providers, CBOs, and other partner agencies provide added services not otherwise provided by work2future, including referrals to childcare, housing vouchers, access to food pantries, and other vital resources.

Supportive services authorized under the WIOA Title I program for participants enrolled in Individualized Career Services are provided after all other resources have been exhausted and/or in coordination with other agencies. Agencies include United Way Bay Area, Employment Connection, Office of LGBTQ, Probation Department, Sacred Heart, the Health Trust, Curtner Center, Village Harvest Corporation, Salvation Army, Loaves and Fishes, City Team ministries, and FISH of Santa Clara. Staff document the participant's need for supportive services in the Individual Employment Plan so that career advisors can follow up to ensure supportive service needs continue to be met. The work2future Supportive Services Policy for WIOA services is attached in Appendix 3.4.

### **Youth Services**

work2future has a long-standing and successful record of serving older youth in the WIOA youth program (per local board policy). Our participants are primarily 18- to 24-years-old and low-income, with multiple barriers to employment and education. (At least 90% of youth who enrolled in PY 2015–2016 had two or more barriers.) The program provides all youth with work readiness training allowing them to earn industry-recognized certifications and to receive basic youth workforce survival skills and resume writing, interviewing, job search, and job retention skills. All youth participants are case managed to ensure that they attain their goals and are connected to other needed resources in the community, including (as appropriate) agencies with necessary cultural and linguistic competencies, and that they are assisted with placement into employment or postsecondary education.

Outreach, assessment, work readiness, case management, basic skills remediation, placement, and follow up services are provided by the work2future Foundation.

CTE training is provided by the San José Evergreen Community College District's Workforce Institute, Foothill College, ConXión to Community, and Eckerd Workforce Development. All youth CTE courses are in industry sectors approved by the work2future board after extensive analysis of labor market data, including manufacturing, information and communications technology, construction, health care, hospitality, finance, and other sectors based on future market demand.

work2future has been meeting with our adult education partners (East Side Union High School District, Campbell Union High School District, Metropolitan Adult Education, San José–Evergreen Community College District, and Foothill De Anza Community College District) during our Phase 1 and Phase 2 MOU process to build a stronger alliance. These partners will meet four times a year to develop strategies that assist young adults in moving through the employment continuum toward sustainable careers. The goal is to build a strong, systematic approach to career pathway development, with each partner playing a role in supporting a student's career development through their education and to increase work-based learning opportunities to provide young adults with direct work experience and job readiness skills.

work2future has also been working with many other youth service providers in the Local Area including Job Corps, local CBOs, non-profits, and state and city youth programs, such as the network of over 25 partner agencies and organizations in the City of San Jose's Mayor's Gang Prevention Task Force. The City of San José operates special programs for youth, such as the San José Financial Empowerment Initiative, the Tech Cadre program (in the information technology sector) and San José Works. In addition, we partnered with the Santa Clara County Summer Youth Employment Program to place foster youth ages 18-24 in paid internships. Working with the Mayor's Gang Prevention Task Force and re-entry programs, work2future assists adjudicated youth to avoid recidivism by providing them with required support, internships, and eventual co-enrollment into WIOA.

Local stakeholders identified the strengths of our area's services for out-of-school youth, including our capacity to serve English language learners through vocational ESL and GED courses offered in Spanish at the Center for Employment and Training, the Refugee Forum, and the Alliance for Language Learners' Integration, Education, and Success (ALLIES) grant project. However, they also identified service gaps and needs, such as the need to strengthen outreach efforts to reach out-of-school youth (especially via online and social media outreach campaigns), build a K–12 pipeline to increase awareness, target outreach to immigrant and advocacy groups, create more seats for targeted youth populations at community colleges (to create on-ramps), develop more contextualized ESL courses, increase availability of supportive services, and develop a common referral system. In the next two years, we will work on the following action steps to enhance youth services:

- Incorporate more youth-centered models of service delivery, such as using social media and smartphone apps to communicate with students, integrate technical training and basic skills education (contextualized learning), and use team-teaching models that ultimately lead to industry-recognized credentials and opportunities to continue on a career pathway;
- Scale and expand San José Works, a jobs program for at-risk youth, into a year-round initiative—Partnership for Youth Education, Career, and Leadership Development. This involves a multi-agency partnership consisting of AEP, community colleges, The SVO, NextFlex, and work2future focusing on information technology, healthcare, construction, advanced manufacturing, and financial services.
- Work with partners to offer more robust support services, including transportation options, mental health services, services for youth with disabilities, and housing assistance.
- Enhance the partnership with the Vietnamese Community Center to provide an access point for more Vietnamese youth into programs.

- Build in more outreach and supports such as bridge programs, postsecondary education and training at community colleges, and community-based providers to ease transitions between school and work and create on-ramps into regional sectors.
- Work with K–12 partners and employers to hold events at high schools and in classrooms that build early awareness of career pathway options, creating a pipeline of students interested in the target sectors.
- Partner with Silicon Valley Engineering Technology Pathways to provide multiple career pathways from pre-college to employment through science, technology, engineering, and math (STEM) remediation, paid internships, and articulation to four-year degree programs.
- Strengthen the Career Technical Education-focused internship program with East Side Union High School District and NextFlex.

### **Business Services**

The local One-Stop delivery system includes a variety of comprehensive services to employers including: assistance with writing and posting job orders; screening and referral of qualified candidates; training grants for incumbent workers; distribution and analysis of LMI; general and customized job fairs, hiring fairs, and other recruitment events; information regarding tax incentives and other economic development programs; information regarding unemployment insurance and workers' compensation rules; screening and assessment of job applicants; specialized services for immigrant small employers through BusinessOwnerSpace.com (BOS), such as mentoring, translation support, and events like business resource fairs with multilingual support; Rapid Response and/or outplacement services for companies that are downsizing; development of On-The-Job Training (OJT) programs; and development and delivery of customized training. The local One-Stop delivery system has served almost 500 employers to date for the current program year. In addition, BOS partners have provided over 120,000 services collectively to thousands of companies over the last few years. See Sections 3.iv and 3.v below for more information on work2future's plans for enhancing employer and business services in the next two years. Business services are also available in Spanish and Vietnamese.

Additionally, WIOA regulations include several provisions designed to improve accountability and transparency within the workforce system, and measure key employment and educational outcomes, as well as effectiveness in meeting employers' needs. Specifically, the regulations require that services provided to business use common performance indicators. In anticipation of implementation, the business service team has already been recording the necessary data elements.

*ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.*

In the Phase I MOU process, work2future partners identified several key elements to promote service integration to promote smooth transitions in career pathways. These include encouraging use of AJCCs as an entry point into training, identifying service gaps and bottlenecks in the hand-off process, clarifying case management responsibilities of each partner, establishing a common referral process, tracking co-enrollment and sharing of data, and increasing cross-partner training. Several other ideas were generated as part of the local planning process, including strengthening connections to organized labor (for pre-apprenticeship and apprenticeship programs), increased outreach about career paths available, and increased on-the-job training. As part of Phase II MOUs, work2future staff have met with core partners to gather input to ascertain where services are strongest and weakest within the work2future system. We have since identified where partner program services may be co-funded or braided through co-enrollment and where additional services or funding may be needed.

The local board will continue to facilitate the development of career pathways by working with adult schools, local community colleges, and adult education partners to make certain there is progressive

skills development through education and training programs. work2future has recently hired a consultant to provide technical assistance to our staff and partners focused on building career pathways and sector strategies, which will begin in spring 2017. The local board will make certain that each level of skills development corresponds with demand in the labor market and is aligned with industry-valued stackable credentials. We will also take steps to ensure continued input from employers in priority sectors pathways, credentials, curricula, and training structure. work2future will work with training providers to realign curricula in target sectors, provide alternative delivery methods, and increase flexibility for nontraditional students (older adults and those with barriers to employment) to promote smooth transitions from school to work and on-ramps into regional sectors.

*iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.*

Building on information developed through enhanced employer engagement and ongoing LMI research, the One-Stop delivery system will further increase its focus on sector-specific trainings. The new One-Stop operator will be expected to collaborate with training providers to increase the number of industry-recognized credentials that customers can obtain through our ETPL, cohort, and online trainings and to help ensure that those credentials are portable, stackable, and valued by employers in the region.

SBCAE is working on certificate and bridge programs (with formal articulation agreements in place). In addition, the Center for Employment and Training has an existing electrician training program that articulates with an apprenticeship, as well as other coursework eligible for community college credit. We will continue to enhance connections between partner programs and the AJCCs. work2future will also aggressively pursue funding opportunities with our partners to build a system of stackable credentials, such as the California Apprenticeship Initiative. For example, we are collaborating with the community colleges to set up new cohort trainings and to bring their training programs to our target populations. In addition, work2future staff have participated in the Bay Area Community College Consortium's Strong Workforce planning meetings, in order to maximize opportunities for alignment across plans. work2future and education partners are committed to the highest possible level of coordination in preparing the local workforce.

*iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations. AND*

*v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.*

Enhancing employer engagement and meeting the needs of businesses in our Local Area and region is one of the four priorities driving this plan. Below are more details on our strengths and weaknesses with regard to employer engagement.

### **Target Sectors**

work2future has been using sector-based approaches for many years. We utilize real time labor market information from Wanted Analytics, EMSI, EDD Labor Market Division, and Jobs EQ. We also have conducted and commissioned several sector-based studies and targeted analyses to assess trends in

sectors such as construction,<sup>16</sup> advanced manufacturing,<sup>17</sup> and healthcare.<sup>18</sup> All research studies and reports are shared with case managers, participants, external stakeholders, and the WDB Board of Directors. They are also available on work2future's website.<sup>19</sup> In addition to LMI research, work2future relies on direct input from employers through its various employer engagement activities. We have used these analytics to inform the structure and content of our workforce development activities. For example, we collaborated with community college and university partners to offer several advanced manufacturing-related cohort training programs, such as: project management with an emphasis on manufacturing (San José State University); welding basics and laser technology (both through San Jose City College); and information and communications technology project manager and certified production technician (both through Workforce Institute, San José Evergreen Community College District). These training programs are often followed by sector-specific recruiting events. Since October 2015, work2future has served over 300 WIOA participants through a variety of manufacturing-related skill building- and job-related activities.

work2future will enhance this work in the next two years in collaboration with RPU partners, as described in the Regional Plan. In our Local Area, work2future will target efforts in the following sectors:

- **Manufacturing:** The San José metro area ranks second in the nation in manufacturing specialization, with 32 highly specialized sub-sectors of manufacturing.<sup>20</sup> Due to the Silicon Valley's global preeminence in technology, San José's strongest advanced manufacturing subsectors include areas such as manufacturing of semiconductors, computer terminals, and computer equipment; computer storage manufacturing; and surgical and medical instrument manufacturing. In-demand middle-skills occupations in advanced manufacturing in the Local Area include electrical and electronic equipment assemblers, machinists, and electrical and electronics engineering technicians.
- **Construction:** The housing crisis in California in the post-recession era has spurred a building boom in Santa Clara and the region as a whole. Construction is the ninth largest employment sector in Santa Clara County, with more than 38,000 middle-income jobs. Some occupations in construction require multi-year apprenticeships (affiliated with labor unions), while others require vocational education and on-the-job training.<sup>21</sup> We will continue to focus on this sector with our partnerships with NOVA, Working Partnerships USA, and San Mateo County Union Community Alliance in our Prop 39 pre-apprenticeship state funded grants to grow the pipeline.
- **Health Care:** Health care accounts for one in seven jobs in Silicon Valley, and, as in many parts of the country, has shown steady growth. It provides a wide range of occupations at different skill levels. Those that are growing the fastest in Santa Clara County include personal care aides,

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<sup>16</sup> "Building Construction Career Opportunities: A Workforce Development Strategy for Santa Clara County's Construction Industry." Prepared by Craft Consulting Group for work2future, March 2015. Available from: [http://work2future.biz/images/work2future\\_Construction\\_Sector\\_Report\\_Final.pdf](http://work2future.biz/images/work2future_Construction_Sector_Report_Final.pdf) (accessed December 23, 2016).

<sup>17</sup> Yilmaz, Bige. "Snapshot of Advance Manufacturing in Santa Clara County." work2future, June 2013. Available from: <http://www.work2future.biz/images/AdvancedManufacturing.SantaClaraCounty.pdf> (accessed December 23, 2016).

<sup>18</sup> "Healthcare Report." BW Research Partnership for work2future, April 2013. Available from: <http://www.work2future.biz/images/w2f.HealthcareReport.pdf> (accessed December 23, 2016).

<sup>19</sup> Available from: [http://www.work2future.biz/content/labor-market-information\\_research-studies-and-reports/](http://www.work2future.biz/content/labor-market-information_research-studies-and-reports/) (accessed December 23, 2016).

<sup>20</sup> Yilmaz, 2013.

<sup>21</sup> Craft Consulting Group, 2015.

home health aides, licensed practical and licensed vocational nurses, health technicians, and radiologic technicians.<sup>22</sup>

- **Information Technology:** Information technology employs more than 80,000 people in Silicon Valley. The employment concentration in regional industry is so high that it is 277% above the national average. Over the last four years, the employment gain (+57%, ~30,000 jobs) accounted for almost one-third of the national IT employment growth (+3.8%, ~106,000 jobs); over the next four years the industry is projected to grow another 15%. Occupations that are growing fastest include software developers, computer and information systems managers, cyber security, computer systems analysts, and market research analysts. Middle-skill in-demand occupations in IT include computer support specialists, sales representatives, and web developers.<sup>23</sup>
- **Financial Services:** The median annual wage for accountants and auditors was \$91,559 in the first quarter of 2016.<sup>24</sup> Employment of accountants and auditors is projected to grow 16.7% from 2014 to 2024, faster than the average for all occupations.<sup>25</sup> Employment growth of accountants and auditors is expected to be closely tied to the health of the overall economy. As the economy grows, more workers should be needed to prepare and examine financial records.

More details about the regional dynamics of these sectors, including in-demand occupations, are available in the Regional Plan. work2future selected these sectors to focus on in part because each offers promising pathways to upward mobility and self-sufficiency with abundant employer demand for positions with mid-level skills and decent wages, which is in alignment with the State Plan and the board's priorities and vision (Section 2.A.).

### **Small Employers**

Small employers in our local area play a significant role in job creation. According to work2future research, over 40% of new jobs are created by businesses in their first year of operations.

Entrepreneurship also represents an important pathway for some individuals to achieve economic self-sufficiency. As such, work2future has been focused for nearly a decade on small employers; we created BOS to better serve them. BOS is a marketing collaborative of over 27 business-assistance organizations and programs, for example the Small Business Development Center, Service Corps of Retired Executives, The SVO, Minority Business Development Agency, ethnic chambers of commerce, and many others. BOS helps individuals and companies successfully plan, start, and grow by providing access to mentoring, workshops, conferences, financing, and other critical services. Since its establishment in 2007, tens of thousands of individual services and a comprehensive website, available in English, Spanish and Vietnamese, have provided entrepreneurs with access to a wealth of resources. In the next two years, we seek to increase membership in BOS among small businesses and to incorporate more workshops and conferences to promote networking.

work2future has been working with regional intermediary partners to provide participants/members with access to business services, which has helped us reach more small businesses. We will continue to expand these efforts to partner with industry associations and participate in regional business and economic development forums to reach more small firms. work2future will assess and evaluate services annually to make changes according to how labor market and employer needs are evolving.

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<sup>22</sup> BW Research Partnership, 2013.

<sup>23</sup> EMSI, January 2017

<sup>24</sup> Source: EDD, December 2016. *2014-2024 Occupational Employment Projections*, San Jose-Sunnyvale-Santa Clara Metropolitan Statistical Area.

<sup>25</sup> Ibid.

### ***Earn-and-Learn Strategies***

Earn-and-learn strategies are already part of our business services portfolio. We seek to increase our activities in this area not only to respond to employer demand, but also to ensure that we are putting job seekers on a path to greater self-sufficiency, thus promoting upward mobility. work2future's earn-and-learn initiatives include:

- The San José Works program leverages a partnership with school districts and ties with local employers to align local workforce and education systems to benefit schools, employers, and students. Through this program, work2future has established over 300 paid internships in our priority sectors, and will expand learning opportunities for participants, add college credit through dual enrollment with community colleges, and incorporate internships developed in partnership with the SVO and NextFlex.
- work2future has increasingly emphasized the business value to employers of OJT and internships opportunities. As a result, over the last year, we have more than doubled the number of adult OJT placements with key manufacturers and other employers in the region.

In order to expand on these earn-and-learn opportunities, we will focus on developing strategies to overcome limited awareness of the availability and value of earn-and-learn opportunities among both employers and job seekers. For example, the partners plan to expand the San José Works program to multiple school districts in and around San José to build pipelines into regional industry sector pathways. We will focus on improving collaboration in order to better satisfy business and job seeker needs. To achieve this, we will create a formal referral process, increase outreach to businesses to better understand their needs, and enhance our efforts to coordinate business outreach within the region and across partners, reducing duplication of effort. OJT will also play a prominent role in our strategy to expand earn-and-learn opportunities that increase access to regional sector pathways.

### ***Business Engagement to Meet Business Needs***

The work2future board and policy and advisory boards established by partners play an important role in setting the agenda and tone for business engagement, which is one of the board's top priorities in the next two years (Section 3.A.). The work2future board recently made new appointments strategically chosen to increase business leadership and participation in committees and subcommittees. The board sees employer advisory groups as critical to making informed decisions on how to allocate resources to best address business needs, and, thus, it will explore augmenting the advisory groups in the next two years to align with priority sectors and growth occupations. Additionally, staff are continually engaged in LMI research, and are frequently meeting with business leaders as we market cohort training programs in priority sectors.

Some organizations already working with work2future include: Silicon Valley Leadership Group, The SVO, ethnic chambers of commerce, Silicon Valley Economic Development Alliance, NextFlex, Manex, staffing agencies, industry associations, and business incubators. We are also engaged in several local and regional employer engagement initiatives that we can continue to build on to enhance business engagement, such as the Slingshot Initiative (focused on employer's tech skill needs), the Manufacturing Roundtable, the Chamber's business engagement group, and advisory groups established by the regional Community College districts. The board will continue prioritizing getting more participation from sectors that are expanding and the target industry sectors, with the aim of aligning training programs and training decisions with up-to-date, demand-driven information (ultimately improving performance outcomes). As detailed in the Regional Plan, we are also organizing regionally to collect and share LMI from a variety of third-party data sources to develop a regional approach to using LMI to

inform business services, such as using EconoVue and Dun & Bradstreet data to identify firms in the target sectors that are most likely to be hiring middle-skill workers.<sup>26</sup>

We continue to collect data on a regular basis to identify employer needs for talent, as well as which industries anticipate growth, and determine the extent to which the talent pool meets employer requirements. To collect LMI directly from employers and employer organizations, we will focus on identifying skills gaps, understanding hiring needs, ascertaining which types of training employers are willing to pay for, and identifying credentials local employers value that can be aligned with career pathways. Relationships created with businesses can provide access to job leads and earn-and-learn opportunities. Good workforce intelligence is critical to periodic evaluations of the workforce system as a whole and is the basis for continuous improvement opportunities.

*vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.*

work2future works extensively in conjunction with local and regional economic development agencies to support and address employment and training needs of current and potential businesses. The following efforts will be made to further strengthen coordination between work2future and its economic development partners:

- We will continue to work with local and regional economic development agencies, chambers of commerce, and other economic development entities (such as the Manufacturing Roundtable, Silicon Valley Economic Development Alliance, Innovations Hub, City of San José OED, and BOS) to identify and respond to emerging needs/growth so that future workforce needs are more effectively incorporated into workforce service delivery strategies and training programs.
- We will increase our emphasis on sharing real-time information on employer workforce needs between our economic development, business services, service providers, and training provider partners, to ensure that the workforce development system is responsive to rapid shifts in demand.
- work2future, the City of San Jose OED and other economic development agencies will intensify coordination of business outreach, especially at the frontline staff level, by holding quarterly meetings of frontline business services team staff and OED economic development officers.

work2future was recently engaged in the development of the Association of Bay Area Government's (ABAG) Comprehensive Economic Development Strategy for the San Francisco Bay Area, offering feedback on the strategy to ensure alignment with our Local and Regional Plans. For example, the strategy emphasizes career paths to middle-wage jobs and the reduction of housing and transportation barriers. ABAG's comprehensive strategy will serve as a key overlay to understanding and anticipating the continuing evolution of the regional economy.

*vii. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.*

Unemployment (UI) programs in the work2future area include the state's Personalized Job Search Assistance program, Trade Adjustment Assistance (TAA) program, Reemployment Services and Eligibility Assessment (RESEA), Youth Employment Opportunity Program; and veterans program. State Rapid Response teams, in coordination with work2future's Rapid Response teams, provide services to

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<sup>26</sup> EconoVue is presented in a user-friendly way that staff with minimal technical expertise can navigate, and it includes employer contact information and syncing capabilities with MailChimp. In the next two years, work2future will leverage Dun & Bradstreet insights via the EconoVue visualization and outreach platform to inform our efforts to develop effective sector strategies initiatives at a regional level.

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. work2future staff currently co-enroll all TAA claimants into the WIOA program at the North San José center where potential participants are fully notified of services available to supplement their TAA training.

Areas of opportunity exist for enhanced integration of the UI program into the One-Stop delivery system, including:

- Ensuring claimants meet eligibility requirements (e.g., searching and registering for work as required by state law; participating in re-employment services as required under RESEA). Each AJCC with UI staff presence will provide a WIOA orientation to RESEA participants for their reemployment service needs.
- Increasing emphasis on effective services to veterans who file for benefits through a new effort to serve participants in the Unemployment Compensation for Ex-Service members (UCX) program. UCX claimants make up a significant portion of the veteran population in need of reemployment services, so this focus will create a strong collaboration between the UI program and the WIOA program.

### **3.D. Required information pertaining to America’s Job Centers of California<sup>SM</sup> (AJCC), including the following State Plan requirements for Local Plans:**

*i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.*

The vision for the local workforce system is the creation of a comprehensive, coordinated, and collaborative working group comprising core partners, whose primary purpose is the implementation, monitoring, and management of the products and procedures for the delivery and improvement of core/universal services. Membership represents all partners.

To ensure continuous improvement and quality service delivery to local employers, jobseekers, and incumbent workers, work2future requires contractors to meet performance goals that are outlined in their contracts, and that are consistent with WIOA performance indicators and goals established for the Local Area (see Section 3.G. below). In addition, work2future conducts ongoing job seeker customer (WIOA participant) surveys to gauge customer response to services provided. Data from approximately 200 survey responses each month inform improvements to services and processes. To ensure employment needs of job seekers are met, work2future has established a technical support team that meets bi-monthly to review and assess service providers’ data.

All organizations receiving grants from work2future must collect and maintain accurate data on all programs and services, including programmatic and fiscal information. For providers serving WIOA customers, jobseekers and businesses, work2future maintains complete programmatic and fiscal information, including individual-level demographic data, services, and outcomes. Using these data, the work2future contracts department conducts desk reviews of program and fiscal activities. Staff also conduct on-site monitoring of service providers, which may include but is not limited to site visits to contractor and partner program facilities, detailed interviews with program and fiscal service provider staff, interviews with businesses and participant participants, and onsite document reviews. Information collected is used by work2future staff to identify best practices and opportunities for additional staff training or peer-to-peer assistance from a high-performing service provider.

To assist service providers with continuous improvement and ensure that they are meeting the needs of employer and job seeker participants, work2future maintains an intranet site, called OneStopPartners, that board staff can use to communicate with service providers. This site contains valuable resources including policies and procedures, training materials, and monthly data reports from CalJOBS. Service providers are required to access the CalJOBS monthly report prepared by the work2future MIS unit, reconcile it with their own records, and ensure that the data are accurate, current, and valid. Once reconciliation is complete, verified data are reported monthly to the director and analyzed by work2future staff to address employment and training inefficiencies and service gaps among providers.

*ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means*

To provide access to AJCC services to the rural residents of the southern portion of the Local Area, work2future has satellite centers in Gilroy and Morgan Hill that offer WorkKeys assessments, workshops, training, and case management activities. To further improve access to training among rural jobseekers, work2future has recently procured additional online training resources to increase the numbers and types of training available to remote participants. Depending on jobseekers' responses to the available online training modules and employers' workforce needs, work2future may procure additional online training providers and modules.

*iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding 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*

Currently, 8% percent of work2future's overall participants—14% of our youth participants—have some type of disability. All local AJCCs have been certified as Americans with Disabilities Act of 1990 (ADA) compliant, and each center has specialized parking spaces, access ramps, computer stations, and adaptive technology equipment to serve individuals with disabilities.<sup>27</sup> AJCC Staff are also well-versed in the use of adaptive technology and utilize assistive technology devices to serve persons with disabilities and make every effort to serve individuals with disabilities so that we can increase programmatic accessibility of facilities. It is the policy of work2future to provide printed materials in alternate and accessible formats upon request. work2future policy also states that AJCC staff and partners must consider the needs of the individual when determining what alternate format or auxiliary aid or service to provide.<sup>28</sup> With advance notification from the participant, AJCC will arrange, free of charge, for on-site American Sign Language interpreters for appointments, AJCC-sponsored events, and workshops.

While funding is not currently available to hire a specialized disability coordinator, work2future's Phase I WIOA MOU partners agreed to ensure that all policies and procedures at physical AJCC service delivery access points continue to be in compliance with the ADA. Additionally, AJCC partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 C.F.R. Part 37, and all other regulations implementing the aforementioned laws. To ensure physical and programmatic accessibility, all partners are required to complete a yearly questionnaire outlining how their facilities and service delivery mechanisms meet ADA standards.

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<sup>27</sup> A California State Architect conducted an Employment Development Department co-location ADA assessment in January 2017 and noted six deficiencies that the work2future board is currently working to address.

<sup>28</sup> These accessible formats can include an email or CD containing the document in plain text, word processing format, HTML, or special formats that can be accessed with screen reader software.

To improve service delivery to individuals with disabilities, work2future and DOR are coordinating an annual event where DOR staff provide half-day training for AJCC staff and partners. This effort will launch in July 2017 and will focus on sharing information on appropriate intake and assessment practices for AJCC staff, disability etiquette and privacy protocols, and the Equal Opportunity monitoring tool that grantees can use at their agency to insure the physical accessibility of facilities.

As discussed in the Regional Plan (Section 2.H.E.), work2future partners have committed to offering joint staff training and professional development activities across the region (through several possible methods of sharing the cost of delivery), particularly related to serving people with disabilities. Collaborating to share the costs of training will enable us to offer more trainings on different types of disability, accessible technologies, partner services, privacy protection, coaching job seekers on disability disclosure with employers, and disability etiquette.

*iv. Provide a description of the roles and resource contributions of the AJCC partners.*

The full list of AJCC partners is in Section 3.N. Partner roles and co-location of programs in each AJCC are described in Section 3.B.i. The parties involved in the MOU work group and the MOU development process are described in Section 3.C.i. Their involvement in the Local Plan drafting process is described in Section 3.J. The MOU work group is still negotiating resource contributions and cost-sharing under WIOA as part of the Phase II MOUs. The Phase II MOUs are then scheduled to be sent to the state by September 1, 2017.

*v. Include an appendix in each Local Plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system.*

Copies of Phase I MOUs are in Appendix 3.1. work2future does not have any cooperative service agreements at this time.

*vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their Local Plans their strategies to provide Indian and Native Americans equal access to AJCC services.*

Santa Clara County has a very small population of Native Americans, an estimated 9,600 individuals (0.05% of the overall population). As a result, there are no Section 166 grantees in the Local Area. However, we have a strong relationship with the Indian Health Centers of Santa Clara County, where we can refer Native American participants with health issues; they also refer individuals to WIOA services.

*vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their Local Plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.*

According to the California Employment Development Department (EDD), there were 3,499 migrant and seasonal farmworkers in Santa Clara County in 2014.<sup>29</sup> Many are homeless families living in sub-standard housing in migrant camps in the county's rural southern region. The Center for Employment and Training (CET), a non-profit economic and community development corporation, is our migrant and seasonal farmworker (MSFW) grantee and administers Community Service Block grants. Since its founding in 1967, CET has served migrant and seasonal farm workers. Over time, CET's focus has expanded to other hard-to-serve populations as well. CET provides MSFW outreach, intake, orientation; assessment and IEP; financial literacy; occupational training; wrap-around supportive services and emergency supportive services. work2future works closely with CET and has established a referral system to ensure access that migrant and seasonal farmworkers have access to AJCC services. In addition, we work closely in our South County service area with EDD's MSFW Outreach Program that provides services to the agricultural community statewide. The program specifically targets agricultural employers and workers classified as migrant, seasonal, or migrant food-processing

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<sup>29</sup> EDD, Quarterly Census of Employment and Wages, 2014.

workers as defined by federal law. Through this program, EDD provides a full range of employment services to farmworkers who do not have access to services through the normal intake process within the AJCC system.

*viii. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.*

We are working diligently to strengthen the connection between our AJCCs, CTE, and training providers, including the SBCAE and the California Community Colleges Strong Workforce Initiative. Strengthening these relationships will provide more on-ramps for local job seekers who access services at AJCCs to transition smoothly from training to employment somewhere in the region, ideally with self-sufficient wages and a stackable credential. A key part of our strategy is to further the connections between local and regional workforce systems. We are able to build on our previous collaboration efforts such as Slingshot and career pathways programs at the community colleges. For example, working with East Side Union High School District, we have initiated a career pathway on-ramp to a community college program where career exploration (e.g., career inventories, field trips, and job shadowing) and LMI allow youth to explore emerging industry fields and visit colleges, technical schools, and businesses.

work2future is also working with the other Bay-Peninsula RPU workforce boards, the EDD LMI Division, and a variety of third party data tools to develop a regional approach to sharing and analyzing LMI so that we can coordinate outreach for regional sector employers. We are committed to regularly collecting data across the region to identify employer needs for talent, as well as industry growth, and to determining the extent to which the talent pool meets employer requirements. We envision this collaborative LMI effort will ultimately help connect job seekers in our local AJCCs to labor markets in the region; it is a first step towards collaborating across the RPU to provide on-ramps into sector pathways. For example, if a job seeker has an interest in the financial sector, and San Francisco has more engagement with financial sector employers and there are more financial sector positions in that area, we will eventually be able to share information with our job seekers so that they can more readily apply to positions in other parts of the region that better meet their needs.

In the next two years, we will also focus on developing a communication platform for frontline staff from WIOA and EDD (Wagner-Peyser) across the local boards in the RPU to stay informed about training, earn-and-learn opportunities, and sector-specific training cohorts taking place throughout the region. This communication platform will help us ensure that if a job seeker comes into one AJCC, they can still access training that will benefit the participant.

### **3.E. Required information pertaining to specific programs, populations, and partners**

*i. Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.*

Please refer to Section 3.C.vi. for a discussion of coordination with economic development activities and to Section 3.C.v., “Small Employers,” for a discussion of our BOS program.

*ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

Please refer to Section 3.C.i., “Job Seeker Services” and “Training Services.”

*iii. Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.*

work2future has become a statewide leader in supporting layoff aversion activities. We have built a partnership with Urban Explorer, EDD, and Dun and Bradstreet to provide California's 46 WDBs an innovative and unique layoff aversion tool, EconoVue. Key features of this software include the ability to conduct industry analyses using Dun & Bradstreet data to identify firms likely to lay off workers and, therefore, to engage proactively with these firms to avert or lessen the impact. Dun & Bradstreet provides early warning data in the form of a financial stress score, and the names of the top five firms at risk of a major layoff are provided to the board.

The work2future Rapid Response team, based in the work2future administration offices, is the primary entity charged with coordinating Rapid Response activities in the Local Area. This team provides services to employers and workers affected by layoffs and mass closures occurring throughout the Local Area. Local Rapid Response team members make initial and follow-up contacts with employers, provide referral services to economic development agencies, work closely with referrals from the City of San José OED and the Silicon Valley Economic Development Association, document visits and communicate to appropriate local and State agencies, conduct reemployment orientations and workshops, and facilitate the transition of workers into training and job development activities offered by the local AJCC system. Regional Rapid Response representatives (the Bay Area Rapid Response Roundtable) are responsible for coordinating all Rapid Response sessions and the ensuing transitional services for affected workers.

In addition, work2future will take steps to conduct more outreach to regional target sectors about California's Work Sharing program, which allows employers to avoid layoffs by reducing the hours of employees and compensating them for lost hours with UI benefits. Awareness and use of this program is historically concentrated in the manufacturing sector, but evidence from the State of Washington suggests that targeted marketing can reach a broad array of sectors, especially those that employ highly skilled workers who employers do not want to lose—highly relevant for Silicon Valley employers.<sup>30</sup>

*iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.*

For a description of overall youth-related workforce development activities, refer to Section 3.C.i., "Youth Services."

For the approximately 14% of work2futures youth participants who are disabled, we have developed a two-path service model that begins at intake. For those with Individual Education Plans (IEPs), AJCC staff work with the youth and instructional staff to obtain accommodations, such as additional time on tests, readers, technologies, etc. Those who do not have IEPs must provide alternative documentation of the disability. Once verified, AJCC staff accommodate the participant. AJCC staff also refer youth with disabilities to area organizations for additional services, depending on the nature and severity of the disability, including HOPE Services, Goodwill, Project Hope, Momentum for Mental Health, Asian Americans for Community Involvement, Rebecca Children's Services, Silicon Valley Independent Living Center, DOR, and Project HIRED.<sup>31</sup> Moving forward, work2future partners will work with DOR and other partners to improve the connection and hand-off between AJCCs and DOR so that youth can take

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<sup>30</sup> Balducchi, D., et al. "Employer Views about the Short-Time Compensation Program: A Survey and Analysis in Four States." Prepared by IMPAQ International for the U.S. Department of Labor, September 30, 2015. Available from: [http://wdr.doleta.gov/research/FullText\\_Documents/ETAOP-2016-01\\_Final-Report-Acc.pdf](http://wdr.doleta.gov/research/FullText_Documents/ETAOP-2016-01_Final-Report-Acc.pdf) (accessed December 23, 2016).

<sup>31</sup> Project HIRED guides job seekers with disabilities to find and sustain meaningful employment through an array of services designed to promote self-sufficiency and independence, remove barriers, and help participants build successful careers.

advantage of DOR's new services for students with disabilities, including early work experience, summer vocational programs, and self-advocacy training.

*v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.*

work2future and our adult education partners (AEP) are committed to improving collaboration and integrating services so that youth and job seekers can achieve economic self-sufficiency in an area with one of the highest costs of living in the nation. A member of the AEP board serves on the work2future board; AEP has been involved in the MOU development process; and work2future staff attend the SBCAE meetings. In August 2016, the AEP also gave work2future partners the opportunity to review and comment on the SBCAE annual plan. In February 2017, we attended the SBCAE Governor's meeting to share progress on projects that have an impact on adult learners in our community. AEP currently provides multiple points of entry for students along several career pathways, which will allow for greater referrals and outreach to potential AJCC participants as the partnership strengthens.

We have identified several possible strategies for improving the connection between AJCCs and secondary and postsecondary education programs, including co-location, newsletters, informational meetings, and cross-training of AEP and AJCC staff services. The specific steps to be taken will continue to be worked out during the development process for the Phase II MOUs in 2017. In the next two years, our goals for enhancing coordination with AEP are to:

- Clarify the protocol for assessing adult education needs at AJCCs (and other points of service) and making appropriate referrals for services;
- Increase co-location of adult education services in the local AJCC access point system; and
- Provide career awareness materials and/or workshops prepared by workforce development staff to AEP so that AEPs can expose adult education students to career opportunities and facilitate referrals to AJCCs and other workforce development programs.

We are currently seeking funding and resources to collaborate with our K–12 education partners to create new bridge programs from high schools to workforce services. For example, we are reviewing SBCAE's consolidated application for state Title II adult education funds. Because SBCAE is applying as a consortium of high schools, AEP, and community colleges, bridge programs will be much easier to implement into a pathways framework, with clear integration opportunities for literacy and adult education to be woven into existing and emerging training.

*vi. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.*

Transportation is one of the most significant barriers for our participants and consequently has been and will continue to be a major focus for us. For example, work2future partners have worked with the Valley Transportation Agency's Outreach program to provide services to individuals who are unable to secure their own transportation to vital services such as medical appointments and employment. Additionally, WIOA Title I programs provide transportation and other support services, based on program and funding availability, to assist enrolled participants in overcoming barriers to employment. (Transportation options included in WIOA supportive services are described in Section 3.C.i.) If WIOA is unable to provide a particular service, participants are referred to other core partners. Where possible, AJCC staff facilitate the connection between the partner agency and the participant.

Other work2future partners also offer transportation assistance in the Local Area, and we will continue to coordinate with them on programs such as Guarantee Ride Program, Bike to Work Program, Mileage and Bus Pass Cost Reimbursement, Transit Assistance Program, Transportation Information for Santa

Clara County, California Low Cost Auto Insurance Program, Peninsula Family Services, and Ways to Work.

*vii. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.*

The role of Wagner-Peyser Act services in the work2future workforce system is covered in the overview in Sections 3.B. and 3.C. Employment services are currently concentrated in the North San José Job Center (a standalone office administered by EDD) and 2.5 FTE staff from EDD are co-located at our Morgan Hill AJCC. Moving forward, we are committed to increasing the presence of Wagner-Peyser staff at our other AJCC locations, especially the comprehensive AJCC (San José AJCC) and we have been working with our EDD partners in MOU work group meetings to determine next steps.

Historically, two of the barriers to co-location were the need to ensure that the AJCCs are seismically sound and the need for full ADA compliance before EDD can co-locate staff there. The state architect visited our comprehensive AJCC on January 12, 2017, and determined that the center was seismically sound and ADA compliant.<sup>32</sup> We will work with EDD to produce a plan for streamlining and integrating services to reduce duplication of services and to make it easier for hard-to-serve individuals to navigate the service delivery system.

*viii. Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the Local Plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the Local Plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.*

Local adult schools and work2future, with our regional partner, NOVA, are exploring how the alignment of WIOA and AEP programs will expedite better WIOA outcomes. We believe the role of AEPs in our Phase 1 MOU and their ongoing role as core partners under WIOA in the AJCC system will allow us to develop smoother transitions for basic skills-deficient students to move on to job training and work, as well as offer potential data integration opportunities to further smooth out such transitions.

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

work2future goals related to improving integration between WIOA Titles I and II include:

- Having local AEPs fill out a consolidated application for new WIOA Title II funding through SBCAE, which will include braiding Title I and Title II resources; and

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<sup>32</sup> Although the architect determined that the AJCC was ADA compliant, he also noted six minor deficiencies that the work2future board is currently determining how to address.

- Establishing the local AEP consortium as an entry-point into the AJCC system and increasing the amount of shared resources between AEPs and other AJCC partners and programs.

For further information on coordination between WIOA Title I and AEP, refer to Section 3.E.v. above on secondary and postsecondary coordination.

*ix. Provide a description of the services that will be provided to limited English proficient individuals. These services be should specifically detailed in any sections of the Local Plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities.*

Ten percent of work2future participants self-identify as having limited English proficiency. However, it is likely that this is an underestimation of the LEP population actually served.<sup>33</sup> work2future and our partners have staff who are fluent in Spanish, Vietnamese, and other languages to serve participants with limited English. Sections 3.B. and 3.C. include examples of these services. Section 3.B. highlights our commitment to enhancing connections with the Vietnamese community through the recent arrangement to co-locate services at the Vietnamese American Community Center.

One strategy for enhancing work2future services to limited English populations in our Local Area is to expand training options targeted at LEP populations for specific sector-based trainings in order to provide contextualized language learning. One of our training providers, the Center for Employment and Training (CET), already does this with Spanish-speaking individuals by pairing contextual learning and competency-based skills training. For example, their CNC machining technology program prepares students for entry level positions, with vocational ESL (Spanish) as part of the program to assist students in overcoming job-specific language barriers. We are also working with our community college and adult education partners to share and coordinate resources for serving LEP participants.

A second approach is explicitly to work with adult education and postsecondary partners to make hand-offs between basic skills and ESL offerings and further training/education more accessible for individuals with limited English proficiency. For example, work2future’s WIOA Title I programs have already developed a clear process with AEPs to refer English learners to AEP programs, depending on the participant’s level of proficiency. As part of this process, WIOA Title I staff members refer participants and individuals who are not WIOA Title I eligible to ESL classes provided by AEPs and CBOs, such as ConXion, Vietnamese Voluntary Foundation, Catholic Charities of Silicon Valley, Economic and Social Opportunities, Inc., and the Southeast Asian Community Center. These agencies provide on-site evening ESL classes and provide an *Introduction to Computers* class for Spanish speakers. In addition, in Section 3.C. we described how we plan to build on a local best practice of using Google Translate to translate intake forms into multiple languages with ease. We would like to make this available at all of our access points.

work2future also participates in an initiative known as ALLIES, a coalition of ESL educators and community partners serving the two-county Silicon Valley region. Its mission is to support student success through pathways between adult schools and community colleges. The Silicon Valley Community Foundation was a catalyst for ALLIES and continues to provide funding. Core participants are ESL providers from the adult education schools, community colleges, and community groups, including WDBs. One of the most important activities of ALLIES has been to coordinate the ESL Providers’ Network (EPN), a coalition of ESL providers from San Mateo and Santa Clara counties that meets twice a year to share best practices and discuss future directions for the overall effort. Local partners, including AJCC partners, collaborate between sessions on specific partnership initiatives.

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<sup>33</sup> It was not possible to break down the LEP population by specific languages because of the high share of records with “N/A” entries in that field, indicating substantial data gaps in CalJOBS.

### 3.F. Relevant information pertaining to grants and grant administration

*i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).*

The mayor of San José serves as the chief elected official for the Local Area and has designated the City of San José's OED as the fiscal agent responsible for disbursement of all funds, including WIOA Section 107(d)(12).

*ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

The City of San José maintains a fair and open process for awarding contracts and sub-grants to CBOs and other eligible parties utilizing a competitive RFP process that requires both a technical and business proposal. The city has established an administrative framework to ensure integrity in the procurement and contracting process by developing a robust RFP process that clearly describes the services being procured; criteria respondents must meet; expected performance and reporting requirements; proposal submission requirements, including allowable forms of communications with the RFP contact in the solicitation; proposal scoring rubrics; and a process applicants can use to protest a funding decision.

work2future uses the City of San José's WebGrants system to manage WIOA service provider RFPs. WebGrants is a one-stop system for advertising procurements to over 3,000 users representing over 1,700 organizations. Organizations apply for procurements through the system and it records and tracks awarded grants. It ensures an open and transparent system for WIOA RFPs. For each RFP, city staff hold a forum to share information about the RFP to ensure that a wide distribution of potential applicants is reached and public comment is solicited before a final RFP is distributed. Once an RFP is officially issued, all communication between the various parties must be conducted in writing and directed to the RFP contact in the solicitation. All written inquiries are addressed, provided that they are made within the required period of time. Responses and additional guidance is posted on WebGrants to give bidders a chance to incorporate additional guidance/clarification into their proposals. In addition, work2future hosts a technical assistance conference to provide an overview of the RFP, clarify programming and technical requirements, and address applicants' questions.

All proposals must be submitted electronically to WebGrants to ensure that submission deadline requirements are met. Proposals received by the deadline are reviewed to ensure they meet minimum qualifications. Those that do are submitted to an evaluation team that receives detailed instructions for evaluating the proposals. A standard scoring rubric is created for each RFP and posted on WebGrants, so evaluation team members can assign a point value to each proposal. The team also assesses financial documentation submitted with each proposal. WebGrants calculates a score based on evaluation team members' rubrics, and a recommendation is submitted to the work2future Board of Directors for approval. Proposers are notified electronically of their proposal status. work2future initiates a formal contract with awardees.

### 3.G. Relevant information pertaining to performance goals

*i. The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.*

#### **WIOA Performance Goals**

Following the guidance in EDD WSD-149, the Bay-Peninsula RPU met several times to discuss the local workforce development area performance indicators and determined appropriate goals for each board

for these measures. We used the state-level goals as a baseline for our determinations, and then each of the boards shared their own assessment of what our local goals should be, based on past and current performance goals and data from CalJOBS and third-party systems to analyze program participant data by participant type, barriers, and LMI. Following these discussion and assessments, RPU representatives from each local WDB met with California Workforce Development Board staff in August 2016 and negotiated our performance goal. The performance goals listed in Figure 3.iv have been negotiated and approved for the work2future Local Area and will be used to measure performance of the AJCC delivery system and service providers.

When planning and negotiating our levels of performance, work2future takes into account the following: actual versus planned, historical levels of performance, by how much we exceed our goals, and ongoing performance management (monthly and quarterly updates).

**Figure 3.iv: work2future Title IB Negotiated Performance Goals**

PY 2016–17 Performance Goals			
	Adults	Dislocated Workers	Youth
Employment Rate 2nd Quarter After Exit	57.5%	63.4%	62.4%
Employment Rate 4th Quarter After Exit	55.0%	62.00%	64.2%
Median Earnings 2nd Quarter After Exit	\$5,340	\$8,425	BASELINE
Credential Attainment within 4 Quarters After Exit	48.0%	60.0%	50.0%
PY 2017–18 Performance Goals			
	Adults	Dislocated Workers	Youth
Employment Rate 2nd Quarter After Exit	58.0%	64.0%	62.4%
Employment Rate 4th Quarter After Exit	55.0%	62.0%	64.2%
Median Earnings 2nd Quarter After Exit	\$5,550	\$8,425	BASELINE
Credential Attainment within 4 Quarters After Exit	48%	60.0%	52.0%

We shall continue to monitor and share our performance with the board on a quarterly basis. Although, under WIOA, the State’s minimum threshold was 80%, our board set our performance expectation at 100%. Under WIOA, we will continue to strive to achieve this high standard.

***Fiscal Agent Performance***

work2future undergoes monitoring by state auditors, external auditors, and City of San José internal auditors to ensure that our internal control systems are in place and functioning well. In addition, work2future has read and adheres to state guidance directive WSD16-13 to ensure that all expenditures are submitted accurately and on time to CalJOBS on a monthly and quarterly basis. work2future also

regularly monitors sub-recipients (including WIOA Title IB contractors and, in the future, the operator) and ensures that any necessary corrective actions are implemented. This is essential to verify that controls are operating properly. Required reconciliations, confirmations, and exception reports provide this type of information. Bank reconciliation is done on a monthly basis by city finance staff and reconciliation between systems is performed by work2future fiscal staff on a regular basis. work2future has established internal controls and adheres to the City of San José policies and procedures in key financial and program areas that include but are not limited to: budgeting, cost allocation, vendor disbursement, financial reporting, information systems, travel, cash management, purchasing and contracting, property management, personnel and payroll, and participant-related payments.

#### ***Performance of WIOA Title IB Providers***

The work2future board requires monthly numerical reports and quarterly narrative reports. work2future also engages in monitoring activities that may include but are not limited to: site visits to contractor and partner facilities, interviews or surveys of program participants, review of financial and organizational documents, and group training meetings among grantees. These monitoring reports are shared with the board. work2future supports its grantees by providing timely technical assistance to continuously improve their practice, programs and services, capacity-building activities in a variety of subjects related to quality assurance and program improvement. These include operational requirements, program practices, and quality standards.

#### ***Plans for Monitoring AJCC Operator Performance***

At the time of writing, work2future was in the process of developing an RFP for the competitive procurement of the Local Area's AJCC operator, with an expected release date in late winter to early spring 2017. Once a provider has been selected, work2future will monitor the operator monthly and provide reports to the SJSVIN board for review.

### **3.H. Relevant information pertaining to federal High Performance Board (HPB) efforts**

*i. Identify the actions that the local board will take toward becoming or remaining a high performing board, consistent with the factors developed by the State in accordance with the requirements of WIOA Section 101(d)(6).*

On February 12, 2014, the EDD certified work2future as a High Performance Board. As such, we will continue to make progress related to the state's seven strategies, which will include policies regarding the coordinated provision of integrated services through the local delivery system, such as:

- Assessing the effectiveness and continuous improvement of AJCCs by tracking progress on achieving the priority goals and strategies set forth in this plan.
- Clearly articulating the appropriate roles and contributions of all of the entities that carry out work2future partner programs within the Local Area, including developing approaches to facilitating equitable and efficient cost allocation for the AJCC system, and by meeting with stakeholders, vendors, and participants to insure a sound delivery system.
- Maintaining a continual board member development program in order to keep members engaged, informed, and up-to-date on all things WIOA-related.

We will strive to continue our status as a High Performing Board through strict adherence to the strategies, policies and partnerships outlined in this Local Plan. In addition, the board of directors will continue to provide the guidance and additional oversight needed to maintain high quality of service. We strive to maximize return on taxpayer funds and to manage resources responsibly with the highest fiscal and programmatic standards.

*ii. Identify how the Local Board will assess the effectiveness and continuous improvement of AJCCs*

work2future will ensure that the AJCC system adheres to our philosophy of high performance work by focusing on continuous quality improvement aligned with the four priorities set forth in Section 3.A.ii. work2future is also committed to enhancing the level of regional collaboration, especially as it applies to the development of regional sector strategies, setting up data and communication platforms necessary to support regional coordination, and streamlining service delivery and staff professional development strategies to be more participant-focused.

Program operators are given monthly performance reports that include planned versus actual numbers for participants, exits, placements and expenditures, and that are used to shape day-to-day operations. Data are used to make changes to contract goals and to formulate corrective action plans, where appropriate, when performance is deficient.

work2future will continue to strive for continued quality improvement by:

- Reviewing monthly and quarterly performance indicator reports to ensure that the rates meet or exceed targets. Measures that fall below target levels lead to an investigation of the probable cause. A corrective action plan is put in place once the reasons for deficiency are found. Staff report the corrective actions to the executive director.
- Using reporting tools on a quarterly basis to monitor Local Area service delivery performance.
- Continuing to conduct quarterly job-seeker and employer satisfaction surveys and interviews to provide feedback to service providers and the board and improve service delivery strategies.

*iii. Identify how the Local Board will comply with State-issued AJCC policies specified in the following policy directives:*

**WSD15-14 - WIOA Adult Program Priority of Service**

Section 3.C.i., “Jobseeker Services,” provides an overview of our policy on priority of service and the official work2future Priority of Service policy is in Appendix 3.3. With respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills-deficient. Priority of service status is established at the time of eligibility determination and does not change during the period of participation.

Generally, there are no special eligibility requirements for participation by adults in career services under WIOA Section 134(c)(2). However, if the career services provided include services under WIOA Section 134(c)(2)(A)(xii), priority must be given to recipients of individualized career services 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 recipients of public assistance, other low-income individuals, or individuals who are basic skills-deficient.
3. Veterans and eligible spouses who are not recipients of public assistance, other low-income individuals, or individuals who are basic skills-deficient.
4. Other individuals who are not recipients of public assistance, other low-income individuals, or individuals who are basic skills-deficient.

Local WDBs may establish additional priority groups (e.g., residents of the Local Area, individuals with disabilities, ex-offenders, etc.). If any additional priority groups are established, they will be identified in

the local policy. The statutory priority applies only to adult funds for individualized career services, as described in §680.150(b), and training services. Funds allocated for dislocated workers are not subject to this requirement.

### ***WSD15-12 - WIOA Phase I Memorandums of Understanding***

Please refer to Section 3.C.i. for an overview of our WIOA MOU Phase I development process and partners engaged. work2future finalized and submitted our WIOA MOU Phase I on June 29, 2016.

### ***WSD16-09 - WIOA Phase II Memorandums of Understanding***

WIOA Phase II MOUs are currently under development. work2future partners have met several times in Fall 2016 and will adhere to the following schedule, moving forward:

- March 15, 2017: Phase II Work Group Meeting
- June 20, 2017: Progress Report Due
- September 1, 2017: Phase II Local MOUs due to the state
- January 1, 2018: Implementation of Phase II MOUs by Local Area

The above schedule is subject to changes based on state and federal guidance and any changes that may be issued to the MOU development process.

## **3.I. Relevant information on training activities**

*i. The Local Plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the Local Plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed participant choice in the selection of training programs regardless of how the training services are to be provided.*

Training services are provided in a manner that maximizes participant choice for both career goals and selection of eligible providers for such services. work2future funds training contracts using both Eligible Training Provider List (ETPL) and direct contracts with providers. The Individual Training Accounts (ITAs) are used with ETPL-approved training providers to provide training services. The work2future training policy and associated high-demand training list, which is based on continuing LMI research and employer feedback, emphasizes a focus on our priority sectors (advanced manufacturing, healthcare, information technology, construction, and financial services), thereby ensuring that only high-demand occupational training programs are funded utilizing WIOA resources. Exceptions are made only when unique circumstances justify otherwise, which requires a waiver from board staff. Currently, work2future also has direct contracts with community colleges for cohort programs that are not included on the ETPL but are relevant to our priority sectors and has plans to add new contracts with training providers to offer more cohort trainings. work2future monitors performance of training providers and programs that are not on the ETPL through the terms of the contract, including placement performance.

To ensure participant choice in training activities, staff ensure training options can be explored by each participant at his/her discretion. Every participant has a Training Plan that is reviewed, signed, and serves as documentation of a participant's intentions going forward.

## **3.J. Public transparency, accessibility, and inclusivity information**

The development of this Local Plan was done with the participation of a variety of stakeholders, including our Phase I and Phase II MOU work group, which was charged with creating Local Area MOUs that established cost-sharing, co-location agreements, referral processes, and presence at our AJCCs. It included representation from each of the core partners and included non-core partners that represent target populations meant to be served under WIOA. (see Section 3.C.i., "Memorandum of

Understanding Process,” for a list of MOU work group participants.) While formed with the specific task of creating MOUs, this group also took on the task of responding to the state’s guidance for local planning entities; specifically, the group discussed how to meaningfully align services and create real on-ramps from local AJCC’s to the region’s career sector pathways.

In December 2016, the work2future board met to discuss the Local Plan and stakeholder engagement efforts. At that meeting, mandated partners from DOR, EDD, Job Corps, Santa Clara County Social Services, Sourcewise, local Section 166 federal grantees, representatives from local labor organizations, businesses, and the representatives from the local chamber of commerce were also present. We conducted outreach to additional stakeholders by phone, email, and in-person contact.

Additional stakeholders, including CBOs representing the individuals from target populations, community colleges, economic development, TANF, and DOR, were engaged in several ways during our WIOA local and regional planning process. The MOU partners met on four<sup>34</sup> occasions, two of which were specific to drafting elements of the Local Plan and one of which was a regional planning meeting that included local information. During the public comment period, work2future will hold an additional public meeting in South County to engage with stakeholders regarding the Local Plan.

On February 8, 2016, a draft of the Local Plan was made available for public comment. The Notice of Public Comment Period instructed interested parties about how they could submit comments in reference to the Local and Regional Plans, no later than 12pm on **March 10, 2017**. In addition, work2future posted the Local and Regional Plans on its website and made announcements about the opportunity for public comment through Facebook, LinkedIn, Twitter, and email messages to stakeholders (see the Regional Plan list of stakeholders in Appendix 3.1). Public comments are attached in Section 3.R.

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<sup>34</sup> Note: all items in this draft that will be updated in the final draft have been placed within brackets to indicate that this information is subject to change.

**Figure 3.v: Meetings with Local Stakeholders**

Meeting Date	Time and Location	Topics Covered
November 7, 2016	2:00–3:30, work2future	How can the team work together to: <ul style="list-style-type: none"> <li>• Expand services to individuals with barriers</li> <li>• Build local and regional career pathways</li> <li>• Increase access to postsecondary credentialing</li> <li>• Increase access to services for out-of-school youth and other target populations</li> <li>• Engage employers in high-demand industries and occupations</li> <li>• Support local business needs</li> </ul>
December 8, 2016	2:00–3:30, work2future	What are models for and each partner’s ability to provide co-location full-time, part-time, or virtually?
December 16, 2016	1:30–3:00, Sunnyvale Community Center	Review the list and scope of regional programs for onboarding target populations onto Regional Career Pathways, provide feedback on pathways not mentioned or barriers not addressed.
February 7, 2017 February 8, 2017	3:00–4:00, Friendly Inn Center, Morgan Hill 5:00–6:00, Gilroy Public Library	Meeting to gather further input from South County: <ul style="list-style-type: none"> <li>• Expand services to individuals with barriers</li> <li>• Build local and regional career pathways</li> <li>• Increase access to postsecondary credentialing</li> <li>• Increase access to services for out-of-school youth and other target populations</li> <li>• Engage employers in high-demand industries and occupations</li> </ul> Support local business needs

Meetings with stakeholders to discuss the Local Plan were open to the public and held in multiple locations, including the AJCC at 1601 Foxworthy Ave, San José, and work2future administration offices at 5730 Chambertin Drive, San José. Partners and stakeholders were invited via email, phone, and by personal contact in advance of each meeting (see Section 3.N. for a complete list of invited partners). While the stakeholder meetings held over in fall 2016 were convened during the work day, the January/February meetings to provide input on the public draft were held in the evening. Each meeting was held within access to public transportation and walking and biking routes. The partners that attended the meetings included both required WIOA partners and other important CBOs, agencies, and partners that serve the region’s key target populations, including organizations representing farmworkers, ex-offenders, limited English proficient individuals, out-of-school and/or disconnected and foster youth (as indicated in Section 3.N.). The draft plan will be presented to the Finance and Executive Committees for approval in February and to the full board, with public comments attached, in March 2017.

### 3.K. Relevant information pertaining to common intake and case management efforts

*i. Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.*

work2future’s case management is participant-centered and goal-oriented to assist WIOA registered adult and dislocated workers with services that lead to self-sufficient employment, as well as follow up services after program exit. It begins with career services for registered adult and dislocated workers.

Case notes in individual participants' electronic files document case management activities. Case management consists of monitoring progress towards goal attainment as outlined in the IEP and noting any barriers and potential barrier resolution. Activities for registered participants in WIOA who are co-enrolled individuals include additional reporting, technical assistance, monitoring and corrective actions as required, based on planned program activities and the services provided.

All WIOA adult and dislocated workers enrolled in individualized Career Services have met the eligibility requirements for such services and meet the requirements for the priority of services system. Case management activities support the participant's needs, based on individual circumstances

For an overview of how we handle intake and referrals, see Section 3.C.i., "Intake, Assessment, and Referral Processes." For more information about the status of our plans for improving co-enrollment processes, refer to Section 3.C.ii. Intake and case management are handled by staff of the program from which the participant is seeking services. work2future core partners (Wagner-Peyser, WIOA Title IB, CalWORKs, and DOR) currently track referrals to each other through a third-party data system called iTrain, which is not currently linked with CalJOBS. AJCC staff enter WIOA services in CalJOBS for all enrolled WIOA participants.

### **3.L. Other miscellaneous information requirements**

*i. The direction given by the Governor and the Local Board to the AJCC operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Section 134(c)(3)(E) and 20 CFR Section 680.600.*

The board follows the direction of the Governor regarding priority of service for individualized career services and training. The existing priority service for the work2future Local Area is described in detail in Section 3.H.iii.

*ii. Identify the portions that the Governor has designated as appropriate for common response in the Regional Plan where there is a shared regional responsibility, as permitted by 20 CFR Section 679.540(b).*

Based on state guidance in WSD 16-07, regional labor market, economic, and background analyses are presented in the Regional Plan, with some elaboration on the specificities of local context highlighted in Section 3.A.i. of the Local Plan. The negotiated performance measures for the Local Area are included as Appendix 2.2 to the Regional Plan, alongside the negotiated measures for the other local WDBs.

*iii. Comments submitted during the public comment period that represent disagreement with the plan must be submitted with the Local Plan.*

Comments submitted during the public comment period are attached in Section 3.R.