

# work<sup>2</sup>future

opportunity • jobs • success

## **OPERATIONS COMMITTEE AGENDA**

**Thursday, February 17, 2011  
1:00 p.m. – 3:00 p.m.**

**San Jose One-Stop  
1290 Parkmoor Ave.  
San Jose, CA 95126  
408.794.1100**

**[www.work2future.biz](http://www.work2future.biz)**

**Dr. Mark Novak, Chair  
Rose Amador, Vice Chair  
Martha Morado, Committee Staff**

The City of San Jose is committed to open and honest government and strives to consistently meet the community's expectations by providing excellent service, in a positive and timely manner, and in the full view of the public. For additional information, please view:

**[http://www.sanjoseca.gov/clerk/cp\\_manual/CPM\\_0\\_15.pdf](http://www.sanjoseca.gov/clerk/cp_manual/CPM_0_15.pdf)**

For questions regarding this agenda, please call Martha Morado (408) 794.1169. To request an accommodation or alternative format for work2future meetings, events or printed materials, please call Martha Morado at (408) 794.1169 or call 408.294.9337 (TTY) as soon as possible, but at least three business days before the meeting/event.

## **NOTICE TO THE PUBLIC**

Good afternoon, my name is Dr. Mark Novak, and in my capacity as Chair of the [Operations Committee](#) I would like to welcome you to the Operations Committee meeting of February 17, 2011.

Members of the public who wish to address the Committee should identify themselves and state their addresses for the record. You should complete a blue Comment Card located near the door, prior to making comments, and hand to any [work2future](#) staff member.

The procedure for this meeting is as follows:

- The Chair will read the opening remarks.
- Members of the public wishing to make a comment will then be given two (2) minutes each to comment.
- [work2future](#) staff and/or Committee Members will present recommendations for each action item on the agenda.
- Committee members may ask questions of [work2future](#) Staff and other Committee Members.
- The Committee may take action on each action item.
- Copies of the agenda have been placed on the table near the door for your convenience.
- [work2future](#) Committee members may only discuss items listed on the Agenda pursuant to the “Brown Act.”

**OPERATIONS COMMITTEE**  
**February 17, 2011**  
**1:00 p.m. – 3:00 p.m.**

**ORDER OF BUSINESS**

**I. QUORUM VERIFICATION**

**II. OPENING REMARKS**

**III. CONSENT ITEMS**

**{Action}** 5 Min.

Recommendations:

- a) Accept the Rapid Response Report of February 4, 2011.
- b) Accept the Grant Report of February 1, 2011.
- c) Accept the BOS Report of February 4, 2011.
- d) Accept the Marketing Report of February 4, 2011.
- e) Accept the January American Recovery and Reinvestment Act (ARRA)/Integration Report of February 4, 2011.
- f) Accept the December LMI Report of January 25, 2011.

**IV. AGENDA ITEMS.**

**A. Old Business**

- 1. **Minutes Approval** **{Action}** 5 Min.  
Approval of May 6, 2010 work2future Operations Committee Meeting Minutes.

**B. New Business**

- 1. **2011 Meeting Schedule Approval** **{Action}** 5 Min.  
*Dr. Mark Novak, Chair*

Approval of the 2011 Operations Committee meeting schedule.

- 2. **CQI Dashboard Reporting Update** **{Discussion}** 10 Min.  
*Fran Vader and Tamia Brown, Customer Service Team (CST)*

CST lead staff will present the December CQI Dashboard Report.

- 3. **NUMMI Transition Center** **{Information}** 5 Min.  
*Christopher Donnelly, Assistant Director*

Update on Career Transition Center's activities.

4. **Labor Market Studies** {Discussion} 40 Min.  
*David Keen and Annette Keen, BBC Research and Consulting*

**Small Business Vitality Study**

A presentation will be provided regarding the small business study, which included a trend analysis, a Small Business Vibrancy Index, and assessment to identify areas for encouraging small business start-up growth.

**Rapid Response Best Practices Study**

A presentation will be provided regarding the study of workforce rapid response programs, which included best practices, constraints and opportunities to assist local businesses during downsizing and closures.

5. **work2future's Five-Year Business Model** {Discussion} 30 Min.  
*Christopher Donnelly, Assistant Director*

The committee will discuss a new business model for work2future.

- C. **Set Items for Next Agenda** 5 Min.

- D. **Announcements** 5 Min.

- E. **Next Meeting**

The next Operations Committee meeting is currently scheduled to take place on (date to be determined pending approval of the 2011 meeting schedule) at 11:30 a.m. at the San Jose One Stop, 1290 Parkmoor Ave., San Jose.

**V. PUBLIC COMMENT**

**VI. ADJOURNMENT**

All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at the San Jose One-Stop, 1290 Parkmoor Avenue, San Jose, California at the same time that the public records are distributed or made available to the legislative body.

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

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

### **1. Public Meeting Decorum:**

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

### **2. Signs, Objects or Symbolic Material:**

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

**CITY OF SAN JOSE CODE OF CONDUCT FOR PUBLIC MEETINGS IN  
THE COUNCIL CHAMBERS AND COMMITTEE ROOMS (CONT'D)**

3. Addressing the Council, Redevelopment Agency Board, Committee, Board or Commission:
- a) Persons wishing to speak on an agenda item or during open forum are requested to complete a speaker card and submit the card to the City Clerk or other administrative staff at the meeting.
  - b) Meeting attendees are usually given two (2) minutes to speak on any agenda item and/or during open forum; the time limit is in the discretion of the Chair of the meeting and may be limited when appropriate. Applicants and appellants in land use matters are usually given more time to speak.
  - c) Speakers should discuss topics related to City business on the agenda, unless they are speaking during open forum.
  - d) Speakers' comments should be addressed to the full body. Requests to engage the Mayor, Council Members, Board Members, Commissioners or Staff in conversation will not be honored. Abusive language is inappropriate.
  - e) Speakers will not bring to the podium any items other than a prepared written statement, writing materials, or objects that have been inspected by security staff.
  - f) If an individual wishes to submit written information, he or she may give it to the City Clerk or other administrative staff at the meeting.
  - g) Speakers and any other members of the public will not approach the dais at any time without prior consent from the Chair of the meeting.

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

# III

## Consent Items

### **Recommendations:**

- (a) Accept the Rapid Response Report of February 4, 2011
- (b) Accept the Grant Report of February 1, 2011
- (c) Accept the BOS Report of February 4, 2011
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[Action]

<b>Rapid Response Contact Report</b>															
<b>1/1/11 - 1/31/11</b>															
			April10	May10	June10	July10	Aug10	Sep10	Oct10	Nov10	Dec10	Jan11	Feb11	March11	YTD
<b>Number of Businesses</b>															
San Jose			5	1	1	1	4	0	1	1	3	2			19
Other Cities			1	1	0	0	1	0	0	0	1	1			5
<b>Total</b>			6	2	1	1	5	0	0	1	4	3	0	0	23
<b>Number of Layoffs</b>															
San Jose			750	4	125	47	221	0	120	178	309	32			1786
Other Cities			30	93	0	0	40	0	0	0	48	80			291
<b>Total</b>			780	97	125	47	261	0	0	178	357	112	0	0	1957
<b>Current Month - # Warn Notices Received</b>															
Cosentinos (Campbell)					80										
Wolfe Engineering					20										
Anchor Blue					12										
<b>Total Expected Layoffs</b>															
					112										
<b>Number of contacted businesses laying off</b>					3										
<b>* Indicates WARN notice received</b>															

2/1/2011	Grants	Due Date	Award Date		<u>work2future</u>		
Contact	Funding Source/Sponsor	Submitted	TBD	Name	Funding Request	Status	Lead/Partners
<b>PENDING</b>							
Richard	USDOL-ETA	3/1/2011	Jun-11	Civic Justice Corp Youth Juvenile offenders	\$1,500,000	TBSubmitted	w2f
Chris	EDD--25%	9/30/2010	TBD	Additional Assistance Dislocated Workers	\$985,000	TBSubmitted	w2f
<b>SUBMITTED</b>							
Richard	EDD 25%	2/1/2011	4/1/2011	Cal Grip Youth	\$500,000	Submitted	work2future
Chris	*Federal Earmark/Senator	Nov-10	2012	Library Technology	\$250,000	Submitted	work2future
Chris	*Federal Earmark/Senator	Nov-10	2010	Green Jobs Training	\$450,000	Submitted	work2future
Jeff	*Federal Earmark/Senator Boxer	2010	2011	Green HC Training Program	\$400,000	Submitted	work2future
NOTE	<i>*Senate Appropriations Committee Chairman Daniel Inouye's announced a 2-year earmark moratorium, for FY2011 and FY2012, as the Committee works towards reform efforts. we won't have a clearer picture until after the President's budget release and Congress determines what they're going to do for the remainder of FY2011 by early March.</i>						
<b>Awarded</b>							
8	BJ	Wells Fargo Bank	6/1/2010	TBD	BOS	\$5,000	Awarded w2f
9	Chris	EDD--25%	2010	7/1/2010	Additional Assistance Public Sector	\$975,000	Awarded work2future
10	Chris	EDD	2010	7/1/2010	Additional Assistance NUMMI	\$970,000	Awarded work2future
11	Chris	NEG	2010	7/1/2010	Emergency Numi	\$2,006,901	Awarded work2future
12	Javier	EDD	2010	6/30/2010	Green Inovations (Workforce Inst)	\$231,000	Awarded workforce Insti/w2f
13	Javier	California Workforce Board	11/19/2009	2/14/2010	Regional Clusters of Opportunity	\$100,000	Awarded NOVA/w2f
14	Chris	NEG OJT	5/2/2010	TBD	OJT	\$1,000,000	Awarded work2future
15	Javier	DOL	10/5/2009	2/22/2010	ARRA Health Care Sector SGA/DFA	\$60,000	Awarded SJS Foundation
16	BJ	Federal earmark/Cong. Honda	2009	TBD	BOS support Minority Business	\$200,000	Submitted work2future
17	BJ/Joy	City General Fund	2009	2009	BOS Support	\$100,000	Awarded work2future
18	BJ/Joy	Wells Fargo	2009	2009	BOS Network	\$10,000	Awarded work2future
19	BJ/Joy	Wells Fargo	2009	2009	BOS	\$5,000	Awarded work2future
20	BJ	Federal Earmark/Cong.Honda	2009	2009	BOS support	\$245,000	Awarded work2future
21	Chris	Target Foundation	2009	2009	Celebracion	\$5,000	Awarded work2future
<b>NOT AWARDED</b>							
22	Lawrence	EDD	6/1/10	Jun-10	Green Innovations Challenge	\$4,000,000	Not awarded work2future
23	Javier	DOL	9/29/2009	TBD	Pathways Out Of Poverty	\$2,500,000	Not awarded work2future
24	Javier	CA Green Energy Training Prog PY 09/10			EDD/CA Department of Energy	\$545,000	Not awarded work2future
25	Jeff	Federal Earmark	FY 2010		Small Business/BOS	\$250,000	Not awarded work2future
26	Javier	DOL	4/29/2010	TBD	Community Based Job Training Grant	\$400,000	Submitted West valley Coll/w2f
27	Javier	US Dept of HHS	8/5/2010	Dec-10	Health Opportunity Grant TANF (5Yrs)	\$1,400,000	Submitted work2future/NOVA
28	Jeff/Scott	EDA (e-ric)	2010	Summer2010	Energy Efficiency Training	\$2,500,000	Submitted CSJ-SF-CET

# BOS Tracking Report Launch YTD

	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
Website Number	4087	5432	***5777	***10494	5624	7073	5115	5581	4669	4071	4754	5115	3202	3687	179151
Unique	2900	4026	4289	7606	2335	5310	3983	3947	3564	3266	3677	1566	2518	2929	133465

## Top Most Popular Linked Sites

- 1 work2future
- 2 City SJSU, Alliance for Community Development
- 3 Anewamerica, CSJ Finance, MBEC, Opportunity Fund, SCORE, SVSBDC

QLBS Assessments	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
	2	2	5	10	0	8	2	3	2	2	6	1	3	2	148
Online Registrations	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
	23	31	39	54	23	41	25	26	23	17	20	12	14	18	854
Toll Free Calls	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
	21	17	44	30	45	28	38	17	23	12	20	27	11	29	941
Partner Services	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
	35	66	***915	***715	733	****1537	698	317	****1647	1359	3713	651	853	187	37244

## Grand Total Oct 07 -YTD

212506

Vietnamese Website Clients	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
	147	302	200	334	384	404	292	379	417	280	498	292	466	503	7158
Most Viewed Page Business Plan Template 402															
Spanish Website Clients	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
	43	39	74	55	46	65	71	68	67	80	70	71	41	49	1429
Most Viewed Page Business Structures-40															
ARC Loans from Ca Lenders	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Oct-07-YTD
	49	55	59	46	57	9	24	20	21	25	0	0	0	0	462

\* BOS Festival Event

\*\* BOS HP Event

\*\*\* BOS Small Business Tax Assistance

\*\*\*\* BOS Small Business Resource Fair & CH job Fair

\*\*\*\*\*SV Chamber event 1474

## Marketing Report

Date	Type	Location	Target Audience	Attendees
1/8/2010	Assembly Member Jim Beall Community meeting	SJCC Student Ctr	Job seekers and Unemployed	200
1/8/2010	CSU Biotech Symposium	SC Marriott	CSU and CC faculty	75
1/14/2010	Vendor Resource Fair	San Jose One Stop Board Room	Public and Enrolled Clients	200
1/20/2010	Nummi Job Fair	Ohlone College- Fremont	Nummi laid off workers	4000
1/23/2010	Assembly Member Jim Beall Community meeting	Camden Community Center- 3369 Union Ave. SJ	Job seekers & Public	200
1/23/2010	City of SJ	Roosevelt Community Ctr 901 Santa Clara St.	Community Non profits	400
1/26/2010	w2f Enrolled client only Job Fair	Campbell One-Stop	Enrolled w2f clients	350
1/27/2010	Seminar	Chesbro SJ	Businesses	30
1/28/2010	Career/Resource Fair	Hank Lopez Community Center 1694 Adrian Way SJ 95122	Youth 14-25	50
1/28/2010	Networking Event	1046 W. Taylor	Business	50
1/28/2010	Resource Fair	Goodwill 1080 N 7th St. SJ	Homeless Vets	100
2/20/2010	Radio spots		Vietnamese Community	1000+
2/22/2010	Resource Fair	Cupertino	Public and Enrolled Clients	100

## Marketing Report

Date	Type	Location	Target Audience	Attendees
2/24/2010	Job Fair	Roosevelt Center	Roosevelt Center	300
2/27/2010	BOS	w2f Parkmoor	Small Business	100
3/6/2010	BOS	w2f Parkmoor	Small Business	100
3/18/2010	Fair	Sobrato Ctr. 1400 Parkmoor	Public	200
3/24/2010	Fair	1700 Alum Rock Rd SJ	Public Businesses	300
4/29/2010	Youth Job Fair	10100 Finch Ave., Cupertino Ca	Youth	100
4/9/2010	BOS	Silicon Valley Bank - Santa Clara	Small Business Owners and Non-Profits	100
4/21/2010	Fair	2515 N First St. SJ	Public	60
4/22/2010	Business Appreciation	1480 East Main Ave. Morgan Hill	Morgan Hill Businesses	30
5/3/2010	Grand Opening	City Hall Rotunda & Innovation Center	SBA	50
5/15/2010	District 9 Resource Event	Camden Community Center- 3369 Union Ave. SJ	Community	50
5/22/2010	Resource Fair	1290 Parkmoor	Business Owners	50+
5/21/2010	Resource Fair	SJ Vet Center	Veterans and Public	200+
5/26/2010	Non profit Resource Fair	1290 Parkmoor	non profits	25
5/26/2010	Small Business Resource	Rotunda	Small Businesses	105
5/26/2010	Job Fair	Rotunda	Job Seekers	1003
6/24/2010	Job Fair	Morgan Hill Community Center	Job Seekers	302

## Marketing Report

Date	Type	Location	Target Audience	Attendees
6/25/2010	CalWorks Resource Health and Wellness Fair	Raging Waters	CalWorks clients	300
6/30/2010	Catholic Charities Employer Advisory Committee meeting	2625 Zanker Rd. SJ 95134	Business Community	25
7/8/2010	Presentation	Morgan Hill Library	Job Seekers	10
7/20/2010	Presentation	Gilroy Library	Job Seekers	7
8/10/2010	Presentation	Campbell Library	Job Seekers	50
8/11/2010	Job Fair	Pleasanton Fair Grounds	NUMMI Job Seekers	2000
8/12-14/10	Target Mass Hiring	SJOS	Job Seekers	500
9/17/2010	Country Hill residence Mid Peninsula Housing Svcs	124 Ranch Dr. SJ	Residence	35
9/23/2010	SCC & SVCN Probation Resource Fair	1400 Parkmoor, SJ	Probation Officers	200
10/2/2010	District 8 Day in the Park Resource Fair	Lake Cunningham	Community	2000
10/2/2010	Wellness Fair & Celebracion	Rebeka Children's Ctr	Community	500
10/5/2010	Target Grand Opening	North First St Store	Public	500
10/8/2010	13th Annual Walk to End Domestic Violence	City Hall Rotunda & Innovation Center	Community	650
10/8/2010	Festiv'ALL	Santa Clara Convention Ctr.	Business	2000

## Marketing Report

Date	Type	Location	Target Audience	Attendees
10/9/2010	Job Corp Neighborhood Resource Fair	East Foothill Dr, SJ	Community	50
10/12/2010	Seasonal Youth Job Fair	CTC 749 Story Rd., SJ	Youth 17-21	159
10/28/2010	Federal Reserve Bank of SF Foreclosure Workshops	Santa Clara Board of Realtor 1651 N. First St. San Jose	Real Estate Professionals	25
10/29/2010	Exporter's Forum	SJSV Chamber 101 W. Santa Clara St. SJ	Small Business Exporters	100
11/4/2010	Honor a Hero Hire a Vet	Holiday Inn First St.	Veterans and Public	250
11//2010	Green Cadre Outreach	Community Centers Teen Ctrs County Probation Dpt. CalWorks Foster Care Agencies Bill Wilson Ctr. WIC Ctrs. Clean Slate Program	Youth	369
11/17/2010	Project Homeless Connect 2010-11	Loaves & Fishes- St. Maria Goretti, SW San Jose	Homeless	26
12/7/2010	SJSU Great Ideas	SJSU University Ballroom	Students	100
12/9/2010	Berryessa Business Association Mtg	Denny's Rest.	Business	20
1/21/2011	Mayor's Gang Task Force	Seven Trees Community Center 3590Cas Dr. SJ	Youth	300



ARRA/INTEGRATION UPDATE  
ADULT/DISLOCATED WORKERS AND YOUTH 2010-2011  
February 4, 2011

**Key updates:**

- Evening workshops starting March 1, 2010
- Increased Supportive Services funds to individuals in Cohort Occupational Skills Training
- Increased funding for ETPL Occupational Skills Training – an additional 40 participants to be enrolled
- PG& E pre-apprenticeship program to be offered to Dislocated Workers
- Increased Youth supportive services
- Initiated Dynamic Works Institute workforce industry training staff certification program. Dynamic Works Institute provides *asynchronous* (self-paced) and *synchronous* (live, real-time) online learning, distance learning, and on-site learning opportunities and certification programs to professionals and partners in the workforce system.
- Training Information
  - 81 individuals in Occupational Skills Training
  - 414 Metrix licenses issued
  - 274 ED2Go signups

Data for January 2011 for both Adult and DW Programs:

A - Number of new customers completing initial assessment and coaching:

- **555** for January 2011 (Adult: 300 and DWP: 255 )
- **3,918** for year-to-date

B - Number of core, intensive, training and misc. services provided to customers (new and carried over clients):

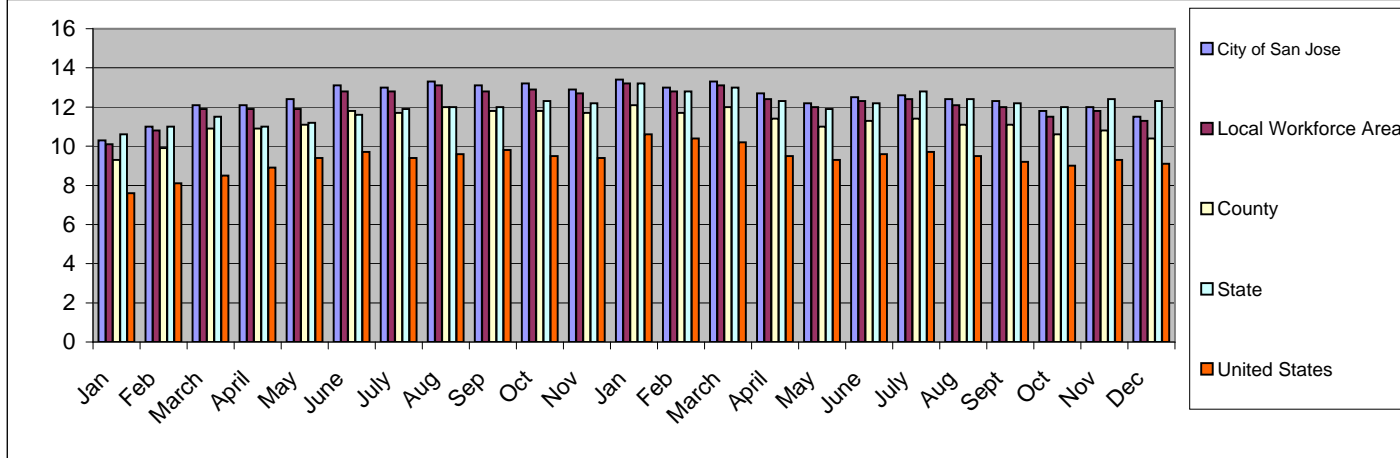
- **6,545** for January 2011
- **55,085** for year-to-date (included early sign ups - future dates)

Dec-11

Data Source: LMID

December 2010 Local Unemployment Data

	2009												2010											
	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
San Jose City	10.3	11	12.1	12.1	12.4	13.1	13.0	13.3	13	13.2	12.9	13.4	13	13.3	12.7	12.2	12.5	12.6	12.4	12.3	11.8	12	11.5	
Local Workforce Area	10.1	10.8	11.9	11.9	11.9	12.8	12.8	13.1	13	12.9	12.7	13.2	12.8	13.1	12.4	12	12.3	12.4	12.1	12	11.5	11.8	11.3	
County	9.3	9.9	10.9	10.9	11.1	11.8	11.7	12.0	11.8	11.8	11.7	12.1	11.7	12	11.4	11	11.3	11.4	11.1	11.1	10.6	10.8	10.4	
State	10.6	11	11.5	11	11.2	11.6	11.9	12.0	12	12.3	12.2	13.2	12.8	13	12.3	11.9	12.2	12.8	12.4	12.2	12	12.4	12.3	
United States	7.6	8.1	8.5	8.9	9.4	9.7	9.4	9.6	9.8	9.5	9.4	10.6	10.4	10.2	9.5	9.3	9.6	9.7	9.5	9.2	9	9.3	9.1	



Between December 2009 and December 2010, total employment in the San Jose-Sunnyvale-Santa Clara MSA, which also includes San Benito County, grew by 8,300 jobs or 1.0 percent.

- Manufacturing expanded for the fifth consecutive month on a year-over basis, netting a 5,400-job increase. Gains in computer and electronic products more than offset losses in aerospace product and parts; industrial machinery; and other durable goods manufacturing.
- Professional and business services realized a net gain of 3,200 jobs. Within this major industry, employment services (up 1,700 jobs) and computer systems design and related services (up 1,300 jobs) recorded the largest additions over the year.
- Leisure and hospitality grew by 1,800 jobs, and information gained 1,100 jobs.
- Other major industries which gained at least 200 jobs included private schools and health services; and trade, transportation, and utilities.
- On the other hand, government continued to pare back, losing 2,600 jobs. Local public schools trimmed 1,200 jobs from payrolls, while city government entities shed 1,100 jobs compared to last December

UCLA Anderson Forecast for California 2011

The collapse of the housing market was one of the prime culprits that unleashed the national and statewide recession. In California, those woes persist amid an economic recovery that a number of pundits trumpet.

"The problem is one part of our economy, the housing and construction markets, have been hit so hard by the downturn," Thornberg said. "The other problem is California has such a high proportion of low-skilled workers." He suggested numerous jobs that have materialized in the feeble upswing are beyond the skill sets of many unemployed workers.

"Those low-skilled workers will find it hard to secure employment on the back end of this downturn," Thornberg said. "The recovery is too weak to carry these low-skilled workers."

Yet as brutal as things seem now, the future remains promising for California, the Anderson forecasters said. "We are seeing a restructuring of the economy in California that is laying the foundation for longer-term economic growth," Nickelsburg said. "The primary drivers of the long-term rebound in California will be high-tech and other sectors, he said. "There is growth in high-tech manufacturing, exports, logistics, and professional business services," he said. "They might not be hiring right now. But they are laying the groundwork to absorb a larger work force in the future."

# SILICONVALLEY.COM

## Silicon Valley recovery on track in 2011, economists say

By Pete Carey  
pcarey@mercurynews.com

Posted: 12/23/2010 03:25:18 PM PST

Silicon Valley will see some improvement next year -- more consumer spending, higher tech sales, some cautious hiring -- as it continues to rebound from the ravages of the Great Recession.

But it still faces a rocky road to full recovery, which some economists think will take several years, although their consensus view was that the region would avoid a dip back into recession.

In a survey by the Mercury News, a range of economists and Silicon Valley business executives offered their thoughts for 2011.

Among their predictions:

- Housing prices will stabilize or at least not get much worse, and commercial deals will pick up a bit;
- Consumer spending should improve, which is good news for small businesses;
- Jobs in tech and health will continue to post gains, while the public sector bleeds;
- Pay will rise, especially in tech, where competition is heating up for certain types of technical talent. Craig Daley, president of Daley's Drywall & Taping in Campbell, said he expects business to improve in 2011 and plans to hire 40 to 50 people during the year. But 2010 was the worst in

the company's 47-year history, he said. "We were able to remain profitable by making some difficult cuts in employees and technical upgrades and now run very efficiently," Daley said. There are other signs of life in the construction business. Jeffrey Michaels, director of the Business Forecasting Center at the University of the Pacific, said the valley is leading the state in building permits, which is a good sign for the real estate industry. "Overall, I'm cautiously optimistic," Michaels said. At the other end of the economic spectrum from Daley, Silicon Valley's big tech firms have rebounded smartly from the downturn and are optimistic about next year. Many are also planning to hire. "We're starting to set export records again," said Stephen Levy of the Center for Continuing Study of the California Economy. "It's not just the venture capital side, it's the world economy. We sell capital goods embedded with technology to the world, and we're doing that again." Skype, the online chat software company, is moving into Palo Alto offices with room for 500 employees. Now at 110, it expects to hire about 280 locally next year. The valley has "people we like to hire," spokeswoman Jennifer Caukin said. And one of the valley's chief economic engines, Intel, is forecasting solid worldwide demand for its products. Kim Welsh, strategist for San Jose's economic development office, reports a growing number of calls from businesses seeking to relocate or consolidate in the city. Mid-sized companies and startups should drive

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economic growth next year, she said. But the gains in tech will be balanced by cuts in public sector spending and employment, possibly leaving overall economic growth flat or near that for the year. The public sector is a key part of the local economy. Government in the valley has shed 4,200 jobs, or 4 percent, in the 12 months through November. And Russell Hancock, president and CEO of Joint Venture: Silicon Valley, fears that's just the beginning. The public sector is "in worse shape than many of us even imagine," he said. The reason is that the economic crash has taken this long to catch up with government. Santa Clara County Budget Director Leslie Crowell said the county is closely watching incoming revenue and worrying about the impact of the end of the federal stimulus, which will begin winding down in January. "We're not seeing any measurable uptick in revenues," she said. "You hear Christmas is turning out to be stronger than everybody thought it would be. Does that start something or is it just a blip?" Housing is a key to recovery, because as it bounces back, the homeowning consumer emerges from his or her shell and starts buying things again. Zillow's home index reports a 1.3 percent year-over-year increase in Santa Clara County's median home price to \$575,900. Though there's been a recent spike in foreclosures, they're still down from last year, partly due to banks stopping foreclosures while a document-signing mess is corrected. "Over the past year, housing prices in many parts of

California, including Silicon Valley, appear to have stabilized," said Jed Kolko, economist with the Public Policy Institute of California. Residential vacancies, despite foreclosures, also have remained low, he said. "There are so many industries dependent on housing demand," Kolko noted. "The stabilization of housing prices in Silicon Valley is good news for the area economy in general." The valley's future growth in personal income looks secure to various economists. Beacon Economics is forecasting 2011 growth in personal income in the South Bay of about 4.7 percent, while the University of the Pacific's Business Forecasting Center sees a 4.2 percent increase in personal income, adjusted for inflation. Contact Pete Carey at 408-920-5419.

IV(A)(1)

Approval of Minutes  
(May 6, 2010)

[Action]

## **OPERATIONS COMMITTEE**

**May 6, 2010**

**Meeting Minutes**

**CTO: 11:40 a.m.**

### **I. ROLL CALL:**

**Present:** Mark Novak, Rashad Said, Rose Amador, David Baer, Pam Moore, Kathy Ricossa.

**Absent:** Janeen Dittrick, Richard Friberg, Michelle Montoya.

**II. OPENING REMARKS:** read by Operations Committee Chair Dr. Mark Novak.

### **III. CONSENT ITEMS**

Upon motion by committee member Rose Amador, seconded by committee member Rashad Said, and approved unanimously, the Operations Committee accepted the following consent items:

- (a) Rapid Response Report for January – March 2010
- (b) Grant Report for February – March 2010
- (c) BOS Report through March 2010
- (d) Mandate approved February 4, 2010 for Operations Committee
- (e) Marketing Update
- (f) CQI Dashboard Report for December 2009 – March 2010

### **IV. AGENDA ITEMS**

#### **A. Old Business**

##### **1. Meeting Minutes Approval**

Upon motion by committee member David Baer, seconded by Rashad Said, and approved unanimously, the February 4, 2010 work2future Operations Committee Minutes were accepted.

#### **B. New Business**

##### **1. Operations Committee Work Plan and Calendar**

Dr. Novak discussed the role of the Operations Committee relating to its mandate to oversee certain areas, saying that standard meeting agenda items should provide the opportunity to review reports relevant to those areas of oversight as information becomes available or is needed for decision-making purposes. Some marketing-

related items, such as annual procurement, the work2future website, and outreach would be discussed on an as-needed basis; other items, such as performance, BusinessOwnerSpace.com (BOS), and Continuous Quality Improvement (CQI) would be discussed at each of the committee's quarterly meetings.

Committee member Pam Moore suggested that, because of the structure of the organization's funding, May or earlier would be the best time to approve the annual work plan. Dr. Novak agreed.

## **2. NUMMI and City Transition Centers Update**

The Assistant Director reported that, for former NUMMI employees and some NUMMI suppliers, TAA funds are available in the amount of \$10,000, and that recipients are eligible for COBRA benefits and extended unemployment benefits. The Assistant Director reported that approximately 135 individuals have registered at the Nummi Transition Center. Enrollment has not been as high as anticipated; therefore, outreach is being increased. The deadline to apply for TAA benefits is still several months away (October 1, 2010), which may explain why fewer are enrolled at this point than was first anticipated. Two, however, have already found jobs.

The City Transition Center opened last week to serve approximately 1500 employees facing layoff, demotion, or reassignment. Dr. Novak mentioned that it was remarkable how quickly work2future had opened the Center, and wondered if it would be possible to use such a center to assist San Jose State University staff facing a similar situation.

One committee member asked what impact the establishment of new transition centers was having on existing staff. The Assistant Director replied that since the NUMMI Career Transition Center has completed hiring, some of the staff have moved back to the San Jose One-Stop. Discussion then centered on the impact to work2future from prior City layoffs; Last year, 13 people bumped into available work2future positions.

The Assistant Director also mentioned that work2future was applying as a joint sponsor for another National Emergency Grant (NEG) in collaboration with other WIBs.

## **3. work2future Website Update**

Jennifer and Chris Finetti, respectively the Managing Director and Project Manager of NIA Creative, demonstrated the functions and features of the new work2future website. The Assistant Director mentioned that the NIA Creative team had been selected through a competitive process, that work2future has had a long working relationship with the team, and that they have developed current work2future marketing materials as well as the original BOS web site.

The website was designed to be edited by work2future staff, and to be user-friendly for staff and customers. In the future, customers will be able to sign up for services and classes through this website. Customer participation and longevity can be tracked through the site. Committee member David Baer, who is responsible for his union's website, commented that the site is iPhone-user-friendly and is nicely done. Pam Moore asked how a visually impaired person could access and use the site, and Chris Finetti responded that the text is readable by visually impaired people, and follows City of San Jose IT standards. Jen Finetti stated that the site features 12-point font, easily usable by a screen reader. The Assistant Director stated that work2future was looking at new ways to use technology, and that the website was specifically designed to engage customers and offer new services.

#### **4. American Recovery and Reinvestment Act and PY 2010-2011 Budget Update**

Integration/Adult Program Manager Monique Melchor presented an update on American Recovery and Reinvestment Act (ARRA) Adult/Dislocated Worker programs, reporting that the most recent ARRA training numbers through April 19, 2010 are as follows: 327 individuals have received ETPL training (goal is 390); 5 individuals have received on-the-job training (OJT); 191 individuals have received cohort training (goal is 300); 449 individuals have received online training; 193 individuals have received SJCC for-credit training; and 1220 individuals have participated in certificated workshops of at least 12 hours.

Ms. Melchor discussed the enhanced professional development opportunities offered by the additional ARRA funds, including workshops by noted author Jack Canfield (Chicken Soup for the Soul series), and others entitled "Communicate your Value," "Lifelong Learning Race," and "Chasing the American Dream." All were well received by work2future's customers. Certain staff members were also encouraged to attend, in recognition of their hard work for the program. Dr. Novak asked how the numbers were controlled, and it was explained that enrollment was limited to work2future clients.

The Assistant Director commented that \$300,000 of last year's budget had been set aside for professional development seminars and workshops for work2future's clients, and that work2future's receipt of ARRA funds provided additional professional opportunities as something different for work2future's customers. He reported that customers have been grateful for the extended opportunities made available due to the ARRA funding.

Eighty-five percent of ARRA funds will be spent this year, with a small amount of funding to be carried over into the first few months of PY 2010-2011. A committee member asked to what extent ARRA funds had been expended, and the Assistant Director responded that 86% of adult ARRA funds had been expended, and that, as of September 30, 100% of youth funds would be expended. He also commented that all training goals would be met.

Dr. Novak asked what the success rate had been for completion of online training. Ms. Melchor responded that the success rate is high because a customer can't proceed to a subsequent course without having completed their original course. Ms. Melchor reiterated that the customers have expressed gratitude for the variety of opportunities, in terms of training options, that they have been given this past year.

## **5. Mystery Shopper Report/CQI Update**

Tamia Brown reviewed the history of the Mystery Shopper Report and stated its purpose: to determine how well the centers meet the needs of job seekers and businesses. The current Mystery Shopper Report was conducted in September and November of 2009 and was released in December 2009. The typical Mystery Shopper is a technologically aware college graduate who uses face-to-face interactions as well as phone conversations to evaluate the work2future experience.

Ms. Brown commented that the report has been used as performance measuring tool for three years, that it anonymously evaluates the services offered, and that it records descriptive data of our services as measured by a trained shopper. Ms. Brown identified the Mystery Shopper Report as one of three methods used to evaluate customer responsiveness (the other two methods are the annual survey and customer comment cards). She further stated that the Design, Continuous Quality Improvement (CQI), Leadership, and Business Services teams have reviewed the report.

Business Services Manager BJ Sims began her discussion by stating that this wasn't an easy report to digest, but that she would summarize the findings as it related to her staff. First, she responded to the report's finding that Business Services staff were not accessible by stating that this impression was likely due to the front desk staff not referring customers to business services staff appropriately. She said that additional training had been conducted with all front desk staff, and that, as follow-up to the training, Business Services staff periodically place anonymous calls to the front desk to ensure that customers are being referred appropriately.

To further address the criticism that Business Services staff was not accessible, Ms. Sims explained that front desk reception staff had not been aware of how to respond to questions posed by business owners, and that her staff has since worked with the front desk staff in all three One-Stops to make them aware of how to respond appropriately to an inquiry. Her staff developed a script for reception staff to use in all three One-Stops so that Business Services information is standard and similar across all the One-Stops. In addition, she has followed up to ensure that adequate and consistent Business Services materials are available at all of the One-Stops.

Ms. Sims wanted to be certain that the positive comments about her staff were noted as well, and stated that she works with her staff to ensure that customer calls are returned within 24 hours, a customer service standard of her unit. She and her

staff continue to request feedback from businesses on job fairs and during face-to-face conversations with employers to facilitate ongoing improvement of the Business Services team.

Dr. Novak asked whether the Mystery Shopper Report was over and above the requirements of the government. The Assistant Director replied that this method was implemented to help work2future meet the high standards it has set for itself. The Assistant Director reiterated that the Mystery Shopper Report is part of the organization's commitment to continuous quality improvement, and that it indicated the organization's willingness to go beyond state requirements to reach 100% customer satisfaction.

The second area of discussion was the Mystery Shopper Report's observations regarding work2future's BusinessOwnerSpace.com (BOS) website. Ms. Sims stated that a request for proposals had recently been issued to use funding from a Small Business Administration grant to add enhancements to the BOS website. Potential enhancements could be a "search" feature for the website, a way to direct comments via email, and reduction of data redundancies. There was also discussion regarding addition of a Facebook account for BOS. One positive, she pointed out, was that BOS was now easier to find by business end-users.

Analyst Fran Vader presented the next area of the report to be discussed: the work2future website existing prior to the new edition NIA presented earlier in the meeting. One of the drawbacks mentioned was the inability to contact staff via the website—that it wasn't interactive. Although it was the prior edition of the website that had been reviewed in the report, comments were generally favorable.

Carl Begay from the Employment Development Department reported on the job seeker face-to-face and telephone section of the Mystery Shopper Report. Difficulties reaching coaches, service delivery variances, responses and return calls were problem areas. To address these issues, informational scripts for staff have been provided, and staff training is ongoing. In addition, staff with subject matter expertise have been identified to assist at each location, and directories indicating these subject matter areas have been developed.

A pilot program at the San Jose One-Stop provides group orientations and assessments to avoid long customer wait times. A question arose regarding the differences between the pilot site in San Jose and the customer flow at other work2future sites. It was reported that in Campbell and Gilroy, new customer orientations are still provided on a one-on-one basis, whereas in San Jose, orientations are integrated with assessments and are provided on a group basis.

The Assistant Director stated that staffing and services will be impacted due to work2future's receipt of a WIA allocation that is \$1.5M less than last year's allocation. Consequently, staff is evaluating the current system of services and how it can be modified in response to the cutback in funds. The CQI and Leadership

teams will be looking at what types of services could be offered under the new funding structure. One of the drawbacks of the current integrative model is that staffing levels for EDD and work2future are not equal at all sites. The Assistant Director mentioned the new business model might need to be a “hybrid” as opposed to a pure integrative model, since the funding reductions will not support the full menu of services currently offered.

Dr. Novak commented that the report was a thoughtful and worthwhile exercise. The Assistant Director offered to provide executive summaries of the Mystery Shopper Reports.

A committee member suggested using Board members as mystery shoppers, but the Assistant Director clarified that the Mystery Shopper must be a novice regarding workforce investment services. A committee member mentioned that, in light of the \$1.5 million reduction in funding, sustaining this evaluation of customer responsiveness would be something they could work on. Dr. Novak stated that he would like to discuss how to incorporate the Mystery Shopper piece into a reduced budget at the next Operations meeting.

## **6. Pre-Apprenticeship Program**

The Assistant Director reviewed the Pre-Apprenticeship Program, a collaborative effort between work2future, the Building and Construction Trades Council, Roofer/Waterproofers and Workforce Institute. Last year, work2future applied for a Pathways out of Poverty grant in collaboration with the building trades, employers, community colleges, training providers, and other community-based organizations; although the application was not funded, several of the collaborative partners continued working together to develop this pilot pre-apprenticeship program.

The first pre-apprenticeship program will prepare applicants for the Roofers apprenticeship program. The 160-hour training program for up to 34 individuals begins with a week of boot camp. The training curriculum is based on a national model. The orientations are scheduled for May 18, 2010.

Electrician David Baer reported that applicants to the trades often do not have the basic skills to become apprentices. He was hopeful that the collaborative pre-apprenticeship program will serve to prepare the applicants to gauge their interests and their abilities to be successful in a particular trade.

## **C. Set Items for Next Agenda**

- Future Mystery Shopper Report.
- Approval of the Operations Committee work plan in August.
- Discussion regarding how staff will provide information on the web site.
- Final ARRA report

- NUMMI

#### **D. Announcements**

- There will be a job fair with 20 employers on April 26, 2010 at the San Jose City Hall Rotunda.
- Kaiser will be hiring for 40 FTE positions.
- CTC graduation will feature Councilmember Madison Nguyen as a speaker.
- CTC received funding through the Pathways out of Poverty Grant, in conjunction with the National Council of La Raza, in the approximate amount of 900K.
- Kaiser's two-bed educational simulation center recently opened and was featured in the Mercury News.
- The State will repeal mandatory furloughs as of July 1, 2010.

#### **E. Next Meeting**

The next Operations Committee meeting is currently scheduled to take place on **Thursday, August 5, 2010 at 11:30 a.m.** at the San Jose One Stop, 1290 Parkmoor Ave., San Jose.

**V. PUBLIC COMMENT** – none.

#### **1. ADJOURNMENT**

IV(B)(1)

2011 Meeting Schedule  
Approval

[Action]



## *Memorandum*

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TO: **work2future Operations  
Committee**

FROM: **Dr. Mark Novak, Chair**

SUBJECT: **Operations Committee Meeting  
Schedule for 2011**

DATE: **February 17, 2011**

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### **RECOMMENDATION**

Approval of the 2011 Operations Committee Meeting Schedule.

### **BACKGROUND**

work2future's Operations Committee meets on a quarterly basis. The proposed dates for Operations Committee meetings in 2011 are:

- ❖ May 26, 2011
- ❖ August 4, 2011
- ❖ November 3, 2011

Approval of these dates for 2011 will allow Committee members to finalize their commitments regarding next year's calendar.



**BOARD AND COMMITTEE 2011 MEETING SCHEDULE\***

<p style="text-align: center;"><b>BOARD</b></p> <p>MEETS ON THE 3<sup>RD</sup> THURSDAY IN MARCH, JUNE, SEPTEMBER AND DECEMBER.</p> <ul style="list-style-type: none"> <li>• MARCH 17, 2011</li> <li>• JUNE 16, 2011</li> <li>• SEPTEMBER 15, 2011</li> <li>• DECEMBER 8, 2011**</li> </ul> <p style="text-align: center;">MEETING TIME 11:30 AM-1:30 PM</p>	<p style="text-align: center;"><b>EXECUTIVE COMMITTEE</b></p> <p>MEETS ON THE 3<sup>RD</sup> THURSDAY OF THE MONTHS IN WHICH THE BOARD DOESN'T MEET</p> <ul style="list-style-type: none"> <li>• JANUARY 20, 2011</li> <li>• FEBRUARY 17, 2011</li> <li>• APRIL 21, 2011</li> <li>• JUNE 2, 2011**(SPECIAL MEETING DUE TO BUDGET AND CONTRACT APPROVALS)</li> <li>• JULY 21, 2011</li> <li>• AUGUST 18, 2011</li> <li>• OCTOBER 20, 2011</li> <li>• NOVEMBER 17, 2011</li> </ul> <p style="text-align: center;">MEETING TIME 3:00 PM-5:00 PM.</p>
<p style="text-align: center;"><b>FINANCE COMMITTEE</b></p> <p><b>(Dates are subject to Finance Committee approval.)</b></p> <p>MEETS ON THE 2<sup>ND</sup> WEDNESDAY IN MARCH, JUNE, SEPTEMBER AND DECEMBER**</p> <ul style="list-style-type: none"> <li>• MARCH 9, 2011</li> <li>• JUNE 8, 2011 (SPECIAL MEETING DUE TO BUDGET AND CONTRACT APPROVALS)</li> <li>• SEPTEMBER 7, 2011</li> <li>• DECEMBER 7, 2011</li> </ul> <p style="text-align: center;">MEETING TIME 3:00 PM-5:00 PM</p>	<p style="text-align: center;"><b>OPERATIONS COMMITTEE</b></p> <p><b>(Dates are subject to Operations Committee approval.)</b></p> <p>MEETS ON THE 1<sup>ST</sup> THURSDAY IN FEBRUARY, MAY, AUGUST, NOVEMBER</p> <ul style="list-style-type: none"> <li>• FEBRUARY 3, 2011</li> <li>• MAY 26, 2011**(SPECIAL MEETING DUE TO BUDGET AND CONTRACT APPROVALS)</li> <li>• AUGUST 4, 2011</li> <li>• NOVEMBER 3, 2011</li> </ul> <p style="text-align: center;">MEETING TIME 11:30 AM-1:30 PM</p>
<p style="text-align: center;"><b>YOUTH COUNCIL</b></p> <p>MEETS ON THE 4<sup>TH</sup> TUESDAY IN MARCH, JUNE, SEPTEMBER, AND NOVEMBER**</p> <ul style="list-style-type: none"> <li>• MARCH 22, 2011</li> <li>• JUNE 7, 2011** (SPECIAL MEETING DUE TO CONTRACT APPROVALS)</li> <li>• SEPTEMBER 27, 2011</li> <li>• NOVEMBER 15, 2011**</li> </ul> <p style="text-align: center;">MEETING TIME 1:30 PM-3:30 PM</p>	

\*Board schedule was approved by Board Action 12/09/10.

\*\*Please note: some meeting dates do not conform to the regular monthly meeting schedule due to conflicts or for other reasons. All meeting dates and times are subject to change. Please call 794-1125 for more information or for information on a particular meeting. All meetings are scheduled to take place at 1290 Parkmoor Avenue, San Jose, CA at the San Jose One Stop.

Revised 2FEB11 ek

IV(B)(2)

CQI Dashboard Reporting  
Update

[Discussion]

# Customer Satisfaction Performance Dashboard

## Monthly Summary – December 2010

**Report Date: January 7, 2011**

**Introduction:** This report provides a summary of **key performance indicators** (KPI's) from the weekly Comment Card and the customer satisfaction measures from the Integration Performance Measures. The comment card report's key indicators provide lead indicators that help to understand the future performance of key processes. There are five key indicators out of the eight questions on the comment card. Two of these are also part of the integration performance measures. There are nine integration performance measures, four of which relate to customer satisfaction and two of the four overlap with the comment card key indicators.

**Lag, Current and Lead:** This report is made up of lag and lead key performance indicators (KPI's). Financial results, such as last quarter's revenue, are typically lagged by 2+ months. Annual results, especially fiscal year results, can be much more delayed. With such lags the problem arises as to what action might be appropriate to alter the direction of the organization's performance when the KPIs are measuring results in the past.

A correction may be inappropriate when the current performance has already significantly altered from that measured some time ago and may result in overcorrection. Lag indicators should rarely be considered as a KPI as the benefit of KPI is to adjust processes and behavior to get better performance.

KPIs of the leading type are predictive of desired results at the next higher level. An example of such a leading indicator for market share is customer satisfaction with the organization's products and service. The primary difficulty with leading KPIs is to be sure that they are strongly correlated with the required corporate goals; modeling and understanding of key business drivers is necessary.

**Summary Period:** December 2010

**Report Dates:** November 29 – December 5, December 6 -12, December 13 -19, December 20 – 26 and December 27, 2010 – January 2, 2011

**Total Number of Responses: 21**

**Volume as of January 7, 2011:**

- Number of new customers completing initial assessment and coaching:
  - 404 for the month of October
  - 3,295 year to date
  - Projected goal – 10,000
- Number of services core, intensive, training, misc. provided to customers:
  - 5,740 for the month of October
  - 47,092 year to date
  - Projected goal – 70,000

## Customer Satisfaction Performance Dashboard

### Monthly Summary – December 2010

#### Conclusions and Analysis:

- Overall, customers are very happy with services received

#### *Summary of Trends in Comments (shows up more than once across weeks):*

- None

#### **Key Indicator Highlights<sup>1</sup>:**

Q1 – I was greeted promptly upon arrival.

**Q2 – I waited less than 10 minutes for services.**

Q3 – The staff treated me with respect.

Q4 – The staff was helpful to me.

**Q5 – The information provide was useful in job search.**

**Q6 – The services or resources I used today were of quality**

**Q7 – I would recommend center to friend/colleague**

**Q8 – Overall satisfaction**

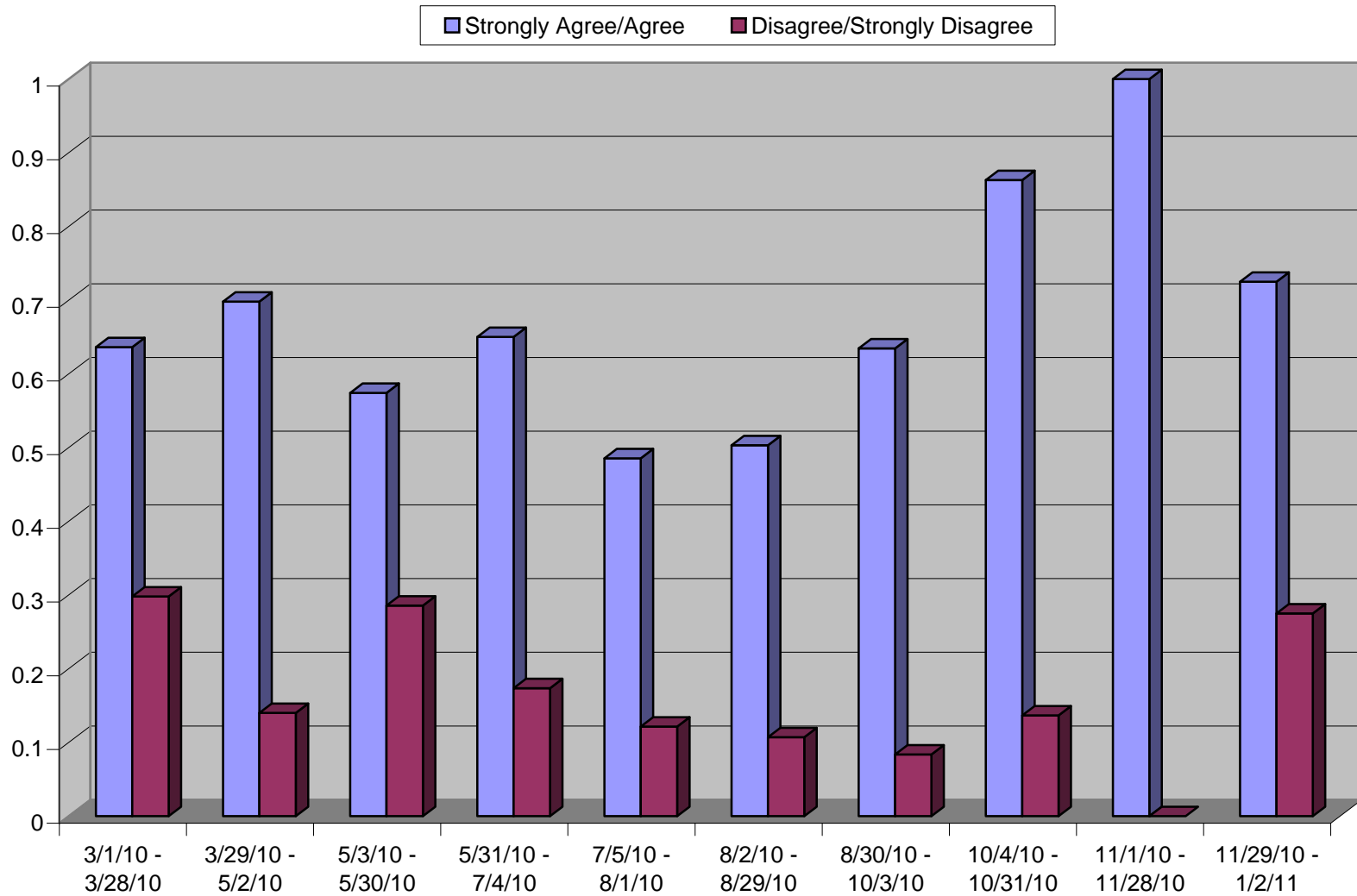
#### **Trends over the Period (across the month):**

- **Q2** ranged from a low of 50% to a high of 87.5% either strongly agreeing or agreeing that they waited less than 10 minutes for services.
- **Q5** had a range of 60% (combined strongly agree and agree) to 100% agreeing that the information was useful in job search.
- **Q6** had a range of 60% to 100% agreeing and strongly agreeing that services were of quality.
- **Q7** ranged from 60% to 100% agreeing they would recommend the center to a friend.
- **Q8** had a range of 60% to 100% either strongly agreeing or agreeing that overall they were satisfied.

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<sup>1</sup> Bold highlights the key lead indicators from the comment card questions and red highlights the common lead measures from both the comment card and the Integration Performance Measures.

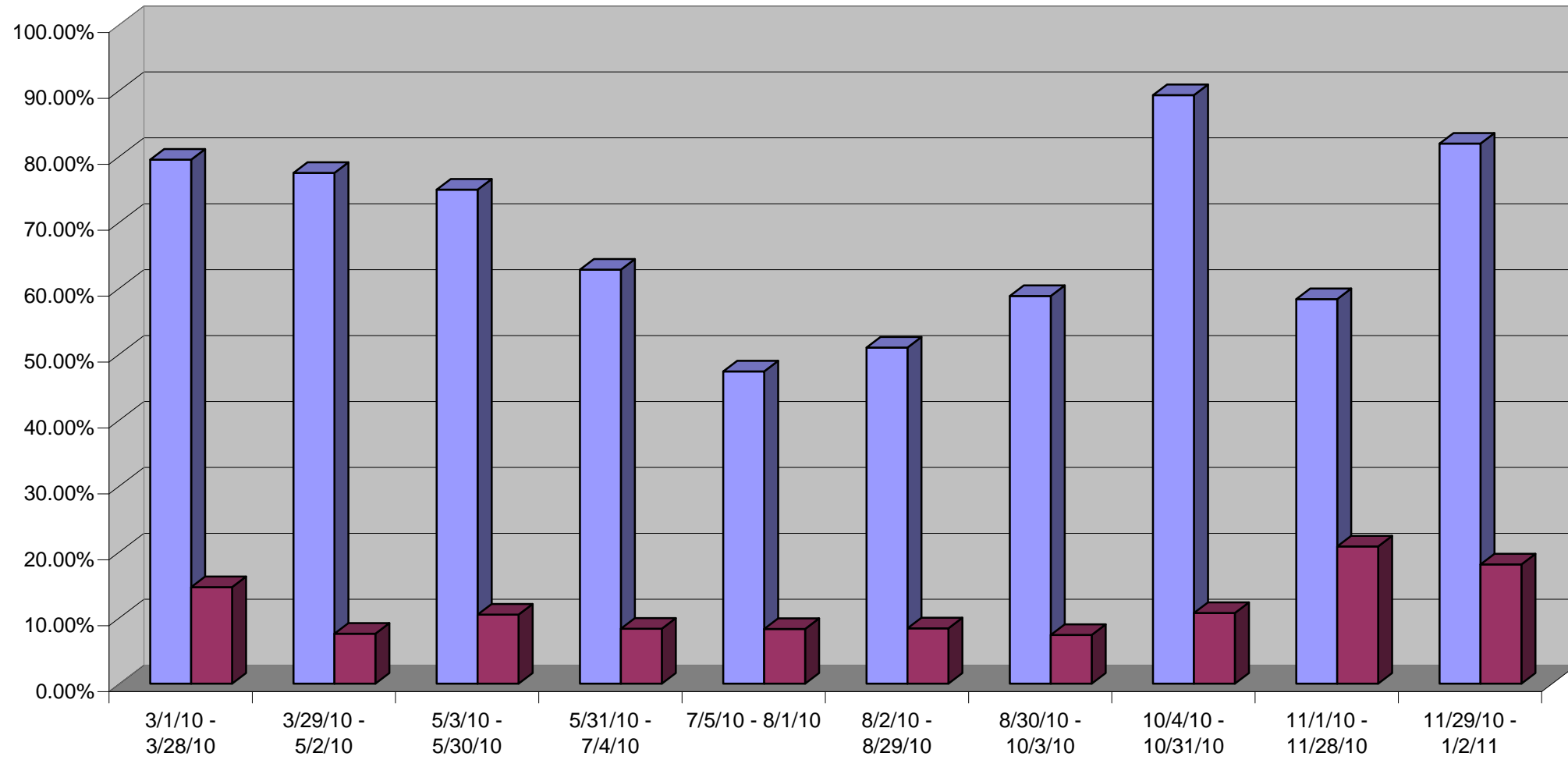
### Waited Less than 10 Minutes



NOTE: Data from October forward is Survey Monkey and does not include Strumpf Associates

### Information Was Useful in Job Search

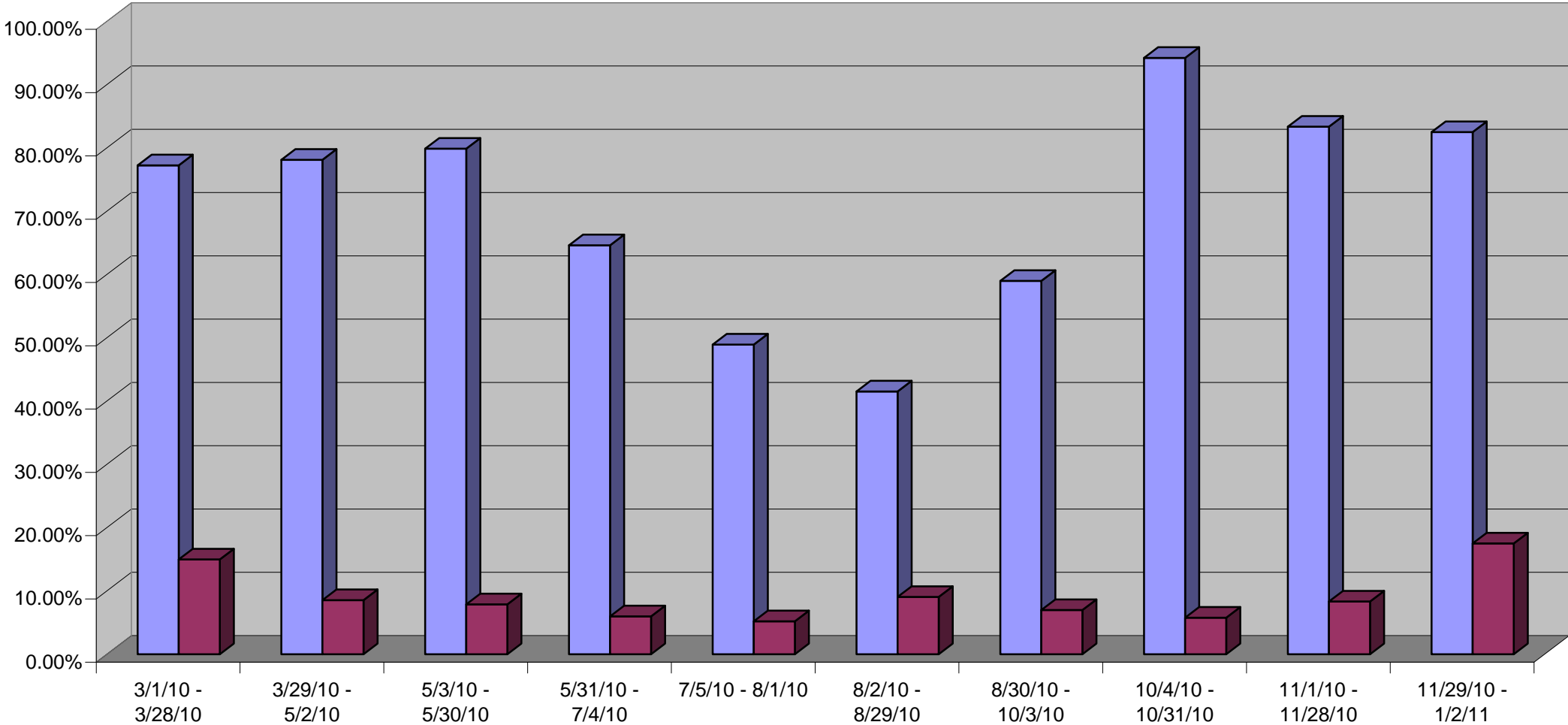
Strongly Agree/Agree Disagree/Strongly Disagree



NOTE: Data from October forward is Survey Monkey and does not include Strumpf Associates

### Services Used Were of Quality

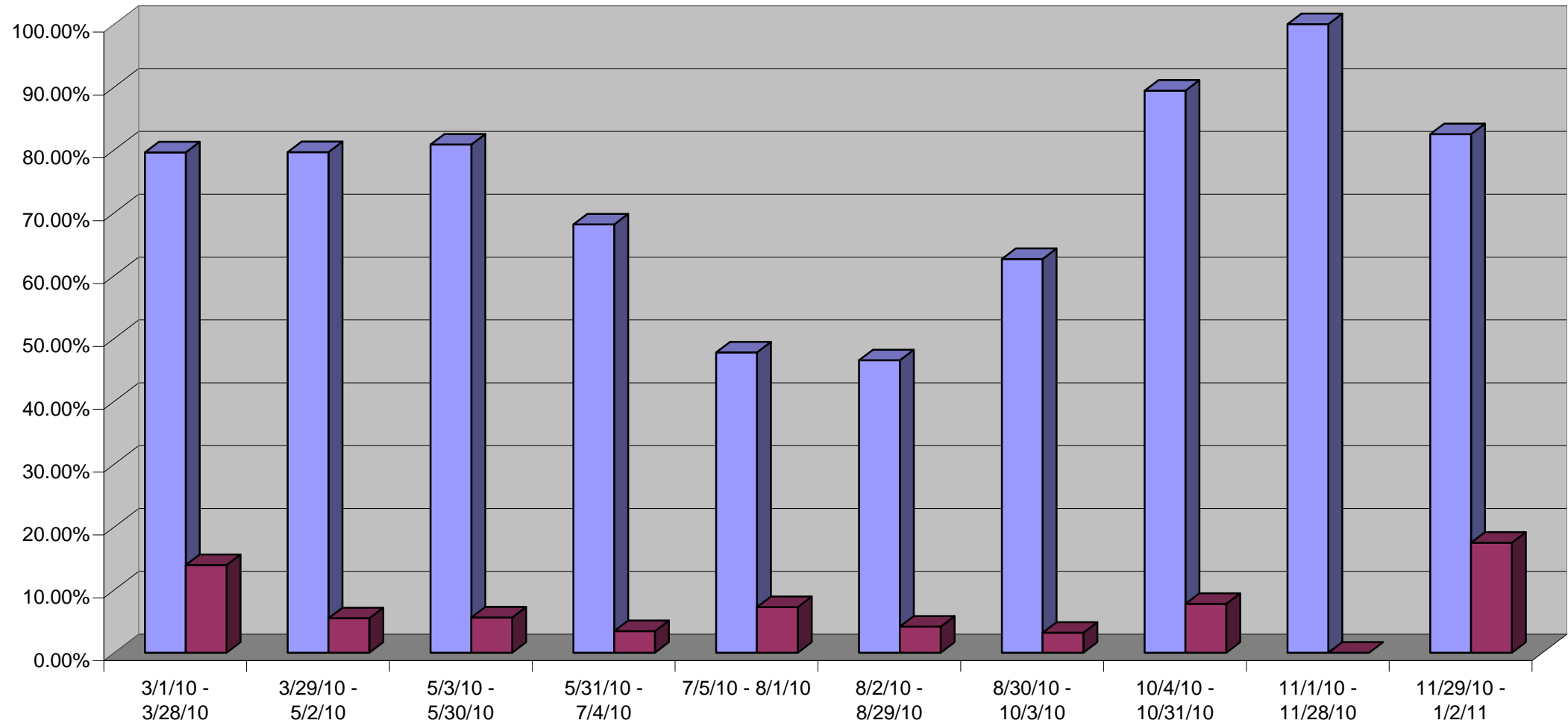
Strongly Agree/Agree Disagree/Strongly Disagree



NOTE: Data from October forward is Survey Monkey and does not include Strumpf Associates

### Would Recommend Center to a Friend

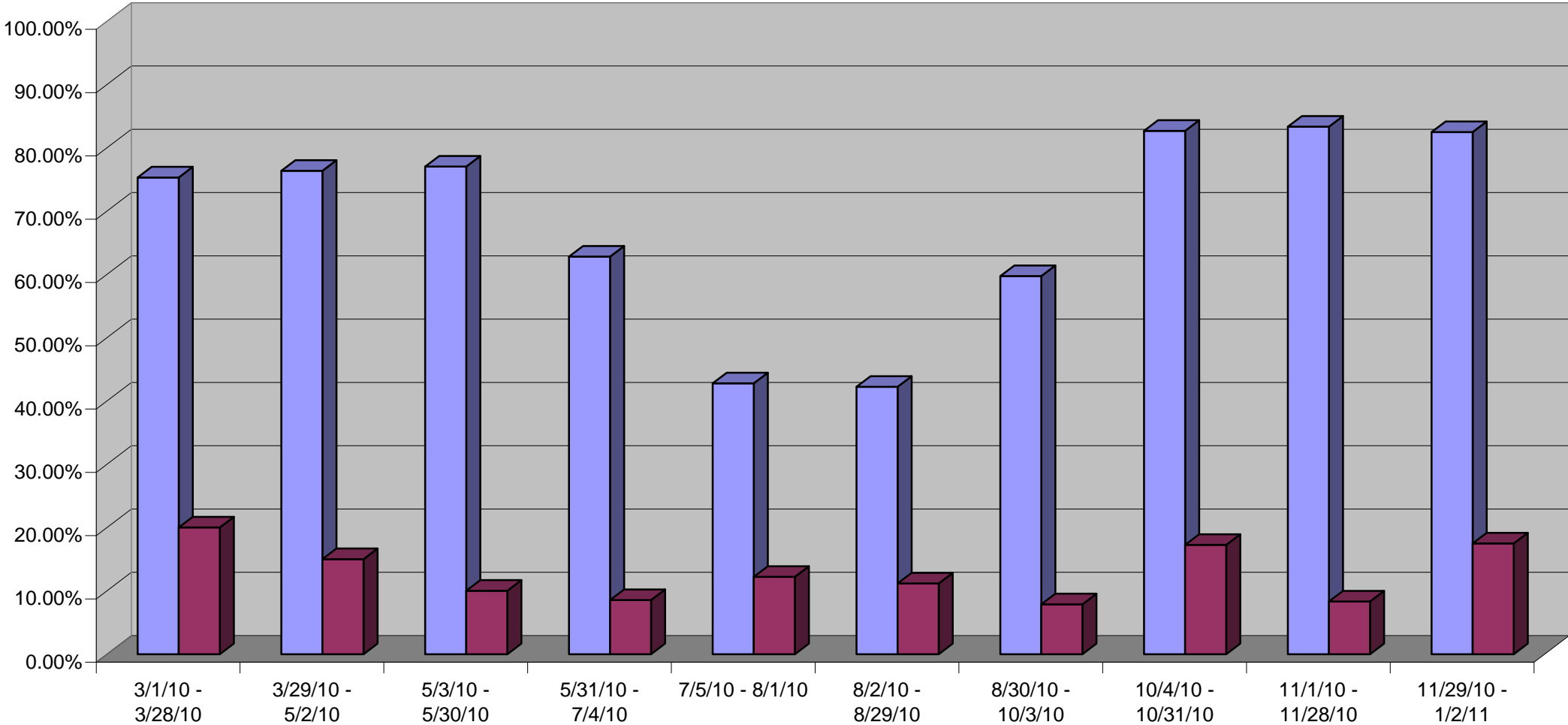
Strongly Agree/Agree    Disagree/Strongly Disagree



**NOTE: Data from October forward is Survey Monkey and does not include Strumpf Associates**

### Satisfied With Overall Experience

Strongly Agree/Agree Disagree/Strongly Disagree



NOTE: Data from October forward is Survey Monkey and does not include Strumpf Associates

IV(B)(3)

NUMMI Transition  
Center

[Information]

work2future Operations Committee  
NUMMI Career Transition Center Update  
02/17/2011

Key Updates:

- The NUMMI Career Transition Center (NCTC) opened March 29, 2010.
- On May 26, 2010, the State of California awarded four WIBs \$5.4M as Additional Assistance bridge funding for the NUMMI program, of which \$970,000 was granted to and received by work2future.
- On June 7, 2010, the Department of Labor awarded the State of California \$19.2M for ex-employees of NUMMI and affected NUMMI Suppliers for training and supportive services through a National Emergency Grant (NEG)—\$2,006,901 was received, and \$3,297,871 remains available under the NEG. Remaining funds may be drawn down until April 1, 2011, but only after each LWIA spends 70% of its funding allocation.
- As of December 31, 2010, 3,714 TAA applications were received by all WIBs in the region for ex-employees of NUMMI and those NUMMI Suppliers receiving TAA certification.
- As of January 28, 2011, there were 529 NCTC enrollments, putting NCTC at 114% of its 100% enrollment goal.
  - Of those 529, 143 have been referred to training and 48 have been placed in either permanent or temporary positions.
- The 6-month TAA training waivers obtained by many clients by October 2, 2010 are about to expire. As expected, requests for completion of TAA training packages have increased dramatically, with a 34% increase during the month of January alone.

- As the population of NCTC clients has progressed from “unemployed autoworker” through “trainee” and/or on to “job seeker,” NCTC has had to adjust its focus and methodologies.
- Additionally, the range of services offered now stretches across a larger spectrum. For example,
  - Job Development activities are intensifying as early clients complete training.
  - At the same time, NCTC must continue to provide assistance to newcomers with significant barriers such as lack of a HS diploma or GED, math levels at or below 3<sup>rd</sup> grade levels, poor reading comprehension, ESL, computer illiteracy, and so on.
  - NCTC’s “back-to-basics” programs, designed to deal with these barriers, had been staffed by the Job Developers and Case Managers, who no longer have time.
  - Somehow, the right people are showing up to pick up these responsibilities at just the right time.
- The expansion of both range and number of services requires additional space. We are securing an ideal contiguous suite of 3,141 ft<sup>2</sup> for \$5,000 per month in total additional costs. We are also extending our present leasing arrangement to JUN 2012.
- NCTC has been informed that a program audit will be conducted by the State of California in late February or early March 2011. The staff is using the opportunity to ensure that NCTC’s files are accurate and reflective of the attention to detail and good customer service given to everything.
- The entire NUMMI Regional effort, to which NCTC is a significant contributor and positive force, was the talk of the Department of Labor national conference in December 2010. TAA representatives referred to the NUMMI Regional effort as “our shining star.”

IV(B)(4)

Labor Market Studies

[Discussion]

## SUMMARY

# work2future Small Business Study 2010

- Do small businesses account for a large share of local employment?  
No, small businesses account for 15 percent of private sector employment in the San José metro area. Businesses with 100 employees or more represent over two-thirds of San José-area employment.
- Do small businesses account for most job creation? No, entrepreneurs and start-ups create jobs, not existing small businesses. After their first year, businesses are net job destroyers.
- Are all start-ups equal? No, "high aspiration" entrepreneurship is most important, and "gazelle" firms are critical to overall job growth.
- Does the overall rate of entrepreneurship in Silicon Valley still lag the nation?  
Yes, national and international research reports that entrepreneurship rates for Santa Clara County and the San José MSA continue to lag rates for the United States as a whole.
- What are the current conditions for small businesses in Silicon Valley? Area residents were less optimistic about the local climate for starting a business in 2010 than in 2006. More than 80 percent of small business owners and managers rated the local economy as *fair* or *poor*. About a third of businesses recently postponed bill payment due to cash flow issues.
- What are small business owners' outlook for the future? About 40 percent of small business owners see economic conditions improving over the next six months, and 12 percent say they will be adding more workers in the next three months.
- Is Silicon Valley a desirable business location? Access to customers, suppliers, skilled workers and advisors is a key advantage to a Silicon Valley location. Most small businesses reported no advantage or a disadvantage to locating within San José city limits. Negatives for Silicon Valley were related to cost. Although small businesses rated local services, commercial space and zoning favorably overall, respondents urged local governments to reduce tax and administrative burdens on small businesses. Delays and difficulties in obtaining approval for facility construction or expansion were noted.
- What can work2future, the City and others do for small businesses and entrepreneurs? Adding BOS partners, jointly marketing to potential and current entrepreneurs, and developing multi-tiered assistance can help get resources into the hands of entrepreneurs. Connecting businesses to lenders, streamlining government interactions for new or expanding businesses, and addressing barriers to hiring can assist entrepreneurs as they grow.

## Rapid Response Study Summary

**BBC's research sought to:**

- **Identify best practices, opportunities and constraints relating to work2future and NOVA's Rapid Response assistance for local businesses facing downsizing or closure;**
- **Explore creative, new strategies to address large-scale layoffs in Silicon Valley;**
- **Find ways to make work2future and NOVA's Rapid Response programs more attractive to businesses facing layoffs, and increase awareness of the programs and raise levels of participation;**
- **Explore potential local and regional partnerships with other public and private entities and determine the coordination that would be needed for success; and**
- **Assess infrastructure and capacity needs to sustain short-term intervention and long-term programs.**

BBC's research included focus groups, interviews, a review of literature on Rapid Response, case studies of businesses that have filed WARN notices, and statistical analysis of financial risk data. Based on this research, our key findings and recommendations are summarized below.

**Overall effectiveness:** overall, work2future and NOVA do a good job in providing Rapid Response services. Dislocated workers rate highly the assistance they receive from work2future and NOVA, although some services are more appreciated than others. Businesses who have dealt with work2future and NOVA are also largely positive about their experiences, describing the organizations as "flexible" and "available."

**Best practices:** BBC reviewed Rapid Response best practices from California and the nation. While work2future and NOVA already follow best practices in many cases, there are opportunities to learn from other Rapid Response providers regarding proactive engagement with businesses, effective marketing of services, performance measurement and customer feedback.

**Responding to WARN notices:** work2future and NOVA's WARN response rate is high: together, the agencies responded to about 85 percent of WARN notices filed in their areas since 2007. However, there are still opportunities to improve communications with EDD and strengthen ties with the business community so that fewer businesses reject offers of assistance.

**Improving awareness and trust of businesses:** there is room for improvement in raising awareness of Rapid Response services. Some businesses have a perception that private outplacement firms are more appropriate and that, as government organizations, work2future and NOVA are less flexible.

BBC recommends outreach efforts in the form of in-person presentations, not only to businesses but also to human resources (HR) associations, economic development organizations, private outplacement firms, HR consulting firms and other business

assistance organizations. These groups are likely to be receptive to learning about Rapid Response services. Such efforts will not only raise awareness of work2future and NOVA, but over time should also increase trust. Clear employer-targeted collateral detailing all available business services should also be developed.

**Dislocated Workers:** except through responding to a WARN notice, work2future and NOVA have limited means of identifying Dislocated Workers or tracking if they have received assistance. As filing for unemployment insurance with EDD is often a first step for laid off workers, there is potential to work with EDD to develop an express notification system that can help work2future and NOVA identify these individuals.

**Opportunities for partnership:** outplacement firms, lawyers, and others in the private sector are potential partners for work2future and NOVA. These firms may see value to their own business in being able to direct individuals to work2future and NOVA services. In doing so, they will raise the profile of work2future and NOVA among local businesses.

**Early warning system:** others' efforts to develop an early warning system for mass layoffs and plant closures based on statistical modeling have met with limited success, but certain tools, such as the Dun & Bradstreet Financial Stress Score are affordable and should be considered as part of an early warning system. However, financial indexes and mathematical models are no substitute for strong relationships with local businesses.

**Layoff aversion:** in part due to the unique nature of the Silicon Valley business environment and firms' secrecy, BBC's believes that there is limited benefit to directing efforts towards layoff aversion.

**Infrastructure and capacity needs:** BBC believes that work2future and NOVA have a flexible approach to providing capacity for dislocated workers. There is currently no need to permanently expand infrastructure. Temporary off-site locations set up from time to time in response to extremely large layoffs help remedy potential stress on infrastructure. However, BBC recommends that work2future and NOVA closely monitor stresses on available staff.

**Reporting:** work2future and NOVA can learn from the best practices of other organizations to improve monitoring and assessment of business and Dislocated Worker experiences. There is also an opportunity for work2future and NOVA to work together to develop a single, harmonized reporting system for tracking engagement with businesses and workers.

IV(B)(5)

work<sup>2</sup>future's Five-Year  
Business Model

[Discussion]

# Adult / Dislocated Worker Programs \$10 Million

## Changes Since Initial Presentation

work2future Budget Parameters  
FY 2011-2012  
Executive Committee - February 17, 2011

**Total Budget \$10 million**

\* AD/DW \$6.7 million  
Youth \$3.3 million

Budget Change- Exec Mtg. 11.18.10	Original	Executive	Change
Increase in Personnel Costs (Ln. 8)	\$2,254,424	\$2,447,037	\$192,613 2 FTEs
Decrease in Workshops (Ln. 14)	\$559,000	\$503,100	(\$55,900)
Decrease in Supportive Services (Ln. 15)	\$167,126	\$150,413	(\$16,713)
Decrease in Training Services (Ln. 16)	\$600,000	\$480,000	(\$120,000)
<b>Net Change</b>	<b>\$3,580,550</b>	<b>\$3,580,550</b>	<b>\$0</b>

Budget Change - w2f staff 1.6.11	Original	w2f staff	Change
Decrease in Unallocated Reserve (Ln. 22)	\$1,127,085	\$546,085	(\$581,000)
Increase in One-time Funding (Ln. 20)	\$0	\$350,000	\$350,000 Parkmoor Move-TI, T1 lines/router/phones, etc.
Increase in One-time Funding (Ln. 21)	\$0	\$150,000	\$150,000 Automated Client Svcs./IT procurement
Increase in Personnel Costs (Ln. 8)	\$2,447,037	\$2,528,037	\$81,000 1.5 WI staff
<b>Program Spending Plan Change in \$</b>	<b>\$3,574,122</b>	<b>\$3,574,122</b>	<b>\$0</b>

Budget Change - w2f staff 2.8.11	Original	w2f staff	Change
Increase in Carry over from FY 10-11 (Ln. 2)	\$342,014	\$1,433,254	\$1,091,240 Increased from 5% to 22%
Decrease in Other Sources (Ln removed)	\$201,000	\$0	(\$201,000) No projected revenue from Econovue
Increase in Carry over to FY 12-13 (Ln. 3)	(\$335,000)	(\$1,005,000)	(\$670,000) Increased from 5% to 15%
Increase in Supplies, Travel, Marketing, Other Professional Services (Ln. 10)	\$451,331	\$481,331	\$30,000
Increase in Training Services (Ln. 16)	\$480,000	\$600,000	\$120,000
Increase in Automated Services (Ln. 21)	\$150,000	\$200,000	\$50,000
Increase Unallocated Reserve (Ln. 22)	\$546,085	\$566,325	\$20,240
<b>Program Spending Plan Change in \$</b>	<b>\$1,835,430</b>	<b>\$2,275,910</b>	<b>\$440,480</b>

# Adult / Dislocated Worker Programs \$10 Million

work2future Budget Parameters  
FY 2011-2012  
Executive Committee - February 17, 2011

Total Budget \$10 million  
AD/DW \$6.7 million  
Youth \$3.3 million

SOURCES/USES	Total 10-11 Adult/DW Budget	Total 11-12 Adult/DW Budget	Inc/(Dec)	% Inc/(Dec)	FY 11-12 Remarks
	A	B	C=(B-A)	D= (C/A)	
<b>WIA &amp; ARRA Funding Sources</b>					
1 Allocation	8,034,523	6,700,000	(1,334,523)	-17%	Assumes \$6.7 m in AD/DW Formula Funding
2 + Carry over from FY 10-11 (22%)	1,189,054	1,433,254	244,200	21%	Includes Board mandated carryover and unallocated reserve
3 Carry Over to FY 12-13 (15% of AD, DW, Youth)	-338,000	-1,005,000	(667,000)	197%	Assume 15% carryover to FY 12-13
4 - Admin (10% of AD, DW, Youth)	-676,000	-670,000	6,000	-1%	10% Administrative cap
5 <b>Program Budget Alloc Total</b>	<b>8,209,577</b>	<b>6,458,254</b>	<b>(1,751,323)</b>	<b>-21%</b>	
<b>WIA &amp; ARRA Expenditures FY 09-10</b>					
6 <b>Personnel/Non-Personnel</b>					
8 <b>Personnel Cost 25.5 FTE</b>	5,100,185	2,528,037	(2,572,148)	-50%	Budget in FY 10-11 includes \$1.5 million of contracted services; Addition of 2 FTEs from reduction in client related services and 1.5 contracted FTEs
9 Rent & Utilities	882,499	979,048	96,549	11%	Assumes still in Parkmoor site; see line 25 for potential savings if move
10 Supplies, Travel, Marketing, Other Professional Services, etc.	623,867	481,331	(142,536)	-23%	
11 <b>Subtotal Personnel and Non-Personnel</b>	<b>6,606,551</b>	<b>3,988,416</b>	<b>(2,618,135)</b>	<b>-40%</b>	
12 <b>Client Related Services</b>					
13 <b>Adult Client Related Svcs</b>					
14 Workshops	559,000	503,100	(55,900)	-10%	Reduction as a result of Executive Committee Discussion; amount reduced went to Personnel Costs line
15 Supportive Services	167,126	150,413	(16,713)	-10%	Reduction as a result of Executive Committee Discussion; amount reduced went to Personnel Costs line
16 Training (ETPL/Cohort/OJT/Online)	600,000	600,000	0	0%	Reduction as a result of Executive Committee Discussion; amount reduced went to Personnel Costs line; added back \$120K for w2f changes
17 Other Client Related Costs	100,000	100,000	0	0%	Assessment tools/on line (Work-Keys/Ed2go)
18 <b>Subtotal Adult Client Related Services</b>	<b>1,426,126</b>	<b>1,353,513</b>	<b>(72,613)</b>	<b>-5%</b>	
19 <b>One Time Funding</b>					
20 One Stop Relocation: Move / Tenant Improvements	0	350,000	350,000	100%	Parkmoor Move- Tenant Improvement, TI lines/router/phones
21 Technical Enhancements	0	200,000	200,000	100%	Automated Client Services/IT Procurement
22 Unallocated Reserve (Excess Sources over Uses)	176,900	566,325	389,425	220%	Reserve for unanticipated reduction in formula allocation
23 <b>Subtotal One Time Funding</b>	<b>176,900</b>	<b>1,116,325</b>	<b>939,425</b>	<b>531%</b>	
24 <b>Total Program Expenditures</b>	<b>8,209,577</b>	<b>6,458,254</b>	<b>(1,751,323)</b>	<b>-21%</b>	
25 Potential Savings due to Facility Relocation	0	573,802	573,802	100%	Potential savings in Rent & Utilities due to relocating to new facilities

# Youth Program \$10 Million

work2future Budget Parameters  
FY 2011-2012  
Executive Committee - February 17, 2011

Total Budget \$10 million  
AD/DW \$6.7 million  
\* Youth \$3.3 million

SOURCES/USES	Total 10-11 Youth Budget	Total 11-12 Youth Budget	Inc (Dec)	% Inc(Dec)	FY 11-12 Remarks
	A	B	C= (B-A)	D= (C/A)	
<b>WIA &amp; ARRA Funding Sources</b>					
1 Allocation	3,810,453	3,300,000	(510,453)	-13%	Assumes \$3.3 m in Youth Formula Funding
2 + Carry over from FY 10-11 (22%)	577,651	943,621	365,970	63%	Includes Board mandated carryover and unallocated reserve
3 Carry Over to FY 12-13 (15% of AD, DW, Youth)	-172,470	-495,000	(322,530)	187%	Assume 15% carryover to FY 12-13
4 - Admin (10% of AD, DW, Youth)	-344,939	-330,000	14,939	-4%	10% Administrative cap
5 Program Budget Alloc Total	3,870,695	3,418,621	(452,074)	-12%	
<b>WIA &amp; ARRA Expenditures FY 09-10</b>					
6 Personnel/Non-Personnel					
8 Personnel Cost 7 FTE	1,593,429	716,065	(877,364)	-55%	Staffing for FY 10-11 includes Summer Youth TUs and Program Oversight
9 Rent & Utilities	437,453	482,205	44,752	10%	Assumes still in Parkmoor site; see line 25 for potential savings if move
10 Supplies, Travel, Marketing, Other Professional Services, etc.	287,155	222,223	(64,932)	-23%	
11 Subtotal Personnel and Non-Personnel	2,318,037	1,420,493	(897,544)	-39%	
<b>Client Related Services</b>					
<b>Youth Client Related Svcs</b>					
14 Youth Case Management	1,000,000	900,000	(100,000)	-11%	
15 Program Participants (Summer Youth)	292,446	0	(292,446)	-100%	No Summer Youth program anticipated in FY 11-12
16 Green Cadre Program	0	418,128	418,128	100%	Green Cadre Program
17 Supportive Services/Incentives	122,237	130,000	7,763	6%	
18 Subtotal Youth Client Related Services	1,414,683	1,448,128	33,445	2%	
<b>One Time Funding</b>					
20 One Stop Relocation: Move / Tenant Improvements	0	350,000	350,000	100%	Parkmoor Move- Tenant Improvement, TI lines/router/phones
21 Technical Enhancements	0	200,000	200,000	0%	Automated Client Services/IT Procurement
22 Unallocated Reserve (Excess Sources over Uses)	137,975	0	(137,975)	-100%	Reserve for unanticipated reduction in formula allocation
23 Subtotal One Time Funding	137,975	550,000	412,025	100%	
24 Total Program Expenditures	3,870,695	3,418,621	(452,074)	-12%	
25 Potential Savings due to Facility Relocation	0	180,901	180,901	100%	Potential savings in Rent & Utilities due to relocating to new facilities

IV(C)  
Set Items for Next Agenda

IV(D)  
Announcements

IV(E)  
Next Meeting  
The next Operations Committee meeting is scheduled to take place (on a date to be determined) at 1290 Parkmoor Ave., San Jose, CA 95126-3449.

V  
Public Comment

VI  
Adjournment