

## Workforce Investment Act/Wagner Peyser Act American Recovery and Reinvestment Act of 2009 Local Plan

### Local Workforce Investment Area (LWIA):

Name of LWIA work2future

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AREA CODE PHONE NUMBER

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### INTRODUCTION

The One-Stop system's success in implementing the American Recovery and Reinvestment Act of 2009 (ARRA) will be gauged in part by the progress it achieves in using annual appropriations along with ARRA funds to help unemployed, underemployed, and dislocated workers find new, good jobs and to access and remain in the middle class; to help low-skill or low income workers acquire 21<sup>st</sup> century skills, find family-supporting jobs in healthy industries and access the middle class; and to help enhance the education pathways for disadvantaged and disconnected youth to improve their labor market prospects and long term career success. The LWIAs are expected to fully utilize the ARRA funding to substantially increase the number of customers served, and to substantially increase the number and proportion of those customers who receive training.

We recognize that some of these responses may be duplicative of those provided for elements of the Workforce Investment Act (WIA) Plan modification. However, the intent of ARRA and the goals of saving and creating jobs and increasing service delivery to target populations are distinct. We have identified those questions here. The responses should be included as an attachment to your WIA Plan and be entitled, "American Recovery and Reinvestment Act Local Plan."

## **ARRA PLAN QUESTIONS**

### **1. Integrated Services**

Describe how your LWIA will develop close partnering relationships between Unemployment Insurance (UI) and One-Stop services to ensure UI claimants are quickly linked to a local One-Stop in the area to develop and pursue an employment plan.

The San Jose and Campbell one-stops currently address the needs of Personalized Job Search Assistance Workshop (PJSA) customers. These customers are identified through an automated process that identifies specific UI Claimants. These claimants are randomly selected and are scheduled to attend the PJSA session specifically in the one-stop offices (The San Jose one-stop established a partnering relationship with UI to provide these services).

The PJSA session consists of an overview of WIA services that allows the customer to register and meet with a talent coach to develop an Individual Employment Plan (IEP). Additionally, UI customers who are identified to attend the Initial Assistance Workshop (IAW) are registered for services, develop and IEP and are required to select at least one subsequent service e.g. workshops, ETPL training etc.

At the Gilroy One-Stop, work2future and EDD staff provide customers with UI information and assistance with filing UI claims, in addition to overviews of WIA services mentioned above.

## 2. Green Jobs

How will your LWIA recognize opportunities to prepare workers for “green jobs” related to other sources of federal funding?

work2future is currently working on an array of green-related programs and grant applications with representatives of Labor, local community colleges, non-profits and employers. We are committed to engaging in planning and outreach to identify opportunities to prepare and train workers for green jobs that are emerging in the region, especially those that are driven by the Recovery Act and by Local and State Green Initiatives. work2future is involved in a process to define Green Jobs and develop alliances and programs related to Green Jobs. Based on local research conducted by work2future, the majority of local green jobs are expected to be in the energy efficiency utilities sectors, in the following categories and occupations:

- Residential weatherization, to include such jobs as: electricians, heating/air conditioning installers, carpenters/carpenter helpers, construction equipment operators, roofers, insulation workers, construction managers, building inspectors and auditors.
- Commercial and industrial retrofits, to include such jobs as: building weatherization, electrical engineers, mechanical engineers, measurement and verification technicians, and energy efficiency analysts.

work2future’s new Green Cadre Program will develop a cadre of young adult leaders 18-24 who will be environmental stewards, ambassadors for the City of San Jose’s clean and green vision, and green advocates in all local communities. Participants are drawn from Summer Jobs for Youth completers and from other Workforce Investment Act-eligible young adults interested in leadership development and the green workforce.

All participants together will initially complete three weeks of leadership development, environmental stewardship, civic engagement and team building training. This is to create a cohesive team to lead us towards the city’s green vision goals:

- Create more clean tech jobs
- Reduce energy use by residents
- Increase use of electrical power from renewable sources
- Increase the number of green buildings constructed or retrofit
- Help get 100% of waste diverted from landfills and convert waste to energy
- Help increase wastewater recycling or beneficial reuse
- Support sustainable development
- Help assure that all public vehicles use greenhouse gas reducing alternative fuels
- Help plant and sustain 100,000 new trees, sustain planted trees and support street light replacement with smart, zero emission lighting
- Help with creation of more interconnected public trails

### 3. Collaboration and Alignment

Describe how your LWIA will collaborate with local government agencies and employers who are creating jobs in road and bridge projects, local food production and processing, nursing and allied health, and local conservation projects and energy efficiency programs such as the Weatherization Program run by many local Community Action Agencies.

work2future, a division of the City of San Jose's Office of Economic Development, is uniquely positioned to advance the City of San Jose's Green Vision, a key strategy for confronting the challenges posed by the recession. Adopted by the City Council in 2007, the Green Vision is a 15-year plan to "transform the City into a world center for Green Technology innovation." The Green Vision's ten goals are bold and include: 1) the building or retrofitting of 50 million square feet of green buildings, and 2) the creation of 25,000 new jobs in the clean industry sector.

work2future is working closely with our local community colleges and meeting with community action programs who are involved in the weatherization and other "clean and green" opportunities to determine their training needs. In addition, work2future is working with the vocational training providers to develop ITAs in demand occupations/strategic industries, and developing proposals with local unions in green industry and energy efficiency areas.

### 4. Accountability and Transparency

Describe the oversight and monitoring activities to be used to determine whether or not there is compliance with programmatic, accountability, and transparency provisions of the ARRA, as well as the regular provisions of WIA and the Wagner-Peyser Act.

Fiscal and program monitoring is done on an annual basis. Monitoring is conducted to evaluate for compliance of federal, state and WIA laws and regulations. work2future plans to monitor 100% of vendors in the ETPL program, in addition , work2future will monitor all of its subcontractors providing case management services. A quality index is utilized for both the fiscal and program monitoring to assess compliance and measure performance.

The monitoring typically consists of a letter sent out to confirm an appointment for an on site visit. The contractor is advised that we are monitoring to assess compliance. A checklist is sent to provide work2future with applicable forms. One or more staff members participate in the site visit depending on the size of the program. For case management providers, an in-depth review of case files is done on site or at our worksite depending on number of files to be reviewed. In addition, random selections of enrolled participants are interviewed by phone regarding the program and services.

### 5. Adult Services

The intent of the ARRA is that WIA Adult funds be used to provide necessary

services to substantially increased numbers of adults to support their entry or reentry into the job market. Describe the programs and processes your LWIA will use to achieve this goal.

Additional staff has been hired to support the entry or reentry of WIA Adult enrollees, including Talent Coaches and Business Services Coordinators. Talent Coaches conduct appropriate interviews and needs assessments with customers to identify barriers, skills, aptitudes and interests in relation to their employment goals. The talent coaches will also deliver a variety of employment and skill development services for customers addressing their needs in the areas of education and employment. These services will also maintain a high level of expertise with the local labor market to ensure that services are aligned with employer and labor market needs.

In addition to the above activities, work2future provides quarterly job fairs, specialized recruitments, on-line training, and a wide range of workshops from resume assistance to on-line job search and resume development. Moreover, work2future provides all enrolled clients an opportunity to access supportive services to ensure their continued participation in the program.

## 6. Training

Because workers may need to learn new skills to compete for limited career opportunities, training will be a particularly vital service during the economic recovery, and overall training enrollments are expected to increase. Describe the programs and processes your LWIA will use to achieve this goal.

work2future has redirected one of its talent coaches to focus solely on coordinating training opportunities with clients and vendors. The training specialist works exclusively with customers who are interested in pursuing an ETPL training option. To achieve skill enhancements with customers, training specialists plan, organize, and implement a range of activities (one-on-one sessions to discuss trends, high wage in demand job and labor market information) for the customers who are interested in pursuing Occupational Skills Training. These activities educate individuals on how to improve their skills, utilizing training that will help them prepare for jobs requiring greater skills.

The American Recovery and Reinvestment Act of 2009 provides funding to support America's economic recovery by assisting workers who are facing unprecedented challenges to retool their skills and re-establish themselves in viable career paths. To increase the availability of training to workforce system customers, the Recovery Act allows local WIBs to award contracts directly to community colleges, 4-year institutions, and eligible training providers to assist in increasing education and training enrollments and capacity at a time when many states and educational institutions are experiencing budget shortfalls.

As part of the ARRA effort, work2future contracts with local institutions of higher education and training providers on the state list of eligible providers (ETPL) to

provide training in the following areas:

- Cohort-based contract education: these programs fit the needs of job seekers for occupational training in emerging “clean and green” technologies and other high-demand occupations leading to an employer-recognized credential. Currently work2future is offering 32 courses with 13 different providers, including community colleges, state universities and local vocational training providers.
- Individual Training Accounts:: ARRA funding is used to offer additional Individual Training Accounts (ITAs). Low-income adults are encouraged to engage in longer-term training that can materially enhance their employability.
- On-the-Job Training/Customized Training: work2future provides on-the job training for Adult and Dislocated Worker clients. This is a more effective training vehicle for workers who prefer to learn by doing, rather than in a classroom environment.
- On-line Training: work2future offers its clients a convenient opportunity to access on-line training through “Ed to Go.” Over 145 different courses are offered on-line to support training in a variety of industry sectors. On-line classes range from 20-40 hours to provide sufficient preparation for clients to move on to occupational training with confidence.

In addition to the above, work2future offers clients various 40-hour certificated programs including Microsoft Suite, Introduction to Green Jobs, Entrepreneurial Training, and Overview of Health Care.

#### 7. Supportive Services and Needs Related Payments

The ARRA specifically emphasizes the authority to use these funds for supportive and needs-related payments to ensure participants have the means to pay living expenses while receiving training. Supportive services may include transportation, child care, dependent care, housing, and other services that are necessary to enable an individual who is unable to obtain the services from other programs to participate in activities authorized under WIA. Describe any new policies, programs and processes your LWIA will use to achieve this goal.

work2future currently only provides supportive services, and has implemented its supportive services policy. A Talent Coach is responsible for initiating a request for supportive services, and shall adhere to the guidance and procedures as set forth in the policy and the Supportive Services Manual.

- \$500.00 cap per participant will be available for miscellaneous Supportive Services for Adult & Dislocated Workers. Clients can utilize miscellaneous funds as needed on one item or a variety of the miscellaneous items until the cap is exhausted.
- \$1,500 cap per participant will be available for Emergency Services for Adult &

Dislocated Workers. One time only request up to the allowable cap of \$1,500.

- Supportive services include, but are not specifically limited to the items identified in the supportive services guide. All other client requests are reviewed and approved based upon allowable, reasonable, and necessary services. A waiver of services not provided in the supportive services guide can be reviewed by the work2future Program Manager for consideration.

#### 8. Priority of Service

The WIA Adult formula funds are to be targeted on the services that most efficiently and effectively assist workers impacted by the current economy to obtain employment, with priority given to recipients of public assistance and other low-income individuals as described in WIA section 134(d)(4)(E). The LWIAs must also incorporate priority of service for veterans and eligible spouses in accordance with the Jobs for Veterans Act. This requires veterans and eligible spouses to receive service priority over recipients of public assistance and low-income individuals. Describe what programs and processes your LWIA will use to achieve these goals.

Although work2future, one of 12 local Learning Labs, has noted a significant increase in customers as a result of the economic downturn, to date no issues have arisen regarding priority of service. In the event that WIA-eligible veterans and eligible spouses must compete with other designated priority services recipients, work2future will ensure that such veterans and their spouses receive services in preference to local recipients of public assistance and other local low-income residents.

#### 9. Apprenticeship Programs

The LWIAs are encouraged to leverage new, and existing national, state and local registered apprenticeship programs and assets as a key resource in their talent development and reemployment strategies. Describe the programs and processes your LWIA will use to achieve this goal.

Because many of today's green jobs are in construction and energy efficiency, work2future focuses on providing both building trades and non-trades placements by working with partners on grant requests to create pre-apprenticeship training programs appropriate to those growing sectors. Proposed programs include classroom and hands-on training in basic construction practices with a solid grounding in green building and energy and water efficiency to prepare individuals for work in the building retrofit field.

The Green Careers Initiative partnership, a joint effort of local community-based organizations including work2future, the South Bay Labor Council, Working Partnerships, other union partners, and education and training providers, operates on the understanding that placement and retention by "green jobs" training programs will be most successful if carried out in the context of a broader job and economic development strategy; we work within a broad network of local stakeholders with the goal of promoting green economic development while linking green industries

directly to training programs.

Additionally, work2future's involvement on the board of the Santa Clara County Construction Careers Association ensures that local apprenticeship programs appreciate the utility of recruiting apprenticeship candidates prepared through work2future programs.

#### 10. Regional Collaboration

The LWIAs are encouraged to partner with each other regionally and across political jurisdictions as necessary. Describe how this will be accomplished.

work2future, as part of the EDGE campaign, participates as one of three workforce investment boards (representing San Mateo and Santa Clara Counties), five community college districts with 10 campuses, and nine one-stop workforce centers to address common opportunities and challenges, such as baby boomer retirements and a deep recession. The collaboration provides a strong framework for applications for funding to address regional issues.

From the EDGE collaboration arose a DOL Regional Innovation Grant to work2future, NOVA, and San Mateo WIBs to develop a comprehensive integrated and strategic regional plan for workforce development. The collaboration is anticipated to achieve the following objectives: (1) to achieve a common understanding of the workforce challenges facing Silicon Valley; (2) to form a cohesive, effective partnership composed of key stakeholders and decision makers in the community that will work to achieve solutions to the workforce challenges facing Silicon Valley; and (3) to develop a regional action plan to tackle identified workforce challenges that will lead to the development of new ways of doing business, such as new systems, new infrastructure, new alliances and improved statewide policies to eliminate identified obstacles, streamline efforts and enhance revenue sources.

More recently, the upcoming layoffs at NUMMI have required that multiple affected WIBs collaborate to ensure the best outcomes for affected plant workers and suppliers.

#### 11. Dislocated Worker Services

The ARRA makes available additional funding for dislocated workers. It is the intent of the law that substantially increased numbers of dislocated workers will be served with this infusion of formula funds, and that training will be a significant area of focus. Describe how your LWIA will achieve this goal.

work2future has strategically and systemically worked to identify dislocated workers through orientations, EDD partnerships and Rapid Responses so these individuals can take advantage of the training opportunities available to them. If a customer is in need of additional services they will be referred to workshops, short-term occupational skills training, apprenticeships, on-the-job trainings or a long-term training, if appropriate to the individual.

## 12. Wagner-Peyser Act – Coordination of Services

The ARRA makes available additional Wagner-Peyser Act funding. Describe how your LWIA will utilize these funds to provide services such as assessment of skill levels, career guidance, job search workshops and referral to employers, to name a few.

The Welcome Team comprised of City of San Jose employees, Workforce Institute staff, and EDD jobs services staff will be utilized to greet customers, begin the assessment of customer skill levels consistent with employer needs, and direct customers by marketing the services and opportunities of work2future in a manner that captures the customer's interest, while maintaining integrity of data.

This one-on-one process is an opportunity for the customer to begin receiving services in the work2future Center. In this process, a customer completes all enrollment activities, enabling them to access the full range of services being offered in the center. During the one-on-one experience, the customer takes an initial skills assessment and sit with a Welcome Team Advisor to discuss service needs, as well as to compile the information required for enrollment. Talent Coaches comprised of City of San Jose employees, Workforce Institute staff, and EDD jobs services staff participate with customers in additional assessment activities as appropriate, based on the knowledge, expertise, and judgment of the Talent Coach.

The talent coaches assist motivated customers to become self-sufficient. Our customers learn what their current skills are and have opportunities to improve and gain new skills currently in demand with area employers. Customers obtain sustainable employment through the successful marketing of their skills.

## 13. Summer Youth

The LWIAs are encouraged to use ARRA funds to operate an expanded summer youth employment opportunities program in 2009, and provide as many youth as possible with summer employment opportunities and work experiences throughout the year. Also, the ARRA specifies that 30 percent of Youth funds are to be spent on out-of-school youth. Finally, two waivers have been approved. One deals with procurement of youth employment providers and the other using the work readiness indicator only for youth employment outside the summer months. Describe how your LWIA will achieve the goal of providing summer employment opportunities. Further, describe how your LWIA will ensure 30 percent of Youth funds are spend on out-of-school youth. Finally, describe how your LWIA will use the waivers and publish the list of youth employment service providers.

In the summer of 2009, work2future provided work experiences for 908 youth ages 15-24 with the ARRA funding in the amount of \$4.74 million authorized for the summer jobs program. The work2future program began by reaching out to over 90 public and private high schools, six community colleges, two universities, over 130 nonprofit community-based organizations from each city and town in our service area, community centers, libraries, and direct outreach to over 5,000 CALWorks

participants.

The summer jobs program was administered by work2future. Approximately 80 contracts were completed with worksites that provided nearly 200 distinct work experiences.

The work2future Summer Jobs for Youth program divided youth into three age-based cohorts. Youth 15-16 years old were eligible for work experience of 20 hours per week and were also required to attend work readiness training classes four hours per week. Youth 17-18 years old received work experience for 26 hours weekly and attended four hours of work readiness classes each week. Youth 19-24 years old were in work experience 36 hours with four hours of work readiness classes.

Summer jobs participants primarily were placed at nonprofit organizations, schools, colleges, and municipalities. Some youth were placed with for-profit entities. The work experience assignments were eight weeks in length, with two-week extensions provided to high performing individuals. Between the start of work experience assignments on June 14 and September 30, 2009 the youth participants completed over 175,000 hours of work and earned over \$3.1 million.

The waiver authorizing work readiness as the measure of program success resulted in work2future developing a strong work readiness curriculum that was delivered during mandatory four-hour classes each week. 87 percent of participants satisfactorily completed the work readiness courses.

In addition to the basic work readiness course, the work2future curriculum also included a green work readiness module to assist participants in the following activities: identifying environmental impacts, recognizing one's own environmental footprint, classifying crossover skills from green collar jobs of one type to other green collar jobs, and categorizing various jobs that are directly or indirectly part of "Clean and Green."

To ensure that over 30 percent of participants were out-of-school youth, work2future focused on recruitment and enrollment of older youth who were 19-24 years old, and they accounted for over 60 percent of the total hours worked by all youth over the summer.

The work readiness waiver resulted in work2future designing and implementing an extension of the summer jobs program that will run until March 30, 2010. This program allows 150 high performing summer youth to continue their work experiences through the period allowed by the waiver on common measures.

In addition to the Workforce Institute Division of the San Jose/Evergreen Community College District and the Conservation Corps, work2future also contracts with the Center for Training and Careers to provide occupational training and employment services to local youth.

#### 14. Economic Analysis

Provide a detailed analysis of the LWIA's economy, the labor pool, and the labor market context in relation to the economic downturn.

##### Description of Regional and Local Economy

There are currently 73,900 individuals unemployed in the LWIA. work2future's LWIA unemployment rate stood at 12.2% as of December 2009, a 40% increase from a year before, when the LWIA unemployment rate was 7.2%. The County unemployment rate was 11.2% in December 2009, compared to 6.4 % a year earlier. The current group of UI claimants is better educated and older than claimants were a year ago. Industry sectors that have produced the greatest percentage increases in UI claimants are: manufacturing, construction, transportation and utilities, leisure and hospitality, and retail trade. At present, the sectors that appear to offer reasonable prospects for employment in the short run are: educational and health services. There are also expected to be additional opportunities in the "green" sector generated by investments under ARRA.

##### Labor pool

Labor Pool Area	Labor Force	Employment	Unemployed	%Unemployed
Santa Clara County	875,400	777,000	98,300	11.2%
San Jose/Silicon Valley (LWIA)	604,000	531,100	73,900	12.2%

Silicon Valley's LWIA continues to demand highly skilled workers who command high wages. The largest percentage of occupations in Silicon Valley is in jobs with a median annual wage between \$30,000 and \$80,000. Occupations with annual earnings above \$80,000 account for 29% of all occupations in Silicon Valley – considerably higher than 17% in California. A quarter of occupations in the region have annual incomes below \$30,000.

According to the affordability benchmark developed by the California Budget Project, a two-worker family in the Bay Area needs to earn \$77,069 to cover the basic family budget. This means that in order for a two-worker family to reach the threshold of middle class living, at least one worker must have a mid-wage job.

Occupational projections (EDD) for Silicon Valley LWIA estimate that the region will need to fill 30,000 jobs annually between 2006 and 2016, and 70% of these will replace current workers. The region's growing workforce needs span the entire economy. The Professional and Business Services, Education Services, Health Care and Social Assistance, Manufacturing, Wholesale Trade, Information, and Retail Trade industry sectors will generate 78 percent (or 68,800) of new jobs by 2016.

The fastest growing nonfarm industry sector, based on the annual average percentage growth rate, is Wholesale Trade with a rate of 2.3 percent per year, followed by Information with a rate slightly over 2 percent. The Education Services, Health Care and Social Assistance (1.4 percent), and Professional and Business Services (1.2 percent) sectors will also exceed the annual growth rate for nonfarm employment in Santa Clara and San Benito counties.

Occupational projections for the period 2006 to 2016 forecast:

- Approximately 93,900 new jobs from industry growth,
- About 214,000 job openings from Net Replacements, and
- A combined total of nearly 307,900 job openings.

The 50 occupations with the most job openings are forecasted to generate about 167,100 total job openings, which is about 54 percent of all job openings. Included in the top three occupations are Computer Engineers, an occupation which require a bachelor's degree and pays about \$52 per hour. The other two occupations are Retail Salespersons and Waiters and Waitresses; they require short-term on-the-job training and pay from about \$9 to \$11 per hour. Higher-skilled occupations, requiring an associate degree or higher, include Computer Software Engineers, Computer Hardware Engineers, Computer Systems Analysts, and Network Systems Analysts

15. The Governor has identified key priorities for the workforce system in California's Strategic Vision for Implementation of Employment and Training Provisions of the American Recovery and Reinvestment Act (ARRA). How will your local plan modification implement the Governor's priorities?

Understanding and Meeting Workforce Needs: Last year, the U. S. Department of Labor awarded a Regional Innovation Grant to the three Silicon Valley workforce investment boards: work2future in San Jose, the San Mateo County Workforce Board, and NOVA in Sunnyvale. These WIBs represent all of Santa Clara and San Mateo Counties.

The workforce boards then engaged the Joint Venture: Silicon Valley Network to lead a planning process designed to reach a common appreciation of workforce challenges, create a regional workforce action plan and "form a cohesive partnership of key stakeholders and community decision-makers" to address the region's workforce challenges.

With this strong coordinated framework in place, the three workforce boards seek to leverage the technology and workforce assets of the region to help create a process to ultimately enhance Silicon Valley's stature as a key asset in California's economic future. The collaboration is anticipated to achieve the following objectives: (1) to achieve a common understanding of the workforce challenges facing Silicon Valley; (2) to form a cohesive, effective partnership composed of key stakeholders and decision makers in the community that will work to achieve solutions to the

workforce challenges facing Silicon Valley; and (3) to develop a regional action plan to tackle identified workforce challenges that will lead to the development of new ways of doing business, such as new systems, new infrastructure, new alliances and improved statewide policies to eliminate identified obstacles, streamline efforts and enhance revenue sources.

More recently, the upcoming layoffs at NUMMI have required that multiple affected WIBs collaborate to ensure the best outcomes for affected plant workers and suppliers.

According to current data, both information technology and health/biomedicine are viable Silicon Valley clusters of opportunity. Of the 25 largest Santa Clara County companies, 12 have at least some operations that place them squarely within the information technology cluster, according to 2008 CA Employment Development Department data. Those firms include Advanced Micro Devices, Cisco Systems, Hewlett-Packard, Intel and Microsoft. The same EDD report shows 16 employers with operations within the health/biomedicine cluster. In addition to technology firms with health related products, the list includes Kaiser Permanente Medical Center, the VA Palo Alto Health Care Center, and Valley Medical Center, all centers of innovation and state-of-the-art technology.

Information technology and health/biomedicine are two sectors that we have identified for cluster exploration, but the fast pace of global economic innovation means that the region's stakeholders must look forward and use this regional effort as a way of identifying – on a real-time, ongoing basis – the cluster(s) of opportunity that will be prominent in the future.

In addition to these sectors, work2future focuses on retail, hospitality, and construction to address the employment needs of lower-skilled individuals.

Targeting Limited Resources: work2future uses WIA and non-WIA funding strategically to ensure that available resources are used to create the greatest economic impact, such as providing (1) activities and training to support employers in work2future's identified industry clusters, (2) outreach to local businesses, (3) support to small businesses and entrepreneurs through BusinessOwnerSpace.com, and (4) coordination with other City of San Jose Office of Economic Development programs.

Improving the Educational System: work2future collaborates closely with local educational institutions to ensure that local youth are academically prepared for the world of work; for example, work2future assists local middle schools to develop special programs as student retention strategies that add exceptional value to their personal and academic development.

In addition, work2future works with community colleges to assist in the development of cohort trainings and college degree programs to fit employer's needs; for example, work2future assisted to develop a 4-year degree program to meet

construction employers' requirements for employee advancement into management positions in the building trades.

Moreover, since 2003, the San Jose/Evergreen Community College District has provided services to WIA adults and youth. Many other examples of this high degree of collaboration with work2future's local partners in the educational community are available.

Accountability: work2future's monitoring staff and performance team ensure fiscal and programmatic accountability and efficiency internally, as well as externally with our training vendors and other contractors.

#### 16. Educational Opportunities

Describe how your LWIA will align itself with local educational institutions and other training providers to maximize opportunities for education and training for adult and dislocated workers.

Historically, work2future has worked with a local subset of independent training providers from the state's Employment Training Provider List (ETPL) to provide subsidized, in-depth occupational training for approximately 300 adult and dislocated workers a year. Thanks to additional ARRA resources, we are currently testing a new approach to offering subsidized learning opportunities, Cohort Training, to offer more strategic choices to our adult and dislocated clients, increase the value to clients of the subsidies provided, improve the effectiveness of outreach to clients, and give chronological focus to education training.

In doing so, we have not relied solely on the current corps of approved training providers. We have also reached out to all four of the community college districts in our immediate vicinity, as well as the two universities in closest proximity, and utilized the added flexibility of ARRA to contract with the institutions directly for expanded and new offerings. As a result, we expect to enroll more than twice the usual number of clients in in-depth training this year—potentially as many as 800—and many will have access to courses that have not been available previously. The additional outreach to colleges and universities has opened the door to long-term relationships with these institutions, and we shall explore with them not only engagement in "normal" training and education for our clients, but also seek opportunities to innovate with them to add value to the learning support that we offer to our clients.

#### 17. One-Stop Staffing

Describe the additional staffing which will be provided at local One-Stops to ensure the provision of expanded staff assisted services to customers.

ARRA funding has enabled the work2future One-Stop centers to provide additional staffing at each of the work2future centers. ARRA staff was hired for a variety of services – Welcome, Talent Coaching, Performance Team and Business Service Teams – to expand services to customers.

Additionally, work2future has extended its hours and increased the number of workshops, assessments, and other selected services offered to customers.

## 18. Levels of Service

Describe the adjustments being made in One-Stop Career Centers in order to provide increased levels of service. Do One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop? What approaches will be used to ensure funds are targeted to those most in need, including low-income, public assistance recipients, persons with disabilities, etc.? How will One-Stops streamline the sequence of service to facilitate individual access to needed services and training?

work2future has a Continuous Quality Improvement (CQI) Team, an ongoing process improvement team chartered by the One-Stop Design Team. Based on data and customer feedback, this team adjusts work2future one-stop career centers to provide increased levels of services. The team is responsible for consistent deployment of the common data collection tools and other service access processes developed by the Design Team based on the common protocols established. The team is composed of work2future, EDD, and Workforce Institute staff.

The vision for the team is the creation of a comprehensive, coordinated, and collaborative working group 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 co-located at the center. The team employs a consensus decision-making model and strives to inform its decisions with data and input from the organizations represented by the team's members.

The team is fully empowered to make decisions related to management of and improvements to center operations. The CQI Team will consult with the Design Team before making changes to any of the core processes for which the Design Team has designed and established protocols for implementation in ways that ensure commonality, consistency, and saturation. For other core process within the center, the CQI Team is responsible for consulting with the center's management if improvements require a substantial set of resources not within the scope of the team to align or reallocate.

The CQI Team:

- Ensures the integrated service delivery system at the center supports the WIB's strategic goals, policies related to integration, quality and performance
- Aligns service delivery practices with performance management for all required WIA Partner and resident programs

- Implements methodologies to assess quality, analyze resultant data, and makes improvements to universally accessible core services, products, and key processes at the center within the parameters for the process set by the Design Team.
- Develops and maintains site-specific operational procedures and practices for customer flow, customer service, universal/core operations, and continuous quality improvement in the absence of any such procedures available system-wide.
- Identifies the ongoing training and skill development needs of staff.

Resources available to the team include the Leadership and Design Teams, which assist by identifying emerging issues and aiding the team in working through any barriers and/or impasse by providing direction or resolution. The Leadership Team ensures funds are targeted to those most in need. The Design Team affords the team a partnership-wide sounding board for ideas and strategies, as well as a source of systemic issues the Center CQI Team may need to address.

The Business Services Team consists of representatives from the EDD Development Department Job Services Division and work2future staff. The prior Business Services Team pilot model consisting of work2future and EDD job Service staff working in tandem is being reviewed to develop a business customer service flow.

Assessment: the work2future model states that every integrated One-Stop Learning Lab will:

- Conduct an initial (limited employer based) skills assessment of each customer
- Offer both basic and job skills assessment
- Conduct assessments of skill attainment after each skill improvement activity
- Ensure that assessments are consistent with employer needs.

#### 19. Public Comment

Describe the process used to ensure transparency and to obtain public comment on the ARRA local plan modification. What were the outcomes of the public comments?

A public notice was issued in the San Jose Mercury News on February 15, 2010 regarding the availability of the plan for review and public comment. The draft plan was posted for 30 days for public comment from February 15, 2010 through March 17, 2010 on work2future's website and the City of San Jose's Office of Economic Development website. In addition, hard and/or soft copies of the Plan were made available to all parties requesting them.

#### 20. Performance Measures

Describe the measures which will be used to gauge performance for use of ARRA and WIA funds.

work2future uses DOL's Common Measures to gauge performance for use of ARRA and WIA funding. The DOL performance indicators that apply to WIA Adults and Dislocated Workers are (1) Entered Employment Rate, (2) Average Earnings, and (3) Employment Retention Rate. The DOL performance indicators that apply to youth are (1) Placement in Employment or Education, (2) Attainment of Degree or Certificate, (3) Literacy or Numeracy Gains, and for the ARRA youth program, (4) Work Readiness.

## 21. Expenditures Monitoring

Describe the processes which will be adopted to track and monitor expenditure of ARRA funds.

work2future has requested the City of San Jose Council to create a specific appropriation for each ARRA programs. The ARRA programs are readily identifiable to a specific appropriation code. In addition, a new set of accounts has been created to account for ARRA expenditures separately from WIA formula and other grant expenditures.

work2future has also established a budget/spending plan for the ARRA Adult, Dislocated Worker and Youth programs. The budget for each program is being monitored both in MIPs, an internal budget tracking system and the City Financial Management System. Staff is required to submit an expenditure request prior to committing funds for any purchase or award of contracts. The request has to go through a review approval process for reasonableness, allowability and funding availability.

The City has created an ARRA Task force composed of management and project leads from various departments for oversight, compliance and reporting requirements. The task force meets every Monday to discuss new updates and new grant applications with the end in view of coordinating projects to streamline costs and effectively and efficiently manage the ARRA programs.

The city has existing internal accounting controls to track expenditures and ensure transparency of expenditures and compliance with the Recovery Act requirements.