



LOCAL PLAN

2025–2028

Draft

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Local Plan 2025-2028

Silicon Valley Workforce Investment Network, branded as work2futureSM, is submitting this Local Plan, as required under the Workforce Innovation and Opportunity Act (29 US Code 3123). The plan is structured in alignment with the guidance and requirements outlined in the California Employment Development Department’s Workforce Services Directive WSD24-09: ‘Regional and Local Planning Guidance for PY 2025-28.’

work2future’s service delivery area includes the cities of Campbell, Gilroy, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, San José, and Saratoga, and unincorporated communities in Santa Clara County and serves as the authorized entity under the Workforce Innovation and Opportunity Act of 2015 (WIOA) to provide employment and training services to job seekers and employers in the Local Area. It is housed in the City of San José’s Office of Economic Development and Cultural Affairs (OEDCA) and administers the local WIOA Title I Programs and America’s Job Centers of California (AJCCs).

The Local Plan will demonstrate operational alignment with the strategic objectives of the Bay-Peninsula Regional Planning Unit (BPRPU), Regional Plan¹, which include:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

TRENDS IN THE LABOR MARKET

As detailed in the Bay-Peninsula RPU Regional Plan, the region’s economy broadly and the labor market specifically have recovered substantially from the worst of the COVID-19 recession but remain challenged compared to pre-pandemic conditions. The preliminary unemployment rate for Santa Clara County in November 2024 was an estimated 4.0 percent, slightly higher than the 3.8 percent recorded in March 2020. Approximately 41,400 (preliminary) county residents were unemployed and looking for work in November 2024, compared to 39,400 in March 2020, while the number of employed individuals decreased from 1,005,700 to 986,400. Within the same period, the county’s overall labor force saw a 17,000-person decline.

Locally, the economic snapshot for work2future’s priority industry sectors is mixed:

¹ BPRPU Regional Plan; The BPRPU consists of the Workforce Development Boards (WDB) of San Francisco, NOVA-Works, and work2future.

- The construction, Information, and Financial Activities sectors remained below pre-pandemic employment levels as 2024 concluded.
- Health Care and Social Assistance, Durable Goods Manufacturing, Professional/Scientific/Technical Services, and Administrative and Support Services, saw varying and sometimes significant levels of growth over pre-pandemic numbers.
- However, it is important to note that most industries with net gains since the pandemic's onset, except Health Care and Social Assistance, have shown year-over-year declines since November 2022.

ONGOING AND GROWING IMPACTS OF HOUSING INSTABILITY, EDUCATION DISPARITIES, AND INCOME INEQUALITY

Adding to the challenges faced by work2future's priority-of-service populations are longstanding structural inequities that exacerbate barriers to employment, particularly high-wage and high-growth (high road) opportunities. The region's high cost of living amplifies income disparities and disproportionately affects race and ethnic communities. Uneven educational attainment also presents challenges in an innovation-driven economy, particularly in STEM fields.

These impacts are most pronounced among Santa Clara County's substantial Latino and smaller African American populations. For example, the United Way of the Bay Area's Real Cost Measure study² indicates that half of the Latino population and 41 percent of African American residents in Santa Clara County lack the income to afford necessities without assistance, compared to 25 percent of all county residents. Similarly, 55 percent of residents with only a high school diploma, and 68 percent of those without, are likely to lack a self-sufficiency income, compared to 13 percent of residents with a bachelor's degree.

Low income and lower educational attainment are two of the most frequently encountered barriers among work2future's priority-of-service populations. The Local Plan is designed to ensure that appropriate services are readily and transparently available to clients. Given this labor market context, the Local Plan outlines how work2future will coordinate with community and employer partners, highlight key service-delivery strategies, integrate services at the local level, braid resources, and provide comprehensive support to participants through the workforce system.

The development of the Local Plan involved robust stakeholder and community engagement, detailed in the final section. This planning process emphasized a client-centered approach to addressing barriers faced by participants. The Local Plan also addresses a growing crisis in work2future's service area: housing unaffordability and instability. Many constituents served by

² <https://uwba.org/our-impact/research-and-publications/2023-real-cost-measure/>

work2future are unstably housed or at risk of homelessness. Santa Clara County experienced a 24 percent increase in first-time homelessness from 2022 to 2023, a significant rise compared to 9 percent from 2021 to 2022.³ San José, work2future’s main service area, has the fourth-highest homeless population per capita in the nation.⁴ This unprecedented increase poses a new challenge for work2future, which has historically served hard-to-reach populations. To address this challenge, work2future has centered its Local Plan around a “3R strategy”—recognize, restore, and retain.

Homelessness is closely linked with mental health. A recent national study found that two-thirds of the unhoused population suffer from some form of mental illness.⁵ Recognizing this connection, work2future’s procurement release for all WIOA Providers for Program Year 2025–2026 emphasizes the importance of providers with expertise in addressing both mental health challenges and homelessness. Together, work2future and its selected providers will aim to identify and support at-risk individuals by ensuring appropriate referrals to specialized agencies, placing clients into suitable programs, and coordinating comprehensive support services tailored to the needs of individuals at risk of homelessness.

As part of the City of San José’s Homeless Implementation Plan, work2future is committed to creating a clear vision for its role as a partner and leader in executing the plan. Operating under the City’s Office of Economic Development and Cultural Affairs (OEDCA), work2future is uniquely positioned to support homelessness prevention and assist individuals experiencing homelessness in accessing training and living-wage jobs. Annually, work2future serves over 1,800 youth and adult job seekers, most of whom face multiple barriers to employment, including unstable housing or risk of homelessness due to low income and long-term unemployment.

Clients receive training, paid work experience opportunities, career counseling, job readiness workshops, supportive services (such as transportation and clothing assistance), and referrals to wraparound services. Historically, work2future has placed most clients into in-demand occupations and sectors such as information technology, advanced manufacturing, healthcare, construction and trades, and accounting and finance. These placements focus on high-wage and high-growth careers to promote resilience in Silicon Valley, known for its high cost of living.

Looking ahead, work2future aims to expand and engage more directly in serving unstably housed and at-risk individuals by a) developing targeted partnerships with agencies that specialize in serving these populations with appropriate referrals and co-enrollment opportunities for their clients to access work2future services, b) developing systems and staff expertise to better understand the nature of the barriers and obstacles faced by these clients, c) implementing

³ <https://osh.sccgov.org/sites/g/files/exjcpb671/files/documents/SOH%202023%20report%20-%20web.pdf>

⁴ <https://www.insidermonkey.com/blog/25-cities-with-the-highest-homeless-population-per-capita-in-the-us-1311550/8/>

⁵ <https://www.usnews.com/news/health-news/articles/2024-04-17/most-homeless-americans-are-battling-mental-illness>

possible service delivery enhancements, and d) tapping into expanded and innovative funding strategies to provide an enhanced/expanded level of services to these populations.

In support of these aims, work2future has launched a targeted series of pilot workforce programs with Bill Wilson Center, San José Job Corps, San José Conservation Corps, and Santa Clara County departments, including Supportive Housing, Reentry, and Social Services. The goal of these pilot programs is to engage in tightly knit partnerships featuring dual case management, fund leveraging for robust wraparound services (mental health, housing, food assistance), and enhanced data sharing to better assess client needs and performance outcomes. In recent months, approximately 100 clients have been enrolled, receiving an intensive package of services including job readiness workshops, occupational skills training, job development, supportive services, and career counseling. Two ongoing programs illustrate these efforts:

- The partnership with Bill Wilson Center, initiated in Fall 2023, provides job exploration, job readiness assistance, and wraparound services for unstably housed individuals through the Out-of-School Youth Program. This initiative equips participants with skills and resources for stable employment and improved quality of life, including stable housing.
- The “Pathway to Self-Sufficiency” initiative, in collaboration with Santa Clara County Social Services and other agencies, focuses on transitioning unstably housed participants into permanent employment. Participants start with subsidized employment for up to five months and transition to regular full-time positions paying at least \$25 per hour. This program enhances employability and fosters long-term self-sufficiency.

work2future will also seek to develop a pilot program with the County Sherriff’s Office to provide workforce services to in-custody young adults. Following their release, work2future will assess opportunity to enroll these individuals to further enhance their skills and job development outcomes.

Together, these programs illustrate a comprehensive approach to addressing the challenges faced by unstably housed individuals by integrating employment services with additional supports to facilitate their transition back into stable employment and restore them to sustainable living situations. Recognizing the link between mental health and housing stability, work2future aims to collaborate with mental health organizations to form a coalition that promotes both economic and emotional well-being. This dual focus ensures clients not only break the cycle of homelessness but retain the stability they achieve.

WIOA CORE AND REQUIRED PARTNER COORDINATION

This section outlines work2future’s mission to develop a well-educated, well-trained, and self-sufficient workforce capable of competing in the changing global marketplace. Central to work2future’s mission is the creation of a seamless, coordinated system of education, training, and employment that supports progress along career pathways delivered through work2future and its AJCC Partners.

In accordance with WSD18-12-WIOA Memorandum of Understanding (“MOU”), the MOU was executed between the CITY OF SAN JOSÉ, through the San José Silicon Valley Workforce Development Board (“SJSVWDB”), branded as work2future, and the America’s Job Center of California (“AJCC”) Partners. This agreement establishes operational guidelines for the AJCC delivery system. The purpose of the MOU is to foster a cooperative working relationship between work2future and the AJCC Partners and to define their respective roles and responsibilities in achieving local and regional policy objectives. The MOU establishes the framework for shared customers, shared services, and shared costs. It details service delivery to employers, employees, job seekers, and others requiring workforce services, and includes a cost-sharing allocation methodology for AJCC infrastructure costs, along with a budget outlining specific system costs.

The current term of this MOU runs from July 1, 2022, through June 30, 2025. work2future is presently reviewing and updating the MOU for a new term from July 1, 2025, through June 30, 2028. The MOU facilitates co-located services for shared customers under the guidelines summarized in “AJCC System Partners, Services, and Referral Processes.”

The comprehensive AJCC is located at 1608 Las Plumas Ave, San José, CA 95133. This center provides a full array of services specified in WIOA section 134(c)(2), commonly referred to as Basic and Individualized Career Services. Additionally, the comprehensive AJCC reserves physical space for AJCC Partners and offers co-located partner services, real-time access to partner services, or cross-trained staff access to partner services. The system also includes two recognized Affiliate AJCCs located at the North San José Job Center, 1901 Zanker Road, San José, CA 95134, and the Gilroy Job Center, 379 Tomkins Ct., Gilroy, CA 95020.

Although these AJCCs may not meet all the requirements to be considered comprehensive under the WIOA definition, they provide a nearly complete range of Career and Training services and access to partner services. The workforce services system is further supported by regional access points, which include partner locations outside the Comprehensive and Affiliate AJCC designations. These locations include community colleges, county health and human service agencies, adult schools, Department of Rehabilitation offices, and partner community-based organizations.

work2future’s AJCC Partners	
Partner	Local Partner Agency Name(s)
Local Workforce Development Board	<ul style="list-style-type: none"> • work2future
WIOA Title I Adult, Dislocated Worker and Youth Providers	<ul style="list-style-type: none"> • Equus • International Rescue Committee
Adult Education and Literacy	<ul style="list-style-type: none"> • Metropolitan Education District • East Side Union High School District
Wagner Peyser Act	<ul style="list-style-type: none"> • California Employment Development Department
Rehabilitation	<ul style="list-style-type: none"> • California Department of Rehabilitation
Job Corps	<ul style="list-style-type: none"> • San José Job Corps
Migrant Seasonal Farmworker Program	<ul style="list-style-type: none"> • Center for Employment and Training
Postsecondary Career and Technical Education	<ul style="list-style-type: none"> • Foothill De Anza Community College District • San José Evergreen Community College District
Temporary Assistance for Needy Families	<ul style="list-style-type: none"> • Santa Clara County Social Services Agency

Preliminary discussions have explored leveraging technology to create an app for streamlined referral processes across all partners. This app would allow uniform access to individual statuses and qualifications, enabling partners to easily identify services needed and eligibility requirements, thereby improving efficiency and effectiveness.

Additionally, stakeholder and community engagement meetings, detailed later in this plan, have proposed ideas to utilize AJCC partner resources for reaching underserved populations. Recommendations also included pathways to strengthen degree attainment as well as skills development to bridge the gap between high school diplomas and bachelor’s degrees.

San José Evergreen Community College District, work2future’s one-stop operator (Operator), has facilitated collaborative partner meetings aligned with the seven policy strategies identified in the state plan. The Operator plays a leadership role in quarterly partner meetings and coordinates work assignments between these meetings, often assisting with systems alignment and integration efforts.

Furthermore, the Operator works with the board to provide oversight to the local service providers while monitoring the partners’ commitments as identified in the MOUs and will:

- In conjunction with Workforce Board oversight and designated administrative staff, the Operator will coordinate the implementation of negotiated MOUs and Cost Sharing Agreements (CSA) with all mandated partners.
- The convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners and will act as a liaison between the workforce board and the system partners.
- Provides coordination and collaboration through a series of regular partner meetings. These meetings will include the Career Service providers as well as the required WIOA partners and other important system stakeholders, sharing a common vision and mission for the system. These meetings will provide an opportunity for partners providing direct services to receive up-to-date labor market information in addition to discussions on maximizing the efficiency of the local system by eliminating duplication, leveraging program funding and improving referrals and meeting state goals. Joint staff development will occur including topics such as the use of the CaJOBS system and various partner program offerings.

WIOA TITLE II — ADULT EDUCATION AND LITERACY PARTNERS

work2future and adult education providers in the county are collaborating to develop a comprehensive outline for implementing a co-enrollment process. This outline will specify the geographic focus areas served by each partner, describe how adult education programs provide instruction that supports the region's sector strategies, and detail partner activities that prepare individuals for meaningful careers. It will also establish clear co-enrollment processes and provide evidence of a coordinated service strategy between adult education providers and AJCCs. This strategy will promote integrated services through multiple sites and access points across the county, including online services.

By aligning efforts in these and other areas, adult education programs and WIOA partners aim to build a more streamlined and effective education and workforce development system. This approach will improve outcomes for individuals and meet employers' needs for a skilled and well-educated workforce. To ensure compliance with the intent of Title II, work2future plans to continue meeting with adult education partners to review and align their strategies.

Adult Education (AE) partners play a crucial role in helping individuals achieve their educational and career goals. They provide basic skills instruction, assist individuals in preparing for high school equivalency tests, and offer English language classes for non-native speakers. For those without a high school diploma, AE centers provide free classes to prepare for the High School Equivalency Test. Instructors work closely with participants to help them continue their education or enhance their career opportunities.

Individuals seeking Adult Education services are referred to the appropriate local center contact. During intake interviews, AE partners assess participants' needs and refer them to various agencies when additional support or resources are required to address barriers or fulfill specific requests.

WIOA TITLE III — WAGNER-PEYSER

The Workforce Innovation and Opportunity Act (WIOA) Titles I and III programs provide job search assistance, access to education, and training for job seekers. These programs also provide services to employers, such as incumbent worker training and layoff aversion. The staff funded by these programs are co-located within AJCCs and typically coordinate efforts onsite and are currently concentrated in the North San José Job Center (a standalone office administered by EDD) and continue to provide the following programs:

Trade Adjustment Assistance Act (TAA): work2future is co-located with the California Employment Development Department Workforce Services at the North San José center to offer TAA participants with WIOA services. work2future staff currently co-enroll all TAA participants into the WIOA program where potential participants are fully notified of services available to supplement their TAA training. Although the TAA program was officially paused in 2022, work2future remains prepared to collaborate with EDD if it is reinstated.

Unemployment Compensation: Unemployment (UI) programs in the work2future area include the state's Personalized Job Search Assistance program, Trade Adjustment Assistance program, Reemployment Services and Eligibility Assessment (RESEA), Youth Employment Opportunity program; and Veterans program. State Rapid Response teams, in coordination with work2future's Rapid Response teams, provide services to employers and workers in mass layoff situations and conduct UI claim filing activities, when needed. Rapid Response staff serve as a key point of contact for businesses and are also used to educate potential participants for the WIOA program.

TITLE IV — VOCATIONAL REHABILITATION

work2future and the California Department of Rehabilitation (DOR) staff continue to meet monthly in partnership meetings to enable work2future service delivery staff to better understand approaches to serving individuals with intellectual disabilities and developmental disabilities. work2future will continue to collaborate with regional agencies and plans to have a DOR presence at the AJCC to discuss service coordination, provide professional development, and build capacity.

CARL PERKINS CAREER TECHNICAL EDUCATION

work2future will continue to strengthen its partnerships with community colleges and adult education providers (Carl Perkins partners) to advance sector-based career pathways and earn-and-learn training models. As part of this effort, work2future will maintain its collaboration with San José Community College to support and replicate the successful Career Technical Education (CTE) partnerships developed through programs like the PG&E Power Pathways and the Trades Orientation Program (both detailed on page 19).

Building on earlier collaborative efforts, work2future will continue its efforts to build sector pathways projects focused on fostering alignment across partners. work2future aims to streamline service delivery, minimize duplication across partner organizations, and create seamless pathways for individuals to access middle-skill job opportunities. These efforts are accompanied by a commitment to developing training programs that integrate services and braid resources, ensuring a more efficient and effective workforce development system that meets the needs of both job seekers and employers.

TITLE V — OLDER AMERICANS ACT

work2future has maintained a longstanding partnership with Sourcewise as its referral partner for senior services. Sourcewise connects seniors to essential services and resources that support their health and well-being. work2future will continue to refer older clients to Sourcewise, ensuring they receive guidance in navigating their health and life options.

JOB CORPS

work2future is leading a consortium of community colleges, high schools, adult education programs, Job Corps, and college financial aid counseling agencies to enhance opportunities for San José Works (SJ Works) and other WIOA youth to continue their postsecondary education. work2future will be working closely with career-technical education (CTE) high school academies in such areas as manufacturing, health care, construction, business management, and pre-engineering to connect SJ Works youth to internships in these CTE areas as developed by work2future and City of San José's Parks, Recreation, and Neighborhood Services Department and other community partners.

MIGRANT SEASONAL FARMWORKERS (WIOA Section 167)

The Center for Employment Training (CET), a non-profit economic and community development organization, serves as work2future's partner for migrant and seasonal farmworkers (MSFW) in the region. CET administers Community Services Block Grants and has been supporting migrant

and seasonal farmworkers since its founding in 1967. Over the years, CET has expanded its focus to include other hard-to-serve populations.

CET offers a range of services tailored to MSFWs, including outreach, intake, orientation, assessment, and the development of Individual Employment Plans (IEPs). Additional services include financial literacy education, occupational training, wrap-around supportive services, and emergency assistance.

work2future contracts annually with CET to provide training services for WIOA clients and collaborates closely to ensure that migrant and seasonal farmworkers can access services through the AJCC system. This partnership reinforces work2future's commitment to supporting underserved populations and providing pathways to economic stability and career advancement.

VETERANS SERVICES

Veterans and their spouses receive priority of service through work2future, with a range of support offered under the Jobs for Veterans Grant. Services include registration for employment assistance, access to public computer stations, and labor exchange support through the State CaUOBS system. Veterans can also receive intake and assessment services conducted by a veteran services navigator, along with an initial employability evaluation. Based on eligibility, referrals to intensive services or training opportunities may be provided.

Additional support includes career counseling to address employment goals and potential barriers, as well as assessments of individual needs with referrals to appropriate agencies and programs. Veterans still on active duty can access information and guidance to help with their transition to civilian employment. Job referrals and job development support are also available to assist veterans in securing meaningful employment.

work2future collaborates regularly with County and EDD Veterans Services personnel to coordinate communication and streamline service delivery for veteran clients and their spouses.

YOUTH BUILD

All youth services, programs, and partners are detailed on pages 21-26.

COMMUNITY SERVICES BLOCK GRANT

work2future partners with the Center for Employment and Training (CET), a non-profit economic and community development corporation to administer Community Service Block Grants.

HOUSING AND URBAN DEVELOPMENT

work2future, in partnership with the City of San José's Manager's Office, the School of Arts and Culture, the Santa Clara County Office of Supportive Housing, and the Housing Authority, is participating in a year-long technical assistance initiative with the Urban Institute's *Upward Mobility Framework Project*.

The Framework identifies five pillars essential for mobility from poverty, along with their predictors, which can serve as performance metrics. These pillars provide a foundation for strengthening the conditions that promote upward mobility while addressing racial inequities among residents.

The anticipated outcome of this peer learning and networking initiative is the development of stronger partnerships that enhance coordination between housing and workforce development activities, fostering more effective and equitable opportunities for the community.

SECOND CHANCE

In partnership with the County Office of the Sheriff, work2future is participating in a pilot project designed to serve up to 15 in-custody participants. Through this initiative, participants will receive job readiness workshops, career advising, and job development services.

Upon release, participants will have the opportunity to enroll as work2future clients to continue their job development journey. The program aims to provide these individuals with the tools and support needed to achieve self-sufficiency and successfully re-enter the workforce. A full description of this program can be found on page 23.

TEMPORARY ASSISTANCE FOR NEEDY FAMILIES/CalWORKS

work2future partners with the County of Santa Clara Social Services Agency to identify and co-enroll eligible participants for training, job development, and other career services to help ensure sustainable self-sufficient outcomes for those in need. This partnership is further detailed on page 14.

CO-ENROLLMENT AND COORDINATED CASE MANAGEMENT

work2future recognizes that coordinated service delivery is essential to both the success of clients and the efficient use of limited resources. To create a seamless and integrated workforce system, work2future has committed to collaboration, co-enrollment, and coordinated case management as a high priority. Stakeholder engagement for this Local Plan reaffirmed the importance of cooperation in meeting the diverse needs of clients.

Recent efforts are focused on program cross-training as well as accurate data sharing between partners. Shared data on program performance, administrative activities, and participant demographics, as well as client progress and outcomes is essential to delivering high-quality, targeted care across systems, ensuring that client services are aligned and fully integrated.

work2future and its partners have made notable progress in enhancing coordination across the system. This includes improving cross-training initiatives, refining intake and referral processes, and strengthening co-enrollment practices. Moving forward, the partners will continue to focus on several critical areas:

- Ensuring a high-quality client experience at every stage of service delivery.
- Expanding cross-training among partner agencies to enhance understanding of service offerings and eligibility requirements.
- Improving the coordination of services to better serve clients in need of multiple resources.

These ongoing efforts will help streamline the workforce development process, ensuring that clients receive comprehensive support and can successfully navigate their career paths.

FACILITATING ACCESS TO SERVICES IN REMOTE AREAS THROUGH TECHNOLOGY

work2future offers a hybrid approach to service delivery, making career coaching, workshops, training courses, and other service access points available remotely or in-person. The hybrid service model ensures that services are accessible to job seekers in remote areas or lacking transportation.

For clients opting for remote services, work2future offers orientations, workshops, and individual coaching sessions via Zoom. Additionally, an encrypted platform is used to securely send remote registration documents, allowing clients to complete the WIOA application process and submit required documentation in compliance with EDD Workforce Services Directives.

In 2008, work2future incorporated the Metrix online learning platform into its service offerings. This online tool provides immediate access to over 5,000 courses across various career pathways in multiple language options. Metrix is accessible via computer or phone, offering a flexible, self-paced learning environment tailored to the individual needs of each client. A more detailed description of the Metrix program is available on page 19.

work2future also collaborates with training providers to further expand access to services. Many of our Eligible Training Provider List (ETPL) providers offer online classes, which are especially beneficial for individuals unable to commute or those needing more flexible scheduling options.

SUPPORTIVE SERVICES

work2future's Supportive Services policy ensures the coordination of resources and services, providing clear procedures for referrals to services, including funding mechanisms when these services are not available through partners or other sources.

Supportive services are essential for participants engaged in WIOA activities, offering critical assistance beyond career and training services to help ensure success. Services like transportation support enable participants to fully engage in WIOA programs, including Registered Apprenticeships and classroom training, both of which are key to entering or re-entering the workforce.

work2future provides a range of supportive services, including, but not limited to: linkages to community services; transportation assistance; support for uniforms, work attire, and work-related tools, including items such as eyeglasses, protective eyewear, and safety equipment; assistance with educational testing; support for books, fees, school supplies, and other necessary items for students enrolled in postsecondary education; and payments for employment and training-related applications, tests, and certifications.

Additionally, work2future offers one-time, needs-based assistance including housing assistance, childcare and dependent care support, reasonable accommodations for individuals with disabilities, legal aid services, and health care referrals. These services are designed to help participants overcome barriers and access the resources necessary to succeed in their career and training pursuits.

ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES

work2future works to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Furthermore, contracts with service providers and MOUs with AJCC partners will require compliance with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990.

STATE STRATEGIC PARTNER COORDINATION

This section of the Local Plan addresses how work2future continues to establish partnerships with its strategic partners, coordinating a range of services and resources to support job seekers.

DEPARTMENT OF SOCIAL SERVICES (DSS) — CALFRESH E&T PARTNERSHIP

In partnership with Santa Clara County’s DSS, work2future will continue to provide recipients of the CalFresh E&T program with education and training that leads to better employment opportunities and a pathway to economic self-sufficiency. This strong partnership, supported by a comprehensive network of community resources, helps vulnerable individuals access the assistance they need in job training, employment services, and other related support services.

Recently, the two agencies piloted a co-case management model that represents a significant step in connecting underserved populations with workforce development resources. By leveraging shared expertise and streamlined processes, this partnership has created a foundation for impactful client outcomes. The partnership between work2future and the County was formalized through a pilot program launched in October 2024 that targeted the County’s General Assistance and CalWORKS client groups. This initiative facilitates direct referrals of adult clients (aged 18 and older) to work2future programs.

The partnership between work2future and the County of Santa Clara has laid a strong foundation for delivering workforce development services to underserved populations. By expanding the referral program, fostering deeper collaboration, and replicating its success across additional County initiatives, this partnership has the potential to transform lives and strengthen the community. Together, work2future and the County can achieve their shared mission of empowering individuals with the skills and opportunities needed to thrive in today’s workforce.

COORDINATION WITH CHILD SUPPORT AGENCIES

work2future and the Department of Child Support Services (DCSS) in Santa Clara County maintain ongoing communication to ensure the comprehensive delivery of services to non-custodial parents. Through WIOA-funded supportive services and skill-building training, work2future equips parents with the tools necessary to secure meaningful employment. Additionally, work2future provides follow-up career services to support non-custodial parents in retaining their employment.

COORDINATION ON COMPETITIVE INTEGRATED EMPLOYMENT

work2future continues to collaborate closely with the Department of Rehabilitation (DOR) to improve service delivery for individuals with intellectual and developmental disabilities (ID/DD), enhancing coordination and support for vocational rehabilitation customers. This ongoing collaboration, along with efforts to streamline referral processes and share information, ensures that individuals with ID/DD receive the comprehensive support they need.

COORDINATION ON SERVICES FOR ENGLISH LANGUAGE LEARNERS, THE FOREIGN BORN, AND REFUGEES

Immigrants make up a significant portion of California’s workforce, representing one-third of the labor force. However, many face barriers to employment due to limited English proficiency. In Santa Clara County, 40.6% of residents were born outside the United States. As of 2021, there were 765,800 immigrants residing in the county, with 158,200 individuals facing limited English skills.⁶

work2future collaborates with the South Bay Consortium for Adult Education, ALLIES (Alliance for Language Learners' Integration, Education, and Success), and the International Rescue Committee to support these populations. Additionally, work2future remains actively involved in the ESL Provider Network, a biannual gathering of ESL providers from community colleges, adult schools, and community-based organizations. This platform allows ESL practitioners to connect, share successful collaboration stories, stay updated on policies, and learn from each other’s experiences in serving adult English learners.

COORDINATION ON SERVICES FOR VETERANS

work2future is dedicated to ensuring that veterans and eligible spouses have access to a comprehensive range of services and receive priority support. Through strong partnerships with organizations such as the County of Santa Clara Veterans Services Office and California Economic Development Department CalVet Office, work2future connects veterans to workforce development resources and other vital community services. For a more detailed description of work2future’s services for veterans and their spouses, please refer to page 10.

COLLABORATION WITH PARTNERS TO ADDRESS ENVIRONMENTAL SUSTAINABILITY

Alongside the other workforce boards of the Bay-Peninsula region, work2future is working toward meeting industry and workforce needs to support a climate-neutral transition through the development of a green infrastructure workers assessment from the JobsFirst roundtable.

⁶ https://www.americanimmigrationcouncil.org/sites/default/files/research/new_americans_in_santaclaracounty_sept2023_0.pdf

JobsFirst, through its subregional table, has been identifying challenges and opportunities for achieving a climate-neutral transition since 2023. Silicon Valley Clean Energy, Peninsula Clean Energy, and San José Clean Energy have been actively involved in the process and are helping to set up conversations in the green energy space. work2future is awaiting a final report from the subregional table and will aim to adhere to its guidelines and recommendations when presented.

WIOA TITLE I COORDINATION

This following section describes workforce services, activities, and administrative requirements established for Local Boards under WIOA Title I and includes staff training to effectively respond to participants' needs.

STAFF TRAINING AND PROFESSIONAL DEVELOPMENT

Frontline staff at work2future utilize training webinars provided by Workforce GPS⁷, which offer comprehensive training around preparation and ongoing professional development to effectively address participant barriers. work2future will develop robust partnerships with other educational partners and community-based organizations to help staff with digital fluency and will continue exploring best practice models to support digital equity as part of an inclusive workforce development plan. work2future will continue to train its front-line staff to develop innovative ways to offer program and service delivery and will continue to look for ways to provide online and distance-learning for training related to trauma-informed care, and other employment-related training services. Cross-training between partners will also play an important role to support staff in increasing their ability to create a service delivery system that meets the needs of job seekers and businesses.

RAPID RESPONSE AND LAYOFF AVERSION ACTIVITIES

In 2024, more than 25,000 workers, including over 1,900 tech workers, were laid off within the work2future region. In response, the Rapid Response team at work2future acted quickly, hosting 20 orientations both virtually and in-person to ensure that impacted workers received the assistance they needed.

work2future remains committed to supporting affected workers, hosting job fairs year-round to connect them with new employment opportunities. Furthermore, work2future will continue to strengthen its relationships with industry partners, public entities, community-based

⁷ <https://www.workforcegps.org/>

organizations, and local unions to further its proactive approach to Rapid Response and Layoff Aversion.

ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

work2future is committed to developing a holistic, human-centered service delivery model, incorporating a “No Wrong Door” approach to ensure that all participants from priority populations can achieve their career goals, regardless of income, prior education, or other circumstances. To better serve eligible populations qualifying for WIOA services and streamline processes, work2future will continue expanding services at San José Conservation Corps, San José Job Corps, Metro ED, the County-HUB, and Bill Wilson Center. Additionally, work2future will explore enhanced service delivery in collaboration with other community-based organizations that have historically supported individuals with multiple barriers to employment, including those at risk of housing instability.

work2future’s service strategy prioritizes equitable access to services for individuals of all skill and income levels. In collaboration with partners, the strategy builds diverse pathways into high-demand career fields, supported by a comprehensive case management approach.

Intensive Case Management Model

work2future will implement an intensive case management model to deliver workforce development services to adult and dislocated worker participants. This model takes a highly personalized, client-centered approach to address the complex and multifaceted needs of individuals facing significant barriers to employment. It combines a wide range of support services, proactive guidance, and tailored interventions to help participants achieve sustainable employment and career advancement.

The model is grounded in several core principles to ensure its effectiveness and client-centered focus. It emphasizes a strengths-based framework, recognizing and building on the inherent capabilities of individuals to reach their goals. Trauma-informed care is integral to this approach, fostering a supportive and safe environment that acknowledges the impact of past trauma. Additionally, cultural competence ensures that services are inclusive, equitable, and responsive to the diverse backgrounds and experiences of participants.

Outcome-driven, the model focuses on measurable results such as job placement, retention, and career advancement, while adapting to the unique challenges and goals of each participant. work2future plans to serve adult and dislocated workers while maintaining a balanced ratio of case managers to participants, ensuring personalized support. The intensive case management model involves a dedicated team of case managers, career advisors, training specialists, and job developers who work collaboratively with individuals, providing

holistic, continuous, and coordinated support throughout their employment journey. The model includes the following components:

- **Individualized Assessment:** a comprehensive evaluation of participants’ skills, experiences, and career goals, and the development of a customized career and service plan based on this assessment.
- **High-Touch Engagement:** regular, frequent one-on-one interactions between the participant and the case manager to build a trust-based relationship to encourage participation and sustained engagement.
- **Wraparound Support Services:** assistance with non-employment needs, including rent/utility assistance, transportation, tools, and other training supplies as well as Coordination with external partners to provide specialized services as needed.
- **Integrated Service Delivery:** seamless access to training, education, and employment opportunities with collaboration between workforce development programs and other service systems, such as social services, education, healthcare, and justice systems.
- **Barrier Reduction and Advocacy:** actively identifying and addressing systemic and individual barriers to employment paired with advocacy on behalf of participants with employers, training providers, and other institutions.
- **Skill Building and Job Placement:** focused coaching on job readiness, skill development, and career planning including the direct support in connecting participants to internships, on-the-job training programs, or job opportunities.
- **Follow-Up and Retention Support:** ongoing post-placement support to ensure employment retention and career advancement along with regular check-ins to address emerging challenges and refine career plans.

Career Pathways Training with a focus on High Wage, High Growth Occupations

work2future will continue to develop employer-driven skills training programs that align with high-wage, high-growth occupations. As required by federal guidelines, all WIOA-funded training must lead to a nationally or industry-recognized credential. work2future’s training programs and performance highlights include the following:

- **AI Training:** work2future has recently partnered with California Science and Technology Institute to provide training on AI Data Analytics and Emerging Technologies. More details about AI Training programs are available on page 20.
- **Healthcare Training:** work2future partnered with Bay Area Medical Academy to provide training in healthcare in areas related to medical assistants, phlebotomists, lab technicians, and EKG technicians.

- **Non-Traditional Apprenticeship Pathways:** work2future, in partnership with four semiconductor companies (Applied Materials, Western Digital, Infinera, and Enablence), the SEMI Foundation, the National Institute of Innovation and Technology, and Foothill Community College, recently piloted a federal and state approved semiconductor and nanotechnology technician apprenticeship program.
- **PG&E Power Pathways:** work2future will continue its long-standing training programs with PG&E placing participants in high-paying jobs with PG&E and other related employers making over \$30 per hour. Additionally, work2future is preparing to launch an Entry to Electric Operations Power Pathway Program in collaboration with PG&E and San José City College.
- **Trades Orientation Pathways:** work2future will continue to partner with Working Partnerships and San José City College to provide a pre-apprenticeship training program placing participants in unsubsidized/permanent employment.
- **ETPL Vocational Training:** paid training for in-demand, high-wage, high-growth careers connected to work2future priority industry sectors.
- **On-the-Job Training:** subsidized wages paired with on-the-job learning to build a high-support onramp for employees entering new occupations.

Metrix Online Learning Platform

The Metrix online learning platform offers access to over 5,000 courses across diverse career pathways, including healthcare, project management, construction, and more. Designed to support multilingual learning, with multiple language options, the platform enables participants to earn industry-recognized certifications. Accessible via computer or smartphone, Metrix provides a flexible, self-paced learning experience tailored to individual client needs. Platform highlights include:

- **24/7 Access:** participants can access training materials anytime, enabling flexible learning that fits any schedule.
- **300+ Skill Tracks and Badges:** with over 300 skill tracks across various industries, participants can earn badges and certifications that signify the successful completion of training modules.
- **10 Career Pathways:** the platform offers training for 10 career pathways, encompassing more than 200 occupations, empowering participants to pursue a wide range of career options.
- **Industry-Recognized Certifications:** participants who complete training programs can earn certifications valued by employers in industries such as information technology, healthcare, and business.

- **Skill Assessment and Gap Remediation:** Metrix helps participants assess their current skill levels and provides targeted training to address knowledge gaps, ensuring readiness for the workforce.

By leveraging the Metrix platform, work2future equips clients with the tools and skills needed to thrive in a technology-driven economy. With a focus on innovation and operational efficiency, work2future remains committed to delivering exceptional workforce development services and achieving meaningful outcomes for its clients.

AI Training Programs

The Eligible Training Provider List (ETPL) offers a range of comprehensive courses in AI and emerging technologies, many of which are provided in partnership with the California Institute of Career Development. From Program Year 2023-2024 to Program Year 2024-2025, 93 participants have enrolled in these programs, which include courses such as:

- AI-Driven Accounting and Bookkeeping Mastery Program
- AI-Driven Administrative Assistant
- AI-Enhanced Digital Marketing Strategy and Analytics
- AI-Infused Software Quality Assurance
- AI-Powered Data Analyst
- Cybersecurity - AI Application
- DevOps - Development and Operations Automation
- Emerging Technology
- Machine Learning - Smart App Builder

work2future also launched an “Introduction to AI in the Workplace” workshop in October 2024, which has quickly become a highly popular program. To date, 33 individuals have enrolled, and client feedback has been overwhelmingly positive, demonstrating the growing interest and demand for AI-related skills. In addition, weekly workshops in Microsoft Office cater to clients' essential technological skill-building needs. These workshops are available both in-person and online, ensuring accessibility and convenience for diverse client demographics.

Priority of Service

Priority of service is given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. with respect to individualized career services and training services funded with WIOA adult funds. Priority of service status is established at the

time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria.

When programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order: 1) veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient; 2) individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient; 3) veterans and eligible spouses who are not included in WIOA's priority groups; and 4) other individuals not included in WIOA's priority groups.

YOUTH WORKFORCE INVESTMENT ACTIVITIES

work2future's Youth Program will continue to provide high-quality services for both in-school and out-of-school youth. This includes career exploration and guidance, ongoing support for educational attainment, skills training in in-demand industries, and pathways to career placement or post-secondary education enrollment.

Partnerships have been developed with Metro ED to serve in-school youth, as well as with Opportunity Youth Academy, San José Job Corps, Unity Care, and San José Conservation Corps. These collaborations have been instrumental in helping work2future meet its enrollment goals for both younger in-school youth and older out-of-school youth, surpassing enrollment goals ahead of schedule.

Additionally, work2future is actively engaged in the City of San José's Children and Youth Services Master Plan, which includes work2future support for young adults in continuing their post-secondary education. This initiative provides work experience, mentoring, academic support, and career development assistance to ensure success.

In November 2022, the work2future Board established a Youth Committee, comprising Board members, youth-serving community leaders, and youth with lived experience. This committee works alongside staff to improve workforce development services for underserved youth in work2future's service area. Over the course of Program Year 2023-2024, the Youth Committee convened to better understand the current workforce development ecosystem in San José and Santa Clara County. This resulted in a mapping effort that included surveys and interviews with more than 30 partners, aimed at generating new data to shed light on the perspectives and experiences of youth and young adults.

Recognizing that most young adults are tech-dependent and focused on social media, work2future has significantly expanded its social media presence. The organization now engages consistently across multiple platforms, including Instagram, Facebook, Twitter, LinkedIn, Craigslist, NextDoor, WhatsApp, YouTube, and TikTok. As a result, work2future gained 181 new followers, increasing its total base to over 3,000 followers. In the past year, work2future shared 367 posts, reaching 166,000 people, greatly enhancing outreach efforts and promoting services such as job fairs and training programs.

Youth Co-Case Management and Cohort Model

The work2future program is dedicated to empowering young adults by providing them with the tools, resources, and support they need to succeed in both their personal and professional lives. The youth co-case management model represents an innovative approach designed to improve the effectiveness of services delivered to youth. This model emphasizes collaboration, shared responsibilities, and a holistic understanding of each youth's needs.

The co-case management model is based on the principle that youth require a comprehensive support system that addresses various aspects of their lives, including education, employment, social services, and personal development.

In this model, multiple case managers from different organizations work together to create a seamless cohort model. This model offers a structured yet flexible environment where youth can learn, grow, and connect with peers and mentors, encompassing the following components:

- **Collaboration Among Partners:** multiple stakeholders, including schools, community organizations, vocational training providers, and social services, collaborate to support youth. This partnership ensures that all resources are accessible and aligned with the youth's goals.
- **Shared Goals and Responsibilities:** all case managers work towards shared objectives that reflect the individual needs of the youth. By pooling resources and expertise, the team can create tailored action plans that promote success.
- **Holistic Support:** the model emphasizes addressing the whole person rather than just focusing on immediate employment or educational needs. This includes mental health support, life skills training, and mentorship opportunities.
- **Continuous Communication:** regular meetings and updates among case managers ensure that everyone is informed about the youth's progress and any challenges they may face. This communication fosters a community of support and accountability.

- **Cohort Models:** young adults will participate in structured groups or cohorts that share similar goals or interests. This model fosters peer support, collaboration, and a sense of belonging.
- **Engagement with Referring Partners:** referring partners—such as schools, community organizations, and local businesses—play a crucial role in identifying youth who may benefit from the program. These partners help facilitate engagement and ensure that youth receive the necessary support from multiple avenues.
- **Skill Development and Training:** programs will focus on providing relevant skills training, career exploration, and job readiness workshops, enabling youth to become competitive in the job market. Cohorts will have opportunities for hands-on experiences and internships.
- **Networking and Mentorship:** the cohort model emphasizes the importance of mentorship. Participants will have access to mentors from various industries, fostering relationships that can lead to job opportunities and professional growth.

By fostering collaboration among partners and focusing on holistic, tailored support, this model aims to empower young adults to achieve their goals and make positive contributions to their communities. Through this innovative approach, work2future is committed to creating brighter futures for the youth it serves, offering a forward-thinking model of youth development.

County of Santa Clara Sheriff's Department — Elmwood Correctional Facility

work2future has partnered with the County of Santa Clara Sheriff's Department - Elmwood Correctional Facility to provide critical job readiness workshops for incarcerated individuals ages 18 to 24. These workshops cover essential topics such as resume development, resume critique, job search fundamentals, and interview practice. The initiative aims to equip young adults with the skills and knowledge needed to successfully transition back into the workforce upon release, offering vital resources, career development, and educational support to help them secure meaningful employment.

This program targets young adults, particularly those facing significant barriers such as low income, limited education, or involvement in the criminal justice system. By connecting participants with valuable resources and personalized support, the initiative helps them overcome these challenges. Upon release, participants who enroll in the work2future Young Adult Program gain access to a wide range of tailored services designed to support their career and educational goals. These services include:

- **One-on-One Career Advising:** individualized career counseling, assisting young adults in identifying career interests, setting achievable goals, and creating a clear plan for career development.
- **Job Readiness Workshops:** resume development, resume critique, job search fundamental and interview practice, these workshops provide essential training to inmates on job-searching skills, professional communication, resume building, interview techniques, and workplace behavior.
- **Financial and Educational Support:** upon release, once enrolled in the Young Adult Program, participants can access financial assistance and educational support to further their learning and training, ensuring they have the resources needed to succeed in the workforce.
- **Paid Internships and Apprenticeships:** connects participants with paid work opportunities, including internships and apprenticeships, that provide real-world experience and enhance employability upon release.
- **Employment Connections:** provide access to a network of employers who are willing to offer second chances to those with prior criminal records or limited work experience.

Since the initial orientation, the program has seen significant participation from inmates at Elmwood Correctional Facility. As of December 20, 2024, a total of 15 inmates have completed Metrix courses, a key component of the work2future program. Metrix Learning's eLearning portal plays a crucial role in workforce preparation by offering comprehensive online training across various fields, enhancing inmates' skills and employability.

One inmate has earned over 120 Metrix certificates, several others have received more than 25, and many continue to engage with the platform on a weekly basis. This ongoing participation is supported by their jobs at the facility, which help keep them busy and motivated. To date, five inmates have been released and are eager to enroll in the work2future Young Adult Program, where they are interested in exploring training and employment opportunities.

By participating in Metrix courses, inmates gain valuable credentials that enhance their chances of securing stable employment upon release. Upon completing courses, certificates are printed and handed to inmates on their next visit, providing proof of their participation. These certificates are valuable for presenting to their public defender, lawyer, or attorney.

To ensure inmates are aware of work2future programs, the Elmwood Correctional Facility has installed a bulletin board in a high-traffic area, displaying work2future flyers with information on services, workshops, and opportunities. Inmates are encouraged to check the bulletin regularly for updates.

Due to the limited number of laptops in the facility's computer lab, work2future accommodates a maximum of 14 inmates per session, ensuring each participant has access to Metrix and necessary resources. Despite this limitation, the program has seen positive engagement, and demand for workshops continues to grow.

This partnership empowers incarcerated young adults by providing tools for success post-release. Through job readiness workshops, career counseling, and access to Metrix Learning, inmates are gaining valuable skills to help them navigate the workforce, reduce recidivism, and contribute positively to society. By addressing barriers to employment and education, this initiative plays a crucial role in helping young adults achieve economic independence and build stable, productive futures.

San José Works Summer Internship Program

San José Works (SJ Works), funded by the City of San José's General Fund, is a collaboration between work2future, the City's Parks, Recreation, and Neighborhood Services Department (PRNS), the Mayor's Gang Prevention Task Force (MGPTF), business partners, and various community organizations. Key partners include East Side Union High School District, Opportunity Youth Academy, Manufacturing San Jose, Excite Credit Union, and Bank of America.

The program creates meaningful employment opportunities for at-risk and underserved youth, helping them build workforce skills for future careers. Launched in 2015, and in collaboration with PRNS, San José Works began by enrolling 100 youth in a summer-long job program, partnering with East Side Union High School District to serve students enrolled in the Linked Learning model, known as Career Pathway.

In 2024, SJ Works celebrated its 10th program year and provided 361 high school youth with subsidized paid internships, all within high growth, high wage sectors or related in-demand occupations such as IT Support, Social Media Marketing, Website Design, Accounting & bookkeeping, and software development. The program retention rate was 93%. 82% of the youth self-identified as black, indigenous, or people of color, and 84% participants came from identified low resource census tracts.

Participants successfully completed onboarding, attended orientation, and engaged in training, which included soft skills, emotional intelligence, financial literacy, career exploration, entrepreneurship, and wage theft prevention. Employers included Roku, Cybertrust America, City of San José, Better Business Bureau, Public Libraries, Boys & Girls Club, and Children's Discovery Museum.

SJ Works also collaborates with a local financial partner that provides non-custodial checking and savings accounts to participants, waiving initial deposits and monthly fees. In total, 81% of youth reported saving money by the end of the summer.

The program expanded its offerings with the introduction of “SJ Works Entrepreneurship 101,” a training program in collaboration with financial institutions and subject matter experts. This initiative exposed youth to entrepreneurship principles through workshops and provided paid work experiences at small businesses such as Veggielution, Erik’s Deli, and Sparks Joy Box.

Additionally, SJ Works offers a mentorship program, pairing youth with role models for guidance. In 2024, 65 youth were matched with mentors include professionals from Intel, Hewlett Packard Enterprise, Bank of America, Roku, and City of San José departments.

CONTINUOUS IMPROVEMENT STRATEGIES

Technology will remain a key element in improving service delivery, client engagement, and operational efficiency. work2future’s current initiatives highlight a strong focus on leveraging technology to enhance both workforce development and community engagement efforts.

Technology Driven Communication

Technology plays a pivotal role in work2future’s outreach, marketing, and communication strategies. Through social media platforms, email marketing, and web-based tools, work2future effectively engages with the community, sharing services, updates, new opportunities, and events. The work2future website serves as a hub for information, featuring event updates, a workshop calendar, and a comprehensive overview of available services. An online interest form allows potential clients to connect with work2future staff and learn more about enrolling in the program that best meets their needs.

Virtual Career Center and AI-Driven Service Optimization

Looking ahead, work2future aims to expand its technological capabilities to create a more streamlined service delivery model, with a focus on reaching underserved communities.

Plans include:

- Transforming the work2future website into a comprehensive online career center with AI-powered tools such as resume builders, interview practice modules, and job search platforms.
- Developing a scheduling system that enables clients to book appointments with their career advisors or sign up to attend orientation seamlessly, enhancing accessibility and efficiency.

- Implementing AI solutions to streamline internal processes, allowing more effective management of client services.
- Enhancing client management systems to ensure personalized attention and timely follow-ups for all participants.

Outreach Efforts in Low Resource Areas

work2future continues to participate in outreach-tabling events at high schools, partner agencies, transition fairs, and resource fairs to connect the community with available services. These events provide an opportunity to engage with the public, share information about program offerings, and answer questions directly. With a strong focus on low-resource communities, these events took place in priority neighborhoods within San José, targeting areas identified in low-resource census tracts.

In addition to in-person outreach, work2future conducted neighborhood canvassing campaigns to promote job fairs and new opportunities by distributing flyers to local businesses and placing door hangers in residential areas. To connect more immediately with community members, work2future also leveraged digital outreach efforts, including social media campaigns, email marketing, and website updates to share event details, highlight services, and engage with a broader audience. These digital efforts complement in-person activities by driving awareness, encouraging participation, and ensuring that services remain accessible to all members of the community. Through these combined strategies, work2future continues to connect individuals with resources that help them achieve their career goals.

Customer Service Satisfaction Survey

Customer satisfaction surveys are essential to ensuring that services effectively meet the needs of clients. At work2future, the survey process has been refined since the launch of pilot programs in July 2024. These surveys are designed to gather meaningful feedback on service timeliness, staff knowledge, the extent to which client expectations are met, and overall satisfaction. Additionally, clients are asked if they would recommend these services to others—a key measure of performance and trust.

To make the survey process as accessible as possible, feedback can be provided via multiple channels: email, text, QR codes available during in-person meetings, and computer stations at the career center. This ensures that all clients, regardless of how they interact with the organization, have a convenient way to share their experiences.

A dedicated task force, including lead project managers from both Youth and Adult Programs, has been formed to address any negative feedback. While such feedback is rare, it is treated as an opportunity for growth. The task force analyzes trends, collaborates on solutions, and implements strategies to enhance service delivery, ensuring that concerns are addressed promptly and effectively.

The results of 283 completed surveys, primarily from respondents aged 25 to 45—a demographic aligned with the target audience—highlight the positive impact of these initiatives:

- 93% of respondents reported that work2future met their expectations.
- 97% of clients found the staff to be knowledgeable and supportive.
- 95% expressed overall satisfaction with the services.
- 95% indicated they would recommend work2future to others.

Client feedback underscores the value of the services provided. Many respondents highlighted improvements in their resumes, feeling understood, and increased confidence. One client shared, “It’s a well-designed system (program) that helps people improve their professional lives—even for someone as ‘seasoned’ as myself! Thanks again!” Another noted, “I benefited a lot from the workshops, especially when someone helped me fix my resume. I noticed a real shift in my job search when I started using my new resume.”

Clients also praised the personalized support received. For example, one commented, “I really appreciate the service work2future provided while I had no connections here. My career advisor was incredibly helpful during the training sessions and ensured I received all the services I needed.” Another expressed gratitude by saying, “I’d like to thank work2future staff for all they do for the community, especially for newcomers like me.”

While most reviews are positive, there is a commitment to addressing any negative feedback and using it to drive improvements. A focus on continuous growth and responsiveness ensures that client expectations are not only met but exceeded. As survey data continues to be analyzed, these insights are expected to further enhance the services and maintain high standards of customer satisfaction.

ONE-STOP OPERATOR, ADULT, DISLOCATED WORKER, AND YOUTH PROGRAM SERVICE PROVIDERS

The Mayor of San José, as the Chief Elected Official, is responsible for disbursing grant funds and overseeing the competitive process for awarding sub-grants and contracts for WIOA Title I activities.

One-Stop Operator

In compliance with section 121(d) of WIOA (20 CFR 678.600 through 678.635, 34 CFR 361.600 through 361.635, 34 CFR 463.600 through 463.635), the AJCC Operator was selected through an open and competitive procurement process in accordance with the Uniform Guidance. The Request for Proposals (RFP) was released on April 19, 2021, with proposals due on May 19, 2021. Based on its score, San José Evergreen Community College District was selected as the AJCC Operator for an initial term of July 1, 2021, to June 30, 2022, with the possibility of three (3) one-year extensions, subject to performance, funding availability, and WDB approval. The contract has been extended each year since 2021. The contract with San José Evergreen Community College District includes the following responsibilities:

1. Facilitate negotiations with existing and new state-mandated partners as needed.
2. Develop a customer satisfaction survey and perform analysis.
3. Strengthen partnerships.
4. Facilitate four (4) cross-training sessions between mandated partners and service providers.
5. Organize four (4) partner and service provider meetings, one each quarter, with meeting reports.

Career Services Provider for Adult and Dislocated Worker Services

Equus Workforce Solutions was selected as the service provider for Adult and Dislocated Worker services via an open and competitive procurement. The RFP was released on April 21, 2020, with proposals due on May 19, 2020. Based on its score, Equus was selected to provide services in both the San José and South County areas for an initial term of September 1, 2020, to June 30, 2021, with four (4) one-year extension options, contingent on performance, funding availability, and WDB approval.

Out-of-School Youth Service Providers

For the San José area, Equus Workforce Solutions and for the South County area, International Rescue Committee (IRC) were selected as service providers for Out-of-School Youth services through an open and competitive procurement. The RFP was released on April 21, 2020, with proposals due on May 19, 2020. Based on their scores, Equus was selected for the San José area, and IRC for the South County area. Both contracts had an initial term of September 1, 2020, through June 30, 2021, with four (4) one-year extension options, subject to performance, funding availability, and WDB approval.

In-School Youth Service Provider

International Rescue Committee was selected to provide services for In-School Youth in both the San José and South County areas via an open and competitive procurement. The RFP was released on January 10, 2022, with proposals due on February 11, 2022. Based on its score, IRC was selected for both areas for an initial term of July 1, 2022, to June 30, 2023, with four (4) one-year extension options, depending on performance, funding availability, and WDB approval.

Appendix I: Stakeholder and Community Engagement Summary

Summary: Community and Stakeholder Input Meeting Date: November 20, 2024 Time: 10:00 am Format: Hybrid (in person and online) In Person Location: San Jose Career Center, 1608 Las Plumas Avenue, San Jose			
Mode of Outreach	Target of Outreach	Attendance	Summary of Comments
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Jessica, Latina Coalition SV	Referrals to work2future can be hindered by process/documentation issues. Suggestions include focusing on Latinos and expanding offerings in other languages. Emphasized healthcare literacy, Covered California, and financial literacy workshops.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Yvonne Perres, Mobility Program	Program design must not be one-size-fits-all. Suggested exploring multiple ways to help the community by better targeting skill development.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Terea Ong, Foothill College	Focusing on building skill sets rather than prioritizing degree attainment for all including bachelor's degree holders.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Peter Tinkelenberg, Overfelt Adult School	work2future outreach to Adult Ed needs improvement. Referrals often don't stay with programs. Highlighted the need for proactive outreach and support for individuals without high school diplomas or internet access or Language Barrier.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Clement Lam, Mission College	Addressed the gap in skills beyond high school but below a bachelor's degree, advocating for skill-building programs that do not require a college degree.
Email for Meeting 11/20/24 San José Career Center & Zoom	Youth Intervention Services	Israel Canjura, CSJ	Highlighted limited economic mobility for youth in high-violence communities. Advocated for increased funding, tech opportunities, streamlined enrollment processes, and collaborative services across organizations. Advocated for integration with students and modernized systems and improved accessibility through technology.
Email for Meeting	Education Services	Joe Herrity, Youth	Emphasized alignment between Adult

11/20/24 San José Career Center & Zoom		Committee work2future	Ed and work2future plans. Suggested focusing WIOA-funded services on education and job training tied to pathways. Advocated for co-location of services to increase accessibility and streamline enrollment.
Email for Meeting 11/20/24 San José Career Center & Zoom	Adult Education	Jenee Crayne, Santa Clara County Consortium for Adult Ed	Need stronger employer engagement to tailor programs to workforce needs. Suggested building relationships to better understand and meet employer demands.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Rick, Mission College	Advocated for outreach to communities rather than expecting individuals to come to community colleges or work2future offices.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Bobbi Makani, SJSU Career Center	Constantly playing catch up with job requirements. Advocated for partnerships with employers and aligning skills training with future job market trends.
Email for Meeting 11/20/24 San José Career Center & Zoom	Healthcare	Jessica, VHP	Suggested combining WFDB services into a one-stop shop model, increasing collaboration, and expanding service reach to underserved areas.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Rosario	Proposed certifying skills through alternative routes, using digital wallets, and promoting skills on a national level to enable competition with degree holders.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Maniphone Dickerson, SJCC	Emphasized the importance of occupational skills and industry engagement for education and workforce alignment.
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Rick Abare, South Bay Consortium Adult Education	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Nicolle Stone, LMI Division, EDD Santa Clara Counties	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Teri Brimacomb, EDD	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Community Services	Classic Cauley, Sourcewise, Meals on Wheels	No comment provided.
Email for Meeting 11/20/24	Library Services	John Savercool, SJPLWorks	No comment provided.

San José Career Center & Zoom			
Email for Meeting 11/20/24 San José Career Center & Zoom	Postsecondary Career and Technical Education	Mark Manrose, West Valley	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Advanced Manufacturing	Mike Hill, Applied Materials	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Christian Alto, EDD	No comment provided.
Email for Meeting 11/20/24 San José Career Center & Zoom	Workforce Partner	Christine Jones, CTQ Manager, Goodwill	Introduction of self.

Appendix II: Public Comments that Disagree with the Local Plan

Appendix III: Signature Page