

work²future

opportunity • jobs • success

BOARD RETREAT AGENDA

Thursday, September 23, 2010

9:00 a.m. – 1:00 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

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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 the Disability Program Navigator at 408 794-1236 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>			VC	
Amador, Rose <i>Center for Training and Careers</i>				
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		
Krutko, Paul <i>City of San Jose Office of Economic Development</i>				
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
Miranda, Dan <i>Landmark Protection, Inc.</i>				

Name/Company	Executive	Finance	Operations	Youth
Moore, Brenda <i>Macy's, Inc.</i>				
Moore, Pamela <i>Department of Rehabilitation</i>			M	
Nagaraj, Ananth <i>Yahoo!</i>				
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			
Ricossa, Katherine <i>Kaiser Permanente</i>			M	
Rodriguez, Luz Maria <i>Univision Radio</i>				
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 September 23, 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 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
September 23, 2010
9:00 a.m. – 1:00 p.m.

ORDER OF BUSINESS

I. QUORUM VERIFICATION

II. OPENING REMARKS

III. CONSENT ITEMS

{Action} 5 Min.

Recommendations:

- (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} 5 Min.

Approval of the June 17, 2010 Board Meeting Minutes.

B. New Business

1. work2future Board of Directors' Retreat

John Baker and Shawn Spano, Facilitators

{Discussion} 3.5 Hrs.

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

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 **Thursday, December 9, 2010** 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 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.

[Action]

9/1/2010	Due Date	Award Date	<u>work2future</u>		<u>Status</u>	<u>Lead/Partners</u>
<u>Contact</u>	<u>Funding Source/Sponsor</u>	<u>Submitted</u>	<u>TBD</u>	<u>Name</u>	<u>Funding Request</u>	
<u>PENDING</u>						
1	BJ	Wells Fargo Bank	6/1/2010	TBD	BOS	\$5,000 UnderReview w2f
2	Chris	EDD	9/30/2010	TBD	Additional Assistance Dislocated Workers	\$985,000 TBSubmitted w2f
<u>SUBMITTED</u>						
3	Javier	US Dept of HHS	8/5/2010	Dec-10	Health Opportunity Grant TANF (5Yrs)	\$1,400,000 Submitted work2future/NOVA
4	Jeff	Federal Earmark/Senator Boxer	2010	2011	Green HC Training Program	\$400,000 Submitted work2future
5	Jeff/Scott	EDA (e-ric)	2010	Summer2010	Energy Efficiency Training	\$2,500,000 Submitted CSJ-SF-CET
6	Chris	NEG	4/26/2010	TBD	Public Sector Transition	\$3,500,000 Submitted work2future
7	Chris	EDD	2010	7/1/2010	Additional Assistance Public Sector	\$920,000 Awarded work2future
<u>AWARDED</u>						
8	Chris	EDD	2010	7/1/2010	Additional Assistance NUMMI	\$970,000 Awarded work2future
9	Chris	NEG	2010	7/1/2010	Emergency Numi	\$3,500,000 Awarded work2future
10	Javier	EDD	2010	6/30/2010	Green Innovations (Workforce Inst)	\$231,000 Awarded workforce Insti/w2f
11	Javier	California Workforce Board	11/19/2009	2/14/2010	Regional Clusters of Opportunity	\$100,000 Awarded NOVA/w2f
12	Chris	NEG OJT	5/2/2010	TBD	OJT	\$1,000,000 Awarded work2future
13	Javier	DOL	10/5/2009	2/22/2010	ARRA Health Care Sector SGA/DFA	\$60,000 Awarded SJS Foundation
14	BJ	Federal earmark/Cong. Honda	2009	TBD	BOS support Minority Business	\$200,000 Submitted work2future
15	BJ/Joy	City General Fund	2009	2009	BOS Support	\$100,000 Awarded work2future
16	BJ/Joy	Wells Fargo	2009	2009	BOS Network	\$10,000 Awarded work2future
17	BJ/Joy	Wells Fargo	2009	2009	BOS	\$5,000 Awarded work2future
18	BJ	Federal Earmark/Cong.Honda	2009	2009	BOS support	\$245,000 Awarded work2future
19	Chris	Target Foundation	2009	2009	Celebracion	\$5,000 Awarded
<u>NOT AWARDED</u>						
20	Lawrence	EDD	6/1/10	Jun-10	Green Innovations Challenge	\$4,000,000 Not awarded work2future
21	Javier	DOL	9/29/2009	TBD	Pathways Out Of Poverty	\$2,500,000 Not awarded work2future
22	Javier	CA Green Energy Training Prog PY 09/10			EDD/CA Department of Energy	\$545,000 Not awarded work2future
23	Jeff	Federal Earmark	FY 2010		Small Business/BOS	\$250,000 Not awarded work2future
24	Javier	DOL	4/29/2010	TBD	Community Based Job Training Grant	\$400,000 Submitted West valley Coll/w2f
25						
26						



ARRA/Integration UPDATE: ADULT/DISLOCATED WORKERS 2010-2011
As of September 15, 2010

ARRA Expenditure Rates:

ARRA Expenditure Rate as of June 30, 2010:

Funding Streams	
Adult	93%
DW	65%
Youth	91%

ARRA Expenditure Rate as of August 31, 2010:

Funding Streams	
Adult	96%
DW	65%
Youth	95%

Projected ARRA Expenditure Rate as of June 2011:

Funding Streams	
Adult	100% as of December 2010
DW	100% as of June 2011
Youth	100% as of October 2010

Key updates:

- City Hall Transition Center is now closed – Customers will now access services at the San Jose One-Stop location.
- Numbers of new customers completing initial assessment and coaching:

593 for the month of August 2010
1,360 for year-to-date (clients enrolled as of July 1,2010)

- Numbers of core, intensive, training and miscellaneous services provided to customers (new and carried-over clients):

7,850 for the month of August 2010

18,099 for year-to-date (as of July 1,2010)

- For the month of September, over 2,000 activities are scheduled.

work2future Board of Directors
NUMMI Career Transition Center Report
9/9/2010

Key Updates:

- National Emergency Grant: work2future received a first increment of \$2,006,90, and \$3,297,871 remains available for "draw down" by work2future under the grant; remaining funds may be drawn down if all LWIAs spend 70% of their funding allocation by April 1, 2011.
- The NUMMI Career Transition Center (NCTC), located at 1401 Parkmoor Avenue, Suite 230, San José, has been open since March 29, 2010.
- As of September 3, 2010, there have been 408 enrollments and 2,444 visits by clients and potential clients to NCTC, and we are well on track to meet our September 30th NEG commitment of 414 enrollments. Of those 408 enrolled clients, 63 have been referred to training and 18 have been placed in either permanent or temporary positions. In addition, regional WIBs have received 3,247 TAA applications for NUMMI ex-employees and those NUMMI suppliers that have received TAA certification.
- NCTC has undertaken several waves of outreach efforts to ex-employees of both NUMMI and impacted suppliers to increase enrollment numbers and ensure that affected workers do not lose benefits due to deadlines, such as the October 2, 2010 TAA deadline that is in effect for most ex-NUMMI workers for training applications or waivers. Initial outreach efforts consisted of a postcard mailing to approximately 4,000 ex-NUMMI employees. More recent efforts target existing clients and potential clients residing in the San José area. Those efforts include a weekly email blast, a monthly newsletter, and frequent mailings with information on TAA benefits and deadlines, workshops, and population-specific, in-house training

programs, as well as follow-up phone calls. Word-of-mouth continues to be our best marketing tool.

- A NUMMI Regional Job Fair was held Saturday, August 11, 2010 at the Alameda County Fair Grounds. This event was a great success with some 2,500 NUMMI and NUMMI-supplier job seekers meeting and interviewing with over 73 employers. Resume critique sessions were provided to NCTC clients several Wednesdays afternoons and evenings at NCTC before the Job Fair to assist clients to be ready. NCTC also produced an energetic video portraying the event.

**Workforce Study
Status Briefing**
work2future Board of Directors
23 Sept 2010

Study Title:	Underemployment in the Silicon Valley
Study Objectives:	<p>The study seeks to identify the extent of particular issues of "underemployment" in the local labor market. These include mismatch of job function and compensation with skillset, education, training, and experience; part-time and short-term contracts; overtime and job enlarging; multiple job holdings.</p>
Key Findings To Date:	<p>Underemployment is prevalent among all skill and education levels, and across industries. Recovering companies are more likely to hire part-time and short-term workers to perform "enlarged" jobs involving multiple skill sets and job functions, often for reduced compensation; such management practices may add permanent, structural layers of underemployment.</p> <p>All indicators point to even more onus on job-seekers to approach the labor market as a "employee-entrepreneur," a kind of hotelled, super-networked worker that has to constantly upgrade and shift jobs, skillsets, and locations to keep up with ever-fracturing opportunities.</p> <p>The occurrence of underemployment challenges traditional workforce development and training, and will likely result in diminished economic opportunity and wealth for families at many skill and education levels.</p>
Anticipated Completion and Deliverables:	<p>Early November delivery: literature review, focus group, online survey, data analysis of the Current Population Survey.</p>

**Workforce Study
Status Briefing**

work2future Board of Directors
23 Sept 2010

Study Title:	Emerging Industry and Technology Green Economy Sectors, aka Emerging Green Economy Study (and the Opportunities for Workforce Development)
Study Objectives:	<p>This is a workforce research study focused on understanding how the green economy is evolving in Silicon Valley and identifying opportunities for workforce and economic development strategies. The emerging green economy is defined as those sectors of the green economy that are developing new technologies and/or provide opportunities for dynamic employment growth in the next five years. The study is also focused on understanding how the emerging green economy is different from the established green economy and the implications that has on workforce development. .</p>
Key Findings To Date:	<p>237 emerging green employers have been identified in Silicon Valley with a total of 824 emerging green firms in California. In Silicon Valley emerging green employers are largely focused on energy generation (40%) and energy efficiency (23%). Energy storage (8%), green materials (6%) and transportation (6%) are the other sectors that account for more than 5% of the emerging green economy in Silicon Valley. In comparison to the state's profile of emerging green employers, Silicon Valley is more concentrated in Energy Efficiency and Energy Infrastructure than the state as a whole and less concentrated in green water and wastewater firms and transportation.</p> <p>It is too early in our study to offer any definitive statements about the workforce and economic development opportunities for job seekers in the emerging green economy in Silicon Valley. There are initial findings to suggest that much of the job growth in the emerging green economy will be found in smaller employers focused on energy efficiency, generation and storage.</p>

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Memorandum

TO: work2future Board

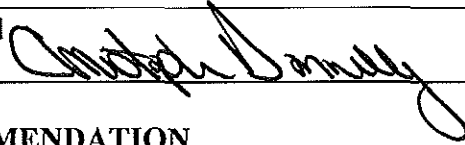
FROM: Joy Salandanan,
Supervising Accountant

SUBJECT: New Grant Awards for FY 2010-
2011 and Related Spending Plan

DATE: September 23, 2010

Approved

Date



9/14/10

RECOMMENDATION

Board approval to accept new grant awards received for Fiscal Year (FY) 2010-2011 and related spending plans as follows:

- \$970,000 of 25% Additional Assistance bridge funding from the State Employment Development Department (EDD) Workforce Investment Act (WIA) grant award;
- A \$5,304,772 National Emergency Grant (NEG) award from the Department of Labor (DOL) through EDD, with first increment funds of \$2,006,901, and with \$3,297,871 representing the remaining NEG grant award, based on expenditure rate and need; and
- \$1,000,000 of American Recovery and Reinvestment Act (ARRA) on-the-job training (OJT) NEG funding.

The Executive and Finance Committees approved the recommendations at their respective meetings of July 29, 2010 and September 8, 2010.

BACKGROUND

The New United Motors Manufacturing Incorporated (NUMMI) ceased operations in April 2010. More than 4,700 full-time employees were laid off from the NUMMI plant alone. Over 2,800 direct and indirect suppliers were forced to close or downsize due to the NUMMI plant closure, affecting an additional 30,000 workers. Of the total number of affected workers, approximately 800 NUMMI employees and 1,900 employees of direct and indirect suppliers reside in work2future's service area.

In March 2010, work2future, as part of a consortium of Workforce Investment Boards (WIBs) affected by the NUMMI plant closure, submitted a 25% Additional Assistance bridge fund grant

application to EDD for a total of \$5,013,517, with \$970,000 as work2future's portion. Additionally, the consortium submitted an NEG application for \$28,563,017, with \$5,304,772 as work2future's portion.

In June 2010, EDD released its notification of the NUMMI grant award distribution to the consortium, confirming that work2future would receive \$970,000 of Additional Assistance bridge funding, in addition to the first incremental allocation of \$2,006,901 from work2future's \$5,304,772 share of the NEG award. The remaining \$3,297,871 will be released when work2future's expenditures reach 100% of the bridge funds and all participating WIBs reach the 70% expenditure rate of the first increment of the NEG allocation.

The bridge funds will allow provision of services to NUMMI dislocated workers from July 1, 2010 until September 30, 2010, with the possibility of extending the term up to 18 months. The effective date of the NEG grant is April 1, 2010 to March 30, 2012; however, work2future will use the new grant funding starting July 1, 2010 since it has utilized the ARRA-Dislocated Worker and ARRA-Rapid Response Additional Assistance grant allocations to fund NUMMI services from April to June 30, 2010, due to the late notification of the awards.

In addition, work2future recently received notification of an ARRA OJT NEG award of \$1,000,000. Out of the \$1 million awarded to work2future, only \$725,462 has been made available at this time. Moreover, work2future will only be able to draw down 10% of the \$725,462 for the initial implementation of the program until the State of California's final plan is approved by the Department of Labor. The second installment of \$274,538 will be distributed once work2future and the State expend 70% of the OJT NEG grant award.

The on-the-job training programs allow displaced workers to return to work and learn while they earn, serving to jump-start re-employment for those experiencing prolonged unemployment.

ANALYSIS / BUDGET IMPACT

Based on input at orientations with NUMMI employees before the plant closure, it was determined that these workers would need the following services: extensive assessment, counseling, job development, job clubs, computer skills, industry-specific retraining on-the-job training opportunities, job placement, supportive services and follow-up activities.

Many of the dislocated workers have been with NUMMI for several decades, working in automotive assembly. In addition, many NUMMI suppliers' employees were hired at entry level and are low-skilled workers. Moreover, because tens of thousands of these affected workers had specialized in automotive assembly and related activities, they will require extensive support to transition into new careers. To be competitive in the new market, these workers will require re-training and skills upgrades, such as basic computer skills training, which must be acquired prior to any long-term vocational and entrepreneurial training efforts.

The NEG awards and the bridge funds will leverage other federal funding sources such as the American Reinvestment and Recovery Act (ARRA), Trade Adjustment Assistance Act (TAA), and Governor's 25% funding. work2future has already used other funds to help leverage its new grant awards to provide core and intensive services through work2future's NUMMI Career Transition One-Stop Center, including outreach, recruitment, testing and assessments, skills analysis, labor market information workshops, basic and remedial education, Individual Employment Plans, career and peer counseling, occupational and/or vocational skills training, supportive services, job placement, and post-placement follow-up activities.

It is anticipated that the \$1,000,000 ARRA OJT NEG award will benefit both employers and dislocated workers. Employers participating in the on-the-job training program will receive partial reimbursements to offset the extraordinary cost of training workers. In addition, the program will assist workers to become proficient in needed skills more quickly, serving to encourage employers to hire workers sooner than perhaps initially planned, thus facilitating the private sector hiring of well-qualified individuals to contribute to the bottom line and spur economic recovery.

The tables below show the spending plan for the NUMMI and OJT grant awards received by work2future:

NUMMI 25% Additional Assistance Bridge Funding Spending Plan: \$970,000

Funding Award (04/01/10-09/30/10)	\$970,000
Spending Plan: 12.75 FTE	
Staff Salaries & Benefits (includes Overhead)	\$771,576
Client Related Services:	
Supportive Services	\$56,000
Other Professional Services	\$15,000
Others (supplies, mileage, rent, printing, etc.)	\$127,424
Total Spending Plan	\$970,000

NUMMI National Emergency Grant Award Spending Plan: \$5,304,772

Funding Award (4/1/10 to 03/31/2012)	\$5,304,772
Spending Plan: 12.75 FTE	
Staff Salaries and Benefits (includes Overhead)	\$2,266,254
Client Related Services:	\$273,357
Training Services/OJT	1,540,000
Supportive Services	\$972,500
Others (supplies, mileage, rent, printing, etc.)	
Administration	252,661

Total Spending Plan	\$5,304,772
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Total NUMMI Spending Plan: \$6,274,772

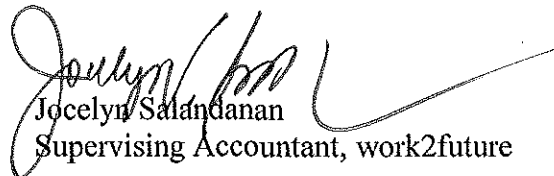
ARRA OJT NEG Spending Plan: \$1,000,000

Funding Award (unknown)	\$1,000,000
Spending Plan: 3 FTE	
Staff Salaries and Benefits (includes Overhead)	279,176
Client Related Services:	
Training Services/OJT	450,000
Supportive Services	170,824
Administration	\$100,000
Total Spending Plan	\$1,000,000

Total New Grant Awards Spending Plan: \$7,274,772

COORDINATION

This memo was coordinated with the City Attorney's Office.


Jocelyn Salandanan
Supervising Accountant, work2future

cc: Jeff Ruster

IV (A) (1)

Meeting Minutes Approval

[Action]

BOARD OF DIRECTORS

June 17, 2010

Meeting Minutes

CTO: 11:40 a.m.

I. ROLL CALL

Present Board members - Rose Amador, David Baer, Denise Boland, Brian Chrisman, Janeen Dittrick, Jack Estill, Tom Fink, Joe Flynn, Bill Guthrie, Paul Krutko, Van Le, Glenn Ledet, Marcia Lillis, Rocky Maddex, David Matuszak, Dan Miranda, Ananth Nagaraj, Mark Novak, Rachel Perez, Steve Preminger, Luz Marie Rodriguez, Rashad Said, Sajeev Sidher, Lloyd Tran, Henri Villalovoz, Jorge Zavala. Dani Sellers and Susan Koepp-Baker arrived after roll call.

Absent Board members - Benny Boveda, Barry Cristina, Sarah Do, Richard Friberg, Michelle Montoya, Brenda Moore, Pamela Moore, Kathy Ricossa, Hermalinda Sapien, Alex Torres, Bryan Van Huystee, Erin Wright.

II. OPENING REMARKS

Vice Chair Luz Maria Rodriguez introduced new Board member Sajeev Sidher, and read the opening remarks.

III. CONSENT ITEMS

Luz Maria Rodriguez asked the Board to accept the consent items. She called attention to Consent Item (c) and the Finance Committee's modification of the originally recommended funding level for the BusinessOwnerSpace.com website enhancements RFP. Assistant Director Chris Donnelly explained that staff is now asking the Board to approve the maximum expenditure under the RFP – \$175K. Executive Director Jeff Ruster added that the original amount recommended to the Finance Committee had been \$157K, but that the Finance Committee had voted to modify the recommendation to approve the maximum amount allowable under the RFP, and to give staff discretion to include additional items.

Upon motion by Board member Joe Flynn, seconded by Board member Rocky Maddex, and approved unanimously, the following consent items were accepted:

- (a) CQI Dashboard Reports for March and April 2010.
- (b) Grant Report for May 2010.
- (c) Executive Committee's April 29, 2010 recommendation to approve consultant for BusinessOwnerSpace.com website enhancements with Finance Committee recommendation to approve up to \$175K funding.
- (d) Executive Committee's June 3, 2010 recommendation to approve consultant for Small Business Study.
- (e) American Recovery and Reinvestment Act (ARRA)/Integration Update.
- (f) NUMMI Update.

IV. AGENDA ITEMS

A. Old Business

1. Meeting Minutes Approval

Upon motion by Board member Steve Preminger, seconded by Board member Jack Estill, and approved unanimously, the Board of Directors accepted the March 18, 2010 work2future Board Meeting Summary.

A Board member asked about the change in terminology from meeting “minutes” to meeting “summary.” The Executive Director explained that the term “summary” is used in other committee packages, and that it was used in the Board package to be consistent. work2future staff will use whatever term the Board directs, and will change committee terminology to achieve consistency.

B. New Business

1. Election of Board Chair and Vice Chair

There was one nomination for Board Chair: current Chair Benny Boveda. Jack Estill spoke of the good job Mr. Boveda has done for the Board and the community, and made the motion. Seconded by Board member Dr. Mark Novak, and approved unanimously, Benny Boveda, District Manager of Target Stores and incumbent Board Chair for FY 2009-2010, was re-elected Board Chair for FY 2010-2011.

Joe Flynn was the sole nominee for Board Vice Chair. Board member Rashad Said made the motion, commenting that Mr. Flynn, as an active member of the Board, has done a number of good things for the organization. Seconded by Steve Preminger, and approved unanimously, Joseph Flynn, Founder/CEO and President of Lavante, Inc., and Finance Committee Chair for FY 2009-2010, was elected Vice Chair of the Board for the coming fiscal year.

The Executive Director acknowledged Luz Maria Rodriguez and the work she has done for the Board. Ms. Rodriguez expressed her respect for work2future.

2. Rapid Response-Funded Requests for Proposals (RFPs)/Green Study

Business Services Manager BJ Sims reported that an RFP had been issued in collaboration with North Valley Job Training Consortium (NOVA) to solicit a qualified consultant to research, analyze, and recommend creative strategies to address large-scale layoffs in the Silicon Valley region, using American Recovery and Reinvestment Act (ARRA) funds. The RFP is aligned with the Regional Industry Clusters of Opportunities Grant to develop regional partnerships between employers, training providers, community organizations, organized labor and key stakeholders from specific industries. The amount of ARRA Rapid Response funding to be awarded under the RFP is not to exceed \$72,310. BBC Research and Consulting (BBC) has performed economic development studies for a variety of

cities, has a good performance history with the City of San Jose, and was chosen unanimously.

The scope of the study will include the most and least effective Rapid Response outreach methods, an early warning system to identify at-risk sectors, and feedback from employees and business people, gathered from focus group assessments based on services received. Steve Preminger noted the timeliness of the RFP in light of NUMMI and public sector layoffs. The Assistant Director added that work2future has been working closely with NOVA on this procurement and one other RFP. Both WIBs defined the Rapid Response project and will provide proposal evaluation team members. Costs will be split evenly between the two WIBs.

Upon motion by Jack Estill, seconded by Rocky Maddex, and approved unanimously, staff's recommendation to contract with BBC to provide a Rapid Response study was accepted.

The Clean and Green Industry study is the second collaboration between NOVA and work2future. Staff recommended BW Research, Inc.'s proposal for approval to conduct a study identifying the current and projected demand occupations, skill set requirements, and career pathways within driving sectors of the clean and green industry. The cost of the \$75K study will be split between work2future and NOVA, with work2future's share to be allocated from the ARRA Rapid Response budget. Josh Williams of BW Research has a good work history with work2future that includes the Regional Innovations Grant awarded to NOVA, the San Mateo County WIB, and work2future.

The project deliverables will be a list of clean and green employers, a job inventory, and a forecasting model. The model will identify current and projected green sector demand occupations, best practices, and policy recommendations for key stakeholders. Additionally, study information will be used to provide appropriate job counseling, workshops, and relevant training for clients. Moreover, it is anticipated that study results will influence budget allocations and policy decisions, and enhance the utility of the GeoMapper (now called *Econovue*).

The Executive Director assured the Board that, in addition to other designated industry sectors, Public Transportation had been identified as one of the clean and green industries. He also acknowledged Lawrence Thoo for his excellent work heading up this project.

Upon motion by Steve Preminger, seconded by Board member Tom Fink, and approved unanimously, staff's recommendation to approve the negotiation and execution of a contract with BW Research for a Clean and Green Industry study was accepted.

3. FY 2010-11 Budget

The Executive Director informed the Board that the budget presented under this agenda item was previously reviewed and approved by the Finance and Executive Committees. Further, he stated that this program year has been very successful – work2future served 4,000 people in FY 2009-2010. He commended the staff and the Board for their efforts and accomplishments.

The Executive Director discussed the budget and employment news for the upcoming year, saying that work2future's formula allocation has been cut 13% to \$10.8M for FY 2010-2011. work2future's allocation for FY 2009-2010 was in excess of \$24M, including ARRA funds. In addition to the reduction in funding, he mentioned an unemployment study showing that 80% of persons who were unemployed last summer are still unemployed today. The question facing work2future is how to continue a high impact program in light of these realities.

The strategies are twofold: (1) a change in the savings plan to allow work2future to carry forward \$3.6M into FY 2010-2011, and (2) the following discretionary grants:

- a) \$1M to serve workers displaced due to the NUMMI closure;
- b) \$1M to serve workers displaced due to public sector layoffs;
- c) \$2.7M of National Emergency Grant (NEG) funding to assist former NUMMI workers;
- d) \$4-5M State grant application to serve 400-600 individuals through on-the-job training (OJT);
- e) \$2.4M of Temporary Assistance for Needy Families (TANF) Emergency Contingency Funds (ECF) from Santa Clara County for 840 youth to participate in a work experience program this summer (preliminary conversations have begun regarding the possibility of a collaborative effort using Santa Clara County Adult TANF funds);
- f) \$500K application for internship money to support entry into green careers; and
- g) \$100K Regional Industry Clusters of Opportunity Grant (RICOG) to identify industries with growth potential.

Revenue generated through *Econovue* (formerly called GeoMapper) may provide additional support.

Service impacts will be as follows: (1) workshop expenditures will be reduced from \$1.3M to \$559K (the budget amount for workshops and supportive services is 14% less than the budget amount from FY 2008-2009, and will not include emergency services); (2) training will be reduced from \$700K to \$280K; (3) youth contracts will be reduced by \$200K, causing the numbers served to change from 206 to 189; and (4) the Adult and Dislocated Worker contract with Workforce Institute is reduced by \$200K.

The Executive Director clarified a few items of note: (a) Staff is asking the Board to approve a reduction in the reserve account from 15% to 5% to make \$1M to \$1.5M available for client-related services. (b) work2future's Rapid Response allocation is an estimate because we are not notified of the actual amount until August. (c) The line item on page 5 entitled "unallocated client services" is a commitment to spend that amount on client-related services, such as training, workshops, and supportive services, based on client needs. A full accounting of these expenditures will be submitted to the Board at the end of FY 2010-2011.

The Executive Director further advised that work2future's operating procedures will be carefully scrutinized. Integration, a service delivery plan that enrolls every person who walks in the door with the right to work, may not be sustainable in this budget environment. work2future's partnerships and the staff-intensive Continuous

Quality Improvement (CQI) program will be re-evaluated to ensure the best use of resources. In addition, the delivery system for Core Services will be examined. Moreover, the use of technology will be considered in order to maximize the amount of services work2future can offer. The Executive Director assured the Board that FY 2010-2011 will be a successful year with management's attention on these issues.

Dr. Mark Novak asked about the plan for success, and how to set up the process to define the plan. The Executive Director responded that the July Executive Committee meeting would focus on guiding tenets, core services, and values, and would continue those discussions, perhaps through a task force or ad hoc committee comprised of Board members and facilitated by a consultant.

Board member Lloyd Tran thanked the Executive Director for his leadership. He also asked about the \$19M earmark for NUMMI and Dislocated Workers, wondering whether work2future would be funded through that grant. The Executive Director responded that work2future has applied for a State grant in the amount of \$1M, and that work2future's portion of the \$19M earmark is \$2.4M.

A Board member noted that if we reduce savings from 15% to 5%, and WIA funding is reduced again next year, services would have to be dramatically reduced in the following fiscal year, and asked whether there is a plan in place to compensate for this potential downturn. The Executive Director assured the Board that staff is aggressively pursuing grants to supplement WIA funding, and that Econovue has begun selling subscriptions to other workforce boards and stakeholders around California. Additionally, work2future has always had a reserve and savings; we will have a 5% reserve and potentially some savings for FY 2010-2011. Further, the business model will be at the core of this issue; the Executive Committee and possibly an ad hoc committee will address it and bring a plan back to the Board.

It was suggested that the business model should be an issue for the Board Retreat and a standing agenda item for Executive Committee meetings. Also, at the next Board meeting, the Board could spend some time on current grant updates. Joe Flynn added that work2future should continue to be a good steward of the money, being as efficient as possible, explaining that a high level of stewardship will position us as good partners for the County and the State, and as leaders in Workforce Investment.

Board member Susan Koeppe-Baker added that the Finance Committee had discussed the reserve account at length without finding an alternative to reducing the reserve percentage, and that the committee's recommendation had not been made lightly. Another Board member added that the committee did not know what would happen next year, so decisions must be made with care. Joe Flynn advised that it was necessary to address the business model from a financial perspective as well as a service perspective.

Rocky Maddex commended the staff for diversifying into grants to add to work2future's funding. He also asked whether public relations funding was included in our budget, and how we would we manage our relationship with the public in an environment that requires us to use less funds to provide for an

increased population. The Executive Director responded that using WIA funds for image management is not an allowable use of funds; however, to mitigate this issue a mechanism is in place for us to listen to the concerns of our clients, and our performance should not dramatically change.

Additionally, the Executive Director noted that staff and Board consistently adapt to changing circumstances and perform well. The most dramatic example is the implementation of services integration, when work2future went from serving 500 clients to serving thousands, and stabilized performance numbers in a matter of months. The best public relations come from testimonials from (and stories about) work2future's successful clients.

Upon motion by Susan Koepp-Baker, seconded by Rocky Maddex, work2future's FY 2010-2011 operating budget was accepted.

The Executive Director suggested planning the Board Retreat for the date of the September Board Meeting, since the September meeting usually has a light agenda and Board members have already set this time aside.

4. Healthy Workers

Sarah Muller, Director of Health Care Policy and Community Development for Working Partnerships USA, introduced Healthy Workers, a new health insurance program for small businesses in Santa Clara County not currently offering health coverage to their employees.

The purpose of Ms. Muller's presentation is to provide an overview of the new health plan developed by Working Partnerships, Santa Clara County Family Health Plan, Santa Clara Council Member Jim Beall, and the Santa Clara Valley Health and Hospital System. In addition, Working Partnerships hopes to capture ideas and expertise from work2future's Board members regarding outreach to the small business community, as well as any other concepts to promote the success of the plan.

Healthy Workers has three goals: a) to decrease the number of local uninsured, b) to strengthen our local health care delivery system, and c) to empower small business to provide health care to their workers. The program is for small businesses (employing 2-50 people) that are not currently offering health care insurance to their employees. To be eligible, workers must live in Santa Clara County, work for an eligible employer who also wants to sign up, and earn \$18.00 per hour or less. This program targets restaurants, retail, childcare providers, and similar service professions. The plan is comprehensive, including wellness, hospitalization, emergency care, and specialties. Providers include Santa Clara County health care services and hospital, public and private physicians, and other clinics in the valley.

To cover the cost of the plan, the worker contributes \$75.00 per month, the employer contributes \$150.00 per month, and the County health care system offers a discounted rate so that the employers can afford to buy in. The County benefits because treatment can be provided using more time- and cost-efficient methods, and because new revenues are received.

Enrollments began this March, but due to the economic climate, not as many businesses are participating as were expected. Thus far, outreach to businesses and the community has been provided by work2future's Business Services department, BusinessOwnerSpace.com, and the twelve local Chambers of Commerce that have included relevant articles in their newsletters.

Ms. Muller asked the Board for any additional ideas for outreach, and provided them with brochures on the program. She mentioned that Spanish-speaking employees were available to talk with clients.

The following outreach suggestions were offered:

- Arrange for Healthy Workers brochures to be included with San Jose City business license renewal notices.
- Post signs in restaurants, next to the signs that remind employees to wash their hands, to call this number if you need health insurance.
- Open up enrollment to employees who live outside the County but work inside the County and have their primary physicians inside the County.
- Solicit the San Jose Mercury News to write an article on the program (Ms. Muller responded that an article had been written on the program when enrollment started; the challenge is to keep the information in front of the audience).
- Solicit a public relations firm.
- Replace COBRA for Dislocated Workers with this plan. Ms. Muller responded that they were thinking to expand the program to include populations such as displaced workers and the self-employed. In fact, the federal health care reform program offers tax credits to small businesses to insure their workers. Healthy Workers will qualify small businesses for this tax credit and the health care reform requirement for employers to provide health insurance once the federal program becomes effective.

5. work2future Performance Update

The Assistant Director advised that the third quarter performance report does not include base wage information. Performance usually goes up after the base wage information is included. To date, performance levels have not been negotiated with the State; therefore, the information as presented uses FY 2009-2010 performance requirements as a guideline.

work2future has achieved 100% performance to goal on five of the nine goals. The remaining four performance goals are measured at an 85% success rate. Achieving a 100% success rate is work2future's goal; however, the State considers 85% success on performance numbers as 100% performance. Final performance numbers for Adult/Dislocated Worker (A/DW) clients entering employment will probably be at 85% and the retention rate will likely be at 85%. Youth and average wage earning are anticipated to be at 100%.

Unlike the Youth program that tracks exit data, all A/DW clients are soft-exited (dropped from the database and counted for performance purposes) after 90 days without any activity, so there is no exit data for A/DW clients.

The Executive Director reiterated that work2future's success rate is 100% of performance goals; the State considers success as 85% of performance numbers. Also, once the base wage information is received and included, the performance percentage will go up.

Lloyd Tran asked about the formula used for the base wage, and the Assistant Director responded that the increase in base wages was calculated by dividing the increase by the number of people who received the increase.

Luz Maria Rodriguez asked about the type of degree or certificate that youth may receive. The Assistant Director clarified that degrees are awarded by post-secondary institutions and that certificates must be nationally recognized.

6. Adult/Dislocated Worker and Youth Contracts

Monique Melchor, Adult/Dislocated Worker (A/DW) Program and Integration Manager, presented the recommendation to award Workforce Institute (WI) the amount of \$1.5M in WIA formula funds for A/DW to provide integrated Intensive Services and assessments, and \$559K in ARRA funds to provide job readiness workshops, for a total of \$2.06M. Ms. Melchor reported that WI was chosen in 2007 to provide services for the A/DW population at work2future through an RFP process, and was awarded a five-year performance-based contract. The upcoming program year is the fourth year of that contract. WI staff have demonstrated exemplary performance, have participated fully with Integration, have been completely dedicated to clients, and have trained incoming work2future staff.

Due to integration, client participation exploded from 500 clients a year to 10,000 clients receiving services; therefore, new goals were set. WI's goal for client career readiness certificates was 800; WI reached 1,000. In addition, WI achieved its goal of 50 letters of commitment from employers to employ workers after their training. Moreover, WI met their goals of holding 24 specialized recruitments and 8 job fairs. Due to budget cuts, the goals for the upcoming year are: 600 work readiness certificates, 59 commitment letters, 8 specialized recruitments, and 4 job fairs. Hours for workshops and other customer services will be significantly cut.

Board member Denise Boland raised a question regarding the return on investment from job fairs and whether the time spent on them is put to its best use. She wondered how many jobs they actually provide for the number of people attending, and asked if time would be better spent researching and teaching clients the most effective ways to land jobs.

Luz Maria Rodriguez asked if job fairs were also used to advertise our services, thereby gaining more employers and clients. The Executive Director replied that, in the case of HP Pavilion job fair, work2future received publicity that resulted in more clients and businesses participating in services. He also suggested evaluating job fairs and their return on investment as a topic for the Board Retreat. The Assistant Director added that job fairs and specialized recruitments were targeted to enrolled clients to assist them to obtain employment.

Board member David Baer asked if work2future was the only source of funds for WI. Ms. Melchor replied that WI receives money from other grants, but work2future provides their only Workforce Investment Act (WIA) funding.

Upon motion by Steve Preminger, seconded by David Baer, and approved unanimously, the FY 2010-2011 contract for Workforce Institute's Adult and Dislocated Worker services was accepted.

The following FY 2010-2011 funding allocations for youth services providers were recommended:

- WI will receive \$501K to serve 92 youth with training in efficient energy, water utilities, and career pathways;
- Center for Training and Careers (CTC) will receive \$325,455 to serve 60 youth with training to become electronic health records specialists. In addition, CTC will provide Microsoft Suite 2007 and OSHA certification workshops; and
- San Jose Conservation Corps (SJCC) will receive \$200,280 to serve 37 youth with training in weatherization, construction, and landscaping. The cost per participant includes \$400 for supportive services and incentive funds. All youth service providers will now provide post-exit follow-up for their program participants.

In contrast, FY 2009-2010 funding and goals were as follows: WI received \$600K with a goal to serve 101, CTC received \$390 with a goal to serve 65, and SJCC received \$240K with a goal to serve 40.

Roadtrip Nation will be incorporated into FY 2010-2011 youth program. In this program, youth interview adults across the country. They choose a person they would like to emulate, arrange to meet with them, and then interview them to understand what their career is actually like.

Upon motion by Denise Boland, seconded by Dr. Mark Novak, with recusals by Board members Rashad Said, Rachel Perez, and Rose Amador, the FY 2010-2011 contracts for year-round youth service providers were accepted.

7. TANF-Funded Summer Youth Program

Richard Martinez, work2future's ARRA Youth Program Manager, presented staff's recommendation to approve the \$2.4M ARRA Temporary Assistance for Needy Families (TANF) funding plan for a summer youth work experience program for 840 qualifying youth. To be eligible for the summer work experience program, youth (or youth's family) must be CalWORKs or food stamp recipients, or 200% above federal poverty level.

In March 2010, Denise Boland of Santa Clara County Social Services approached work2future with a proposal to use these funds to create a summer youth program. Through successful collaboration between the County and work2future, the summer work experience program begins this month and runs through August 2010. Steve Preminger suggested sending a letter to the County of Santa Clara thanking them for their help to create this program.

Upon motion by Tom Fink, seconded by Board member Van Le, and approved unanimously, the funding plan to provide a summer 2010 youth work experience program was accepted.

C. Set Items for Next Agenda

- General funding update
- Tom Fink's report on the Transit Career Ladder Program

D. Announcements

Dr. Mark Novak – mentioned the Board Orientation Binder and complimented staff on its production.

Tom Fink – attended the San Diego Workforce and Economic Development Conference and presented a workshop.

Jack Estill – suggested assigning new Board members to an existing Board member to quickly bring them up to speed.

Janeen Dittrick – asked the Board to respond back to her if anyone is interested in being involved in the Governor's initiative to make returning veterans aware of their benefits.

BJ Sims – announced the last FY 2009-2010 job fair in Morgan Hill on June 24, 2010.

Van Le – announced that the 2nd largest Vietnamese festival would be presented by the Vietnamese community of Northern California, and encouraged Board members to participate and have booths at the festival.

Steve Preminger – announced that Building Peaceful Families will hold a program on August 14, 2010 at San Jose State University.

David Baer – announced that the Inside Wireman's Apprenticeship Program is accepting applications. The apprenticeship announcement is available on their web site, www.EJATC332.org. Wages start at \$22.00 an hour.

E. Next Meeting

The next Board meeting is currently scheduled to take place on **Thursday, September 16, 2010** at 11:30 a.m. at the One Stop San Jose, 1290 Parkmoor Ave., San Jose, 794.1100.

V. PUBLIC COMMENT

There were no public comments.

VI. ADJOURNMENT

Upon motion by Rashad Said, seconded by Tom Fink, and approved unanimously, the meeting was adjourned.

IV (B) (1)

work2future Board of Directors' Retreat

[Discussion]

**work2future Board Retreat
September 23, 2010**

AGENDA

Rethinking, Redesigning, Refocusing and Expanding our Business Model

Retreat Purposes:

- 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 skill sets, experiences, networks and resources.

8:15 - 9:00 Coffee/ Continental Breakfast

Board Meeting

9:00 - 9:30 Main Agenda

- Quorum/Meeting Overview/Minutes: Board Chair Benny Boveda
- Approval of New Grants

Board Retreat

9:30 – 10:15 The New Normal: Embracing New Opportunities

- Retreat Overview & Purpose/ Desired Outcomes
- Current Context and Budget Forecast
- Guiding Principles
- Redesign as a Process
- Reframing our Work

10:15 - 11:15 Board Discussion Groups

Resource Enhancements: Where should we look for new and untapped resources, particularly in terms of funding? What corporations, foundations, nonprofits, or federal, state and city departments might provide additional funding?

Productive Partnerships: What might be fruitful business, trade association, educational, union and other partnerships? What are some uncommon partners we may be overlooking? What would be the nature of these partnerships and the "value add" dimension for w2f?

Leveraged Technologies: What specific tools or technologies can we use that will expand our reach and enable us to meet our client needs effectively and efficiently? What social networking tools make the most sense? How can they be utilized? What are the opportunities for using technology to improve or change how services are delivered? How can they be utilized? What are the opportunities for using technology for internal process improvements? How can they be utilized?

Entrepreneurial Impact: What do you see that we could turn into a social enterprise, or profit center, that would generate income to enhance revenue that is consistent with our mission and vision? Two possible examples: (1) Take geo mapper to the next level by marketing it nationally and charging a fee for access; or (2) Create a training center for youth to learn skills that can be marketed as fee for service activities. What needs to happen to turn these ideas into reality? How can the Board and you as an individual Board member help move the ideas forward? What other entrepreneurial ideas should we consider?

11:15 – 11:30 Break

11:30 – 12:30 Large Group Reports and Discussion

12:30 – 1:00 Wrap Up, Next Steps and Reflections

1:00 Lunch

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 Thursday, December 9, 2010 at 11:30 a.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