



BOARD AGENDA

Thursday, December 9, 2010

11:30 a.m. – 1:30 p.m.

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

www.work2future.biz

Benny Boveda, Chair
Joseph Flynn, Vice Chair
Christopher Donnelly, Secretary
Elizabeth Kaylor, Board 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

For questions regarding this agenda, please call Elizabeth Kaylor at (408) 794.1125. To request an accommodation under the Americans with Disabilities Act to participate in this public meeting/event, please call please call Elizabeth Kaylor at (408) 794.1125 or 408 294-9337 (TTY) at least (3) three business days before the meeting/event.

WORK2FUTURE BOARD MEMBERS

Name/Company	Executive	Finance	Operations	Youth
Aceves, Ralph <i>Ovalpath, Inc.</i>				
Amador, Rose <i>Center for Training and Careers</i>			VC	
Boland, Denise <i>Social Services Agency, County of Santa Clara</i>				M
Boveda, Benny <i>Target</i>	C			M
Chrisman, Brian <i>Borgata Recycling</i>			M	
Cox, Barbara <i>CA LMCC/IBEW-NECA</i>				
Dittrick, Janeen <i>Employment Development Department</i>			M	
Do, Sarah <i>Starbucks Coffee Company</i>				
Estill, Jack <i>Appian Engineering, Inc.</i>		M		
Fink, Tom <i>Amalgamated Transit Union Local 265</i>				
Flynn, Joseph <i>Lavante</i>	VC	C		
Friberg, Richard <i>Grow Strategically</i>			M	
Gonzalez, Jose <i>Infolink</i>				
Guthrie, Bill <i>United Association Local 393</i>				
Koepp-Baker, Susan <i>Bradley Associates Consultants</i>		VC		
Le, Van <i>State Farm Insurance</i>			M	M
Ledet, Glenn <i>California Waste Solutions</i>				M
Lillis, Marcia <i>National First Credit Union</i>				
Maddex, Rocky <i>Adava, LLC</i>		M		
Matuszak, David <i>Santa Clara County Regional Occupational Pgm.</i>				M
Moore, Pamela <i>Department of Rehabilitation</i>			M	
Nagaraj, Ananth <i>Yahoo!</i>				

Name/Company	Executive	Finance	Operations	Youth
Novak, Dr. Mark <i>San Jose State University</i>	M		C	
Perez, Rachel <i>Gavilan Community College</i>				
Preminger, Steve <i>Working Partnerships USA</i>	M			
Said, Rashad <i>Advanced Vocational Institute</i>	M		M	
Sapien, Hermelinda <i>Center for Employment Training</i>		M		
Sellers, Dani <i>Prudential Financial</i>		M		
Sidher, Sajeev <i>Deloitte & Touche, LLP</i>				
Torres, Alex <i>Wells Fargo</i>				
Tran, Lloyd <i>International Association of Nanotechnology</i>				
VanHuystee, Bryan <i>Chase</i>	M			C
Villalovoz, Henri <i>Council on Aging Silicon Valley</i>				
Wright, Erin <i>Safeway, Inc.</i>				M
Zavala, Jorge <i>Technology Business Accelerator</i>				

NOTICE TO THE PUBLIC

Good afternoon, my name is Benny Boveda, and in my capacity as Chair of work2future I would like to welcome you to the Board meeting of December 9, 2010.

Members of the public who wish to address the Board 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 Board Secretary will verify quorum. The Chair will read the opening remarks.
- work2future staff and/or Board Members will present recommendations for each action item on the agenda.
- Board members may ask questions of work2future Staff and other Board Members.
- The Board may take action on each action item.
- Copies of the agenda have been placed on the table near the door for your convenience.
- work2future Board members may only discuss items listed on the Agenda pursuant to the “Brown Act.”
- Members of the public wishing to make a comment will be given one (1) minute each to comment.

BOARD OF DIRECTORS
December 9, 2010
11:30 a.m. – 1:30 p.m.

ORDER OF BUSINESS

I. QUORUM VERIFICATION

II. OPENING REMARKS

III. CONSENT ITEMS

{Action} 5 Min.

Recommendations:

- (a) Accept Grant Report of November 22, 2010.
- (b) Accept American Recovery and Reinvestment Act (ARRA)/Integration Report of November 22, 2010.
- (c) Accept Executive Committee’s November 18, 2010 recommendation, as discussed at the Finance Committee Meeting of December 8, 2010, to approve new Public Sector grant appropriations and spending plan.
- (d) Accept the September CQI Report of October 8, 2010.
- (e) Accept the October CQI Report of November 12, 2010.
- (f) Accept BOS Report of November 9, 2010.
- (g) Accept October LMI Report of November 30, 2010.

IV. AGENDA ITEMS

A. Old Business

1. Minutes Approval

{Action} 5 Min.

Approval of the September 23, 2010 Board Meeting Minutes.

B. New Business

1. Board Meeting Schedule for 2011

{Action} 5 Min.

Benny Boveda, work2future Board Chair

Approval of work2future’s Board meeting schedule for 2011.

2. work2future’s Five-Year Business Model

{Discussion} 20 Min.

Jeff Ruster, Executive Director

The Board will discuss a new business model for work2future, based on input from staff and Board members participating in the Revenue Generation and Enterprise Group, the Information Technology Group, and the 501(c)(3) and Marketing Group.

3. Transit Career Ladders Project Presentation

{Informational}

15 Min.

Tom Fink, work2future Board Member

The Transit Career Ladders Project, a highly successful training partnership between the Santa Clara Valley Transportation Authority, Amalgamated Transit Union Local 265, and San Jose City College, is dedicated to helping workers succeed in the green economy and delivering high-quality public service.

4. Saving and Spending Plan for Carry-Over and New Funding

{Action}

15 Min.

Christopher Donnelly, Assistant Director

Approval of spending plan for carry-over savings from Fiscal Year 2009-2010, and new incentive grants for FY 2010-2011.

5. Community Builder Awards

{Informational}

45 Min.

Benny Boveda, work2future Board Chair

Through the annual presentation of Community Builder Awards, work2future recognizes organizations and individuals that have helped to make the community a better place.

C. Set Items for Next Agenda

5 Min.

D. Announcements

5 Min.

E. Next Meeting

The next Board of Directors' meeting is currently scheduled to take place (on a date to be determined at its December 9, 2010 meeting) at 11:30 a.m. at the San Jose One-Stop, 1290 Parkmoor Ave., San Jose, 794.1100.

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

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

pointers, scissors, razors, scalpels, box cutting knives, and other cutting tools; letter openers, corkscrews, can openers with points, knitting needles, and hooks; hairspray, pepper spray, and aerosol containers; tools; glass containers; and large backpacks and suitcases that contain items unrelated to the meeting.

3. Addressing the Council, 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

- (a) Accept Grant Report of November 22, 2010.
- (b) Accept American Recovery and Reinvestment Act (ARRA)/Integration Report of November 22, 2010.
- (c) Accept Executive Committee's November 18, 2010 recommendation, as discussed at the Finance Committee Meeting of December 8, 2010, to approve new Public Sector grant appropriations and spending plan.
- (d) Accept the September CQI Report of October 8, 2010.
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- (f) Accept BOS Report of November 9, 2010.
- (g) Accept October LMI Report of November 30, 2010.

[Action]

11/22/2010		Due Date	Award Date		<u>work2future</u>		
Contact	Funding Source/Sponsor	Submitted	TBD	Name	Funding Request	Status	Lead/Partners
PENDING							
1	BJ	Wells Fargo Bank	6/1/2010	TBD	BOS	\$5,000	UnderReview w2f
2	BJ	B of A	2010	2010	BOS	\$10,000	Awarded w2f
3	Chris	EDD--25%	9/30/2010	TBD	Additional Assistance Dislocated Workers	\$985,000	TBSubmitted w2f
SUBMITTED							
4	Chris	Federal Earmark/Senator	Nov-10	2012	Library Technology	\$250,000	Submitted work2future
5	Chris	Federal Earmark/Senator	Nov-10	2010	Green Jobs Training	\$450,000	Submitted work2future
6	Jeff	Federal Earmark/Senator Boxer	2010	2011	Green HC Training Program	\$400,000	Submitted work2future
7	Chris	NEG	4/26/2010	TBD	Public Sector Transition	\$3,500,000	Submitted work2future
AWARDED							
8	Chris	EDD--25%	2010	7/1/2010	Additional Assistance Public Sector	\$970,000	Awarded work2future
9	Chris	EDD	2010	7/1/2010	Additional Assistance NUMMI	\$970,000	Awarded work2future
10	Chris	NEG	2010	7/1/2010	Emergency NUMMI	\$3,500,000	Awarded work2future
11	Javier	EDD	2010	6/30/2010	Green Inovations (Workforce Inst)	\$231,000	Awarded workforce Insti/w2f
12	Javier	California Workforce Board	11/19/2009	2/14/2010	Regional Clusters of Opportunity	\$100,000	Awarded NOVA/w2f
13	Chris	NEG OJT	5/2/2010	TBD	OJT	\$1,000,000	Awarded work2future
14	Javier	DOL	10/5/2009	2/22/2010	ARRA Health Care Sector SGA/DFA	\$60,000	Awarded SJS Foundation
15	BJ	Federal earmark/Cong. Honda	2009	TBD	BOS support Minority Business	\$200,000	Submitted work2future
16	BJ/Joy	City General Fund	2009	2009	BOS Support	\$100,000	Awarded work2future
17	BJ/Joy	Wells Fargo	2009	2009	BOS Network	\$10,000	Awarded work2future
18	BJ/Joy	Wells Fargo	2009	2009	BOS	\$5,000	Awarded work2future
19	BJ	Federal Earmark/Cong.Honda	2009	2009	BOS support	\$245,000	Awarded work2future
20	Chris	Target Foundation	2009	2009	Celebracion	\$5,000	Awarded
NOT AWARDED							
21	Lawrence	EDD	6/1/10	Jun-10	Green Innovations Challenge	\$4,000,000	Not awarded work2future
22	Javier	DOL	9/29/2009	TBD	Pathways Out Of Poverty	\$2,500,000	Not awarded work2future
23	Javier	CA Green Energy Training Prog PY 09/10			EDD/CA Department of Energy	\$545,000	Not awarded work2future
24	Jeff	Federal Earmark	FY 2010		Small Business/BOS	\$250,000	Not awarded work2future
25	Javier	DOL	4/29/2010	TBD	Community Based Job Training Grant	\$400,000	Submitted West valley Coll/w2f
26	Javier	US Dept of HHS	8/5/2010	Dec-10	Health Opportunity Grant TANF (5Yrs)	\$1,400,000	Submitted work2future/NOVA
27	Jeff/Scott	EDA (e-ric)	2010	Summer2010	Energy Efficiency Training	\$2,500,000	Submitted CSJ-SF-CET



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

November 22, 2010

ARRA Expenditures as of September 30, 2010:

Funding Streams

Adult	100%
DW	81%
Youth	96%

Projected ARRA Expenditures as of June 30, 2011:

Funding Streams

Adult	100% as of September 2010
DW	100% as of June 2011
Youth	100% as of December 2010

Key updates:

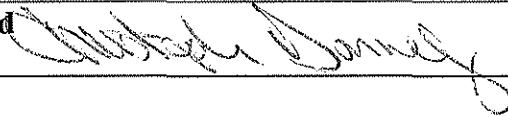
- The Morgan Hill site is now enrolling customers and providing coaching services
- Number of new customers completing initial assessment and coaching:
 - 322** from November 1 – 19, 2010 (Adult: 148, DW: 174)
 - 2,772** for year-to-date (July 1 through November 19, 2010)
- Number of core, intensive, training and miscellaneous services provided to customers (new and carry-over):
 - 5,565** from November 1 – 19, 2010
 - 39,041** for year-to-date (July 1 through November 19, 2010)

work2future
opportunity • jobs • success

Memorandum

TO: work2future Board
FROM: Joy Salandanan,
Supervising Accountant
SUBJECT: Public Sector Grant Award and
Related Spending Plan
DATE: December 9, 2010

Approved



Date

12/2/10

RECOMMENDATION

Board approval to accept a grant award received for Fiscal Year (FY) 2010-2011 and related spending plan allocating \$975,000 from the State Employment Development Department (EDD) to address public sector layoffs.

The Executive Committee approved the recommendation at its meeting of November 18, 2010. If approved as recommended by staff, the recommendation of the Finance Committee will be part of the consent calendar for the December 9, 2010 Board meeting.

BACKGROUND

The term of the grant is from December 1, 2010 through June 30, 2011, and its focus is to augment severe funding level shortfalls in order to handle mass layoffs in the public sector. Last year, State and local budget deficits led to the loss of thousands of state and local government jobs.

ANALYSIS / BUDGET IMPACT

Several public service agencies are facing dramatic reductions to their workforces as a result of shortfalls in sales tax revenues and projected State recapture of additional city and county tax revenues. Entities that depend on tax revenues to fund staff have been forced to make significant cuts. Schools are cutting both certificated and classified staff, and cities and counties are cutting public safety as well as recreational and other staff. Since May 2010, work2future has provided career transition services to the 170 City of San Jose workers impacted by the layoff and "bumping" process.

The sheer volume of individuals affected by public sector layoffs is daunting, and the situation is further complicated because these layoffs are exempt from WARN, thereby inhibiting immediate


outreach efforts. On the positive side, however, most public sector employees are educated to at least the high school graduate level; thus, few will need basic academic skills training. Many are highly educated and possess strong communication skills. Conversely, many will require costly advanced skills training programs to be competitive in their chosen career fields or on new career paths.

Grant funding will allow staffing increases to handle the thousands of planned and actual layoffs in affected WIB areas, and to provide employment services for an anticipated 350 unemployed public sector workers, 150 of which will likely require supportive services, and 70 of which are expected to need training. Workforce Institute will receive \$103,000 to provide workshops and on-line learning opportunities. In addition, C-MTI will receive \$5,000 to upgrade the current customer tracking system to accommodate public sector layoffs, and Urban Explorer will receive \$10,000 for EconoVue public sector data enhancements.

The table below shows the spending plan for the Public Sector Grant award received by work2future:

Public Sector Grant Spending Plan: \$975,000

Funding Award	\$975,000
Spending Plan:	
Staff Salaries & Benefits - 4 FTE (12/10-6/11)	\$166,152
Client-Related Services:	
\$ 70,500 supportive services	490,500
\$420,000 training	
Professional Services:	118,000
\$103,000 workshops/on-line learning (WI)	
\$ 5,000 database (C-MTI)	
\$10,000 EconoVue (Urban Explorer)	
Operating Expenses (Communications, facilities, utilities, maintenance, supplies, travel, etc.)	159,325
Other (indirect cost)	41,023
Total Spending Plan	\$975,000


 Jocelyn Salandanan
 Supervising Accountant, work2future

Customer Satisfaction Performance Dashboard

Monthly Summary – September 2010

Report Date: October 8, 2010

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: September 2010

Report Dates: August 30 – September 5, September 6 - 12, September 13 - 19,
September 20 – 26, and September 27 – October 3, 2010

Total Number of Responses: 154

Volume as of October 8, 2010:

- Number of new customers completing initial assessment and coaching:
 - 593 for the month of September
 - 1,915 year to date
 - Projected goal – 10,000
- Number of services core, intensive, training, misc. provided to customers:
 - 7,902 for the month of September
 - 25,928 year to date
 - Projected goal – 70,000

Customer Satisfaction Performance Dashboard Monthly Summary – September 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 Highlights¹:

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 49% to 79% either strongly agreeing or agreeing that they waited less than 10 minutes for services.
- **Q5** had a range of 43% (combined strongly agree and agree) to 78% agreeing that the information was useful in job search.
- **Q6** had a range of 43% agreeing and strongly agreeing that services were of quality to 78% agreeing that services were of quality.
- **Q7** had a range of 46% to 84% agreeing they would recommend the center to a friend.
- **Q8** had a range of 43% in one week to 78% in another either strongly agreeing or agreeing that overall they were satisfied.

The above data is being validated.

¹ 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.

Customer Satisfaction Performance Dashboard

Monthly Summary – October 2010

Report Date: November 12, 2010

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: October 2010

Report Dates: October 4 –10, October 11 - 17, October 18 - 24 and October 25 - 31, 2010

Total Number of Responses: 163

Volume as of November 12, 2010:

- Number of new customers completing initial assessment and coaching:
 - 547 for the month of October
 - 2,550 year to date
 - Projected goal – 10,000
- Number of services core, intensive, training, misc. provided to customers:
 - 8,222 for the month of October
 - 35,433 year to date
 - Projected goal – 70,000

Customer Satisfaction Performance Dashboard Monthly Summary – October 2010

Conclusions and Analysis:

- Overall, customers are very happy with services received

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

- Email blasts for job openings are not targeted, but sent out to everyone. Customers would prefer job listings more specific to their job search.

Key Indicator Highlights¹:

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 29% to 72% either strongly agreeing or agreeing that they waited less than 10 minutes for services.
- **Q5** had a range of 26% (combined strongly agree and agree) to 67% agreeing that the information was useful in job search.
- **Q6** had a range of 29% agreeing and strongly agreeing that services were of quality to 72% agreeing that services were of quality.
- **Q7** had a range of 13% to 72% agreeing they would recommend the center to a friend.
- **Q8** had a range of 13% in one week to 72% in another either strongly agreeing or agreeing that overall they were satisfied.

The above data is being validated.

¹ 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.

BOS Tracking Report

Website	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
Nunber	**6485	4938	6637	4768	5120	4087	5432	***5777	***10494	5624	7073	5115	5581	4669	4071	4754	167147
Unique	4950	3745	4734	3645	3828	2900	4026	4289	7606	2335	5310	3983	3947	3564	3266	3677	126452

Top Most Popular Linked Sites

- 1 Alliance 4 CD & MBEC (6)
- 2 Hispnaic Chamber & Women's Initiative (4)
- 3 Anewamerica, Ecology Action, SJ Library, SVSBDC, SCORE, work2future-(3)
- 4 CSJ-ESD, Finance, OED, EBC, Filipino, SCORE (2)
- 5 Chase, CSJ Planing, Japanese, opp fund, PCV, Black, Software cluster, US Markets (1)

QLBS	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
Assessment	3	3	3	1	12	2	2	5	10	0	8	2	3	2	2	6	142

OnLine	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
Registration:	20	25	22	22	17	23	31	39	54	23	41	25	26	23	17	20	810

Toll Free Ca	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
	19	23	23	14	38	21	17	44	30	45	28	38	17	23	12	20	874

Partner	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
Services	**5133	174	383	*1950	30	35	66	***915	***715	733	****1537	698	317	****1647	1359	1701	33526

Grand Total Oct 07 -YTD 202499

Vietnamese	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
Website Clie	44	273	266	167	264	147	302	200	334	384	404	292	379	417	280	498	5897

Most Viewed Page

Spanish	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
Website Clie	76	29	51	60	54	43	39	74	55	46	65	71	68	67	80	70	1268

Most Viewed Page

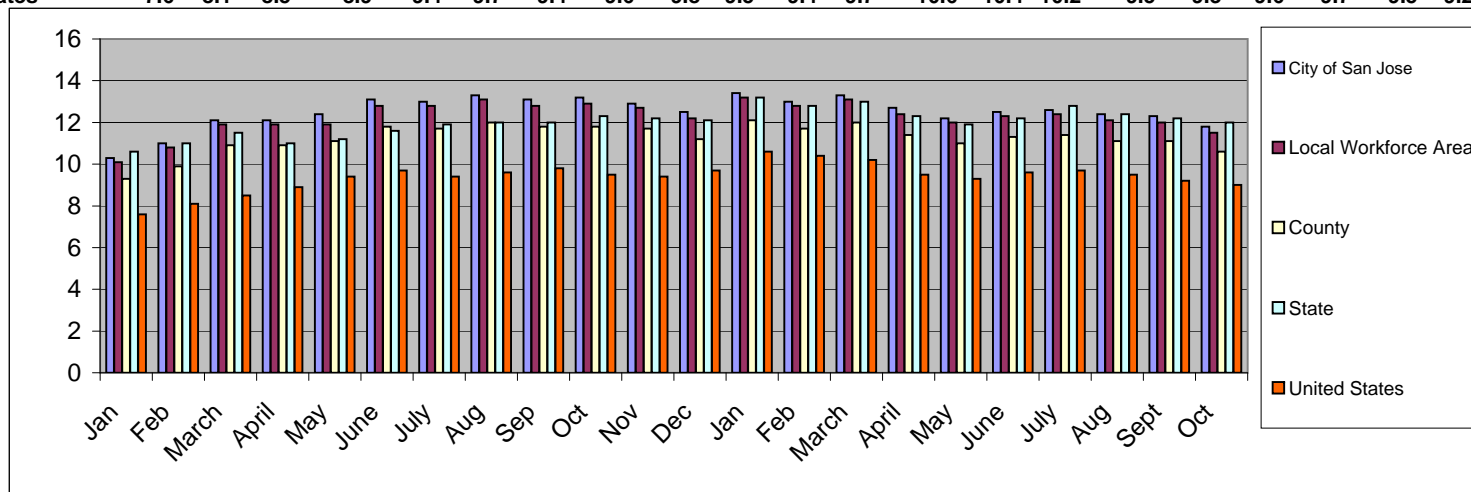
ARC Loans	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Oct-07-YTD
from Ca Lenders	68	5	24	0	49	55	59	46	57	9	24	20	21	25	0	462

- * BOS Festival Event
- ** BOS HP Event
- *** BOS Small Business Tax Assistance
- **** BOS Small Business Resource Fair & CH job Fair
- *****SV Chamber event 1474

Oct-10
Data Source: LMID

October 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
San Jose City	10.3	11	12.1	12.1	12.4	13.1	13.0	13.3	13	13.2	12.9	12.5	13.4	13	13.3	12.7	12.2	12.5	12.6	12.4	12.3	11.8
Local Workforce Area	10.1	10.8	11.9	11.9	11.9	12.8	12.8	13.1	13	12.9	12.7	12.2	13.2	12.8	13.1	12.4	12	12.3	12.4	12.1	12	11.5
County	9.3	9.9	10.9	10.9	11.1	11.8	11.7	12.0	11.8	11.8	11.7	11.2	12.1	11.7	12	11.4	11	11.3	11.4	11.1	11.1	10.6
State	10.6	11	11.5	11	11.2	11.6	11.9	12.0	12	12.3	12.2	12.1	13.2	12.8	13	12.3	11.9	12.2	12.8	12.4	12.2	12
United States	7.6	8.1	8.5	8.9	9.4	9.7	9.4	9.6	9.8	9.5	9.4	9.7	10.6	10.4	10.2	9.5	9.3	9.6	9.7	9.5	9.2	9



Between October 2009 and October 2010, total employment in the San Jose-Sunnyvale-Santa Clara MSA, which also includes San Benito County, grew by 4,000 jobs or 0.5 percent.

- Manufacturing led the way, expanding by a net 4,000 jobs over the year. Within durable goods, gains in computer and electronic products more than offset losses in transportation equipment and machinery manufacturing.
- Professional and business services rose by 3,600 jobs, with more than two-thirds of the increase occurring in employment services, which includes temporary agencies.
- Private educational and health services; leisure and hospitality; and trade, transportation, and utilities experienced year-over gains of 1,900 jobs, 1,800 jobs, and 1,000 jobs, respectively.
- On the other hand, government cut back 5,600 jobs, largely at the local level. Local public schools reduced payrolls by 4,000 jobs, while city government entities cut back 800 jobs.

The following are highlights from recently released Conference Board Help Wanted OnLine™(HWOL) data series (www.conference-board.org/data/helpwantedOnline.cfm).

- The total unduplicated online job ads in the combined two-county San Jose metro area (titled San Jose, CA in their report) rose to a 71 percent gain this October compared to last October.
- The number of new online job ads (all unduplicated ads which did not appear in the previous reference period) in September in the South Bay increased by about 67 percent compared to the year-ago figure—to 28,000. This marked the third consecutive month of new ads greater than 26,000.

IV (A) (1)

Meeting Minutes

[Action]

**WORK2FUTURE BOARD OF DIRECTORS MEETING
THURSDAY, SEPTEMBER 23, 2010
ACTION MINUTES**

I. QUORUM VERIFICATION:

Present: Ralph Aceves, Denise Boland, Benny Boveda, Janeen Dittrick, Tom Fink, Joseph Flynn, Richard Friberg, Jose Gonzalez, Sue Koepp-Baker, Van Le, Glenn Ledet, Rocky Maddex, Dr. David Matuszak, Pamela Moore, Ananth Nagaraj, Dr. Mark Novak, Rachel Perez, Steve Preminger, Katherine Ricossa, Sajeev Sidher, Rashad Said, Alex Torres, Henri Villalovoz, Bryan VanHuystee, Erin Wright, Jorge Zavala.

Absent: Rose Amador, Barbara Cox, Brian Chrisman, Sarah Do, Jack Estill, Bill Guthrie, Paul Krutko, Marcia Lillis, Dan Miranda, Luz Maria Rodriguez, Hermelinda Sapien, Dani Sellers, Lloyd Tran.

II. OPENING REMARKS: Read by Chair Benny Boveda.

III. CONSENT ITEMS

ACTION: Upon motion by Board member Steve Preminger, seconded by Board member David Matuszak, and approved unanimously, the Board accepted the following consent items:

- (a) Accept Grant Report of September 1, 2010.
- (b) Accept American Recovery and Reinvestment Act (ARRA)/Integration Report of September 15, 2010.
- (c) Accept NUMMI Report of September 9, 2010.
- (d) Accept Underemployment Study preliminary findings report of September 9, 2010.
- (e) Accept Clean and Green Industries Study preliminary findings report of September 9, 2010.
- (f) Accept Finance Committee's September 8, 2010 recommendation to approve new grant awards and related spending plan.

IV. AGENDA ITEMS

A. Old Business

1. Minutes Approval

ACTION: The minutes of work2future's June 17, 2010 Board Meeting were approved by unanimous vote.

Motion: Rocky Maddex

Seconded by: Joe Flynn

B. New Business

1. work2future Board of Directors' Retreat

The Board of Directors discussed adjustments to work2future's Business Model in light of the current economic and budget outlook.

C. Set Items for Next Agenda

- Workforce Studies
- Community Builder Awards

D. Announcements

- Day in the Park on October 2, 2010 at Lake Cunningham Regional Park; there will be a job fair as part of this event.
- Celebracion del Campo/Community Health Day on October 2, 2010 at Rebekah Children's Services in Gilroy; there will be a job fair as part of this event.

E. Next Board Meeting

The next Board meeting is scheduled for **Thursday, December 9, 2010** at 11:30 a.m. in the Boardroom at the San Jose One-Stop, 1290 Parkmoor Ave., San Jose, California.

V. PUBLIC COMMENT: There were no public comments.

VI. ADJOURNMENT

Motion to adjourn: Joe Flynn
Seconded by: Sue Koepp-Baker
Adjourned at 1:05 p.m.

IV (B) (1)

2011 Board Meeting Schedule

[Action]



BOARD AND COMMITTEE 2011 MEETING SCHEDULE*

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

*Board schedule to be 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 22NOV10 ek

IV (B) (2)

work2future's Five-Year Business Model

[Discussion]

**work2future
Board Retreat
Summary Notes
September 23, 2010**

Attendees: Ralph Aceves, Denise Boland, Benny Boveda, Janeen Dittrick, Tom Fink, Joseph Flynn, Richard Friberg, Jose Gonzalez, Sue Koepp-Baker, Van Le, Glenn Ledet, Rocky Maddex, Dr. David Matuszak, Pamela Moore, Ananth Nagaraj, Dr. Mark Novak, Rachel Perez, Steve Preminger, Katherine Ricossa, Sajeev Sidher, Rashad Said, Alex Torres, Henri Villalovoz, Bryan VanHuystee, Erin Wright, Jorge Zavala

Retreat Purposes (as stated on the agenda)

- To use the anticipated reductions in federal funding to radically rethink our business model.
- To ensure that the new business model provides a sustainable foundation for achieving a high impact, high performance organization.
- To develop bold and tangible action items in the areas of resource enhancements, productive partnerships, leveraged technologies and entrepreneurial impact.
- To enlist Board members in helping to advance the action items by utilizing their skills sets, experiences, networks and resources.

Format

Board members were given the option of participating in one of four discussion groups, each with a designated topic. Each group was assigned a Board member “champion” who was responsible for guiding the discussion and helping the group select one or two ideas to pursue. w2f staff served as scribes and resources for the groups. The topics and Board member champions were:

1. Leveraged Technologies – Jorge Zavala
2. Resource Enhancements – Susan Keopp-Baker
3. Productive Partnerships – Mark Novak
4. Entrepreneurial Impact – Joe Flynn

Each group reported the results of their discussion in a large group format, followed by an open conversation about the ideas that were generated and the next steps that should be taken. These points were graphically recorded on large sheets of paper. Pictures of these graphic recordings are included here with the summary notes.

The topics were purposefully designed to focus on increasing assets and enhancing funding rather than reducing costs. Staff will present service delivery reductions and other cost cutting scenarios to the Executive Committee in October and to the full Board in December.

Leveraged Technologies Group Report (Jorge Zavala, Board Champion)

The group focused on two key ideas:

1. Social Networking
 - Extend reach and contact
 - New customers and training

2. Corporate Sponsorships
 - Improve service delivery via e-services. Example of geo mapper
 - Build relationships: Inform sponsors about w2f; elicit kind resources and/or money.

For the short-term, the group recommends using existing technology instead of investing in new technologies.

See graphic recording for additional points on Leveraged Technologies.

Resource Enhancements Group Report (Susan Keopp-Baker, Board Champion)

Obtaining 501(c)3 designation is critical for resource enhancements. Additionally, the group focused on two key ideas:

1. Re-Evaluate and Streamline
 - Contracts for training. Assess for relevancy and consider re-engineering to take advantage of technology (distance learning) and extend the reach of w2f.
 - Partner for trainings; consider larger class sizes.

2. Revenue Generation
 - Special projects (geo mapper, BOS)
 - Fee 4 service
 - Customized trainings
 - In-kind from employers

Also, Board members need marketing tools: Buttons, marketing packet, video, 30-second elevator speech.

See graphic recording for additional points on Resource Enhancements.

Productive Partnerships Group Report (Mark Novak, Board Champion)

The group organized potential partners into two categories:

1. Job Seekers
 - Adult education providers (Literacy, High School diploma, G.E.D. and vocational)
 - CBOs – community-based organizations
 - SJSU College of Business student interns

2. Business
 - Business associations: Silicon Valley Leadership Group (SVLG); Chambers of Commerce leadership groups: Downtown Rotary Club.

Other items discussed:

- What are partnering for? What is “the ask”? What is in it for them?
- Need to know specifically what w2f does; don’t speak in generalities
- Can target “the ask” around specific projects/tasks
- Reach out to individual businesses separately, and/or bring businesses and community groups together in one event

See graphic recording for additional points on Productive Partnerships.

Entrepreneurial Impact Group Report (Joe Flynn, Board Champion)

The group generated three idea categories:

1. Multi-level business incubator
 - Developing a business plan
 - Ongoing group to help incubate business ideas
 - Geo mapper is a good example
2. Grant Writing Incubator
 - Help others as the fiscal agent
 - Charge fee for grant writing services
3. w2f provides services for fees
 - 501(c)3 forms the foundation
 - Social enterprises; ways to generate income above costs
 - Unique value: Human dimension; high touch (BOS website)

See graphic recording for additional points on Entrepreneurial Impact..

Next Steps

In the large group, Board members responded to the group reports, identified commonalities, and used these comments to formulate a plan for next steps, which consists primarily of three “working groups.” See graphic recording for additional next steps.

- **Business Incubator/Fee for Service Working Group**: Rocky Maddex will lead a working group to explore the business incubator idea generated by the Entrepreneurial Impact discussion group, including the possibilities for developing fee for services activities. BJ Sims will lead staff support for the group, assisted by Richard Martinez.
- **Technology Working Group**: Jorge Zavala will lead a working group to explore technology opportunities, which will include assisting Cisco in a technology audit of w2f. Among the issues the group will explore are: The need to leverage technology as a robust resource; using technology for streamlining and process improvements; and using technology for staff research and information gathering. Lawrence Thoo will lead staff support for the group, assisted by Monique Melchor and Fran Vader.
- **Marketing Materials/501(c)3 Working Group**: Mark Novak will lead a working group to develop marketing materials for Board members to use in developing partnerships for w2f. The group will also assist in ensuring that steps to develop the 501(c)3 entity move forward and are completed. One of the goals of the working group is to meet with the Dean of the Business School at San José State University to initiate a program to use student interns in developing marketing materials. Javier Vanga will lead staff support form the group, assisted by Lawrence Thoo.

Appendix

All the potential partners identified by the Productive Partnerships Discussion Group

- Job seekers
- Employer associations
- Mandates partners/vocational schools for adult education
- Community foundations
- Venture capitalists, angel investor
- Other WIBs in workforce area
- Community colleges and universities/College of Business
- Chambers of Commerce
- Industry groups (technology)
- Building trades
- Hospitals
- Community-based organizations (CBOs)
- South County Collaborative
- Gilroy Economic Development Corp.
- Military/Veterans Administrative
- Cross-cultural groups
- Silicon Valley Leadership Group (SVLG)
- Native American TANF
- American Electrical Association
- County of Santa Clara
- Elected officials (earmarks)
- Retiree/senior organizations
- Rotary, Lions and other service clubs
- Media organizations
- PR organizations
- Legal societies
- Faith-based organizations
- United Way
- Food banks
- Meals on Wheels
- Building industry owners organizations
- Public Education, K-12
- First 5
- VTA
- Water District
- YMCA recreational organization
- Federal Government (SSA)
- Fitness organizations
- Supermarkets
- Retail
- Entertainment complexes
- Sprints, teams, Sports Authority
- Hospitality
- Airport/airlines
- Parole - justice system

- Mental health, crises centers
- Housing Authority
- Informational referral services
- School Districts
- Research organizations
- Cultural organizations
- Jazz society, opera – the fine arts
- MSFW – migrant seasonal farm workers
- Business services providers
- Banking/financial organizations and businesses

work2future
Outline for Future Program and Funding Model

Mission and Vision Statement

Forward

1. Key underlying rationale/assumptions of why this business model ramping exercise is required:
 - CQI/Best Practice Orientation
 - WIA Budget Outlook and regulatory constraints
 - 5 year forecast
2. Accomplishments to date
 - Leverage strengths of organization
 - Strong Performance (even during difficult economic times)
 - Impact: 1. Job Seeker: Integration going to scale. 2. Business: BOS going to scale
 - Innovation: Green Cadre, Econovue
3. Guiding Principles:
 - Primary Focus on Performance/Compliance
 - Institutional Flexibility (ability to scale quickly)
 - Commitment to Continuous Quality Improvement
 - Measured Risk Taking and thinking outside the WIA Box
 - Board Engagement
4. Key Revenue Enhancement Strategies
 - Focus on options that can make a difference
 - 501c3
 - Fee for Service (e.g., Econovue, Business Services)
 - Business Incubation
 - Sponsorships
5. Key Service Delivery and Streamlining Strategies
 - Rationale for why these items were identified (biggest budget impact, mitigates impact on institutional strengths/focus, enhances flexibility)
 - Focus on low cost-high return services, elimination of high cost, low/uncertain return services
 - Calibration of Integration
 - One-Stop Infrastructure
 - Strategic Partnerships
 - Technology
 - Organizational Structure and Staff
 - Youth Service Delivery Model (may be its own section)

6. Five year Financial Projection with proposed changes

7. Design and Implementation Calendar

December 2010

- Define Strategic Approach, Business Plan Outline and Timetable
- Identification of Phase 1 Implementation Activities (Quickies)

March 2011

- Final Draft Business Plan
- Budget Parameters Sheet – based on \$10.5 million
- Identification of Areas to channel additional funding
- Identification of Phase 2 Implementation Activities

June 2011

- Final Budget
- Status of Phase 1 and Phase 2 Implementation Activities
- Identification of Phase 3

December 2011

- Full Implementation of New Business Model

* Stakeholder consultations to begin during 1st Quarter 2011

8. Board Role and Composition

- Oversight
- Lead Design Effort/Tap into Board member Networks
- Resulting Committee and Board Structure

9. Final Observations

- Unprecedented economic times
- WIA reauthorization uncertainty
- WIBs nationwide perspective
- Acknowledge that Revenue Enhancements are slow to ramp
- Focus on a few key areas, make tough strategic decisions, recognize importance of performance, and of staying focused on the client.

Appendices:

- Board Member Listing
- Dashboard
- Mission Statement
- Retreat Minutes

Finance Committee

	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)	
	WIA & ARRA Funding Sources					
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 (5%)	1,189,054	342,014	(847,040)	-71%	Does not include savings that may be generated throughout the year
3	+ Other Sources	0	201,000	201,000	100%	Assumes revenues from Econovue and Other Funding sources
4	Carry Over to FY 12-13 (5% of AD, DW, Youth)	-338,000	-335,000	3,000	-1%	Assume 5% carryover to FY 12-13
5	- Admin (10% of AD, DW, Youth)	-676,000	-670,000	6,000	-1%	10% Administrative cap
6	Program Budget Alloc Total	8,209,577	6,238,014	(1,971,563)	-24%	
7						
8	WIA & ARRA Expenditures FY 09-10	Total 10-11 Adult/DW Budget	Total 11-12 Adult/ DW Budget	Inc/Dec	% Inc (Dec)	
9	Personnel/Non-Personnel					
10	Personnel Cost 24 FTE	5,100,185	2,447,037	(2,653,148)	-52%	Budget in FY 10-11 includes \$1.5 million of contracted services; Addition of 2 FTEs from reduction in client related services
11	Non -Personnel Cost	1,506,366	1,430,379	(75,987)	-5%	
12	Rent	694,380	767,998	73,618	11%	
13	Utilities	188,119	211,050	22,931	12%	
14	(Supplies, Travel, Other Professional Services,etc.)	623,867	451,331	(172,536)	-28%	Other Prof. Svcs. - \$450,000
15	Sub total Personnel and Non Personnel	6,606,551	3,877,416	(2,729,135)	-41%	
16	Client Related Services					
17	Workshops	559,000	503,100	(55,900)	-10%	Reduction as a result of Executive Committee Discussion; amount reduced went to Personnel Costs line
18	Supportive Services	167,126	150,413	(16,713)	-10%	Reduction as a result of Executive Committee Discussion; amount reduced went to Personnel Costs line
19	Training (ETPL/Cohort/OJT/Online)	600,000	480,000	(120,000)	-20%	Reduction as a result of Executive Committee Discussion; amount reduced went to Personnel Costs line
20	Other Client Related Costs	100,000	100,000	0	0%	Assessment tools/on line (Work-Keys/Ed2go)
21	Total - Adult Client Related Services	1,426,126	1,233,513	(192,613)	-14%	
22	Total Program Expenditures	8,032,677	5,110,929	(2,921,748)	-36%	
23	Unallocated Reserve	176,900	1,127,085	950,185	537%	Potential Reserve for staffing and additional client related services
24	Total Funding	8,209,577	6,238,014	(1,971,563)	-24%	

work2future Budget Parameters

FY 2011-2012

Executive Committee

	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)	
	WIA & ARRA Funding Sources					
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 (5%)	1,189,054	342,014	(847,040)	-71%	Does not include savings that may be generated throughout the year
3	+ Other Sources	0	201,000	201,000	100%	Assumes revenues from Econovue and Other Funding sources
4	Carry Over to FY 12-13 (5% of AD, DW, Youth)	-338,000	-335,000	3,000	-1%	Assume 5% carryover to FY 12-13
5	- Admin (10% of AD, DW, Youth)	-676,000	-670,000	6,000	-1%	10% Administrative cap
6	Program Budget Alloc Total	8,209,577	6,238,014	(1,971,563)	-24%	
7						
8	WIA & ARRA Expenditures FY 09-10	Total 10-11 Adult/DW Budget	Total 11-12 Adult/ DW Budget	Inc/Dec	% Inc (Dec)	
9	Personnel/Non-Personnel					
10	Personnel Cost 22 FTE	5,100,185	2,254,424	(2,845,761)	-56%	Budget in FY 10-11 includes \$1.5 million of contracted services
11	Non –Personnel Cost	1,506,366	1,430,379	(75,987)	-5%	
12	Rent	694,380	767,998	73,618	11%	
13	Utilities	188,119	211,050	22,931	12%	
14	(Supplies, Travel, Other Professional Services,etc.)	623,867	451,331	(172,536)	-28%	Other Prof. Svcs. - \$450,000
15	Sub total Personnel and Non Personnel	6,606,551	3,684,803	(2,921,748)	-44%	
16	Client Related Services					
17	Workshops	559,000	559,000	0	0%	same as last year
18	Supportive Services	167,126	167,126	0	0%	same as last year
19	Training (ETPL/Cohort/OJT/Online)	600,000	600,000	0	0%	same as last year
20	Other Client Related Costs	100,000	100,000	0	0%	Assessment tools/on line (Work-Keys/Ed2go)
21	Total - Adult Client Related Services	1,426,126	1,426,126	0	0%	
22	Total Program Expenditures	8,032,677	5,110,929	(2,921,748)	-36%	
23	Unallocated Reserve	176,900	1,288,211	1,111,311	628%	Potential Reserve for staffing and additional client related services
24	Total Funding	8,209,577	6,238,014	(1,971,563)	-24%	

IV (B) (3)

Transit Career Ladders Project
Presentation

[Information]

IV (B) (4)

Saving and Spending Plan for Carry-Over Funding

[Action]



Memorandum

TO: work2future Board

FROM: Joy Salandanan
Supervising Accountant

SUBJECT: Savings & Spending Plan for
Carry-Over Funding from FY
2009-2010

DATE: December 9, 2010

Approved

A handwritten signature in black ink, appearing to read 'Joy Salandanan', is written over a horizontal line.

Date

12/2/10

RECOMMENDATION

Board approval of a savings and spending plan for carry-over savings from Fiscal Year (FY) 2009-2010, and new incentive grants for FY 2010-2011 broken down as follows:

- \$2,482,857 WIA and ARRA carry-over savings;
- \$144,818 carry-over savings from discretionary grants; and
- \$55,511 new incentive grants.

The recommendation of the Finance Committee, if approved at its meeting of December 8, 2010, will be forwarded to the Board for approval at its meeting of December 9, 2010.

BACKGROUND AND ANALYSIS

On June 17, 2010, the Board approved the Proposed Operating Budget for FY 2010-2011 for total available funding of \$17,388,877, broken down as follows:

- WIA allocation of \$10,804,021;
- Adopted carry-over from FY 2009-2010 of \$1,766,705;
- ARRA projected carry-over funding from FY 2009-2010 of \$1,958,857;
- Projected discretionary carry-over funding of \$984,128;
- New discretionary funding of \$2,334,589, and
- Carry-over funding into FY 2011-2012 of \$459,423.

For FY 2010-2011, \$395,655 was set aside as unallocated funds for client-related services that could be applied towards training, workshops, and supportive services.

This Proposed Operating Budget for FY 2010-2011 was also submitted and approved by the Executive and Finance Committees at their respective meetings of June 3, 2010 and June 9, 2010.

WIA and ARRA Carry-Over Funding:

At year-end close of FY 2009-2010, work2future carried over approximately \$3.6 million into FY 2010-2011 in WIA formula funds compared to the anticipated carry-over of \$1.8 million, resulting in additional savings of \$1.8 million. The first \$1.8 million has been re-budgeted for Program Year 2010-2011 as part of the Proposed Budget approved by the Board in June 2010. The additional \$1.8 million was generated from savings in non-personnel costs such as supplies, utilities, travel, vacant and unfilled vacated positions, and unspent contracted services.

For the ARRA allocation, the actual carry-over from PY 2009-2010 is \$2.6 million compared to the projected carry-over funding of \$2.0 million, for an additional savings of \$0.6 million. The additional savings were generated from unspent contracted workshop services, training and supportive services, and the number of eligible youth participants being lower than anticipated for the Summer Youth program.

The following table shows the proposed spending plan for the additional savings from PY 2009-2010 WIA and ARRA funding allocations:

WIA & ARRA Carry-Over Funding	Adopted Carry-over FY 10-11 Budget	Actual Carry-over FY 10-11	Amount for Re-Budget	Spending Plan
WIA Carry-Over:				
Adult	\$550,727	\$1,637,279	\$1,086,552	Transfer \$491,733 to Dislocated Worker Reserve; allocate remaining funds of \$594,819 to Adult Reserve.
Dislocated Worker	638,327	660,555	22,228	Allocate \$22,228 to Dislocated Workers Reserve.
Youth	577,651	1,340,099	762,448	Allocate \$40,000 to Green Cadre Program for Incentives for Placement and Post Secondary Education; remainder of \$722,448 to Youth Program Reserve. Staff may return to the Board to ask for additional program funding for new initiatives.
Total WIA Carry-Over	\$1,766,705	\$3,637,933	\$1,871,228	
ARRA Carry-Over:				
Adult	\$55,327	\$172,646	\$117,319	Funds for Supportive Services and Staff Salaries for the Green Cadre program.

Dislocated Worker	1,219,200	1,610,467	391,267	Allocate \$150,000 to Supportive Services; \$300-\$1,500 for emergency services, \$90,000 to Metrix online training; \$150,000 for Workshops/ed2go to Workforce Institute; \$1,267 to Supplies and other Miscellaneous Items.
Youth	361,060	520,071	159,011	Funds, Community Services projects, stipends, transportation costs and supplies/materials for the Green Cadre program.
Rapid Response	323,270	267,304	(55,966)	Labor Market Study will be deferred.
Total ARRA Carry-Over	\$1,958,857	\$2,570,488	\$611,631	
Total WIA & ARRA Carry-Over	\$3,725,562	\$6,208,421	\$2,482,859	

Rapid Response Funding:

In addition to the \$55,966 shortfall in the anticipated carry-over in ARRA Rapid Response compared to the actual carry-over funding at the end of June 2010, work2future received \$56,341 less in actual WIA Rapid Response funding than was proposed in the Operating Budget for PY 2010-2011. Thus in total, work2future’s Rapid Response budget for PY 2010-2011 was reduced by \$112,307. The shortfall in WIA and ARRA Rapid Response program will be offset by the transfer of a portion of salaries for a Rapid Response staff person to work part-time on the National Emergency Grant (NEG) On-The-Job Training program and by deferral of a Labor Market Study.

Discretionary Carry-Over Funding:

In addition to the WIA and ARRA re-budgets, work2future also has additional carry-over funding in its discretionary grants, as shown below:

Discretionary Carry-Over Funding	Adopted Carry-over FY 10-11 Budget	Actual Carry-over FY 10-11	Amount for Re-Budget	Spending Plan
WIA/ARRA 25-Percent	\$459,012	\$647,128	\$188,116	Fund Cohort training for 62 clients @ \$3,000 each.
Disability Program Navigator (DPN)	49,072	58,411	9,339	Fund part-time DPN program staff.
Corporate Accounts (BOS website)	24,380	38,185	13,805	Allocate to Reserve.

Small Business Administration (SBA)	125,643	107,493	(18,150)	Reflect earlier expenditures in FY 09-10 than anticipated for the BOS website enhancement. No reduction in services. Expenditures are within spending plan.
City Housing Trust Fund/DOL grant	310,521	265,413	(45,108)	During FY 09-10 program expended additional \$45,108 on training and other supportive services at end of program year due to client demand. Project Hope Program ended in October 2010. Remaining funds will not be drawn against the grant from the Housing Department. Subsequently, the City's Housing Department worked with work2future staff to redirect \$185,000 in funding to support the Green Cadre Program. Of the \$185,000, \$90,000 will fund training services, and the remaining \$95,000 will fund a portion of program staff salaries and benefits.
Learning Lab	15,500	11,686	(3,814)	Accrued more invoices than anticipated. Remaining funds will support Workforce Training and Certification for Staff and Partners.
Total Discretionary Carry-Over	\$984,128	\$1,128,316	\$144,188	

As can be seen above, actual carry-over funds into FY 2010-2011 for SBA, City Housing Trust Fund/ DOL, and Learning Lab grants have fallen below projected carry-over; thus, a downward re-budget is recommended. Demand in services and accruals were greater than anticipated towards the end of the year.

Among these carried over discretionary grants are the Small Business Administration grant to enhance the BusinessOwnerspace.com (BOS) website, the City of San Jose Housing Trust Fund, the EDD Learning Lab Capacity Building Grant Award to fund workforce certification for staff and partners, and a federal appropriation from the Department of Labor (DOL) to fund Project Hope. It is important to note that the City of San Jose Housing Trust Funds for the Project Hope program ended in October 2010; however, the City's housing Department redirected \$185,00 of the remaining funds to support the Green Cadre Program for Job Training and staff salaries.

New Discretionary Grants:

work2future received incentive funds in FY 2010-2011 for meeting and exceeding its state-mandated performance measures. The funding can be used for any WIA-allowable activities. The spending plan for new discretionary grants is shown in the table below:

New Discretionary Grants	Amount	Spending Plan
State Incentive Award 2008-2009 (ARRA)	\$30,874	Board retreat for new work2future business model and other Board-related activities; Workforce Training and Certification for work2future employees and partners; Community Builder Awards.
State Incentive Award 2007-2008 (WIA)	24,637	
Total New Discretionary Grants	\$55,511	

J. Salandanan
Joy Salandanan
Supervising Accountant, work2future

cc: Christopher Donnelly
Jeff Ruster

/jvs

IV (B) (5)

Community Builder Award
Presentations

[Information]

IV (C)
Set Items for Next Agenda

IV (D)
Announcements

IV (E)
Next Meeting

The next Board meeting is currently scheduled to take place on (a date to be determined by the Board of Directors at its December 9, 2010 meeting) at 3:00 p.m. in the Boardroom at the San Jose One-Stop, 1290 Parkmoor Ave., San Jose, CA 95126, (408) 794-1100.

V
Public Comment

VI
Adjournment