

D R A F T

**Strategic, Five-Year, Local,
Workforce Investment Plan
For Title I of the
Workforce Investment Act of 1998
Public Law 105-220**

**San Jose Silicon Valley
Workforce Investment Area
(Workforce Investment System)**

Submitted to
The State of California
On
March 31, 2010

San Jose Silicon Valley Workforce Investment Board
Strategic Local Workforce Investment Plan

Executive Summary

During the next five years, the San Jose - Silicon Valley Workforce Investment Area will continue to develop a system that increases its contribution in providing a competitive workforce to local employers. Through the establishment of a One-Stop delivery system and Career Centers, the system will continue to offer all citizens and qualified aliens the opportunity to maximize their employment potential. The centers will continue to offer extensive information and a variety of training services based on individual needs. Employers will continue to be provided with access to qualified workers that will support economic growth by helping them compete in the global economy.

To accomplish this vision, San Jose - Silicon Valley Workforce Investment Area will further streamline services currently offered through its existing three One-Stop Centers and work effectively at coordinating all aspects of its service delivery including virtual access to information and select services. This will allow for customer needs to be met in a more efficient manner, and will expand the current customer base of the programs. Duplication of services by different organizations and agencies will be avoided whenever possible. Timelines will be established for data sharing between agencies, with the ultimate goal of achieving full integration.

The Centers provide services that seek to provide individuals with information necessary to make informed consumer choices regarding their careers and the selection of training providers. All services are aimed at helping individuals manage their own careers. Services are provided according to individual needs so those individuals with deficiencies or barriers to employment and advancement are provided more intensive training as resources permit. Individual Training Accounts have been established for those requiring training services. The centers allow greater streamlining of services.

A core set of career decision-making and job search tools are available through the One-Stop Centers on a non-discriminatory basis. All Centers meet the requirement of the American with Disabilities Act (ADA) and provide accommodations to individuals who may have special needs.

Responsibility for success of the workforce system rests with a partnership between the Board and the Chief Local Elected Official. Management monitors service providers and program operators on an on-going basis, to ensure performance outcomes as established by the Workforce Investment Board (WIB). The WIB has established program outputs for job placement, earnings, retention in unsubsidized employment, skill gains and certifications/credentials earned in specific occupational or academic areas.

The Chief Local Elected Official, recognizing the need for a strong Workforce Investment Board (WIB), has encouraged active private sector participation, and has also encouraged contributions of training and resources from the companies represented on the WIB. The WIB will continue to strategically plan for the use of workforce resources, establish performance levels for all workforce programs, and provide oversight of the One-Stop Operators. Additionally, the WIB has negotiated Memorandums of Understanding with all One-Stop partners, ensuring that all partners have an "equity" stake in the One Stop system.

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The WIB will continue to provide sufficient guidance for the One-Stop Centers and training providers while encouraging creativity in meeting the needs of individual job seekers and local employers. The WIB will continue to focus on building responsive systems that respond to the ever-changing needs of a dynamic labor market and the emergence of a new economy. The WIB will continue to provide leadership in promoting the economic and community development benefits which can be achieved with a strong and viable workforce development system. Integration of economic development and workforce development is seen as a key element to the success of such a system.

The Board has begun to conduct a thorough labor market analysis of the area that will further guide the choice of those placed on the authorized list of training providers. The Board has placed a special emphasis on attracting additional sources of funds and leveraging resources whenever possible. Other projects may be developed over time that responds to special needs of the employer community, to address specialized needs relating to skill and labor shortages.

A Youth Council has been established to improve youth programs and to act as an advocate in the community for youth. There are improved linkages between academic and occupational learning and other youth development activities in the area. Youth are provided opportunities to achieve career goals to enhance their ability to compete in the labor market. Resources are provided to youth serving agencies that have a proven track record, and which contains the basic program design elements in the Act. The youth elements and services provided through WIA continue to be an integral part of the Workforce Development delivery system.

Quality principles have guided the remaking of the Workforce System throughout the process. These include the development of effective leadership, the creation of action plans and strategic objectives, the customer focused design of products and service delivery, the use of performance data and information, employee training and development, and a focus on bottom line results to business.

In five years, the Silicon Valley Workforce Development System will be a more efficient, user friendly, customer focused, results driven system serving a broader range of clients than the system that exists today. Business will perceive real value in the services and the ability to provide skilled workers to local employers that will far surpass the capacity of the current system.

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I. PLAN DEVELOPMENT PROCESS

This section will describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan.

- A. *What was the role of the Chief Elected Official(s) (CLEO) in developing the plan? [WIA, Section 118(a)]*

The Chief Local Elected Official, the Mayor of San Jose, and the City Council directed City staff to apply for designation as a Workforce Investment Area. The majority of customers receiving service in JTPA and Cal Works programs in Santa Clara County are residents of San Jose. In addition, the Mayor and Council approve and fund a significant number of education and youth programs. The City also has the largest economic development program in the county and has strong relationships with local employers. Consequently, the Office of Economic Development (OED) was directed to file for a WIA designation and to explore the best methods for establishing a One-Stop Delivery System. The CLEO has participated in ongoing meetings with OED staff and has provided leadership when needed.

The Chief Local Elected Official (CLEO) approved the process to be followed in the development of the plan. The CLEO directed the Office of Economic Development to comply with all legal procedures and processes for developing the five-year plan. Development of the plan also involved the principal workforce development organizations in the area. The CLEO also requested that the Department of Parks, Recreation and Neighborhood Services (PRNS) share the leadership role with the Office of Economic Development and be responsible for determining how youth services through WIA could be enhanced through the City's existing youth programs. Various city and county departments provided data that was used to determine needs and their staff assisted in the creation of the final planning document.

The CLEO requested the Silicon Valley Private Industry Council (SVPIC) to act as an Interim Workforce Development Board for the purpose of overseeing the development of the plan and its submission to the state.

- B. *What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]*

As mentioned above, the CLEO requested the existing Silicon Valley Private Industry Council serve as the Interim Workforce Investment Board in order to oversee the development of the local five-year plan, pending the appointment of a new Workforce Investment Board. The CLEO also requested the Director of the Office of Economic Development serve as the interim Executive Director to the Interim WIB. One-Stop partners who have been developing a One-Stop system through grants received from the state, have also been involved in the development of the plan.

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- C. *Describe the process used to provide an opportunity for public comment, include comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community based organizations; and migrant seasonal farm worker representatives. Describe the process used to get input for the plan prior to submission. [State Planning Guidance I.A. and WIA Sections [WIA Section 118(c)(1) and WIA, Section 118(b)(7)]*

RE: Plan Mod 06/07

The draft plan was posted for thirty days for public comment from October 31 – November 30, 2007 on our website at www.work2future.biz. A public notice was issued in the San Jose Mercury News. Hard and/or soft copies were made available to parties requesting them.

The Silicon Valley Private Industry Council and the County of Santa Clara had oversight for the JTPA Service Delivery Area, which is essentially the area that the Mayor of San Jose will now be the CLEO. Under the leadership of the Silicon Valley PIC and County of Santa Clara, a group of agencies and organizations involved with employment training services and activities began meeting and developing plans for establishing a One-Stop delivery system. The group, which came to be known as the Employment Service Network (ESN), was successful in receiving two State One-Stop grants: A Partnership Building grant and an Implementation (Electronic Infrastructure) grant for the California WorkNet One-Stop Career Center System. This group has discussed many of the issues and comments included in the plan. These discussions provided a strong foundation of one-stop system collaboration for development of the local plan.

The strategic planning process for the Workforce Investment Area commenced in September, 1999 with the first meeting of the SVPIC, County of Santa Clara, City of San Jose, Employment Service Network and other interested Workforce Investment Partners. More than 60 individuals attended and all mandatory Workforce Investment Act (WIA) One-Stop Partners were represented. The Chief Elected Official or his staff was updated and briefed on the overall design elements and strategies under discussion at the Workforce Investment Partners meetings. Simultaneously, under the direction of the City's Parks and Recreation Department, four meetings in November and December 1999 were held to discuss the youth program and plan. Invited and attending these meetings were over 33 agencies/organizations representing city departments, education, community-based organizations, and other youth service providers.

The Interim WIB reviewed the plan and approved the draft for public comment on January 28, 2000. After the completion of the 30-day public comment period the draft with comments received was again presented to the Interim WIB for final approval on February 28, 2000. Their recommendation including the appendices with pertinent

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public comments was submitted to the CLEO for his approval on February 28th. The CLEO approved the plan on March 5.

- D. *How were comments that were in disagreement with the draft plan considered in developing the final plan?* [State Planning Guidance I B. and WIA, Section 1 112(b)(9)]

Staff designated by the CLEO reviewed and distributed all comments that were received. A summary of all public comments was forwarded to the Interim WIB.

The summary of all public comments was presented to the Chief Elected Official along with the recommended plan.

- In an attachment, include comments that represent disagreement with the local plan.
[WIA, Section 118(c)(3)]

(TO BE COMPLETED AFTER THE PUBLIC COMMENT PERIOD)

RE: Plan Mod 09/10

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.

RE: Plan Mod 08/09

The draft plan was posted for thirty days for public comment from November 1 – November 30, 2008 on our website at www.work2future.biz. A public notice was issued in the San Jose Mercury News. Hard and/or soft copies were made available to parties requesting them.

RE: Plan Mod 07/08

The draft plan was posted for thirty days for public comment from October 31 – November 30, 2007 on our website at www.work2future.biz. A public notice was issued in the San Jose Mercury News. Hard and/or soft copies were made available to parties requesting them.

RE: Plan Mod 06/07

No comments were received.

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No comments were received that appear to represent disagreement with the local plan.

- E. *Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet [WIA, Section 118(c)(3)].*

Written and electronic versions of the Local Workforce Development Act Plan were disseminated for public comment in September 2000. Opportunities to comment on the final plan were provided at a series of public meetings conducted over the thirty-day public comment period. Summaries of the Workforce Investment Act and the entire 5-year plan were available at these meetings.

A Public Notice was placed in the county's Spanish and Vietnamese newspapers informing a cross section of the non-English speaking public of the plan and stating that interpreters would be available at the series of public meetings.

In addition, notices to provide written comments and requesting copies of the plan were publicized through advertisements in the local newspapers and via the Internet. These advertisements also identified four different sites in the area where copies of the plan were available. The advertisements also gave people the option of finding a copy of the plan on the City website or having a copy mailed to them.

- F. *What other organizations were involved in the development of the local plan?*

Members participating in the formation of the local plan included; the Interim WIB, over 60 organizations that participated in the ESN group, the task groups, local elected officials, mandatory partners, youth services providers, educators and private and public organizations having an interest in youth service issues and workforce development. See Attachment A.

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II. LOCAL VISION AND GOALS

This section will identify our broad strategic economic and workforce development goals and the shared vision of how the local WIA workforce investment system will support attainment of these goals.

- A. *What is your vision for your local workforce investment system, and how will your system appear at the end of the 5-year period covered by this plan?* [State Planning Guidance II B.] [WIA, section 117(d)(1)]

RE: Plan Mod 08/09

The SJSVWIB, one of 12 Learning Labs in the State of California, has provided to EDD a Preliminary Plan describing the anticipated changes to the vision of the local workforce investment system. The Board, having received and assessed data from the first quarter of Integration, currently contemplates no substantive changes from the Preliminary Plan.

VISION

The San Jose Silicon Valley Workforce Investment Board will meet local employers and community needs in a global economy. It will offer all residents, regardless of age, economic status, and geographic location, an opportunity to maximize their employment potential and provide employers with a highly skilled, trained, qualified, educated and dynamic workforce, and it will support Santa Clara County's economic growth through a comprehensive One-Stop Delivery System.

The workforce investment system ensures that all youth in Santa Clara County have access to quality services, resources and opportunities that will allow them to achieve educational, vocational and/or career success.

The goals of this workforce investment system are:

- To provide universal access to all customers
- To leverage public and private resources so as to enhance the quality and spectrum of services available
- To establish an energetic and expansive partnership between public partners and the private sector which is flexible and eager to meet a changing labor force environment
- To have an electronic infrastructure which links all One-Stop centers and satellite partners
- To continually combine the best practices of the public and private sectors
- To create and support a dynamic, efficient and capable Workforce Development Board with strong leadership by the private sector
- To develop and utilize an effective measurement and evaluation system
- To integrate economic, workforce and community development

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Some specific questions that must be answered are:

1. *In five years, describe how your local system will integrate services. [WIA, Section 177(d)(1) and Section 118(a)]*

RE: Plan Mod 09/10

Describe how the services of New Start will be integrated within LWIA one-stop centers:

work2future is proposing to augment its current service delivery model to provide extensive supportive services for non-violent State parolees enrolled in the California New Start program. work2future will act as a navigator to assist persons who have been released from the corrections system and help them re-engage in the community by providing assistance to obtain right-to-work documents (e.g., identification cards, social security cards, driver's license).

Candidates for the New Start Program will be nominated by parole officers, service providers, Department of Correction officials, and/or will be mandated by court. work2future will participate in regular monthly meetings of the Parole and Community Team (PACT) held in San Jose in order to secure referrals. Candidates will be enrolled into the WIA Adult program and will undertake initial skills assessments (basic math, reading, ability to locate information, and levels of comprehension) via the Work Keys system. They will meet with a case manager to develop an Individualized Employment Plan (IEP) to address barriers, employment goals, and interests as well as their current skill levels.

Based on the IEP, the case manager, with the clients' input, will chart out a plan to include recommended skill enhancing workshops, trainings with ETPL providers, and appropriate supportive services. The case manager will work intensively with and support the candidates to achieve their training and employment goals. These combined services will assist State parolees to overcome the substantial barriers they face by assisting them to gain employment and become self-sufficient.

During the next five years, the San Jose Silicon Valley Workforce Investment Board will increasingly integrate the services offered by its partnering agencies within the One-Stop Centers. The ultimate goal is full seamless integration of an expanded array of services from as many relevant community agencies as possible and to have a one-stop, user-friendly, customer-focused, comprehensive integrated employment service for all employers and job/education/training seekers.

Elements to be utilized for integrating of services are:

- Implement co-location of partners and solicit additional remote partners to Santa Clara County One-Stop Employment Service Center

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- CAL WORKS will be integrated into the One-Stop delivery system
- Respecting and appreciating individual agency goals
- To utilize technology in order to more powerfully share information with each other thereby increasing value and benefit to customers
- To provide and promote self-directed services throughout the One-Stop delivery system
- Cross training of all staff to provide seamless service to the customers
- Establish a performance measurement system and a process for continuous improvement for the One-Stop delivery system and service providers
- Core, Intensive Services and Training Services will be coordinated to avoid duplication of services
- To dramatically increase the coordination and integration of workforce related services such as transportation, childcare, and housing
- Common intake procedures
- Youth services will be accessible at each One-Stop Center
- A coordinated menu of employer services will be offered to the business community
- A multi-lingual marketing effort web-based electronic access system to partner services will be established based upon customer feedback at each One-Stop Center
- Programs will be continually evaluated in order to realize potential collaboration, coordination and elimination of duplication of services with existing and potential partners

It is expected that the process of integrating services will take place in incremental stages with annual objectives to be achieved. The result will be the actual integration of programs into a seamless delivery system. Throughout the next five years, inclusion of other service providers and partners will be evaluated in an effort to provide a clear and comprehensive array of services to all customers in the One-Stop delivery system.

2. *What programs and funding streams will support service delivery through the One-Stop system?* [WIA, Section 121 (b)(1)(B)]

RE: Plan Mod 06/07

Services of all partners within the One-Stop System are coordinated and made available, in accordance with their commitment, in each respective center, and as summarized in their MOU (**see Section V(R)**, Memorandums of Understanding). In addition to this foundational analysis of coordination and availability, actual services are integrated through the Design, Leadership and Continuous Quality Improvement (CQI) Team recommendations and systems.

Further, in October of 2005, in order to establish more effective communication with both job seekers and businesses, San Jose Silicon Valley Workforce Investment Area initiated a marketing campaign, and in early April 2006, rolled out the Strategic Marketing Plan/Communication Program. The Plan serves as a tool for illustrating the current status of job seeker and Business awareness of

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the Silicon Valley Workforce Investment Network (SVWIN). The proposed new direction (as a result of the Branding initiative and the specific tactics as detailed in the Plan) is necessary to brand and grow SVWIN, to be the first and only source of information relating to economic growth and personal career counseling and placement. Effective July 2006, San Jose Silicon Valley Workforce Investment Area identifies all service delivery operations by the name “**work2future.**”

Through the MOU process, we have received a financial commitment and physical presence in the One-Stop delivery system from each of the following programs:

Adult, Dislocated Worker and Youth Activities under WIA Title I (including programs funded from Veterans Workforce Investment Programs, Migrant and Seasonal Farm worker Programs, Indian and Native American Programs, Job Corps, and Incentive Funds.), Welfare-to-Work, Employment Service, TANF, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Trade Adjustment, NAFTA Transitional Adjustment Assistance, Veterans Employment and Training Programs, Community Services Block Grant, Employment and Training activities under HUD, Food Stamps Employment and Training, National and Community Service Act programs, Unemployment Insurance, Homeless Programs, Mental Health, and other appropriate federal, State or local programs involved with transportation, child care, community colleges, economic development, community outreach, substance abuse, and the criminal justice system.

3. *Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved?* [20 CFR Part 652, et al., Interim Final Rule (1)(A), State Planning Guidance 11. B. Bullet 3]

Job seekers and those seeking career advancement are able to access information regarding the local labor market including the occupation and industry sectors that are in demand through our network of One-Stop Centers, satellites, and kiosks. Customers are also able to access available job openings and postings from local, regional, state and national employers as well as post their resumes. Currently customers can acquire a list of current training providers in the area, and the track record of completions and job success of recent graduates for these institutions and schools.

Computers are available in the three primary centers as well as at some satellite partner stations. These provide access to CalJOBS, Job Search tools, self-assessment tools, and directories of workforce related services.

A community resource directory is accessible through the One Stop website. For those customers who do not have access to the Internet a hard copy is available at the One Stop Center. The resource directory includes information describing the services of agencies and CBOs, which provide assistance in areas such as transportation, childcare, healthcare, and homeless services. There is specific information regarding the needs of special

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population groups such as veterans, offenders, hard to serve welfare recipients, seasonal farm workers, youth and older workers.

The centers also make available general information about careers, adult education and literacy training that help individuals assess their aptitudes and interests and how these match to available jobs and demand occupations. For those individuals who qualify and are in need, intensive services are available. This includes but is not limited to in-depth assessment, individual counseling, group employment related workshops and, in selected cases, educational remediation and training in specific occupations.

The following represent a listing of the types of information and services, which are available:

- Career analysis and information including assessment (interest and aptitude testing and career counseling), occupational information (career descriptions, wages, labor market information, licensing and certification requirements, and industry trends), and career/education planning assistance.
- Job placement service including job availability information; job search workshops (how and where to look for work, resume help, interviewing skills, grooming and punctuality, how to keep a job, employer panels, skills identification and transference, applications/cover letters, etc.); information on specific employers, resume writing and distribution assistance, access to computers, telephones, copy machines, fax, and special recruitment information.
- Updated labor market information to all service providers
- A Stronger referral/linkage system with workforce related services such as childcare
- More training to upgrade the skills of current workers
- Employer focus groups to evaluate the current system and anticipate emerging workforce needs
- A Referral system for small businesses regarding business services
- Mechanisms for having local employers participate in training curriculum development
- Use of mentors and other coaches and learning facilitators
- Access to resources that can provide lifelong learning
- Long term follow up
- Job retention and follow up services including a job retention hotline and referrals
- Education and training referrals including information about training schools and program ratings, classes and schedules, subsidized training, scholarships, and apprenticeships. Prospective students may be referred to adult education providers, colleges, and community-based educational entities that provide English language training, basic skill development, GED preparation, career and vocational education, and upgrading of workplace skills.
- Self-employment services including information on the Small Business Administration, business incubators, labor market availability, licensing and permits, labor laws, contracting, tax information referrals, and other entrepreneurial issues.

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- Unemployment insurance information such as how to file, problem resolution, employer protests, and the appeal process.
- Employer services including job listings, resumes for recruitment, recruitment assistance, information (labor market, Enterprise Zones, subsidized programs, tax breaks, licensing/permits, employer advisory groups), rapid response/plant closure information and training services for employers.
- Supportive services referral for immigration and citizenship, legal, healthcare, childcare, housing, and transportation needs.
- Welfare client services including Temporary Assistance to Needy Families (CAL WORKS), Food Stamps, and Medi-Cal.

Universal access will be achieved through offering the types of services, which are needed and valued by the community. A strong marketing campaign is being developed to ensure all customers are informed of the availability of the One Stop System. All centers and satellites meet ADA specifications and have multi-lingual staff to meet the needs of the local area that it serves. A multitude of self-directed services are available including labor market information, job listings, self-assessment tools and self-career planning tools. An electronic infrastructure is being developed that will link all centers, satellites and as many partner agencies to provide directories of services, providers and other resources.

4. *How will the Wagner-Peyser Act and unemployment insurance services be integrated into the local system?* [WIA, Section 112 (a) 112(b)(7), State Planning Guidance II B bullet 51]

All Wagner-Peyser services are delivered through the One-Stop system. The state Employment Development Department (EDD) is an integral part of the One-Stop delivery system. EDD Staff are co-located at each of the three principal One-Stop Centers.

Each center has public computer access for job listings through CalJOBS and America's Job Bank (AJB). Every One-Stop provides information regarding eligibility and the filing of unemployment insurance claims. Although UI claim filings primarily are accomplished via telephone through centralized telephone call centers, basic information about UI programs is available at the Centers and through electronic access of a Directory of Services.

EDD as the recipient of Wagner-Peyser funds provides universal access to employment services via a tiered delivery system that includes self-service, programs that are Internet based, facilitated self-access and staff-assisted service. They also provide Core services to all job seekers and employers in One-Stops, including targeted groups such as dislocated workers, migrant and seasonal farm workers, persons with disabilities, UI, welfare beneficiaries, veterans and youth.

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5. *How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems?* [WIA, Section 118(a)(b)(1) State Planning Guidance II B bullet 61]

The San Jose Silicon Valley Workforce Investment Board has used the state adopted goals for workforce investment, welfare, education, and economic development as the starting point for the creation of local goals regarding these same programs.

The local One-Stop partners have developed a One-Stop delivery system that is:

- Dedicated to having a "report card system" which measures the performance of service providers, program operators and the One-Stop system operator(s)
 - Integrated with CAL WORKS as a partner in the One-Stop delivery system and includes CALWORKS as a member of the local WIB
 - Optimally maximizing and coordinating efforts with all youth programs in the area so that there is integration of school-based and vocationally related learning
 - Committed to providing encouragement and access to all services which promote life-long learning
 - Based on a foundation of regional partnerships with NOVA Workforce Investment Area, regional economic development corporations and the community college system
 - Supportive of working with EDD to establish CalJOBS as the backbone of a Internet based universal job bank
6. *How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy?* [WIA, Section 111 (d)(2) and 112(a)]

The maintenance of a strong Youth Council is a priority. The Board will continue to work with the community and the CLEO to identify individuals who will serve as advocates on the Youth Council. The Youth Council was established in August 2000. The CLEO is very committed to leveraging the existing City operated youth programs with those sponsored by WIA.

The City of San Jose currently has an excellent network and working relationship with the education community and youth service providers. These linkages will continue to be expanded and strengthened throughout the region so that all available points of access to resources and skills provided by the youth program elements and associated youth programs (School to Career) will be enhanced accordingly.

- B. *What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals?* [State Planning Guidance n A.]; [WIA, Section 118(a)]

The San Jose - Silicon Valley Workforce Investment Board will improve the quality, career mobility, and skills of the local workforce, enhance the productivity and competitiveness of local business and industry, and increase the self-sufficiency of

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welfare recipients. To accomplish this, the program will provide integrated, customer-oriented, accountable, services made possible through viable service-provider partnerships as contained in our Memorandums of Understanding with our partner agencies.

The broad strategic economic and workforce development goals are:

Employment for all individuals who want or need a job. To promote and develop industry and industry cluster associations for individual job seekers, or those employed, to achieve self-sufficient wages. To support business retention and expansion efforts. A decrease in welfare dependency. To provide quality and up-to-date information for both customers and individuals, and employers. Encourage small business development and commerce to develop a coherent "Fill-in" and "Move-up" strategy. Increase the knowledge/skill attainment of our labor force. Strengthen and expand partnerships with the private sector. Strengthen linkages between education, economic and workforce development. To promote and effect life long learning as an objective for members of the local labor force. Continuous improvement and cost effectiveness in all aspects of program operations. To develop sound methodologies for anticipating employers emerging workforce needs.

The program will attain the goals through the development of a more skilled workforce to accomplish this a system will be created that provides the following:

- Universal and easier access to services and information
- Expanded self-service tools
- An electronic infrastructure which offers greater accessibility of information services to customers while increasing staff capacity
- A Strong and coordinated marketing effort to all customers
- Coordinated efforts to gather current labor market information

B. Identify organizations involved in the development of your local plan vision and goals?

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work2future and EDD have a high level of involvement in the development of the local vision and goals for the LWIA. Other partners such as Department of Rehabilitation assist us to ensure accessibility of services for our disabled clients.

In addition, work2future has been engaged in the development of The Green Careers Initiative: a broad partnership focused on building systemic linkages that connect unemployed and underemployed low-income and disadvantaged individuals, green job training and placement programs and the creation of green jobs. work2future is partnering with Labor, community colleges, non-profits, and local green employers to link publicly-supported green building projects to a new workforce development model aimed at creating and maintaining high-quality jobs; these partnerships afford members of underserved and disadvantaged communities increased opportunities to enter a career in the Green Building: Energy

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Efficiency/Renewable Energy sector.

Description of Targeted Industries & Occupations within Industries:

The sustainability of any green jobs training strategy program is directly linked to its effectiveness in meeting workforce demand in the targeted industry cluster. work2future sees the Green Careers Initiative as an industry intermediary that can play a broker role for both sets of clients: the industry employers and the job seekers. To ensure that goals are being met and that training is meeting employers' needs, we have developed a Green Employer Council comprised of employers and apprenticeship programs from the green business sector.

The Council's goal is to provide industry input to ensure that the training programs being developed are effective for both trainees and employers. The Council will meet together with training providers to guide the development of the program, including identifying entry/pre-screening requirements, specifying in what basic skills training is most needed, and ensuring that the curriculum prepares participants to begin work as apprentices in the employers' respective crafts and/or as interns or entry-level workers in non-apprenticeable occupations.

All mandated partners were involved in the development of the five-year plan vision and goals, as well as representatives from the county welfare department. Additionally, we enlisted the input of organizations and agencies that provide the following services: mental health, subsidized housing, homeless, economic development, including chambers of commerce, other specialized business associations, welfare, youth and disabled advocacy groups, child care, transportation, veterans and other community based organizations including the United Way and its funded agencies. See Appendix B.

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Describe how your local vision and workforce development strategy is consistent with the Governor's workforce development 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

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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.

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 – in 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 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, for the last several years, 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

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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.

RE: Plan Mod 09/10

Provide a description of local strategies to improve business services to employers:

work2future (a division of the City of San Jose's Office of Economic Development), Employment Development Department (EDD), and Workforce Institute have agreed to collaborate to provide integrated services to our business customers according to three principles:

- A. work2future, EDD, and Workforce Institute will have a consultative approach to business customers.
- B. All partner staff will provide the defined services.
- C. Service delivery will be seamless at all work2future One Stops.

work2future, EDD, and Workforce Institute are developing the business services delivery model: how these services are delivered, what services will be tracked for performance and what tracking system will be utilized to measure performance. Current contact management systems as well as newer tools are being evaluated for common use.

Further support to employers is provided through work2future's coordination with other Economic Development programs, including BusinessOwnerSpace.com, an on-line resource for small business. To ensure that job fairs, recruitments, outreach to business, Rapid Response, layoff aversion, and other services are appropriately targeted, work2future uses a customer comment card as an analytical tool to receive feedback from its business customers.

RE: Plan Mod 09/10

Describe how the LWIB is addressing lifelong learning in the context of workforce development:

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.

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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.

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III. LABOR MARKET ANALYSIS

- A. *What are the workforce investment needs of businesses, job seekers, and workers in the local area?* [WIA, Section 118(A)]

RE: Plan Mod 09/10

Describe significant changes from prior years, i.e., local economic conditions:

In the last half of 2008 and the first several months of 2009, the LWIA experienced significant job losses: in financial activities, which were affected by the problems related to the mortgage and credit markets; in the insurance industry, which was impacted primarily by contraction; in manufacturing, which continued to trend down; and in trade, transportation and utilities, led by employment declines in retail trade, and in transportation and warehousing.

work2future's LWIA unemployment rate stood at 12.2% as of December 2009. This is 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 the Recovery Act.

RE: Plan Mod 07/08

The San Jose Silicon Valley Workforce Investment Area created a geographical information system (GIS) tool to assist in labor market analysis and projections of business and occupational trends. This tool, named the *Geo-Mapper*, is seen as a way to use new technology to assist in fact-based decision-making and analysis. The Geo-Mapper will also be deployed into the One-Stops to allow job-seeking and business customers to access complex information and data in a user-friendly manner. If funding becomes available the *Geo-Mapper* will be expanded to provide information and data beyond Santa Clara County, and throughout the nine-county Bay Area region.

RE: Plan Mod 06/07

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San Jose Silicon Valley Workforce Investment Area employs a number of techniques to ensure that it is tracking the workforce needs of our community. These include cutting edge studies on labor market segments and best business practices. Studies that have been completed or are in process include: Santa Clara County Small Business Study, Homeland and Information Security Cluster Study, Youth Service Project Report, Public Sector Study, Retail Industry Sector Research Study, Biotechnology Research Study, and Rapid Response Best Practices Study.

The results of these studies become the basis for the Board's understanding of the needs of the local community. This understanding forms the basis for decisions relative to goals, objectives, funding streams and program design for both adult and youth services. As a consequence, customers using San Jose Silicon Valley Workforce Investment Area services are matched with employment and training opportunities that reflect growth employment trends.

San Jose Silicon Valley Workforce Investment Area also continues to hone its responsiveness to the needs of employers and workers impacted by turnover. The rapid response system uses the results of the best practices study to implement numerous process improvement activities, ensuring a timely and efficient response to lay-offs and closures.

Additional comments will be found in the **Addendum under Section X(B)** that follows, as well as under **Section V**, modifications to our One-Stop Delivery System.

Identifying the workforce investment needs of the local area starts with an understanding of Santa Clara County's geography and where it lies in relation to other labor markets. The constituencies, businesses, workers, and job seekers are part of an economic map that is larger than the geopolitical boundaries of the County of Santa Clara, California.

Santa Clara County has more than 1.6 million residents, and a labor market of more than 900,000 workers of whom approximately 200,000 commute from adjacent counties. While the area is well known globally as the technologically oriented "Silicon Valley", it is also has a diverse industry and business base. The region is predominately urban and suburban in character with portions of rural, mountain and open space/recreational areas in its southern, eastern, and westernmost sectors. The area has a number of unique features that attract families and businesses alike to the region: a rich variety of culture and cultural diversity that rivals any other area in the world. Santa Clara County is particularly attractive to entrepreneurial enterprises because of the economic development support available in this region.

Joint Venture's 2000 Index of Santa Clara County has utilized a broad base of indicators that span the economy, society, and the environment. The index identifies emerging issues facing Santa Clara County. The 2000 index reveals a growing "Digital Divide in

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the County". The Digital Divide is about linking opportunities in the new digital economy. It is the gap between different communities in the workforce, education, the economy and technology.

Workforce Gap The current supply of unskilled labor in Santa Clara County does not meet the needs of the high-technology companies that fuel the County's economy. Joint Venture's Workforce Study identified a workforce gap of 31 to 37% of the high-tech industry demand for workers in the County. The cost of this workforce gap to the high-tech industry is approximately \$3 - 4 billion in incremental hiring and opportunity costs.

Education Gap On every measure of educational attainment, a wide variation exists by ethnicity. Low educational attainment afflicts the County's fast growing population. The Hispanic student population graduates only at a 57% rate, comparably White students graduate at an 86% rate and Asian students at a 97% rate. On average, 29% of 9th and 10th grade students were enrolled in Intermediate Algebra, however, only 19% of Hispanics students are enrolled. The total rate of high-school students completing the course requirements for UC/CSU entrance in 1998 was 47%, while only 23% Hispanic high-school students met this requirement. Hispanics earn only 6% of engineering degrees awarded by local universities.

Economic Gap The County faces wide income disparity among different groups. There has been a widening income gap during the 1990's in Santa Clara County. While incomes of the lowest 20% of households have increased slightly over the past few years, those incomes are still below the 1992 levels.

Technology Gap Access to technology in Santa Clara County varies by race and income. According to the Public Policy Institute of California, only 37% of Hispanics use a computer on a frequent basis compared to 59% of non-Hispanics. The Bay Area Council reports that 46% of households with incomes less than \$40,000 access the Internet compared to 81 % with household incomes of more than \$80,000.

The average time to fill positions in Santa Clara County is 3.7 months. A study conducted by the Joint Ventures Workforce Study found that the time to fill open positions range from one month for production/assembly technicians to over six months for an enterprise hardware administrator. A number of "hot" skill clusters take over four months to fill on average including mechanical/industrial engineers (5.2 months), enterprise software administrators (5.1 months), system integrators (4.8 months), and sales/customer service (4.5 months).

Business The future vitality of Santa Clara County's economy is dependent on the availability of skilled workers; ones that continue to enhance their skills and workforce dexterity through continuous learning. Employers want access to a workforce with the basic employability skills: literacy, reliability, industry, and integrity. They also seek initiative, good communication skills, and computer literacy. With this employability foundation, many employers are willing to train employees on the job, but most need the worker to bring with them job-specific skills. Employers need ways to make job openings

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known to job seekers as well as have access to a large pool of qualified applicants. Employers also need reliable information on available skills training and training providers, a way to influence training curriculum, access to labor market information, information and guidance on accessing state funding for worker training, and assistance and complying with labor laws. For small businesses, support with human resource issues is often necessary. Insuring the health of existing employers and employers-to-be is important. Job creation through expansion of existing businesses and new business startups needs to be supported with workforce investment resources if we are to sustain and grow job opportunities.

Job Seekers Most job seekers need an improved understanding of the local labor market, including which occupations are in demand, what are the skill requirements, which pay higher wages, and which offer viable career ladders. In order to better facilitate this understanding, the San Jose Silicon Valley Workforce Investment Board has contracted Working Partnerships USA to undertake a labor market research project in the amount of \$200,000. This project will cover four sectors including information technology, hospitality, health care and childcare. Through examinations of the trends within these sectors, the SJSVWIB will be able to develop workforce development strategies across the continuum of the labor market.

Other needs include: career counseling, job search and placement assistance, performance and cost information on training providers, and information on the availability supportive services.

Workers. Workers have need of the same services as job seekers as most will change occupations many times in their work history. Current workers will need to continually upgrade their skills and reinvest in themselves if they are to assure their competitiveness in the labor market. With the Workforce Investment Act providing for incumbent worker training, the workforce development community is now in a position to support employers and employees alike through skills upgrade training.

For businesses to be competitive in this economy, the workforce must be skilled, productive, and committed to lifelong learning. Workers need wages that support self-sufficiency and opportunities for meaningful skills training. The public and private sectors must promote lifelong learning for current and future workforce sustainability.

B. How will employer needs be determined?

RE: Plan Mod 09/10

Description of Regional and Local Economy

In the last half of 2008 and the first several months of 2009, the LWIA experienced significant job losses: in financial activities, which were affected by the problems related to the mortgage and credit markets; in the insurance industry, which was impacted primarily by contraction; in manufacturing, which

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continued to trend down; and in trade, transportation and utilities, led by employment declines in retail trade, and in transportation and warehousing.

work2future’s LWIA unemployment rate stood at 12.2% as of December 2009. This is 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 the Recovery Act.

Labor pool

Labor PoolArea	Labor Force	Employment	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 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

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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,
- 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, which require a bachelor's degree and pay 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.

RE: Plan Mod 09/10

work2future's Geomapper, an interactive Geographic Information System (GIS) Interface developed as a powerful, robust tool for workforce and economic development, is currently envisioned to be utilized by WIBs, economic development professionals, and other partners to better understand trends in their workforce areas.

RE: Plan Mod 06/07

Comments will be found in the **Addendum under Section X (B)**.

Several major resources of local labor market information were used to determine the needs of employers in the local area. A brief overview of each source of information follows.

The Resource Group Employer Survey

A recent employer survey was conducted by the Riverside-based communications firm, The Resource Group and sponsored by the San Jose-Evergreen Community College District. Other co-sponsors included the County of Santa Clara Social Services Agency and the Silicon Valley Private Industry Council and several other public and private sector entities in the region surveyed approximately 22,000 businesses in the SJECCD service area to inventory the scope and health of the region's businesses. The project overview goals were:

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- To electronically catalog 22,000+ businesses in the region, including all businesses in the San Jose - Evergreen CCD service area (San Jose, Milpitas, Campbell, and Santa Clara).
- To immediately survey all existing businesses (with a projected response rate of 750+) to assess their workforce and training requirements, business retention and/or expansion plans, and technical assistance needs.
- To immediately identify those business advancement/assistance services that area public agencies and private sector entities can best address through coordinated entrepreneurial activities in the county.
- To generate training programs and outplacement opportunities to assist dislocated workers in all cities.
- To generate market data, focusing on physical plant requirements, expansion, and operating needs (credit/healthcare, etc.) of companies for today and tomorrow's workforce.

Studies involve systematic research inquiry by questionnaire and follow-up phone contact with employers within the San Jose Metropolitan Statistical Area, the EDD designation for Santa Clara County's local labor market. Current EDD labor market information data is also utilized to complete the study. Employers respond on such issues as future occupational trends, current demand versus supply of available workers, minimum training and background required, and entry wage ranges, as applicable. The data is summarized to indicate which occupations are growing, stable or in decline, what level of competition inexperienced workers will face and which occupations are still in demand but require training upgrades due to new technology affecting worker requirements.

B. What are the current and projected job opportunities in the Silicon Valley Workforce Investment Area?

We have attempted to identify high-wage high-growth industries that offer the best opportunities for job seekers. These targeted growth industries, five-year growth projections, and employment characteristics are described below.

The Resource Group's *employer response survey* revealed that the Santa Clara County region targeted by the survey is most conducive to business growth/expansion and employment. The following occupational groupings were specifically identified by employers as having potential skill areas of interest to them.

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Accounting	Foreign Language/Culture
Automotive Technology/Transportation	Graphics/Printing technology
Basic Skills (reading, writing, basic math)	Health Technologies
Business Planning	Leadership/Management Development
Communication Skills/Customer Relations	Machining/CNC
Computer Applications/Software	Marketing/advertising
Computer Networking	Multimedia Technology
Computer Programming	Professional Continuing education
Construction/Building Trades	Sales Training
Drafting/CAD	Small Business Entrepreneurship
Electronics Technology	Telecommunications
Engineering	Web Design/Administration
English as a Second Language (ESL)	Welding/Metal Technologies
Environmental/Water/Waste Technologies	Writing (e.g. business, technical, reviews)

EDD-LMID Projections and Planning Information Report

This report, the State EDD-LMID Projections and Planning Information Report "Occupational Projections" publication, estimate the changes in occupational employment over time resulting from two principal causes, growth and technology. Changes in the number, size and type of employers within a given geographical area affect the demand for certain occupations. Also, technological advances or changes in laws or regulations can also affect the occupational mix.

This report is prepared for employment and training planners, vocational educators, and others who need information on future employment by occupation. The outlook information can be used in making occupational training decisions and career choices. Employers considering expansion or relocation often find the report helpful in understanding the occupational composition and trends in the county or geographic region.

Industry Trends and Occupational Outlook

By the year 2002, according to the State of California's Economic Development Department, there will be 1,025,300 wage and salary jobs in Santa Clara County, 193,400 more jobs than there were in 1995, this is a 23.2 % increase in job growth.

Services will add 97,600 jobs, making it the largest industry division at 362,900 jobs. Services will account for 50 percent of the overall net nonagricultural job growth in Santa Clara County. Two-thirds of job growth within the services industry division will be in business services, which will grow 63%, from 96,200 jobs to 156,500 jobs. Business services include firms providing a variety of services to other businesses, such as advertising, building maintenance, security, personnel supply services, and particularly important to Santa Clara County, data processing services. Data processing services, which include computer programming services and the development and production of

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pre-packaged computer software, will continue to record some of the fastest job growth in the county. Maintenance, personnel supply services, and security will also see strong job growth.

Health services will increase by 26%, or 12,400 jobs. Engineering and management services will add 9,600 jobs, a growth of 28%. Among the smaller service sectors with significant gains are private educational services, which will increase by 2,400 jobs, and amusement services, which will add 1,700 jobs.

Manufacturing is expected to increase by 16% or 37,400 jobs to a total of 268,600 jobs. Most, or 36,400 jobs, will be in the durable good sector, concentrated in electronic equipment, industrial machinery and instruments and related products. Small job losses are projected in aircraft, missiles and space, and other transportation equipment.

Non-durable goods are expected to reach 24,900 jobs, an expansion of 1,000 jobs. A growth of 1,200 jobs in rubber and other plastic products will more than offset the continued long- term decline in food and kindred products, down 900 jobs.

Retail trade in the County will expand will expand 137,700 jobs, a gain of 17% or 20,300 jobs. Within retail trade, the largest growth will be in restaurants and bars, or 8,400 jobs. Substantial growth is also expected in food stores, 2,600; general merchandise and apparel 2,100 jobs; and building, materials and garden supplies, 1,100 jobs.

Wholesale trade will add 15,600 jobs, bringing the industry division total to 64,300 jobs. With a projected growth rate of 32%, wholesale trade becomes the second fastest growing industry division in Santa Clara County. Over three-fourths of the wholesale trade job growth will be non-durable goods.

Construction is expected to grow at 30% to a total of 37,400 jobs. This is an increase of 8,700 jobs. Ninety percent of this growth will be in the special trades such as painting, electrical, carpentry, plumbing, heating and cooling, roofing, and sheet metal.

Government employment in the County is expected to grow at 6%, an increase of 5,300 jobs to reach-to-reach 93,100 jobs. A gain of 6,300 jobs in local government will more than offset losses of 700 jobs in the federal government and 300 jobs in state government.

Transportation and public utilities industry division is expected to grow 21% or 5,000 jobs. Most of the jobs will occur within transportation. As the Santa Clara County industrial and population base increases, the transportation and public utilities industry division will also increase, to 29,000 jobs.

Finance, insurance, and real estate industry division is expected to add 3,500 more jobs, a 12% growth to 32,000 jobs.

Mining industry division employment levels will remain unchanged.

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D. *What job skills are necessary to obtain such employment opportunities?* [WIA, Section 118(b)(1)(C)]

Surveys are conducted yearly on a countywide basis in the California Cooperative Occupational Information System (CCOIS). In the 1998 surveys, employers reported a somewhat or very difficult time in finding qualified workers in 16 of the 25 occupations surveyed. In the 1999 surveys, employers reported a moderately or a very difficult time in finding qualified workers in 23 of the additional 25 occupations surveyed. The following are among the employer-required skills that cut across many occupations.

- Word processing and spreadsheet computer skills.
- Ability to write legibly and effectively.
- Oral communication.
- Ability to work independently.
- Basic math.

Workforce Skills. According to the previously mentioned Resource Group Survey, some 41% of surveyed employers indicate there are industry-specific skill areas where some employees are not at the highest level. Consistent with similar studies across the State, area employers primarily need their workers to have improved sales, marketing and/or advertising skills and demonstrated computer applications and software skills. They want employees that can communicate effectively orally and in writing and who know how to interact with and provide good service to customers and clients.

Training which would develop or improve construction or building trade skills is also deemed important by nearly one in ten region businesses.

Considering the need for improved industry-specific employee skills by industry, at one end of the range are retail businesses--some 25% of employers in retail trade believe industry-specific training would strengthen their company's ability to compete. At the other end, approximately one-half of wholesale trade businesses and companies offering professional services indicate their employers would benefit from some type of skills training.

Nearly one-third of business owners agreed that technology is beginning to change their industry and the way they do business. The majority of this group--some 56%--believes their workforce of tomorrow will benefit most from computer applications and software skills.

During 2001, however, the recent downturn in the high technology cluster of businesses will most likely have an impact on this statistic, making competition for technology driven positions more intense:

The percentage of businesses confirming that technology is rapidly changing their industry ranges from 15% among construction-related businesses to 43% for

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manufacturing firms and companies involved in finance, insurance, or real estate. Regardless of industry, computer applications and software skills are the skills business owners say the workforce of tomorrow will need to stay competitive.

Educational Requirements. Two out of five responding area employers indicate that individuals applying for entry-level technical/trade positions with their company must at least have a high school diploma or equivalent degree.

While a high school education is also required by 30% of area employers for business or administrative positions, nearly 49% require at least some college for these latter occupations. For some business administrative positions, one in eight jobs require at least a 4-year college degree. Across nearly all projected growth occupations in the region, depending on the technical or administrative skills listed for the position, between 16% - 38% of the positions require at least some college or an Associate (2-year college) degree.

Training Programs and Services. Santa Clara County employers have identified an inventory of training areas they indicate are important in producing and maintaining a competitive and efficient workforce.

Training the current workforce to instill customer relations and service skills is considered an important and pressing training need of area employers. Two out of five employers note that today's workforce could benefit from training on how to provide effective customer service.

Just as important are training programs that will focus on providing current workers with the ability to work with one or more computer software applications. Some 26% indicate that present day workers would benefit substantially from sales and marketing training.

Across industries, the most valued training programs are those, which advance sales and marketing skills, give individuals the skills to communicate effectively and deal with customers and utilize computer software applications. These skills, because they are basic to a variety of occupations, have been at the top of the list in similar workforce studies conducted across the State.

According to the State Economic Development Department, the ten fastest growing job sectors in Santa Clara County are:

1. Data Processing Equipment Repairers (96.5%),
2. Electronic Data Processing Systems Analyst (73%),
3. Adjustment Clerks (64.3%),
4. Home Health Care Workers (63.6%),
5. Order Clerks (59.6%),
6. Numerical Machine Tool Operators (59.4%),
7. Computer Engineers (59.3%),
8. Electrical Power Line Installers (51.1 %),

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9. Heating, AC, Refrigerator Repair (50%), and
10. Bill and Account Collectors (49.7%).

The skill requirements for these occupations are listed in Appendix D.

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IV. LEADERSHIP

This section will describe how the local Workforce Investment Board will exercise authority.

A If an Interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation be transferred to the new local workforce investment board? [WIA Section 1 17(d)(4)]

RE: Plan Mod 09/10

At this time, there are 43 Board members on the SJSVWIB, with 5 representatives from Labor and 2 representatives of local economic development entities.

RE: Plan Mod 08/09

The SJSVWIB currently has 42 members. The Board now meets quarterly and is chaired by Benny Boveda, District Manager of Target. During the months in which the Board does not meet, the Executive Committee meets to address issues that arise between Board meetings. In addition, the Board's other subcommittees – Finance, Operations and the Youth Council – now meet on a quarterly basis to assist to determine the policies and procedures of the SJSVWIB.

RE: Plan Mod 07/08

The SJSVWIB has increased its labor representatives to a total of four members. In coordination with the goal of providing engaged, decisive leadership, the Board has established subcommittees for Finance, Operations, and an Executive Committee. Also, there is a Youth Council, and an “ad hoc” Resource Mobilization Committee that is designated to work with staff to develop outside funding streams and resources.

RE: Plan Mod 06/07

The SJSVWIB presently has 43 members, including mandated partners and representatives from various industries in the private sector. The Board meets bi-monthly and is currently chaired by Derek Wise, President and Chief Executive Officer of Global Netoplex, Inc. The Board also has the following subcommittees: Executive, Finance, Operations and Youth Council. These subcommittees assist in determining the policies and procedures of the SJSVWIB.

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The SJSVWIB board members take their roles seriously and are actively involved in all aspects of decision making regarding policies and procedures, and have played a key role in the marketing and branding and outreach plan/efforts.

The San Jose Silicon Valley Workforce Investment Board was formally established in July 2000. The SJSVWIB has 52 members, including 21 mandated partners and representatives from various industries in the private sector. The Board meets quarterly and is chaired by George Burkhardt, Vice President of Lifeguard Insurance. The Board also has seven subcommittees including technology, marketing, standards, executive, finance, operations and youth council. These subcommittees help shape the policies and procedures of the SJSVWIB.

- B What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [State Planning Guidance B1b. and WIA, Section 117(g)(1)(2)]*

Generally speaking, WIB members may not vote on a matter under consideration by the WIB regarding the provision of services by such member (or by an entity that such member represents) or that would provide direct financial benefit to such member or of the immediate family of such member. WIB members also may not engage in any other activity determined by the CLEO to constitute a conflict of interest as specified in the City of San Jose plan.

The San Jose Silicon Valley Workforce Investment Board is governed by the Title 12 Ethics Provisions within the City of San Jose Municipal Code. These provisions will apply to all board members.

- C. How will the local board provide a leadership role in developing policy, implementing policy and oversight for the local workforce investment system?*

- 1) What will the role of the local board be in implementing the local workforce investment vision and system?*

The local board is the policy body, and in partnership with the CLEO, it is responsible for developing and implementing the vision and design of the One-Stop delivery system for the local area. It designates or certifies the One-Stop Operator(s) with the intent to select the best possible method of delivering quality services through the One-Stop system. The Board develops a budget to carry out their duties, subject to the approval of the CLEO, and directs the disbursement of funds from the grant recipient or fiscal agent.

The Board has developed and entered into Memorandums of Understanding with all One-Stop Partners. They have designated or certified One-Stop operators and may terminate for cause the eligibility of such operators. They have identified eligible providers of training services and intensive services not provided by the One-Stop.

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The Board also has appointed Youth Council to identify and award grants or contracts to eligible providers of youth activities. The Board reserves the right to delegate whatever level of authority to the Youth Council it wishes while remaining in compliance with WIA.

The Board is responsible for conducting oversight of youth activities, local employment and training activities and the One-Stop delivery system. In conjunction with the Governor and chief elected officials, they have negotiated and reached agreements on local performance measures. The Board has developed and submitted a 5-year plan to the state and will update this plan as often as needed.

The Board currently is assisting the Governor in developing the statewide employment statistics system. They will coordinate the workforce investment activities with economic development strategies and develop other employer linkages that enhance the programs and services offered to jobseekers. They have promoted the participation of private sector employers and assisted these employers in meeting their hiring needs. Through the One-Stop Centers, they have ensured the effective provision of connecting, brokering and coaching activities. .

2) *Describe how the local board will provide a leadership role in the local workforce investment system.*

The Board is developing a public relations campaign that will highlight workforce issues in the community and act as a catalyst for bringing together business and community resources to address these issues. The Board is also assuming a leadership position to realign current education and training resources to more strategically address workforce needs and work towards increasing the quality and availability of providers.

A priority of the Board is to integrate economic and business development with workforce development. The Board is assuming a leadership role in its effort to outreach to the economic development community, encourage mutual strategic planning where appropriate and utilize the existing infrastructure of business organizations to establish the One-Stop delivery system as the primary resource available for workforce development. As part of these efforts, the Board is seeking regional strategic alliances in order to strengthen the services and delivery system.

3) *Describe how the local board will be involved in developing policy for the local workforce investment system. [WIA Section 117(d)(4)]*

The Workforce Investment Board has developed policies for the workforce investment system through the effort of its committee structure and through taskforce groups.

The WIB has developed a committee structure, which has addressed the particular role of the WIB as established through WIA. The following is a list of the current committee structure: Standards Committee; Finance Committee, Technology Committee Operations

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Committee, Marketing Committee, Executive Committee, and the Youth Council. All committee action is subject to ratification and approval by the full Board.

The Board is continuing to work closely with the CLEO to ensure synchronization between the Boards' policies and those of the communities within its Workforce Investment Area.

- D. How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA, Section 118(a)]*

As outlined in Section II (5) - Local Vision and Goals, the SJSVWIB has integrated the state's strategic goals into its overall strategy. Any proposed action found to be in conflict with adopted State policy will be amended or modified so as to be consistent with the State Plan.

- E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117 (f)(1)(A) and (B)]*

The local WIB and its staff do not intend to provide training services.

RE: Plan Mod 09/10

How will the LWIB assure the public, including persons with disabilities, has access to board meeting and activities, including LWIB membership, notification of meetings, and meeting minutes?

work2future's Equal Opportunity Officer also has oversight of the Board and Committees, and responds in a timely manner to any requests for accommodation to ensure public participation in LWIB-related activities. In addition, work2future has hired a Disability Navigator to provide assistance to our disabled customers.

The Disability Navigator facilitates integrated, seamless, and comprehensive services in work2future's One-Stop Centers for persons with disabilities, and serves as a resource to the workforce development community to ensure the availability of comprehensive knowledge of federal, state, local and private programs that impact the ability of persons with disabilities to enter and remain in the workforce.

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V. LOCAL ONE-STOP DELIVERY SYSTEM

In this section, we describe how services will be coordinated through the One-Stop Service Delivery System.

A Describe the One-Stop delivery system in your local area. Include a list of the comprehensive One-Stop Centers and the other service points in your area. [WIA, Section 118(b)(2)]

RE: Plan Mod 08/09

SJSVWIB currently has three comprehensive One-Stops at the following locations: 1290 Parkmoor Ave., San Jose 95126; 2450 S. Bascom Ave., Campbell, 95008; and 7800 Arroyo Circle, Ste. A, Gilroy 95020.

Businessownersspace.com, referenced immediately below under Plan Mod 07/08, had its second launch on October 30, 2008 to introduce website materials newly translated into Spanish and Vietnamese to assist the broader business community.

RE: Plan Mod 07/08

The San Jose Silicon Valley Workforce Investment Area's One-Stop Delivery System is at an important crossroads. We have been selected as a "Learning Lab" for the enhanced integration of workforce and job services at the local level. Consequently, we have developed local transition work groups, composed of State EDD staff and local WIB staff, and have established a timeline that will integrate all service delivery—including combined staffing, cross-training, and seamless services by July 1, 2008.

In addition, as the One-Stop System has matured over the years, we have outgrown some of our locations. We currently have one comprehensive One-Stop at 1290 Parkmoor Ave., San Jose 95126; as well as other Centers at: 2450 South Bascom Ave., Campbell 95008; 7800 Arroyo Circle, Ste. A, Gilroy 95020; 16500 Monterey Rd., Morgan Hill 95037.

Furthermore, the SJSV Workforce Board has increased our comprehensive services to the business community, who we recognize as a Primary Customer.

BusinessOwnerSpace.com is an integrated source of information and services for those entrepreneurs and small business owners who want to start, grow, and sustain a business. BOS provides no or nominal cost services to local entrepreneurs and small business owners of all types. Our broad menu of business assistance services includes support to start and grow your business, including business planning and other technical assistance, hiring qualified employees, access to capital, and permitting and regulatory assistance.

RE: Plan Mod 06/07

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The San Jose Silicon Valley Workforce Investment Area has implemented a number of significant modifications to its One-Stop Delivery System as a result of its ongoing process improvement commitment and practices. The following is a summary of modifications to the One-Stop Delivery System.

In order to be more responsive to the diverse geographic needs of its labor market, the San Jose Silicon Valley Workforce Investment Area/work2future will provide services through the One-Stop Delivery System within the LWIA. The comprehensive center for the San Jose Silicon Valley Workforce Investment Area will be located at the Parkmoor site in central San Jose. In addition to the comprehensive Parkmoor Center, additional satellite centers will be established in response to specific local conditions, including demographic and geographic demands and short-term impact such as a plant closure. The San Jose Silicon Valley Workforce Investment Area may operate satellite centers in Gilroy, Morgan Hill and Campbell. San Jose Silicon Valley Workforce Investment Area will open additional satellites as needed, and conversely close satellites should they become inefficient or not needed. Input from local businesses and community leaders will determine the need for additional centers.

The San Jose Silicon Valley Workforce Investment Area has been specifically involved in a two-year process improvement effort for the delivery of services through all its centers in conjunction with Strumpf Associates: Center for Strategic Change. The intent of this effort has been to ensure that mechanisms are in place that meet the stated objectives of the Board, including

- communicate collaboratively
- negotiate collectively away from the policy forum of the WIB
- manage and implement service integration collectively
- align internal policies and practices to meet the objectives laid out by the WIB for an integrated workforce development system

The structural results of this ongoing effort have produced a tri-partite system of Design, Leadership and CQI Teams. In general, the Design Team will develop joint processes and enhanced coordination of service delivery across the entire one-stop system. The Leadership Team represents executives from the one-stop partner organizations that will review and approve the processes that are proposed by the Design Team. The CQI Team is unique to each center, reflecting the immediate center's operations and management structure, and this team owns the final implementation of the approved processes, allowing for some modifications that best serve the specific demographic needs of customers, such as higher level of mono-lingual specialists and services.

This system of operational design and management oversight ensures a continual practice of process improvement in alignment with the State's guidelines for Center Self Certification. Guidelines as established by the State will be incorporated into the San Jose Silicon Valley Workforce Investment Area One-Stop Delivery System through the above mechanisms. For example, customer satisfaction will be measured through processes developed by the Design Team, approved by the Leadership Team and

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implemented by CQI Teams. The results will be tabulated both by individual center and for the collective system, ensuring a consistent and measured approach to process improvement and center certification.

Through this approach, the San Jose Silicon Valley Workforce Investment Area is managing its One-Stop Delivery System in a highly collaborative manner, with the expectation that each One-Stop Partner will fully participate in the Design, Leadership and CQI Teams as appropriate. This commitment is further documented in the Memorandums of Understanding (MOUs) with each partner agency.

The San Jose Silicon Valley Workforce Investment Board has established a One-Stop Career and Industry Development System, which operates as a community resource for both job seekers and employers to increase the efficiency with which the right person is matched with the right job. There are currently three primary sites for the One Stop Centers: 1775 Story Road in San Jose, 2450 S. Bascom Avenue in Campbell, and 190 Leavesley Road in Gilroy. The One Stop system is based upon the following principles:

Streamlined Services Agreements were developed that have brought together private business, community-based non-profits, government, education, and other entities in order to create a comprehensive, integrated system that maximizes services and resources while providing greater ease and access for employers and job seekers.

Empowered Individuals Job seekers receive access to information about basic literacy, education, counseling, streamlined Job search, case management, vocational and related intensive services via phone, kiosk, Internet, etc. The system provides customers with sufficient information to judge the quality of services and make informed choices.

Universal Access Services are provided in English, Spanish and Vietnamese (or any other language that is appropriate for the geographic community) for Tier I Core Services for all job seekers, with the right to work in the United States, who are 18 age or older.

Increased Accountability The One-Stop is performance-based, focused on outcomes, attentive to quality principles and driven by customer satisfaction. Services will be continuously evaluated to ensure goals/objectives are met in a cost-effective manner. Results will be made available to job seekers and employers.

Designed to Meet Emerging Needs Training will be designed to fit the employer's needs and trained employees to assist employers to stay competitive.

Improved Youth Program A comprehensive, integrated youth system to enable youth, particularly those most in need, to acquire the necessary skills to successfully transition into and compete in the labor force and to further their education and training has been developed.

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The guiding principle for operations is that the system be customer driven and not process driven. National and local labor force is undergoing dramatic changes. Many of these are due to increasing international competition and technology advances, which are driving businesses in their product development and product/service distribution systems.

To stay in touch with the needs of employers will require a constant understanding of employer's current and emerging needs. In order for the One-Stop delivery system to fulfill its vision of being the primary workforce development system servicing the local area, the local labor force must understand employers needs and have access to the training and skill enhancements that enable them to meet the employers expectation. This matching of the employers' needs to qualified workers is the basic function of the One-Stop system.

The following services will be available at all One-Stop Centers to individuals with the right to work in the US who are 18 years of age or older:

Job Seeker Services All One-Stop Centers and satellites may provide core services, intensive services, and access to training. When required, services will be provided in English, Spanish and Vietnamese (or any other language that is appropriate for the geographic community). All Centers will have TTDY line access and meet the requirements of the Americans with Disabilities Act. EDD services including CAL Jobs will be available at all certified One-Stop sites.

The following services will be available at all One-Stop Centers to individuals with the right to work in the US who are 18 years of age or older:

- Outreach, intake, profiling, and orientation to the One-Stop Center
- Initial assessment of skill levels, aptitudes, abilities, and support services
- Self-service tools for intake, assessment and career planning
- Labor Market Information
- Consumer reports and performance information
- One-Stop partner services and supportive services
- Information on filing UI claims
- Resource Room
- "How to" group sessions (e.g. writing a resume)
- Job Referral (ES referrals in non-exclusive hiring arrangements, short term or seasonal placements). Registration into Cal Jobs
- Internet browsing to find career, employment and training information
- Assistance in establishing eligibility for additional assistance including WIA intensive and training services, Welfare-to-Work, and non- WIA training and education services
- Workshops on use of technology to assist in job search such as training in the use of the Internet

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Specific services available to job seekers who are unable to find employment include:

- Individual assessment
- Job search workshops
- Job resource centers with computers, phones, fax machines, and employment information
- Career counselors
- Basic skills training/English as a Second Language (ESL)
- Job placement assistance
- Training/retraining in demand occupational skills through individual training accounts, work experience, customized training, and On-the-Job Training
- Employment Development Department services
- Access to child care, transportation, and other support services
- Individual service strategies/Individual Readjustment Plan/Case management
- Entrepreneurial training
- Follow up services for 1 year

Access to these services is provided through a three-tier delivery system that ranges from self-directed low cost services to intensive services that require an assessment of need, a longer-term financial commitment and more extensive participation on the part of the customer.

Tier I provides Self-Directed Electronic Access to directories such as CalJOBS and America's Career Kit, job matching services, job search, labor market information, information on job skills necessary to obtain employment, data on local occupations in demand, unemployment information and filing and the other "core services" as identified in WIA Section 134(d)(2).

Tier II requires staff assistance and intervention and is identified in WIA Section 134(d)(3) as "Intensive Services". At this level, we provide intake, enrollment and a detailed assessment, followed by information on employment, education and training opportunities and, where needed, supportive services. Intake staff and the customer jointly develop an individual service/readjustment plan. Also available are individual counseling and career planning, and short term prevocational services.

Tier III involves the most intensive level of service and is identified in WIA Section 134(d)(4) as "Training services". It may include any or all of the following: case management, in-depth counseling, basic skill training, occupational training through work experience, on-the-job training or customized training, and follow up services. Financial resources are committed through Individual Training Accounts.

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Employer Services. Employers are the other customers of our One-Stop delivery systems. The San Jose Silicon Valley Workforce Investment Board has developed a full menu of employer services over the past year. Currently, services for employers include:

- Job applicant data base access including resume review
- Technical assistance and linkages to access available resources
- Referral system to business service providers and business organizations
- Labor market, economic development and tax credit information
- Tax Information
- Rapid response and plant closure assistance
- Customized training/on the job training subsidies
- Technical advice/training regarding job retention strategies for special populations

An evaluation of employer needs and the development of a "full" service menu is a priority of the WIB. Consideration will also be given to fee-for-service activities.

The WIB will implement a system to promote continuous improvement among providers serving both job seeker and business customers to ensure that the needs of these two key customer groups are met. This system will include a customer satisfaction rating system, along with system development activities. Evaluation of customer satisfaction results, training, and implementation of a continuous quality improvement (CQI) system will all support achievement of this objective.

- B. *Describe the process used for selecting the One-Stop operator(s) including the appeals process available to entities that were not selected as the One-Stop operators.*

RE: Plan Mod 06/07

The San Jose Silicon Valley Workforce Investment Area is utilizing a comprehensive partnership approach to the management of its One-Stop Delivery System as reflected in the responses under Section A above. Accordingly, the structural management and responsibilities of the One-Stop Operator is held by the Silicon Valley Workforce Investment Network staff, and shared with the partners of the One-Stop System through the Design, Leadership and CQI Teams.

- C. *How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop system?*

RE: Plan Mod 06/07

Services of all partners within the One-Stop System are coordinated and made available, in accordance with their commitment, in each respective center, and as summarized in Section V, (R). In addition to this foundational analysis of

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coordination and availability, actual services are integrated through the Design, Leadership and CQI Team recommendations and systems.

Coordination of the services provided by the One-Stop partners were initially accomplished through the development of the Memorandums of Understanding (MOU). (Please see attached MOU's)

- D. *How will WIA funding be used to leverage other public and private resources, e.g. shared One-Stop administrative costs?* [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10)] and Section 121 (c)(2)(A)(ii)]

The amount of resources that each partner agency will provide each One Stop was determined by Memorandums of Understanding.

The WIB is assertively seeking philanthropic donations from public and private foundations.

- E. *How will these funds be used to develop a more effective local system that expands the involvement of business, employers and individuals?* [WIA, Section 112(b)(10)]

RE: Plan Mod 08/09

Although the adoption of Common Measures has had an impact on the design of work2future's Youth Program, the Adult/Dislocated Worker Program has not changed as a result of the statutory waiver.

RE: Plan Mod 06/07

The goals of the WIB are incorporated into the Design, Leadership and CQI Teams and will result in modifications and process improvements to the San Jose Silicon Valley Workforce Investment Area One-Stop Delivery System. Examples include the inclusion of local Chambers of Commerce as partners within the one-stop system, as well as financial support agencies and organizations that assist customers in effectively planning and managing their individual financial futures.

Additional funding from partner agencies and from outside federal, state, local and private sources will greatly expand the level of participation and range of options open to these customer groups. This is particularly important since services funded through WIA Title I funds are not sufficient to offer a broad range of services to either job seekers or employers.

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The redirection of other community resources into a more strategic focus will create a workforce development system that is visible and acknowledged in the community as something of value to a broad customer base. These funds will also be used as a means of leveraging and attracting other sources of funds for employment training and related services through public and private foundations.

If this were achieved, further strategies of creating more formal partnerships between the One-Stop delivery system partners and the private sector would greatly increase the funds and role of the One-Stop system

In addition, there will be a menu of offering services to employers for a fee. Such services include, but are not limited to the following: special recruitment, outplacement services, job task analysis, computer-skills training, testing, etc. The fee for service aims to respond to the immediate needs of the employers.

- G. *Describe how the local system will meet the needs of dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farmworkers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; individuals with multiple barriers to employment; older individuals; people with limited English speaking ability; and people with disabilities.* [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17)(iv) and Section 118(b)(4)]

RE: Plan Mod 09/10

work2future, as one of the 12 original Learning Labs, submitted a local Integration Plan in February 2008. Based on customer feedback and the high volume of individuals requesting services, work2future will be implementing orientation sessions to enroll potential new customers and will provide appointments for coaching sessions. This will allow work2future to provide more efficient services to our 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. Additionally, work2future has extended its hours and increased the number of workshops, assessments, and other selected services offered to customers.

Moreover, work2future has hired a Disability Navigator to facilitate the access of disabled persons to our facility and services. To ensure access for our clients with limited English, we have bilingual staff with capabilities in several different languages. work2future's BusinessOwnerSpace.com website is translated into Spanish and Vietnamese, and our work2future website, currently under construction, will also be translated into Spanish and Vietnamese.

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RE: Plan Mod 08/09

The SJSVWIB, one of 12 “Learning Labs” in the State of California, has provided to EDD a Preliminary Plan describing the anticipated changes to the program of services provided through the local workforce investment system. The Board, having received and assessed data from the first quarter of Integration, currently contemplates no substantive changes from the Preliminary Plan.

As of July 1, 2008, SJSVWIB began participation as a learning laboratory in the statewide integration effort. During the Board’s June 19, 2008 discussion of the fiscal impact of the new service delivery model on training dollars, Board members expressed a degree of uncertainty regarding the effect of increased numbers of individuals potentially eligible for training. As a result of this discussion, SJSVWIB approved the reduction of the cap for ITAs and other types of training from \$6,000 to \$3,000 per individual, subject to a waiver process. ITAs are limited to 18 months in duration.

Shortly after the formation of the SJSVWIB a RFP for Dislocated Workers was sent out. Following an extensive review process the San Jose Evergreen Community College District/Institute for Business Performance chosen out as the provider. In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, the San Jose Evergreen Community College District with assistance from EDD, provides services to this population. Services include on-site orientation, a list of available services by location, workshops on personal budgeting and all job search related core services offered through the One-Stop Centers. Additional services are reviewed on an as needed basis. Those with limited English speaking ability are referred to appropriate ESL community resources. We are currently partnering with community-based organizations, adult schools and community colleges to address the needs of this population.

Generally, the One-Stop Centers will principally meet the needs of the special populations described above through the delivery of core, intensive, and training services.

Also, information regarding One-Stop services is available electronically and is periodically sent to the appropriate agencies and organizations that serve these populations.

Core Services

Core A: Core services provided through the One-Stop Center(s) are available to all adult and dislocated workers in search of employment in accordance with the guidelines of the Center, and do not require registration of the individual.

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Core B: Core Services that are staff assisted as provided through the One-Stop Center(s) for all eligible adults and dislocated workers. These services require registration and enrollment of the client.]

Eligibility Policies and Procedures were adopted by the Silicon Valley Workforce Investment Network at the full board meeting of July 18, 2002.

As part of our core services, the One-Stop Centers provide the determination of whether individuals are eligible to receive assistance, outreach, intake and orientation to the information and other services available through the One-Stop. This includes initial assessment of skill levels, aptitudes, abilities and supportive service needs, job search and placement assistance and where appropriate, career counseling and the provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas. Job vacancy listings include information on job skills necessary to obtain such jobs, and information relating to local occupations in demand and the earnings and skill requirements for such occupations.

Additional core services include performance information and program costs on eligible providers of training services, youth activities, adult education, post-secondary vocational education, including activities available to school dropouts, and vocational rehabilitation programs.

Staff also provides information on local performance of the One Stop delivery system. Accurate information relating to the availability of supportive services, including childcare and transportation, is available and referrals to such services, when appropriate, are made.

One-Stop staff instructs individuals on filing claims for unemployment compensation, provides assistance in establishing eligibility for welfare-to-work activities and other programs of financial aid for training and education programs that are not funded under WIA. In addition, we deliver follow-up services, including counseling to increase job retention, for participants in workforce investment activities who are placed in unsubsidized employment.

Intensive Services

The One-Stop Centers deliver more intensive services to individuals who receive core services but who are still unable to find employment, provided they are determined to be in need of such services. Staff also provides intensive services to those who need such services in order to obtain or retain employment that allows for self-sufficiency. Intensive services include the comprehensive and specialized assessment of the skill levels and service needs of the individual, including diagnostic testing and assessment.

Intensive services also entail group counseling, individual counseling and career planning and case management for participants seeking training services. Short-term prevocational services teach skills relating to communication, interviewing, punctuality, personal maintenance and professional conduct to prepare individuals to get and keep a job.

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Training Services

Individuals who have received core and intensive services but who are still unable to obtain or retain employment are provided training services. The provision of training is subject to an interview, evaluation or assessment and case management that determines they are in need of training and have the skills and qualifications to successfully participate in the training program they select. The training must be directly linked to the employment opportunities in the local area or in another area in which they are willing to relocate.

Training may include occupation skills training, training for nontraditional employment, on-the-job training, programs that combine workplace training with related instruction, such as cooperative education programs. It also may include training operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy or customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

The Board has created policies, which set the parameters for the application of the core, intensive, and training services.

Individuals needing specific occupational training must select from the list of eligible providers of training services.

- H. *What criteria will you use in determining whether adult funds are limited and how “priority of service” will be applied to serve persons with special needs?* [WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines V B. 5.]

RE: Plan Mod 08/09

The SJSVWIB’s “ad hoc” Resource Mobilization Committee is designated to work with staff to develop outside funding streams and resources to serve a broad variety of clients. In the event that the Board determines public and private funding to be insufficient to address low-income and disadvantaged clients’ expected training needs, it would be necessary for the Board to develop a priority of service policy responsive to that determination.

It is the vision of the CLEO and the WIB to design a system and develop policy, which leverages resources for those most in need as defined under the Workforce Investment Act. The WIB is in the process of developing a criteria in this area and will ensure it is in line with the State requirements.

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How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV B.4.]

RE: Plan Mod 09/10

work2future's Equal Opportunity Officer responds in a timely manner to any requests for accommodation to ensure participation in WIA activities. In addition, work2future has hired a Disability Navigator to provide assistance to our disabled customers.

The Disability Navigator facilitates integrated, seamless, and comprehensive services in work2future's One-Stop Centers for persons with disabilities, and serves as a resource to the workforce development community to ensure the availability of comprehensive knowledge of federal, state, local and private programs that impact the ability of persons with disabilities to enter and remain in the workforce.

The WIB has adopted the following policies covering the programs and activities under its purview:

"No individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any program or activity because of race, color, religion, sex, national origin, age, disability, political affiliation or belief."

This policy is posted in all offices and One-Stop Centers and satellite offices as well as on the One-Stop Internet site. All staff offices and One-Stop Centers conform and comply with these policies. All staff offices, One-Stop Centers and organizations and agencies receiving funding from the WIB conform and comply with the Americans with Disabilities Act.

New language was voted on by the WIB on July 18, 2002, as part of the Eligibility and Policies adopted by the WIB July 18, 2002.

- I. *How will systems to determine general job requirements and job lists, including Wagner Peyser Act provisions be delivered to employers through the One-Stop system in your area?*

RE: Plan Mod 08/09

The SJSVWIB, one of 12 Learning Labs in the State of California, has provided to EDD a Preliminary Plan describing the methods to be used to evaluate employer needs. The Board, having received and assessed data from the first quarter of Integration, currently contemplates no substantive changes from the Preliminary Plan in this area; however, EDD staff and work2future staff are discussing substantial changes to the current Business Services strategy.

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Worker Profiling and Reemployment Service claimants are mainstreamed into the normal orientation sessions provided by the One Stop to provide faster processing of these claimants. The specialized information they require is now a part of that orientation, including a description and a list of benefits available from the Employment Service Network.

Under the provisions of (AB67), the mandatory partners have a comprehensive system of coordinated outreach and job development with employers. Additionally, extensive efforts have been made to expand on the abilities of the EDD CalJOBS system and America Job Bank. Other related operational tools such as EDD's ECMS will be examined and leveraged with these resources.

- J. *What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act? [State Planning Guidance I B.7. and WIA Section 121 (b)(1)(B)(ii)]*

The purpose of the Worker Profiling and Reemployment Services (WPRS) program is to provide reemployment services to Unemployment Insurance (UI) claimants who are most likely to exhaust their UI benefits. Claimants most likely to exhaust their benefits are scheduled to attend an Initial Assistance Workshop that serves as an orientation to reemployment services. There is generally a referral to other reemployment services as well. In addition, we make all basic core services available to Worker Profiling and Reemployment Service claimants through the One-Stop system.

Worker Profiling and Reemployment Service claimants are mainstreamed into the normal orientation sessions provided by the One Stop to provide faster processing of these claimants. The specialized information they require is now a part of that orientation, including a description and a list of benefits available from the Employment Service Network.

- K. *How will you ensure that veterans receive priority in the local One-Stop system for Wagner- Peyser funded labor exchange services? [State Planning Guidance IV.B.9.and WIA, Section 121(b)(1)(B)(ii)]*

When it is determined that a customer is a veteran, that customer is provided additional information regarding services for veterans, and may be referred to specially trained program staff provided by EDD for more extensive services.

EDD's CalJOBS system includes a 24-hour Veteran's Hold for job listings gathered by EDD to ensure that veterans will receive priority for Wagner-Peyser funded labor exchange services.

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- L. *What role will local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10.322, 38 USC Chapter 41 and 20 CFR Part 1001-120]*

Local Veterans Employment Representatives/Disabled Veterans Outreach Program Services (LVER/DVOPS) are located at the Campbell One-Stop Center. Staff at the information desk is trained to refer the appropriate individuals to these representatives on site or access through electronic infrastructure. Veteran customers' may elect self-service, facilitated self-help, or staff assisted one-on-one service. If a veteran is unsuccessful in finding work thorough self-help or self-assisted services, they are identified by One-Stop staff and referred to veteran's program staff for intensive one-on-one services.

Signs will be posted to direct veterans to these representatives. If clients are in need of additional services, LVER/DVOPS staff is cross-trained and familiarized with other services throughout the One-Stop Center to which their clients can be directed.

- M. *How will you provide Wagner-Peyser Act-funded services to the agricultural community specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One-Stop system? [State Planning Guidance IV.B.11.]*

Specialized staff funded by Wagner-Peyser handle one-on-one assistance, outreach, assessment, and other services to migrant and seasonal farmworkers and employers. These specialized staff partakes in special initiatives, attend job fairs and provide services in areas where farmworkers live, work and congregate. If clients are in need of additional services, Wagner-Peyser staff taps into the regular three tier services provided in the One-Stop Center. If services are needed beyond the capability of the One-Stop Center, clients are referred to other organizations that specialize in services to this population.

- N. *How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities?*

The local board coordinates its rapid response activities at the local level. Rapid Response services in our LWIA are provided by a Rapid Response Team composed of staff from the local EDD and the WIB. As necessary the Rapid Response Team will be augmented by additional entities, such as: economic development specialists, credit counseling professionals, stress management specialists, and other One-Stop Partners. Coordination of the local Rapid Response activities will be performed by the WIB staff, who participate with the state Rapid Response staff as part of the Northern California Rapid Response Roundtable-which consists of all of the Bay Area Rapid Response Coordinators and State Staff.

- O. *How do your rapid response activities involve the local board and the Chief Elected Official? [WIA, Section 1 18(b)(5), State Planning Guidance IV B.13.b.]*

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The WIB and the CLEO(s) receive WARN notices, establish policies related to dislocated workers, develop and approve rapid response services, and evaluate and provide oversight of the programs. They assure that:

- 1) An eligibility determination and verification system for rapid response services is maintained;
- 2) The plan will achieve or exceed its predetermined performance goals as set forth by the Department of Labor;
- 3) There are written procedures for delivering the required services to eligible dislocated workers;
- 4) There is a system for coordination with neighboring jurisdictions in cases of plant closing or mass layoffs;
- 5) There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- 6) Labor organizations are involved in the development and implementation of dislocated worker programs and services; and
- 7) Affected labor organizations are consulted in the case of any assistance program, which will provide services to a substantial number of their members.

The WIB and the Chief Local Elected Official also determine job opportunities for which dislocated workers could be retrained, and the training that exists or could be provided in the local area relevant to these job openings. This determination involves the use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

- P. *What rapid response assistance will be available to dislocated workers and employers and who will provide them?* [State Planning Guidance IV B.13.c]

The local Rapid Response Team will provide a variety of rapid response assistance to dislocated workers and employers.

When notification of a lay-off or closure is received, the Team contacts and meets with the employer to develop a plan of action – possibly including lay-off aversion. Since both the WIB staff and the City of San Jose's economic development staff have a close working relationship, lay-off aversion techniques including assistance with additional financing, site location and access to business consultants will be enhanced.

Consistent with the wishes of the employer, the Rapid Response Team provides on-site orientations to the workers in a group setting. Information regarding unemployment insurance, the Partners and services available at the local One-Stop Career Centers, as well as credit counseling and/or personal financial planning, and stress management will be provided.

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Moreover, the dislocated workers has access to all the core services of the local One-Stop System, and, as needed: skill assessment; career planning and case management; specialized labor market information; resume development; interviewing techniques; CalJOBS; filing Unemployment insurance claims; job search assistance and placement; job fairs; networking; and job keeping techniques.

- Q. *Describe and assess the adult and dislocated worker employment and training services that will be available in your local area.* [WIA, Section 118 (b)(4)].

RE: Plan Mod 08/09

The SJSVWIB Operations Bulletin and 5-year Plan state that training services shall be made available to individuals who, among other criteria, select a program of services directly linked to occupations in demand in the local or regional area. Training opportunities are provided to individuals only after they have completed Labor Market Information and Career Research forms. Training must be directly linked to the employment opportunities in the local area or in another area in which the participant is willing to relocate.

Shortly after the formation of the WIB, an RFP was sent out to providers of services for Dislocated Workers and Title IB Adults. After an extensive review process the San Jose Evergreen Community College District/Institute for Business Performance was awarded the Dislocated Worker contract and Foothill DeAnza Community College District/Occupational Training institute was awarded the WIA Adult contract.

The WIB will identify the skill needs of business and industry through appropriate labor market analysis and through direct contact with employers where labor market shortages appear most severe. This includes the annual CCOIS survey conducted in partnership with the state.

We will also utilize appropriate assessment and career information tools, and compile a list of training providers to better meet the needs of the customer. Additionally, customer satisfaction surveys will be conducted on a periodic basis that will provide feedback to allow for continuous improvement of products and services. These will include both job seekers and employers. Customized training, which includes services to incumbent workers, will be utilized to better meet employer needs in the community.

Placement, retention earnings gain will be measured with an emphasis on long term results, the performance data will be published, and will be used to establish funding levels. A system will be developed to foster continuous improvements.

In addition to the adult and dislocated worker activities and services identified above and in previous sections of the plan, we will use the services and resources from other public and private sources to maximize the services to our clients. These include the Adult

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Literacy and occupational education programs available through the public education system.

We also refer individuals to community-based organizations that provide needed social services, including housing, health, mental health domestic violence services, substance abuse treatment, and childcare and related children's services.

RE: Plan Mod 09/10

How will the LWIA ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants?

work2future monitors its contractors annually, in addition to providing compliance and performance information to work2future's committees and the Board of Directors to provide data to support funding recommendations. In addition, work2future has a Continuous Quality Improvement team that assesses comments from clients regarding the quality of services provided through work2future's one-stop centers to recommend changes to services and processes.

RE: Plan Mod 09/10

How has the LWIA used the waivers granted to the state?

Regarding use of the waiver for Incumbent Worker Training: due to the downturn in the local economy, there has been little interest in and no requests for Incumbent Worker Training. If a business request is made, work2future will use the provisions of the waiver to accommodate a business need.

Regarding the use of the waiver for Customized Training: over the past year there have been no business requests for Customized Training. However, in the event a request is received, work2future will use the provisions of the Customize Training waiver to accommodate a business need.

Regarding use of the waiver for funding stream transferability: The transferability waiver between adult and dislocated worker funding streams has allowed work2future to provide seamless delivery of services to eligible adult and dislocated workers. The waiver allowed work2future to streamline its intake delivery service through the elimination of certain eligibility requirements by enrolling all clients as Adult. This translated into serving more participants and lower costs per service delivery, thereby maximizing customer service.

R. *MEMORANDA OF UNDERSTANDING (MOU)*

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WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. As referenced on page 6, a copy of each MOU must be included with the plan. [WIA Section 118(b)(2)(B)]

RE: Plan Mod 09/10

work2future has signed MOU agreements with WIA-mandated partners and other partner agencies which describes each of the One Stop partners service delivery. The term of the agreement is indefinite (until rescinded).

The Cost Sharing Agreement is updated every year to reflect the cost of services and operating costs of the One Stop Center on a yearly basis. The cost sharing provisions cover all items necessary to run the One Stop Centers and may include both personnel and non-personnel costs, either in cash or in-kind contributions.

work2future has updated cost sharing agreements from majority of its mandated partners, except for San Jose Job Corps Center and West Valley – Mission Community College District. One issue is the lack of timely response from the partners, which prevents work2future from having a complete picture of the cost sharing. Ongoing efforts have been made to partners in the form of reminder letters, follow-up emails and/or phone calls and scheduled meetings, if necessary.

RE: Plan Mod 08/09

On September 25, 2008, the California Labor and Workforce Development Agency notified SJSVWIB that MOUs and RSAs have been signed by all partners for whom such agreements are required. The MOUs and RSAs of SJSVWIB's mandated partners are attached to the '08-'09 Modification to the 5-Year Plan:

*Council on Aging Silicon Valley
Employment Development Department
Housing Authority of the County of Santa Clara
West Valley-Mission Community College District
The Building and Construction Trades Council
Metropolitan Education District
San Jose Job Corps Center
National Council on Aging*

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SJSVWIB has negotiated a new MOU with the State of California Department of Rehabilitation; the documents are in the process of being executed.

RE: Plan Mod 07/08

The SJSV WIB has completed Memorandum of Understanding (MOUs) and Resource Sharing Agreements with all of the Mandated WIA Partners. Also, we have Agreements in place for the on-site partners who provide ancillary services to job seekers and businesses.

RE: Plan Mod 06/07

In response to a State review, the San Jose Silicon Valley Workforce Investment Area has initiated an extensive review process and modification of its MOU process and documentation. The result is a revised master MOU document that provides the boilerplate for the legislated requirements, including identification of parties, services to be provided, processes for referral, terms of modification (including termination) and means of cost sharing. The cost sharing will be documented through a separate document, the Resource Sharing Agreement. This process has been fully communicated with all partner agencies, and individual MOUs are being negotiated. As is common throughout the State of California and the nation, many partners have difficulties with some of the requirements of the cost sharing directives. Should such difficulties arise, the San Jose Silicon Valley Workforce Investment Area will document the negotiations and results, reporting the difficulties in compliance with State Directive WIAD05-06.

The following table reflects the partners of San Jose Silicon Valley Workforce Investment Area's One-Stop System, and the anticipated status of the completed MOU at the time of this modification submission. Completed MOUs will be submitted to the State on a quarterly basis in accordance with the guidelines for Plan Modification.

Designation	Agency	Status
WIA Title I Programs	SVWIN Subcontractors	NA
Wagner-Peyser Programs	Employment Development Department	MOU and Resource Sharing Agreement negotiations are in progress.
Adult Education	Metropolitan Adult Education	
Post Secondary Vocational Education	San Jose Evergreen Community College District	
	West Valley Mission College	
	Gavilan Community College	
Vocational Rehabilitation	San Jose Department of Rehabilitation	
Title V of the Older Americans Act	National Council on Aging	Attached are
	Council on Aging	

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Trade Adjustment Assistance	Employment Development Department	draft templates of MOU with Appendix A, and Resource Sharing Agreements.
Veterans Employment & Training Programs	Employment Development Department	
Department of Housing & Urban Development	Housing Authority of Santa Clara County	
	Department of Housing & Urban Development	
Unemployment Insurance	Employment Development Department	
Job Corps	San Jose Job Corps Center	
Bureau of Apprenticeship	Santa Clara & Benito Counties Building & Construction Trades Council	
Transportation	Valley Transportation Authority	Not required
TANF USDA FSE& T Programs	Santa Clara County Social Services Agency	Not required

The San Jose-Silicon Valley WIB has developed a MOU template for the partners.

1. *This MOU is consistent with WIA, Section 121(c)(2), and will describe:*

- a) The services that will be provided through the One-Stop system.
- b) How the costs of services and operating costs will be funded.
- c) What methods will be used for referral of individuals between the One-Stop operator and partners.
- d) How the MOU will be in effect for a period of 90 days.
- e) What procedures have been developed for amending the MOU?
- f) Other provisions consistent or as deemed necessary by the local board.

2. *The following is a list of executed Memoranda Understanding (MOU) with mandated partners:*

Building and Trades Council
 California Department of Rehabilitation
 Center for Employment Training
 Center for Training and Careers
 Employment Development Department
 Gavilan Community College
 Joint Venture, Silicon Valley
 Metropolitan Education District
 Office of Economic Development, City of San Jose
 San Jose Job Corps Center
 San Jose-Evergreen Community College District
 Santa Clara County Office of Education
 Santa Clara Social Services Agency
 Valley Transportation Authority

The following is a list of unexecuted Memoranda Understanding (MOU) with mandated partners that we are currently processing:

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Bay Area Consortium for the Employment of the Disabled
Deaf Counseling Advocacy and Referral Agency
Employment Tax Customer Service
Housing Authority of the County of Santa Clara
National Council on Aging
Santa Clara County Council on Aging
Santa Clara County District Attorney's Office
United Indian Nations
West Valley College
YMCA of the Santa Clara Valley

3. *What process will the local board use to document negotiations with One-Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed?* [State Planning Guidance B.1.h.bullet 3 and WIA Section 121(c)]

The Board has documented all meetings or discussions that have occurred between the two entities. In cases where a One-Stop partner fails to participate, a memo to the WIB is prepared with copies sent to the entity that has failed to participate. When it is clear that no further progress will be made, a letter will be sent to the State Workforce Investment Board (SWIB) stating reason as cited by both parties why the negotiation failed.

RE: Plan Mod 09/10

Is each of the required WIA partners included in your one-stop delivery system? How have they contributed to your planning and implementation efforts? If any required partner is not involved, explain the reason.

All required partners are included in the LWIA's one-stop delivery system, with the single exception of the U.S. Department of Housing and Urban Development. work2future does not provide HUD services because there is no HUD office in its jurisdiction.

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VI. YOUTH ACTIVITIES

This section, we will describe the strategies and tactics that will be pursued to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One-Stop system.

- A. *Describe your local area's efforts to construct a youth council, and what the roles of the Youth Council will be.* [WIA Section (h)(1)(2)(3)(4)]

RE: Plan Mod 06/07

The Youth Council role has been steering the organization's focus to target foster care youth and partner more directly with the agencies that work in this area. Another role that the youth council has played is in our marketing campaign. They have focused on ensuring that the organization has a larger representation and participation from youth in the initial decision-making.

The San Jose Silicon Valley Workforce Investment Board has established a Youth Council under the local Workforce Investment Board (WIB). The Youth Council is charged with the overall monitoring and developing of programs related to youth workforce development. The council will also be charged with making budget and policy recommendations to the local WIB that reflect the unique youth workforce needs of the local planning area. Final delegation of authority and responsibilities will be determined by the WIB.

The Youth Council members represent a broad cross-section of the community that works closely with local elected officials, local WIB members, and local service providers to establish an effective service delivery continuum of workforce development programming. The Youth Council partners with existing youth service agencies to maximize the coordination of outreach, recruitment, and screening activities. This partnership will identify and serve the greatest number of WIA-eligible youth - including at-risk, offender and hard-to-reach youth. The local planning area recognizes the importance of making WIA-funded services available to all eligible youth.

- B. *How will youth services be connected with your One-Stop delivery system?* [Interim Final Rule 664.700]

RE: Plan Mod 06/07

Youth participation in the outreach and promoting of services has increased. The organization and providers have ensured the One Stop Centers have youth representation through volunteering and paid internships. The youth role has been to develop strategies and activities that would make youth feel welcome and provide a youth friendly environment.

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The foundation for connecting youth activities to the One-Stop system has begun. For example, School-to-Career and Job Corps representatives have been active participants in the planning and now the implementation phases of the One-Stop component. The youth activities connection to the One-Stop system is also indicated by in-kind staff contributions. Job Corps has two full-time staff on site, as well as one full-time counselor representing the community colleges. Community colleges have also contributed printing services for marketing to youth. The youth connection to the system is also evidenced by the role of the School-to-Careers Partners. These partners provide information in their school programs about the kind of skills and education that is required for certain high-tech jobs, for example, which are posted at the One-Stop centers.

Additionally, these centers share information about job opportunities and youth oriented resources, such as student financial aid, internships, summer/year-round, and paid/unpaid opportunities. A parenting teen could find valuable child care or transportation information at the center. In addition, the City of San Jose Youth Services Division has convened over 40 City funded youth services providers and engaged them in several special WIA youth planning work sessions with the objective to inventory their role in the new youth WIA full continuum of services.

Community-based organizations who provide youth employment, as well as other related support services, to the ethnically diverse and at-risk youth populations of Santa Clara County play a critical role in providing the needed support and follow-up services for WIA eligible youth.

The overall youth outreach and enrollment strategy also includes the use of satellite youth service locations throughout the service area to assure ready access to services. A number of youth service agencies have worked to ensure that the One-Stop centers are well connected to youth activities.

Lastly, the One-Stop system also serves as a link to employers related to youth activities. For example, employers may use the One-Stop centers to get information about clients who have successfully completed an apprenticeship or summer employment program.

- C. *Describe how coordination with Job Corps, Youth Opportunity grants and other youth programs in your local area will occur e.g. School-to-Career.* [State Planning Guidance, IVB.14.]

The overall strategy for ensuring that WIA youth services are coordinated and comprehensive is centered on building a strong Youth Council that is innovative and focused on serving youth, rather than protecting territory. The required sharing of WIA and other City resources, in coordination with a collaborative service delivery design, is the crux of the local planning area's strategy to providing quality and non-duplicated services to all WIA-eligible youth. The San Jose BEST program, which maintains a formal coordinated continuum of youth services for WIA targeted youth, is a model for

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such collaboration and is incorporated in the strategy. The BEST 21st Century program strategy, for example, is another successful model for reaching out and recruiting "out of school" youth and enrolling them back in school in an alternative community setting.

Coordination with other youth programs is directed through the service delivery policy formulated by the Youth Council for WIA funding, as well as the collaborative policy development with the City and other funded youth services. It is clear that Youth Council members represent key areas of youth services such as foster care, education, juvenile justice, special needs youth, youth out of the educational mainstream, pregnant and parenting youth, and disabled youth. The Youth Council provides an arena in which members can ensure that approved vendors fit into the coordinated continuum of services based on the array of needs. In other words, the first step to coordination is to select providers who are able to adhere to general local planning area principles related to youth activities:

- Continuity of contact with caring adults;
- Connections to employers;
- Variety of contextual educational options for competency certification;
- Opportunities for leadership development;
- Positive peer support;
- Chances to serve the community;
- Opportunities for post-secondary education; and,
- Follow up support over a sustained period.

While Youth Opportunity Grants are not currently available in the local planning area, there will be coordination with the City funded and operated WIA related youth services that amount to over \$8 million. In addition, the San Jose Job Corps serves as a significant resource -- rather than competitor -- to the local Workforce Investment Board, Youth Council and other youth service providers, since Job Corps brings to the community its own resources directly from the U.S. Department of Labor WIA funding stream.

- C. *Describe and assess the type and availability of youth activities. Include an identification of successful providers in the area.*

RE: Plan Mod 09/10

Describe your area's eligible youth population and needs in general:

The majority of work2future's youth clients have multiple barriers, primarily in the areas of basic skill deficiencies. Many have been involved in the court system and/or are aging out of the foster care system.

work2future's youth program focuses on occupational training in the area of our designated industry clusters, and achievement of a high school diploma or GED, leading to post-secondary education or employment.

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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 services to local youth.

RE: Plan Mod 06/07

The Youth Programs fund two types of providers, Younger In-School Youth (14-18 years old) and Out-of-School, Older Youth (19-21) years old. The In-School Model works with youth to ensure that they receive a GED or High School diploma. The Older Youth program providers are Henkels and McCoy, San Jose Evergreen Community College, and San Jose Conservation Corps:

There is a wide array of relevant youth services in the local planning area. These services are characterized in two separate tables. The first table is an inventory of youth employment and employment related services by community-based agency. The second table is an inventory for the City operated Youth Employment and other WIA related services. These tables identify providers by type of service their performances where such information exists. (See Appendix C). The actual list of youth service providers was compiled by the Youth Council and recommended to the WIB for approval.

- E. *What is your local area's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities.*

RE: Plan Mod 08/09

As a result of the adoption of Common Measures, work2future has updated its Youth Program design to focus on older, out-of-school youth.

A major focus of the Youth Council is the development of a comprehensive, coordinated system for providing services to youth, particularly those with special needs.

Other specific strategies include:

- Continuous efforts to recruit youth that satisfy the WIA definition of "youth out of school"
- To utilize the existing infrastructure for coordinated outreach and recruitment with school districts

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- Continue collaborations with partnering agencies to provide programs for specific "high- risk" populations such as; ESL, foster care, those with severe disabilities
- In-depth assessment interview and Individual Service Plan to identify and remediate barriers to employment
- Availability of support services to remediate childcare, transportation, and other barriers to employment

J. Describe how your local area will meet the Act's provisions regarding the required youth program design elements.

RE: Plan Mod 09/10

How did the Work Readiness Waiver for ARRA Summer Youth impact the delivery of work experience to youth participants in terms of cost effectiveness, numbers served, and/or ability to take risks and apply more creativity to service strategy?

The waiver of youth common measures for out-of-school youth and the use of work readiness as the sole performance indicator has allowed work2future to extend the provision of work experience opportunities to 150 youth ages 18-24 for 21 weeks. Participants who were offered an extension of their work readiness opportunities were interviewed and selected based upon their performance in work experience up to September 30, 2009.

This waiver has allowed work2future to provide additional case management and develop better work readiness skills in participants. Mandatory weekly work readiness classes continue to be held for the participants. Guest speakers have presented information on how they began their careers and on their career paths. Each participant has researched his/her career of choice and must present their research findings in oral presentations with question and answer sessions to their work readiness class peers and guests. The waivers have allowed work2future to better assist the youth participants with their career development.

RE: Plan Mod 06/07

In order to better serve the planning needs for youth, workk2future has required comprehensive assessment for in-program youth which includes Pesco and Work Keys assessments to identify interest, abilities, and skill sets. Also, with regards to follow-up services, each provider has strengthened its links and provides its own follow-up services.

Summer Opportunities - The Youth Collaborative remains an active body that coordinates the promotion and marketing of unsubsidized youth employment

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opportunities during the summer. These include workshops, job fairs, internships, career panels, etc.

1. Preparations for Post-Secondary School:

The local planning area has placed a special emphasis on educational attainment by clearly identifying it as an outcome in the grant making process. Currently, there are substantial linkages to community colleges and vocational programs through career fairs, including an annual countywide post-secondary education fair, and college tours. There are also numerous, "homework assistance" and "mentoring" support services available, as well as basic academic skills improvement through tutoring and homework centers.

2. Strong Linkages Between Academic and Occupational Learning:

Strong linkages between academic and occupation learning are indicated by the widespread and consistent use of work-based learning methodology. Also, youth service providers use pre-employment work maturity skills testing, as measured by assessment tools such as SCAN. The local planning area places significant emphasis on parent education and collaboration with schools, including charter schools, as a method of strengthening the bridge between academic and occupational learning. Lastly, Youth Council membership includes community college representatives.

3. Preparation for Unsubsidized Employment Opportunities:

Youth customers in the local planning area are engaged in activities to prepare them for unsubsidized employment opportunities. Such activities include assessment of competency skills; use of work-based learning methods; use of subsidized job training and vocational training; and participation in English as a Second Language and GED classes. Youth service programs also ensure that mutual goals for employers and employees are clearly defined. The youth job placements are also matched with employer needs.

4. Effective Linkages with Intermediaries/Strong Employer Connections:

Effective linkages with intermediaries and strong employer connections relies, in part, on significant relationships with business associations, chambers of commerce, and business associations such as the Silicon Valley Manufacturing Group. Public-private partnerships and other collaborative ventures with employers are currently part of the local planning area's operation, but are enhanced through WIA resources. Also, business community and vocational advisory are assisting the Youth Council and local Workforce Investment Board in its effort to improve linkages with intermediaries and employers.

5. Alternative Secondary School Services:

Alternative secondary school services are currently provided through a number of community-based organizations, as well as City of San José-let collaborative efforts such as the Mayor's Gang Prevention Task Force. Other alternative school services are provided by the 21st Century Alternative School Program, the City of San Jose's BEST Program, Crossroads, San José Conservation Corps, and San José Job Corps. Service

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providers in the local planning area have also developed distance learning options and Internet-based programs.

6. Summer Employment Opportunities:

There are a number of summer employment opportunities in the local planning area such as Summer Jobs for Youth. A large network of providers and work sites has been developed over the years throughout the County that can be used as a foundation for the summer employment element. Other summer opportunities are provided by the North Valley service providers, and community-based organizations such as the San Jose Conservation Corps.

7. Paid and Unpaid Work Experience:

Again, youth customers become prepared for and engage in paid and unpaid work experience through the use of work-based learning methodology. Other such experiences occur through internship opportunities, volunteer programs, job shadowing, and apprenticeship programs. Youth also gain work experience through their fulfillment of community service graduation requirements.

8. Occupational Skills Training:

The local planning area intends to continue its emphasis on occupations in demand, and their specific required computer and technology skills. Occupational skills training takes place through the Santa Clara County Trades Council, community colleges, community based organizations, and Central County Occupational Centers.

9. Leadership Development Opportunities:

There are a number of community-based organizations that have leadership component to their services. Leadership development also occurs through existing mentoring and job shadowing programs, the Probation Department's Restorative Justice Program – Youth Competency Development, and apprenticeship programs. YouthBuild and the Volunteer Exchange are also resources for leadership development opportunities.

10. Comprehensive Guidance and Counseling:

BEST agencies and other community-based organizations in the local planning area provide comprehensive guidance and counseling through ongoing support groups, case management, mentoring programs, role model programs, and parent education. Youth service providers also conduct an initial assessment of employability including social skills, inventory of interests, SCANS basic competency. These assessments may reveal the need for more intensive comprehensive guidance and counseling needs, or referral for specialized services.

11. Supportive Services:

The City of San José provides a number of supportive services, either through BEST agencies, or its own Parent Education and Resource Link Services (PEARLS) program. Many community-based organizations also provide follow-up services. All of these

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agencies and various programs make referrals for specialized services, particularly for special needs youth.

12. Follow up services [Interim Final Rule 664.450(a)(I) through (6)(b), State Planning Guidance IV B 15]:

The strong coordination among BEST agencies and other community-based organizations allows for intensive and consistent follow-up services. Current follow-up services for youth customers have revealed a variety of employment support needs such as transportation services and drug and alcohol counseling, for example.

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VII. ADMINISTRATIVE REQUIREMENTS

RE: Plan Mod 09/10

What process will be used to allow public review and comment for specific performance outcomes and measures when these have been negotiated?

Youth contractor performance information is presented periodically to the Youth Council Committee (YCC), the Executive Committee, and work2future's Board of Directors; notice regarding the dates, times, and topics discussed at these meetings are provided to the public per the Brown Act.

As it relates to our performance in general, work2future has met or exceeded all of its performance outcomes since PY 05-06.

RE: Plan Mod 07/08

As part of our continuous improvement we recently updated the Quality Index, which was developed to more closely reflect the quality of work that contractors were actually doing. The "QI" tool is used in conjunction with technical assistance and monitoring, and addresses areas such as the quality of case management, fiscal operations, Management Information System (MIS) reporting, business responsiveness, performance to plan, and corporate priorities. The scale of the quality index ranges from 1 – 5, with 5 being excellent. A score of 3 indicates that the performance of the contractor is satisfactory. *work2future* does four quality index-monitoring reviews for each of the contractors; these reviews provide opportunities for the contractors to determine how well they are doing in meeting their goals, enrollments, and outcomes.

- A. *What competitive process will be used to award grants and contracts for youth services in your local area?* [WIA, Section 118(b)(9)]

Consistent with WIA's call for a customer-driven and accountable workforce development system, the proposed local planning area will emphasize the effectiveness of the agency or organization when selecting the service providers. The selected service providers will have demonstrated their experience in providing comparable or related services, including cost of service, history of meeting performance measures, and fiscal management experience. WIA funds for youth activities shall not be provided to duplicate services, but rather, shall be used to fill gaps in services and enhance services to better address desired WIA outcomes and customer needs.

A competitive Request for Proposal (RFP) process was used to determine the contracts and grant awards. The process involved a thorough solicitation of local youth service providers. The Youth Council will make recommendations for possible grant awardees to the local WIB. The local WIB determined the final approval for awarding the contracts.

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The procedures for awarding the contracts were in compliance with Federal, State, and local procurement policies. The City of San Jose, Department of Parks Recreation & Neighborhood Services was the successful bidder.

When future Requests for Proposals, or Request for Bids, are issued, all contract awards and grants for youth services will be based on the recommendations of the Youth Council and reviewed and approved by the WIB in conformance with the criteria contained in the state plan.

- B. *What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [State Planning Guidance III B.1.e.]*

All services considered to be "Core" or "Intensive" will either be provided through a consortium of partners as "operators" of the One-Stop system as well as other participating One-Stop partners or will be contracted out on a competitive basis. This decision has not yet been made. In the event that a competitive process is used, written notice will be sent to all known providers of such services as well as public announcements including on the City website and utilizing any additional means which the city uses for procurements.

For "Training Services", Request for Proposals or Request for Bids or sole sourcing will be issued to award contracts and grants from the list of eligible providers on the state and local list, if the WIB determines that the criteria set forth in WIA Section 134 (G)(ii) "Exceptions" to the use of Individual Training Accounts, apply.

- C. *What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117 (d)(3)(b)(i)(I)(II)(III) and 118 (b)(8)]?*

The City of San Jose is the grant recipient and is responsible for the disbursement of funds as determined by the CLEO and the City Council.

- D. *What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [State Planning Guidance III B.1.f. and WIA, Section 112(b)(18)(B)]*

The Youth Council was established in FY 2000. Since that time it has set up a comprehensive scoring system to ensure all MOU and contracts are awarded to qualified providers.

The Youth Council, when awarding a contract places emphasis on the agencies history, compliance as it relates to goals and outcomes, placement rate, cost of service, retention rate, and letters of recommendation.

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- E. *What is your local area definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment")? [WIA Section 101913) ©(vi)*

The SJSVWIB – Youth Council have defined "at-risk" youth as:

“Youth between the ages of 14-21 who reside within the Service Delivery Area of the San Jose Silicon Valley Workforce Investment Board and are brought up with one or more of the following factors:

- Alcohol and substance abusing parent
- Antisocial behavior, violence or gangs
- Depression or suicide attempts
- Foster care (current or former)
- Low educational achievement
- Physical or learning disability, mental health issues
- Poverty or economically disadvantaged
- Running away
- School truancy or dropping out
- Teen pregnancy
- Unsupervised youth
- Victim of crime
- Victim of abuse or neglect
- Victim of racial, ethnic, or sexual orientation prejudice
- Youth offender

The local area intends to recommend truants into the youth eligibility criteria. Truants are not school dropouts or necessarily deficient in basic literacy skills. Many truants become offenders, but WIA provides the local planning area the opportunity to include WIA services under prevention in its continuum of services. In other words, WIA services could prevent truants from becoming juvenile offenders.

VIII. ASSURANCES

The Silicon Valley Local Workforce Investment Board and its staff assures the following:

- A. To establish, in accordance with Section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]

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- B. Compliance with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:
 - 1. Implementation of the uniform administrative requirements referred to in WIA, Section 184(a)(3);
 - 2. Annual monitoring of local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
 - 3. Taking appropriate action, when necessary, to secure compliance pursuant to WIA, Section 184(a)(5).
- C. Compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. That no funds received under the Workforce Investment Act will not be used to assist, promote or deter union organizing. [WIA, Section 181 (b)(7)]
- E. Compliance with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. To collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. Compliance with grant-procedures of WIA, Section 189(c).
- H. Certifies that the Wagner-Peyser Plan, which is part of this document, has been certified by the State Employment Security Administrator pursuant to State Planning Guidance VI. 11.
- I. Certifies that Veteran's services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C Chapter 41 and 20 CFR part 1001.
- J. Certifies that Wagner-Peyser Act funded labor exchange activities will be provided by merit-based public employees pursuant to State Planning Guidance VI. 13.
- K. Certifies that grantees, advocacy groups as described in the Wagner-Peyser Act, the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans, and that affirmative action plans have been included for designated offices pursuant to WIA, Section 167.
- L. Compliance with current regulations of 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.

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- M. Developed this plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners pursuant to WIA, Section 118(a).
- N. Compliance with Section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq.).
- O. Those funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable federal and State laws and regulations.
- P. The San Jose Local Workforce Investment Board and its staff assures the following:

To establish, in accordance with Section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]

Compliance with WIA, Section 184(a)(6), including:

- 1) Implementation of the uniform administrative requirements referred to in WIA, Section 184(a)(3);
- 2) Annual monitoring of local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
- 3) Taking appropriate action, when necessary, to secure compliance pursuant to WIA, Section 184(a)(5).

Veterans are afforded employment and training activities authorized in WIA, Section 134 to the extent practicable.

Compliance with the confidentiality requirements of WIA, Section 136(f)(3).

Funds received under the Workforce Investment Act will not be used to assist, promote or deter union organizing. [WIA, Section 181(b)(7)]

Compliance with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.

To collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.