

work²future

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EXECUTIVE COMMITTEE AGENDA

Thursday, October 21, 2010

3:00 p.m. – 5:00 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 or alternative format for work2future meetings, events or printed materials, please call Elizabeth Kaylor at (408) 794.1125 or call 408.294.9337 (TTY) as soon as possible, but at least three business days before the meeting/event.

NOTICE TO THE PUBLIC

Good afternoon, my name is Benny Boveda, and in my capacity as Chair of work2future I would like to welcome you to the Executive Committee meeting of October 21, 2010.

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

The procedure for this meeting is as follows:

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

EXECUTIVE COMMITTEE

October 21, 2010

3:00 p.m. – 5:00 p.m.

ORDER OF BUSINESS

I. QUORUM VERIFICATION

II. OPENING REMARKS

III. CONSENT ITEMS

{Action}

5 Min.

Recommendations:

- (a) Accept the September American Recovery and Reinvestment Act (ARRA)/Integration Report of October 12, 2010.
- (b) Accept the August CQI Dashboard Report of September 3, 2010.
- (c) Accept the September CQI Dashboard Report of October 8, 2010.
- (d) Accept the Grant Report of October 1, 2010.
- (e) Accept the BOS Report of October 12, 2010.

IV. AGENDA ITEMS

A. Old Business

1. **Minutes Approval**

{Action}

5 Min.

Approval of the August 19, 2010 work2future Executive Committee Minutes.

B. New Business

1. **Committee Updates**

{Information}

5 Min.

Benny Boveda, Board and Executive Committee Chair

Committee Chairs will provide reports on current and future committee projects.

2. **Burning Glass Technologies Presentation**

{Information}

15 Min.

Kevin Burgess, Burning Glass Representative

A Burning Glass product presentation will demonstrate potential enhancements to work2future's use of technology to streamline client services.

3. work2future's Five-Year Business Model

{Discussion}

1 Hr.

Jeff Ruster, Executive Director

The committee will discuss a new business model for work2future, based on input from the Board Retreat held on September 23, 2010.

C. Set Items for Next Agenda

5 Min.

D. Announcements

5 Min.

E. Next Meeting

The next Executive Committee meeting is currently scheduled to take place on **Thursday, November 18, 2010** at 3:00 p.m. at the San Jose One-Stop, 1290 Parkmoor Ave., San Jose, 95128.

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 the September American Recovery and Reinvestment Act (ARRA)/Integration Report of October 12, 2010.
- (b) Accept the August CQI Dashboard Report of September 3, 2010.
- (c) Accept the September CQI Dashboard Report of October 8, 2010.
- (d) Accept the Grant Report of October 1, 2010.
- (e) Accept the BOS Report of October 12, 2010.

[Action]

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ARRA/INTEGRATION UPDATE ADULT/DISLOCATED WORKERS AND YOUTH 2010-2011 As of September 30, 2010

ARRA Expenditures as of August 31, 2010:

Funding Streams

Adult	99%
DW	65%
Youth	95%

Projected ARRA Expenditures as of June 30, 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.
- Number of new customers completing initial assessment and coaching:
 - 593** for September 2010
 - 1,915** year-to-date (customers enrolled as of July 1, 2010)
- Number of core, intensive, training and miscellaneous services provided to customers (new and carry-over):
 - 7,902** for September 2010
 - 25,928** year-to-date (as of July 1, 2010)
- For the month of October, over 2,000 activities are scheduled.

Customer Satisfaction Performance Dashboard
Monthly Summary – August 2010

Report Date: September 3, 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: August 2010

Report Dates: August 2 – 8, August 9 – 15, August 16 – 22, and August 23 – 29, 2010

Total Number of Responses: 108

Volume as of October 8, 2010:

- Number of new customers completing initial assessment and coaching:
 - 593 for the month of August
 - 1,360 year to date
 - Projected goal – 10,000
- Number of services core, intensive, training, misc. provided to customers:
 - 7,850 for the month of August
 - 18,099 year to date
 - Projected goal – 70,000

Customer Satisfaction Performance Dashboard
Monthly Summary – August 2010

Conclusions and Analysis:

- Overall, customers are very happy with services received

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

- Customers comment that they are receiving job postings for positions that do not fit their skills

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 33% to 67% either strongly agreeing or agreeing that they waited less than 10 minutes for services.
- Q5 had a range of 33% (combined strongly agree and agree) to 82% agreeing that the information was useful in job search.
- Q6 had a range of 33% agreeing and strongly agreeing that services were of quality to 79% agreeing that services were of quality.
- Q7 had a range of 33% to 79% agreeing they would recommend the center to a friend.
- Q8 had a range of 33% in one week to 79% in another either strongly agreeing or agreeing that overall they were satisfied.

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 – 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.

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.

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

BOS Tracking Report Launch YTD

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-07-YTD
Number	**6485	4938	6637	4768	5120	4087	5432	***5777	***10494	5624	7073	5115	5581	4669	4071	162393
Unique	4950	3745	4734	3645	3828	2900	4026	4289	7606	2335	5310	3983	3947	3564	3266	122775

Top Most Popular Linked Sites

- 1 Alliance 4 CD(6)
- 2 Women's Initiative, EBC (5)
- 3 CSJ-ESD, Ecology Action, IRS, SJ Library, SCORE-(4)
- 4 Anewamerica (3)
- 5 CSJ-PW, Filipino Chamber, GEDC, MBEC, Opportunity Fund, Software cluster, (2)
- 6 Chase, Morgan Hill, CSJ-ESD, CSJ-Fin, PCV, SJ RDA, CSJ-OED, Hispanic Chambr, Bio Center, SBDC, TechBA ,US Markets, Wells Fargo, w2f (1)

QLBS Assessments	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-07-YTD
	3	3	3	1	12	2	2	5	10	0	8	2	3	2	2	136

OnLine Registrations	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-07-YTD
	20	25	22	22	17	23	31	39	54	23	41	25	26	23	17	790

Toll Free Calls	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-07-YTD
	19	23	23	14	38	21	17	44	30	45	28	38	17	23	12	874

Partner Services	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-07-YTD
	5133	174	383	*1950	30	35	66	*915	***715	733	****1537	698	317	****1647	1359	31825

Grand Total Oct 07 -YTD

196013

Vietnamese Website Clients	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-07-YTD
	44	273	266	167	264	147	302	200	334	384	404	292	379	417	280	5399

Most Viewed Page Business Plan Template 261

Spanish Website Clients	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-07-YTD
	76	29	51	60	54	43	39	74	55	46	65	71	68	67	80	1198

Most Viewed Page Business Structures-79

ARC Loans from Ca Lenders	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-07-YTD
	68	5	24	0	49	55	59	46	57	9	24	20	21	25	462

* BOS Festival Event

** BOS HP Event

*** BOS Small Business Tax Assistance

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

*****SV Chamber event 1474

IV (A) (1)

Meeting Minutes

[Action]

EXECUTIVE COMMITTEE MINUTES

Thursday, August 19, 2010

CTO: 3:14 p.m.

I. QUORUM VERIFICATION:

Present: Benny Boveda, Bryan VanHuystee, Mark Novak, Steve Preminger. Rashad Said arrived at 3:30 p.m.

Absent: Joe Flynn.

II. OPENING REMARKS: Read by Executive Committee Chair Benny Boveda.

III. CONSENT ITEMS

Upon motion by Committee Member Steve Preminger, seconded by Committee Member Bryan VanHuystee and unanimously approved, the consent items below were accepted.

- (a) July American Recovery and Reinvestment Act (ARRA)/Integration Report of August 10, 2010.
- (b) June CQI Dashboard Report of July 9, 2010.
- (c) Grant Report of August 9, 2010.

IV. AGENDA ITEMS

A. Old Business

1. Minutes Approval

Upon motion by Committee Member Mark Novak, seconded by Steve Preminger, and passed unanimously, the July 29, 2010 work2future Executive Committee Minutes were approved.

B. New Business

1. Committee Updates

No committee meetings were held since the last committee meeting; therefore, there were no reports from committees.

2. Labor Market Information Update

Economic and workforce development consultant Aaron Wilcher addressed the issue of local underemployment, describing employee underutilization in terms of individuals unhappy with short-term and contract employment positions. He mentioned that objective statistics, surveys from impacted individuals, and focus group studies are his methodologies for gathering information, and reported that the surveys are being finalized and the focus group meetings are being scheduled. The preliminary report should be available at the Board Retreat and the final report will be mid to late October.

In response to Chair Benny Boveda's question regarding what work2future hopes to achieve with the study, management indicated that this information will be used to

ascertain which programs would best address the needs of this population. For example, individuals who hold several part-time, low-paying jobs in order to pay the bills could benefit from workshops that entertain practical solutions for this specific group.

The Executive Director added that lower-skilled individuals who do not recognize their transferable skills could benefit from this study. The information can be used to determine how we counsel individuals about the current job market and guide the spending of our resources to best serve our clients. Trainings might include upgrades to clients' skills that are complementary to their current skills, thus creating the highest impact for the client. Employers could be counseled to develop positions in their companies to capitalize on the skills of their employees.

Steve Preminger requested that staff present more practical scenarios using the information from this study at the retreat.

Business Services Manager BJ Sims addressed the small businesses study. BBC, the selected consultant firm, has almost completed the data review, is on target with data collection for the entrepreneur and small business owner surveys, and is working on the appendices. Upon completion of the study, expected by August 30, 2010, formal recommendations and a report will be submitted.

Benny Boveda asked what common issues were surfacing. Ms. Sims responded that licensing and permitting seemed to be a problem across San Jose and surrounding cities. Restaurants and food service figure prominently as new businesses; it is much easier to take over or purchase existing permits than it is to spend twice as much time getting new ones.

Steve Preminger commented that this has been a problem historically and wondered why the process had not been streamlined. The Executive Director mentioned that the permit department has a customer satisfaction system in place, much like our Continuous Quality Improvement (CQI) program. Their customer satisfaction rating is high, although has been impacted by recent layoffs. The Chief Economic Development Officer's role is to monitor these procedures and understand how they might impact the attractiveness of San Jose for new businesses. Some 10%-15% of customers express dissatisfaction with the permit process.

Benny Boveda commented that, in his experience, permitting has always been challenging. Part of the issue involves timely inspections, because without them, construction is interrupted and slow. Further, he said that the inspectors are meticulous and observant of detail. Steve Preminger asked if this is particular to San Jose, or whether other cities are similarly impacted. Benny Boveda answered that San Jose is the city he works with the most.

Ms. Sims added that San Jose is providing the safest and greenest construction possible, which requires a high level of detail.

Ms. Sims also addressed the Rapid Response best practices study. She shared that the Rapid Response program is not well known or defined. Part of the focus of the

study is to let the public know about its existence, and also to establish an early warning system to identify potentially troubled sectors. The kind of information required to do this is being identified. An early warning system would provide an alternate plan to showing up after businesses have implemented layoffs.

The Dunn and Bradstreet information that is currently the basis of work2future's data is part of the plan to identify businesses that are in trouble. When a business's rating falls below an identified level, a flag is raised, providing Business Services the opportunity to look at the business/industry. BBC has identified Econovue as a site to house the Rapid Response early warning system.

Javier Vanga, Special Projects, presented information on a new Clean and Green Emerging Industries study to be performed by BW Research's consultant Josh Williams. The study will define *clean and green* and how these terms apply to business and to the workforce in Silicon Valley, and will also investigate (1) which clean-tech companies are receiving venture capital investments, and (2) where they are in the production process as it may relate to employment opportunities.

work2future is interested in real-time information and plans to review data on a monthly basis. As the information is received, timely action will have maximum impact. Further, the study will reveal what jobs are available in what industries and the relationship between skills and occupations within those industries. Both long-term (over a five-year period) job growth and short-term job growth will be studied. Emerging industries require different skills from those used in the present workforce. The challenge is to find out what the emerging industries are and what skills they require in order to provide appropriate training for our workforce.

Benny Boveda asked how we might prepare upcoming students for these emerging industries. Mr. Vanga replied that the problem covers all grades, from kindergarten through high school. The Executive Director added that this is an issue for post-secondary students as well as for the economic development of our city. San Jose has historically imported talent from outside the city. Going forward, the City will depend upon the sons and daughters of immigrants who have been educated through the public school system. The gap between what they know and what they need to know, and the skills they will require for employment in emerging industries, are pressing concerns.

Committee member Rashad Said added that there is a "green training frenzy" happening right now; individuals are being trained and receiving certifications in programs without knowing what will follow afterwards, such as what kind of additional training may be required, what additional fees must be incurred to maintain the certification, or for what kinds of jobs they will be qualified.

The high tech studies will identify "niche" industries in high tech or "convergent" industries that use two sets of skills to create new products (e.g., Health Care and Information Technology). work2future anticipates that researching these new jobs and respective skills will further promote workforce growth.

3. **work2future's 5-Year Business Model**

The Executive Director informed the committee that the job recovery is slow, and that the apparent drop in unemployment numbers may be deceiving. Some individuals are deciding not to continue looking for work and/or have run out of unemployment benefits; a few may have found jobs.

The Executive Director reported that, despite the current economic situation, allocations will most likely decline in the next couple of years; therefore, the five-year business model will be based on the assumption of little job creation for the next two years. This is an opportune moment, he said, for a call to action – time to utilize all resources available, including the Board and the clients whom work2future serves. Secondly, he stated that work2future is asking its Board to empower and support us through organizational changes so that services can be maximized. Guiding principles will remain generally the same, with emphasis on compliance with WIA regulations that must be supported by MIS, Fiscal, and Contracts. Changing our targeted impact will be a good discussion at the retreat.

The first page of the current business parameters spreadsheet is built around how many hours it takes to provide services to the number of clients we have. The Executive Director explained that there are approximately 7,000 clients, each requiring an average of 16 hours of staff time for services, which translates into 52 staff. If operations were to continue as they are today, a \$14M deficit is projected by the year 2015,

The largest impact is the number of clients enrolled. Currently, we are serving individuals from other service areas, which is an issue that must be addressed. Steve Preminger asked if denying services to out-of-area individuals is allowable. Clarification was provided that we are only required to have open enrollment for our workforce investment area. The Executive Director then demonstrated that the second largest area of impact is service hours, saying that if the total number of hours per client is cut to 13 hours, it cuts the deficit in half. He suggested that work2future consider cutting services that are low value, or use technology to reduce staff time per client.

Dr. Novak pointed out that the largest reduction could be to staffing, and wondered whether staff reduction was a possibility. The Executive Director responded that it would be a tough decision but needs to be entertained. Of the 52 staff listed, 10 might be assigned to the administrative budget. The remaining 42 staff includes both permanent City staff and contracted staff dedicated to service delivery. Benny Boveda pointed out the Board needs to decide what is truly needed and what is merely wanted. Regarding return and impact, the Executive Director referred to job fairs and grant writing as high cost items with indefinite or unknown return, and said that although CQI is a highly valued area, the way it is operated is labor intensive and costly. However, work2future's approach to CQI could be modified.

Future steps for the five-year business plan are: focus groups in early September; the September 23, 2010 Board Retreat; follow-up focus groups and a skeletal business plan in October; a draft business plan for the November Executive Committee; and a final draft business plan for the December Board Meeting.

Benny Boveda commented there may be services or allocations that cannot be provided; we cannot be everything to everyone. Steve Preminger expressed concern that if we become too technology-based, we will leave behind those covered in our core mission – those hardest to serve, who are less sophisticated when it comes to technology. Benny Boveda suggested targeting those most in need, and Steve Preminger offered that a blend of approaches would be necessary in light of operational concerns.

Dr. Novak commended the Executive Director on the amount of thought put into the presentation to the Board. It was clear, simple, and moving toward solutions. Then he asked where the Board comes in. The Executive Director responded that the Board has a lot to offer in terms of creativity and innovation – areas that work2future would like to tap. The Assistant Director advised that materials would be sent out to the Board advising them of the tasks ahead. Rashad Said affirmed that this call to action would turn work2future's Board into a working board.

4. work2future Board Retreat

The committee will discuss the upcoming work2future Board of Directors' Retreat. There will still be some time needed in the beginning of the meeting to approve action items. Staff anticipates sending out one-page summaries of the labor market reports as part of the agenda packet.

5. BusinessOwnerSpace.com Update

Business Services Manager BJ Sims showed the committee a copy of the home page of the existing website. She reported that a group of evaluators had been convened, ranging from experienced web designers to individuals who have no familiarity with our website, to provide input regarding the content and ease of use of the current website. Some of the comments and suggestions were: the search function, "JUST ASK BOS," should be enhanced and more noticeable; Vietnamese and Spanish translation links should be more prominent, with larger font; the BOS tag line "Start, Grow, Sustain" should be used to organize links and facilitate navigation; pages should be printer-friendly; BOS should be linked to federal and local grant opportunities; and the site should provide an on-line library, a virtual job fair, and a "share this page" function.

C. Set Items for Next Agenda

- Minutes, summary, or highlights from business model discussion at Board retreat
- BOS

D. Announcements

- Benny Boveda thanked work2future staff for a successful Target recruitment (187 job offers). Business Services Manager BJ Sims added that Target's recruitment staff was outstanding, high energy.

E. Next Meeting

The next Executive Committee meeting is currently scheduled to take place on **Thursday, October 21, 2010** at 3:00 p.m. at the San Jose One-Stop, 1290 Parkmoor Ave., San Jose, 794.1100.

V. PUBLIC COMMENT: none

VI. ADJOURNMENT

Upon motion by Rashad Said, seconded by Steve Preminger, and passed unanimously, the meeting was adjourned at 4:38 p.m.

IV (B) (1)

Committee Updates

[Information]

IV (B) (2)

Burning Glass Technologies
Presentation

[Information]

IV (B) (3)

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

(Information) Technology Group
October 5, 2010

Attending:

- **Convener:** Christopher Donnelly
- **Board members:** Denise Boland, Janeen Dittrick, Jorge Zavala
- **Staff members:** Lawrence Thoo, Fran Vader

Guiding Principles:

- Improved use of Information Technology can allow work2future to provide greater service more efficiently.
 - Improved use of Information Technology can facilitate the streamlining of procedural processes.
 - The Board can help secure the resources to enable change.
-

Key Working Concepts

1. Assess how systems are presently utilized
 - a. A technology audit would be a very important first step
 2. Build on the staff's vision for e-Services
 - a. Continue to develop and refine the vision
 - b. Look beyond web-based services as well, e.g., Integrated Voice Response
 3. Leverage the experience and knowledge of stakeholders
 - a. Focus groups of clients
 - b. Engage One-Stop partners
 - c. Coordinate with EDD's planned technology overhaul
-

Next Steps

1. Research EDD's WSN (Workforce Services Network) RFP
2. Review and refine Phase 1 and Phase 2 components of e-Services vision
3. Advocate for Technology Audit
4. Initiate development of "back office" counterpart to e-Services vision to round out overall IT overhaul
5. Plan next meeting after researching EDD WSN RFP

Revenue Generation and Enterprise Group

October 7, 2010

Attending:

- Convener: Rocky Maddex
- Board members: Barbara Cox, Benny Boveda
- Staff: Jeff Ruster, BJ Sims

Guiding Principals:

- "Think outside the WIA box"
- Need to cost out options prior to any new investments
- For the moment, it is OK if there is overlap with what other groups are doing (e.g. 501c3 working group)

Key Working Concepts

1. Establish Business Incubator/Shared Office Program

- Parkmoor Space would be perfect
- Uncertainty about how much revenue could be generated
- Need to engage Jorge Zavala and his expertise
- Leverage linkages with BOS and Geomapper
- Uncertainty regarding future Parkmoor presence
- Work2future business services fee for service option of limited potential

2. Geomapper/Econonuve

- Quickest way to generate revenue impact
- Board member's need to understand marketing efforts and marketing pitch
- Need to think national partnerships – State/DOL/NAWB
- Need to expand marketing efforts to private sector
- PayPal, Subscription/Licensing model/sales
- Burning Glass/Geomapper linkage represents critical addition to spark WIB interest
- CISCO presentation next week

3. Leverage Client Talent Pool

- Geomapper Marketing
- Business Incubation Services
- Grant writing

Next Steps

- Expand invitee list
- Meet next Thursday October 14 to vet concepts

Return/Impact

Low/Uncertain

High

Low

- 5 year plan update
- Econoview
- Special Events

- Assessments
- Specialized recruitments
- On-line training
- Supportive Services
- Core workshops
- BOS

Cost
\$/Staff time

High

- Job Fairs
- Mobile One Stop
- Grant writing
- Annual Report

- Customer Service Team (CST)
- Procat/Job Clubs/Career Cafe
- Talent Marketing Area (TMA)
- Training
- Labor Market Studies
- One Stop operations

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

Pulling it all together:

1. Short on text 15 to 20 pages max.
2. Heavy on tables, graphs, diagrams
3. October Executive Committee – share Business Plan outline and next steps
4. November Executive Committee and December Finance Committee – Share Budget Parameters Sheet

IV (C)

Set Items for Next Agenda

IV (D)

Announcements

IV (E)

Next Meeting

The next Executive Committee meeting is currently scheduled to take place on Thursday, November 18, 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