Workforce Innovation and Opportunity Act
4-Year Regional Planning Unit Plan
and Related Local Plans
Program Years 2017-2020

Local Workforce Development Area(s)

NOVA WDB, SAN BENITO WDB, SAN FRANCISCO WDB, SAN JOSE SILICON VALLEY WIN

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1. Cover Page and Executive Summary

Executive Summary

The Bay-Peninsula Region is home to one of the world's most dynamic and innovative economies. It is also home to thousands of people who are disconnected from the region's economic prosperity. In this plan, key stakeholders of the Bay-Peninsula Region describe how they are working together to launch industry-driven regional partnerships in sectors that are drivers of the regional economy. Our plan calls for the development of regional sector pathways for in-demand careers and for promoting access to these pathways for those who are disconnected from economic prosperity. As an administrative entity, the Regional Planning Unit is in its infancy. As such, this plan documents the efforts of the four workforce development boards and their partners to build on existing industry engagement and to more tightly coordinate strategies and sector pathways. The goals of this plan are the following:

Goal 1: Employers are actively engaged with the regional workforce system that understands and appropriately responds to their skilled workforce needs. (Demand-Driven skills attainment)
- Develop and deploy a data-driven, collaborative, and replicable industry-driven sector partnership model, building on our SlingShot experience, for identifying and addressing existing and emerging in-demand industry sector workforce needs.
- Coordinate and collaborate with the Bay Area Community College Consortium and its employer advisory groups in order to promote on-ramps into the targeted regional in-demand sector pathways and to better align training curricula and postsecondary credentials with employer demand.
- Assess employers' current needs for upgrading their current (incumbent) workforce and develop an approach for making more earn-and-learn training opportunities available in the target sectors (building on our existing programs and initiatives).
- Build upon previous efforts to engage employer association, economic development, and business partners through coordinated outreach and relationship-building efforts, formalizing our joint utilization of the web LMI mapping platform (EconoVue and Dun & Bradstreet), and establishing a vehicle for sharing real-time labor market intelligence.
- Collaborate with other active professional boards, groups, chambers, and associations, etc. in the region to connect and leverage workforce development opportunities for upward mobility into middle-skill occupations, including opportunities for individuals with barriers to employment.

Goal 2: Unemployed and underemployed individuals can (a) easily access and participate in workforce services appropriate for their skill levels, barriers to employment, and career goals; and (b) transition into relevant training opportunities to move up in a career pathway in an in-demand sector or occupation. (Upward Mobility)
- Ensure priority of service and effective outreach strategies for recipients of public assistance, low-income individuals, individuals who are basic-skills deficient, and veterans.
- Grow and diversify the labor force available to meet demands from employers for skilled workers through improved access by, and engagement of people with disabilities, immigrants, those who are limited English proficient, veterans, out-of-school youth, foster youth, farmworkers, ex-offenders, older workers (additional target population), and those from populations that are currently under-represented in the target industry sectors.
- Develop regionally coordinated referral systems in collaboration with education providers to address worker needs (including those with ESL, disability accommodation, or basic skill

remediation needs) and provide on-ramps into career pathways leading to industry-recognized or post-secondary credentials and sustainable careers the target sectors.

- Increase awareness of career pathways in the target sectors and the workforce services available in the America's Job Centers of California (AJCCs) and other access points for relevant services in our region.
- Develop and deploy earn-and-learn and work experience opportunities for job seekers, including but not limited to internships, work experience, on-the-job training, apprenticeships, and customized training.
- Increase coordination and collaboration between all partners including workforce development boards, community colleges, adult education providers, CTE, the Employment Development Department, Unemployment Insurance, the Department of Rehabilitation, community based organizations, etc. across program silos to refer job seekers to in-demand employment opportunities and to reduce duplication of services.

Goal 3: Regional workforce system partners align and coordinate services and resources to create a "no wrong door" employment and training network easily accessed by workers including high need and historically disadvantaged populations such as farmworkers, ex-offenders those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth); as well as employers. (Aligning and coordinating program and services.)

- Identify, adopt, and scale innovative approaches to working together as a region to prepare the workforce in ways that meet industry demands.
- Coordinate access to and provision of appropriate services for job seekers by core partners and other providers (a) through increased staff cross-training opportunities with partners; and (b) by developing a system-wide strategy for tracking referrals, credential attainment, and training-related employment outcomes (in partnership with the State as it makes changes to the CalJOBs platform).
- Utilize Workforce Innovation and Opportunity Act (WIOA) Title I funds and leverage additional public and private resources to support professional development of staff and cross-trainings at a regional level as applicable.
- Develop criteria for one-stop certification which ensures the continuous improvement of services through the system and ensures that these partners are meeting the needs of local employers, workers, and job seekers.

For the duration of the planning period, these goals will play a key role in how the Bay Peninsula Regional Planning Unit (RPU), the workforce development boards, and regional Chief Elected Officials (CEOs) guide investments.

These goals also align with California's Unified Strategic Workforce Development Plan.

2. RPU Regional Plan

2.A. Partners Party to the Plan

i. Describe the geographic boundaries of the Regional Planning Unit and any plans to petition for a regional planning partner modification.

The Bay-Peninsula (BP) Region is comprised of San Francisco, San Mateo, Santa Clara and San Benito Counties and its four local workforce boards–San Benito, San Jose Silicon Valley Workforce Investment Network (SJSVWIN), NOVA, and San Francisco's Office of Economic and Workforce Development.

ii. List the regional partners who are part of the plan and describe their role in developing and implementing the regional plan.

During the planning process, the Regional Planning Unit (RPU) partners focused on building important infrastructure for the longer-term partnership initiated by these plans. This document is a starting point for forging sustainable collaboration, creating a model of regular communication and partnership, and expanding the use of Career Sector Pathways to serve jobseekers and employers and to promote regional economic prosperity and increased income mobility.

The four workforce development boards represented in the region and their staff were the primary drivers in the development of the BP WIOA Regional Plan, and together they embarked on a joint stakeholder engagement effort facilitated by a third-party consultant.[1] Board staff were assigned to six working groups that focused on 1) labor market information (LMI), 2) MIS, 3) client services, 4) career sector pathways, 5) core partner development and 6) business services. In addition to these working groups, administrators from all four boards (the RPU Admin group) met weekly over the fall of 2016 to oversee the plan writing process.

The RPU working groups met virtually and in-person over the November-December timeframe to discuss a shared response to the State's guidance. Each board provided information on programming, strategies, and partnerships specific to their local area. The groups also set shared goals for the region and strategies to achieve those goals. The consultant supported the working groups by providing direction and facilitation and to compile ideas generated by the working group and to prepare the Regional Plan drafts. Moving forward in 2017, RPU working groups will continue to address the goals and strategies they put forward in this plan.

After holding a series of meetings to gather input from key stakeholders, each local board was charged with working with their local partners—core and optional—to prepare MOUs that established cost-sharing, co-location agreements, referral processes and as well as staffing of the America's Job Centers of California (AJCC) sites in the region. These groups also took on the task of responding to the state's guidance for local planning entities, specifically how to meaningfully align services and create real on-ramps from local AJCCs to the region's many established and burgeoning Career Sector Pathways.

In addition to this regular communication with partners, as represented through the board staff in writing the regional plan, the RPU held several in-person and virtual stakeholder events to provide input into the Regional Plan. More detail on this engagement process and a full list of organizations engaged in regional planning is provided in **Section 2.E.**

2.B. Regional Economic and Background Analysis

To evaluate the current conditions of the Bay Peninsula RPU, the Labor Market Information (LMI) Working Group completed a data analysis of the region's labor market, industrial structure, occupational mix, and skill

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[1] The lead workforce development board hired the third-party consultant, Social Policy Research Associates.

requirements. The group is also working on an inventory of the region's workforce training capacities. This is a picture of the region's economic base and its opportunity to expand, and is a starting point for identifying and validating the real needs of employers, which happens though conversations in sector partnerships and other avenues for gathering real-time workforce intelligence.

i. Regional economic conditions including existing and emerging in-demand industry sectors and occupations, and needs of employers

In-demand Sectors
The RPU has identified five priority sectors that are critical to the growth of the regional economy and the creation of high-demand, high-opportunity jobs:

- Advanced Manufacturing;
- Construction;
- Health Care;
- Hospitality;
- Information Technology (IT).

These sectors have been identified by the RPU as critical to the region for the creation and retention of high-demand, high-opportunity jobs. Although overall manufacturing in the region had a -3.6 percent job growth from 2012-2016, the region is highly specialized and growing in certain advanced manufacturing subsectors, such as electrical equipment and component manufacturing, which grew by over 50 percent from 2012-2016. Construction grew by over 40 percent from 2012-2016. Healthcare and hospitality are both among the largest employment sectors in the region, and grew by 40 and over 50 percent, respectively, from 2012-2016. While many starting positions in the hospitality sector have low wages, there are both real on-ramps for the hardest to serve--such as limited-English speakers-- as well as real pathways to further education, training, and job advancement. The region's highest specialization as measured by location quotient is in information technology (IT), and it grew over 47 percent from 2012-2016. The region is over two times as concentrated in IT as the rest of California, and certain sub-sectors (computer systems design and related services, software publishers) have even higher location quotients of over 3.5. [2]

In-demand Occupations
The in-demand occupations reflect various growing industries, including healthcare workers and advanced manufacturing workers, as well as computer specialists. The RPU has identified the top 25 in-demand occupations, by total projected job openings from 2012-2022, below: [3]

1. Registered Nurses (Healthcare)
2. Computer User Support Specialists (Information Technology)
3. Web Developers (Information Technology)
4. Paralegals and Legal Assistants
5. Licensed Practical and Licensed Vocational Nurses (Healthcare)

14. Library Technicians
15. Heating, Air Conditioning, and Refrigeration Mechanics and Installers (Construction)
16. First-Line Supervisors of Production and Operating Workers (Advanced Manufacturing)
17. Computer, Automated Teller, and Office Machine Repairers

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[2] "Regional Planning Unit Summary: Bay-Peninsula," Employment Development Department, Labor Market Division, Revised September 1, 2016.

[3] "Regional Planning Unit Summary: Bay-Peninsula," Employment Development Department, Labor Market Division, Revised September 1, 2016.

6. Dental Assistants (Healthcare)

7. Computer Network Support Specialists (Information Technology)

8. Telecommunications Equipment Installers and Repairers (Information Technology)

9. Firefighters

10. Dental Hygienists (Healthcare)

11. Electrical and Electronics Engineering Technicians (Advanced Manufacturing)

12. Medical and Clinical Laboratory Technicians (Healthcare)

13. Medical Records and Health Information Technicians (Healthcare)

18. Emergency Medical Technicians and Paramedics (Healthcare)

19. Radiologic Technologists (Healthcare)

20. Respiratory Therapists (Healthcare)

21. Aircraft Mechanics and Service Technicians

22. Surgical Technologists (Healthcare)

23. Medical Equipment Repairers (Healthcare)

24. Chemical Technicians (Advanced Manufacturing)

25. Social Science Research Assistants

ii. Knowledge and skill needed to meet the employment needs of employers in the region

The RPU has identified the skills and knowledge needed for the top 25 in-demand occupations, shown below.[4] The skills needed for those occupations requiring less than a four-year degree are a mix of basic communication, cognitive thinking, social interaction, and other soft skills, such as time management and service orientation. The skills needed for those occupations requiring a bachelor's degree or higher emphasize cognitive problem solving.

Figure 2.i: Skills and Knowledge Needed for Top 25 Occupations

Skills:	Knowledge:
• **Active learning**	• Administration and Management
• **Active listening**	• Biology
• **Complex problem solving**	• Building and Construction
• **Coordination**	• Chemistry
• **Critical thinking**	• Clerical
• **Equipment maintenance**	• Communications and Media
• **Equipment selection**	• Computers and Electronics
• **Installation**	• Customer and Personal Service
• **Instructing**	• Design
• **Judgment and decision making**	• Economics and Accounting
• **Learning strategies**	• Educating and Training
• **Management of personnel resources**	• Engineering and Technology

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[4] "Regional Planning Unit Summary: Bay-Peninsula," Employment Development Department, Labor Market Division, Revised September 1, 2016.

• **Mathematics**	• English Language
• **Monitoring**	• Law and Government
• **Operation Control**	• Mathematics
• **Operation Monitoring**	• Mechanical
• **Operations Analysis**	• Medicine and Dentistry
• **Programming**	• Personnel and Human Resources
• **Quality Control Analysis**	• Philosophy and Theology
• **Reading Comprehension**	• Physics
• **Repairing**	• Production and Processing
• **Science**	• Psychology
• **Service Orientation**	• Public Safety and Security
• **Social Perceptiveness**	• Sales and Marketing
• **Speaking**	• Sociology and Anthropology
• **Systems Analysis**	• Telecommunications
• **Time Management**	• Therapy and Counseling
• **Troubleshooting**	• Transportation
• **Writing**	

iii. The regional workforce, including current labor force employment and unemployment data, labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment

The Silicon-Valley-San Francisco workforce is highly educated; 43 percent have a bachelor's degree or higher, which is far higher than the national average. The overall educational attainment of the population is: 13 percent some high school, 16 percent high school graduate, 20 percent some college, 7 percent associate's degree, 27 percent bachelor's degree, 16 percent graduate degree. [5]

The region's racial and ethnic diversity is also one of its defining features. The region has a "minority majority"—it lacks a single racial or ethnic majority. A total of thirty-six percent of the population is foreign-born – which is nearly triple the US average and even significantly higher than the California average of 27%.

While the RPU is one of the most innovative regions in the world today-- led by the information technology sector and the highly-skilled activities that it encompasses—the workforce is highly segmented by its share in the region's economic prosperity. Although the region has a low unemployment rate of 3.1 percent, over 10 percent of the population has income below the federal poverty level. Moreover, the region has had dramatic increases in the cost of housing, with a cost of living approximately twice as high as the national average[6].

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[5] "Regional Planning Unit Summary: Bay-Peninsula," Employment Development Department, Labor Market Division, Revised September 1, 2016.

[6] The Council for Community and Economic Research, Q2 2016.

There is great diversity within the region itself; median household income ranges among the four counties in the region, from almost $68,000 in San Benito County to almost $102,000 in Santa Clara County.

The Self-Sufficiency Standard measures the actual cost of living on a county-by-county basis, accounting for different family sizes, ages of children and local variation in costs. The Self-Sufficiency Standard for Santa Clara County is $95,508, San Mateo $99,008, San Benito $87,451, San Francisco $99,914.[7] In both Santa Clara and San Francisco counties, 29% of the population have incomes that fall below this standard.[8] [9] Furthermore, the region has a large and growing population of hard-to-serve individuals, including those with barriers to employment, such as limited English spoken (21 percent), income below poverty level (10 percent), and those experiencing homelessness.

The region also suffers from high underemployment. Santa Clara County's low unemployment rate of 3.3% percent—two points lower than the statewide average—does not recognize those individuals who work limited hours with unsustainable wages.[10] Sixteen percent of workers in Santa Clara County are underemployed[11]; this is higher than California's average of 13 percent.[12] Oftentimes, these are educated workers who are unable to find full-time work and settle for part-time, temporary, seasonal, or contract positions. As such they are less likely to receive healthcare benefits, placing additional stress on other financial imperatives like housing, transportation, and childcare.[13]

The RPU's goal is to increase access to pathways to middle-skill occupations in order to meet industry demand and the State's need for 1 million middle-skilled workers, while also enhancing family self-sufficiency.

iv. Workforce development activities, including education and training in the region. Strengths and weaknesses and capacity to address the education and skill needs of the workforce—including individuals with barriers to employment—and the employment needs of employers

The region's workforce development system includes the activities of four workforce development boards, 11 community colleges, and many other partners. The workforce development system is active, improving, and expanding. A summary of the strengths and weaknesses of the region's workforce development activities is below.

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[7] Figures based on estimates for two adults and two children (one infant and one preschool age). Insight Center for Community Economic Development 2014

[8] https://uwba.org/files/galleries/14-CountyFactSheet-SantaClaraCounty.pdf

[9] https://uwba.org/files/galleries/15-CountyFactSheet-SanFrancisco.pdf

[10] U.S. Census Bureau. American Community Survey, Selected Economic Characteristics. 2015 1-year estimate for Santa Clara County and California.

[11] Estimate is comparable to U-6 and is based on California Economic Development Department (EDD) unemployment and data compiled in survey research for this project. The estimate includes unemployment rate (July 2016, EDD), portion of adults working part-time for economic reasons, and the unemployed who have stopped looking for work.

[12] U.S. Bureau of Labor Statistics, U-6 Labor Underutilization Rate, 2015 annual average

[13] BW Research, primary research survey data, July 2016.

Figure 2.ii: Summary Strengths and Weaknesses of Bay Peninsula RPU Workforce Development Activities

	Strengths:	Weaknesses:
Addressing the needs of employers	• Engaging industry in multiple ways in each of the five priority sectors • Initial identification of industry-recognized career pathways in each of the five priority sectors, with efforts underway to expand pathways that meet the needs of industry in 2017 • Several Earn and Learn Programs are in place in target sectors	• Need to deepen industry engagement with more regular convening of companies in the priority sectors and determine the training and credentials that are actually industry-valued, and take actions on that information • Need to broaden the range of companies participating to increase market penetration • Need to coordinate the efforts of the region's multiple workforce and training partners to identify and respond to business needs
Addressing the needs of the workforce	• Delivering intensive services that help jobseekers identify and create plans for removing barriers to employment, with referrals to support services • Improving/expanding the connections for individuals who have successfully removed barriers to employment to career pathways	• Need to customize support services to the different types of workers with barriers to employment, and increase outreach to these workers • Need to continue to improve/expand the connections for individuals with barriers to employment to career pathways in the priority sectors. • Need to establish better linkages with agencies representing culturally competency services. • Need to expand opportunities for Earn and Learn strategies to provide training for workers to be more self-sufficient
Addressing the needs of workforce system	• Slingshot is a regional collaboration • Individual boards have alternative funding for homelessness prevention and supportive housing • Bay Area RPU has the presence of a very vibrant and innovative employer community	• Need for regional level employer outreach and partnership strategies to tap into the Silicon Valley economic expansion • Need to leverage alternative funding streams such as funding from tech foundations for system building, workforce training, providing supports to increase access to regional sectors • Lack of system building resources to increase alignment of training with industry-valued credentials

The RPU is partnering with Adult Education and Community-Based Organizations to provide GED classes at the AJCCs for clients with barriers to employment. Through these partnerships, we will be also able to offer programs including: basic skills instruction in reading, math, and language; ESL classes; GED test preparation classes; literacy tutoring; English Language Civics and Citizenship classes; and other services that prepare customers for occupational training or, in some cases, are offered in conjunction with occupational training.

Computer literacy is also a key element of preparation in working with Adult Education. We are developing better linkages with agencies that provide LEP support and programs that serve our limited English population.

iv. (cont.) Addressing the needs of the region's foreign-born and limited-English-proficient population by providing services to those who are limited English proficient.

In the RPU, 36 percent of the population is foreign-born, and 20 percent speak English less than "very well." Addressing the needs of this population is critical to workforce development efforts. The region is addressing these needs through a comprehensive approach including a wide range of ESL classes and adult education classes. Best practices are shared within the region through ALLIES, a coalition of ESL educators and community partners. A few examples of local programs include:

- Upwardly Global, San Francisco, and NOVA are partnering to develop a pilot project funded by a Workforce Accelerator Fund grant that will assess the skillsets and accelerate the advancement of immigrant professionals who earned their degrees abroad but are under- or unemployed.

- The Chinese Cultural Service Center in San Francisco provides Vocational English as a Second Language (VESL) as contextualized training for monolingual adults in the hospitality and healthcare sectors.

- SVWIN works with CET and ConecXion to provide linkages and services to limited English clients and how to address gaps that have been identified.

- In San Benito County, monolingual and limited English customers have access to local ESL & GED preparation from community partners including Gavilan College and Morgan Hill Adult Education. As customers are identified as limited English, they are referred to these programs.

- SJSVWIN will partner with agencies that have culturally competent language services to enhance services for customers with Limited English Proficiency (LEP). SJSVWIN is already able to assist Spanish-speaking LEP customers at SJSVWIN AJCCs. Working with the new Vietnamese Community Center co-located at the SJSVWIN Youth Services site, SJSVWIN will enhance outreach and services to the Vietnamese-speaking LEP population.

2.C. Regional Sector Pathways

Overview of Regional Approach to Career Sector Pathways
The RPU is taking an employer-focused approach to addressing the shortage of skilled workers. The goal of the RPU sector partnership strategy is two-fold:

1. Understand the immediate hiring and training needs of regional employers in order to create a pipeline of qualified candidates, and;

2. Identify and map career pathways within each industry sector, in partnership with adult education, community colleges, and other partners.

i. The way planning partners, including local economic development agencies, assessed regional industry workforce needs, including a description of the data sources utilized, the industry leaders engaged, and the manner in which industry engagement took place, including a summary of any relevant convening activities, the dates partners met, who attended, and what was decided

Data sources utilized
The RPU conducts ongoing analyses of the regional labor market, industrial structure, occupational mix, skill requirements, and capacity of the region's workforce training providers. Key partners utilize the following sources of secondary data to validate current and projected workforce trends through employer engagement:

A. American Community Survey Public Use Microdata Sample (PUMS)

B. Bureau of Economic Analysis

C. San Francisco City and County Economic Analyses

D. Census Longitudinal Employer-Household Dynamics (LEHD), Origin-Destination Employment Statistics (LODES), and OnTheMap

E. Economic Modeling Specialists International (EMSI)

F. JobsEQ

G. EconoVue and Dun & Bradstreet

H. Employment Development Department (EDD) Labor Market Information Division (LMID)

I. Bureau of Labor Statistics

J. D&B Market Insights

K. O*NET

L. Wanted Analytics

M. Regional economic reports commissioned in the Bay Peninsula RPU, such as: Silicon Valley Dichotomy Study (in progress, BW Research 2016), San Jose Small Business Study (Keen Independent, 2015), Construction Sector Report (Craft Consulting 2015), Skills Gap Analysis (BW Research 2013), Older Workers in a New Economy (BW Research 2012)

N. Various regional economic reports, academic studies; industry associations reports and newsletters; and industry and labor market conferences such as Semi Foundation, Aspen Institute and O'Reilly Media

Industry leaders engaged, dates, and summaries

The region currently convenes industry leaders in each of the five key industry sectors on a variety of different advisory boards and councils. In 2017, the region will connect, coordinate, strengthen, and augment these efforts. The RPU will work with the Bay Area Community College Consortium, education/training institutions, economic development organizations, and other partners to identify partners and employers to form sector teams, in order to coordinate employer outreach and deepen industry engagement in each of the five sectors. These sector teams will leverage existing industry engagement efforts and workforce intelligence to establish regular meetings for companies in each priority sector; expand outreach to increase the number of companies participating; and validate, revise, and deepen intelligence on business workforce needs.

Over the coming year, the sector teams will host initial meetings for employers in the five sectors to gather information about the challenges and opportunities they are experiencing. After the initial meetings, employers will be invited to regular meetings to set goals to address their needs, and take actions with the partners on those goals. Meetings and agendas will be employer-driven, and actions taken will lead to the creation of pipelines of qualified candidates who meet industry needs for in-demand occupations.

The region's current industry engagement activities in each priority sector are described below.

Advanced Manufacturing

The advanced manufacturing sector is convening through multiple efforts of SJSVWIN, the City of San Jose Office of Economic Development (OED), partner colleges, and the Silicon Valley Engineering Technology Pathways (SVETP). SVETP includes SJSVWIN, Workforce Institute, Cal State East Bay, MetroED, San Jose City College, Mission College.

- **Industry Partners:** Bestronics, MASS Precision, Piranha EMS, Naprotek, Benchmark Electronics, Inc., MOS Plastics, NextFlex, Lawrence Livermore National Labs, NASA Ames, Lockheed Martin, Jabil, Manex.
- **Other partners:** SJSVWIN, City of San Jose Office of Economic Development (OED), Mission College, San Jose State University, Workforce Institute, San Jose Evergreen Community College District, San

Jose City College, and Foothill College. *SVETP:* SJSVWIN, Workforce Institute, Cal State East Bay, MetroED, San Jose City College, Mission College, Campbell Union High School District

- **Meeting Dates:** On March 30, 2016, partners met with Bestronics and NextFlex. On November 7 and 18, 2016, SJSVWIN conducted employer visits: Mass Precision, Piranha EMS, Naprotek, Benchmark Electronics, Inc. and MOS Plastics

- **Examples of Achievements:** The Bay Area Urban Manufacturing Initiative is a regional effort to create action-based, training-centric engagement with manufacturing employers. Key local achievements included (but are not limited to):

  o The City of San Jose Office of Economic Development conducts manufacturing roundtables to stimulate business expansion and retention.

  o Employer satisfaction with a variety of advanced manufacturing-related cohort and On-the-Job Training (OJT) opportunities for upward mobility provided by SJSVWIN has led to increased participation by major companies (i.e., NextFlex's introduction of Bestronics).

  o Silicon Valley Engineering Technology Pathways (SVETP) is a consortium of high-schools, community colleges, university and adult education in manufacturing and information technology sectors; to provide multiple career pathways from pre-college through Science Technology Engineering and Math (STEM) remediation, paid internships, and articulation to four-year degree programs.

  o NextFlex is a public-private consortium of companies, academic institutions, nonprofits and governments with a mission to advance US manufacturing of flexible hybrid electronics. It focuses on accelerating innovation, providing help to small and medium-size manufacturers, and workforce development pathways that begin in high schools.

Construction

The construction sector is convening through efforts of multiple partners, including CityBuild, San Benito County, NOVA, and SJSVWIN:

Industry Partners: *CityBuild:* Northern California Carpenters Training Committee, Carpenters Local #22, Northern California Laborers' Apprenticeship Training Committee, LiUNA, Laborers' Local #261, University of Iron Apprenticeship Training, Ironworkers Union Local #377,Bay Area Plastering Industry JATC, Plasterers Local #66 Operating Engineers Joint Apprenticeship Committee, Operating Engineers Local #3, Electricians Joint Apprenticeship & Training Committee, Electricians IBEW Local #6, Sheet Metal Workers Local #104 Dist. 1, Northern California Tile Setters & Finishers Apprenticeship, BAC Local #3 Northern California Plasterers & Cement Masons Local #300, Northern California Drywall-Lathers Apprenticeship District Council 16 International Union of Painters and Allied Trades, UA Plumbers and Steamfitters JATC Local #467,Heat & Frost Insulators Local #16, Sprinkler Fitters Local #483, Northern California JATC Sound and Communication, Sign & Display Local # 510, Surveyors and Inspectors Local #3 Pile Drivers Local #34, Elevator Constructors Local #8, Roofers and Waterproofers Local #40, Boilermakers Local #549, Habitat for Humanity, San Francisco Fire Department's Neighborhood Emergency Response Team Training (NERT)

Other partners: *CityBuild:* Office of Economic and Workforce Development (OEWD), Mayor's Office, City Administrator's Office, San Francisco District Attorney, Public Utilities Commission, San Francisco International Airport, San Francisco Municipal Transportation Agency, Port of San Francisco San Francisco County Transportation Authority, Office of Community Investment and Infrastructure, City College of San Francisco, San Francisco Board of Supervisors, and San Francisco Unified School District

- A. Phillip Randolph Institute, Anders and Anders Foundation, Asian Neighborhood Design, Brightline Defense Project, Charity Cultural Services center, Mission Hiring Hall, San Francisco Conservation Corps, and Young Community Developers, Inc.

- **Summary of Achievements:** Key achievements include (but are not limited to):

    - CityBuild now provides a Construction Sector Bridge program for high school graduating seniors, individuals with a GED, or recent high school graduates for engagement in one of two introductions to construction academies: CityBuild Academy (CBA) and Construction Administration and Professional Services Academy (CAPSA), Chase Center Training, Women's Leadership and Mentorship Program, Construction Career Development Services (Retention). CityBuild also provides Employment Networking Services (ENS) for clients who meet eligibility requirements to comply with the San Francisco Local Hiring Policy for Construction.

Healthcare

The healthcare sector is convening through the San Francisco Health Care Academy (HCA):

- **Industry Partners:** Department of Public Health (Laguna Honda and SF General Hospitals), Sutter Health's California Pacific Medical Center (CPMC), Dignity Health, Kaiser Permanente, UCSF Medical Center, SF Community Clinics Consortium, Chinese Hospital, Homebridge, Hospital Council of Northern and Central California
- **Other partners:** Workforce Investment San Francisco (WISF) in the Office of Economic and Workforce Development (OEWD), SEIU-UHW West, UC Berkeley's Center for Public Health Practice, California Health Workforce Initiative, Jewish Vocational Service, City College of San Francisco, Arriba Juntos, Mission Language Vocational School, Self-Help for the Elderly, Mission Language Vocational School and Center for Health Professions
- **Meeting Dates:** A formal Health Care Subcommittee of the Workforce Investment San Francisco (WISF) Board that meets annually at a minimum. The committee met on October 26, 2015 and participated in survey in October 2016 (survey was to gauge workforce needs and was in lieu of a meeting.
- **Summary of Achievements:** In addition to providing contextualized industry training, HCA is creating customized trainings for employers to address their distinct workforce needs in the following ways:

    - Medical Administrative Assistant Program, with UCSF Medical Center. Students are enrolled in an earn-and-learn model that is customized to the USCF work culture. Jewish Vocational Service provides classroom instruction and job readiness training to connect students to employment opportunities at UCSF. A paid internship component is integrated in the program model to provide the participants with tangible work experience.

    - Skills advancement training pilot, with employer and training partner Homebridge. Personal Care Givers go through either a leadership track to become managers or an advanced caregiver track to work with more critical-care clients. This helps the agency with retention as well as providing career pathways for their existing workforce.

    - Medical Assistant and Certified Nurse Assistant pilot refresher programs, in partnership with Kaiser and CPMC to help them address their immediate workforce needs.

Hospitality

While the in-demand hospitality sector historically offers low wage jobs for those with basic skills, the RPU is partnering with industry leaders to develop career pathways. For example, the Restaurant Opportunities Center (ROC) of the Bay Area has a model to improve worker conditions and increase opportunities for

advancement for low-wage workers.[14] ROC creates formalized career ladders in the restaurant industry to allow low-wage workers- particularly women, immigrant, dislocated and workers of color- to advance livable-wage jobs and provides a multi-tiered advanced restaurant training program. The hospitality sector is convening through the San Francisco Hospitality Initiative (HI) and other efforts by SJSVWIN:

- **Industry members:** *HI:* San Francisco Hotel Council (and affiliated members), Golden Gate Restaurant Association (and affiliated members), SF Travel, and Moscone Convention Center
- **Other partners:** *HI:* OEWD, Unite Here Local 2, Charity Cultural Services Center, Self-Help for the Elderly, City College of San Francisco, Mission Language Vocational School, Episcopal Community Services, Community Housing Partnership, Mission Hiring Hall, Western Addition Neighborhood Access Point and City of San Francisco Adult Probation Department. *Other efforts: Hospitality and Tourism Management Career Pathway Bridge Model:* SJSVWIN, International Facilities Management Association, De Anza College
- **Meeting Dates:** Hotel Council met on July, 27 2016; Golden Gate Restaurant Association met on July 15, 2016. Meetings with these entities and affiliated members occur annually at a minimum.
- **Summary of Achievements:** *HI:* OEWD convenes roundtable discussions focused on the subsectors food services and hotels, to ensure that Initiative programming meets the real-time needs of the industry subsectors. The Initiative also holds student showcase events to highlight the trainings and create pipelines for graduates to enter sector employment. The initiative has also piloted neighborhood based boot camps, a partnership between local government, education, nonprofits and the private sector to address the immediate workforce needs (job seekers and employers) within a SF district. *Other efforts: Hospitality and Tourism Management Career Pathway Bridge Model:* SJSVWIN and partners are developing an onramp into facility management.

Information Technology
The information technology sector is convening through multiple initiatives, including TechSF, the Cybersecurity Apprenticeship Initiative, NOVA programs, and Slingshot:

- **Industry members:** *TechSF*: Jawbone, Goodby, Microsoft, Pinterest, Autodesk, Zendesk, LinkedIn. SJ TechHire: Google, Cisco, eBay, PayPal, TiVo, IBM, Symantec, Olympus, Jabil. *Cybersecurity*: San Francisco International Airport *NOVA efforts:* Cisco Systems, Interactive Advertising Bureau (IAB). *SlingShot*: Interactive Advertising Bureau, Ten-X, CollabNet, Carobar Business Solutions, BD Biosciences and The Castanet Group.
- **Other partners:** *TechSF*: Workforce Investment San Francisco (WISF) and the Office of Economic and Workforce Development (OEWD), Silverstein & Partners, UCSF, Bay Area Video Coalition, White House TechHire/Opportunity@Work. *SJ TechHire:* SJSVWIN, Foothill College, City of San Jose, Silicon Valley Leadership Group, Silicon Valley Chamber of Commerce, NextFlex. *Cybersecurity*: City College of San Francisco. *NOVA efforts:* #YesWeCode, San Mateo County Community College District, Economic Advancement Research Institute, Open Access, Sunnyvale-Cupertino Adult Education. *Slingshot:* led by a team of industry champions representing a cross-section of Silicon Valley companies that hire workers with tech skills. Champions are committing to represent the voice of the customer throughout this initiative and act as filters to ensure that pilots are authentically industry-led and are strategic.
- **Meeting Dates:** *TechSF:* The Information & Communications Technology (ICT) Committee (of the Workforce Investment San Francisco (WISF) Board) met on May 25 and September 9, 2016. NOVA

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[14] Conway, M. and Giloth, P. (2014) "Connecting People to Work: Workforce Intermediaries and Sector Strategies." The American Assembly, Columbia University. Economic Opportunities Program of the Aspen Institute.

Board met on November 28, 2016. *SlingShot*: The industry champions met on December 8, 2016. *SJ TechHire*: Several meetings, including on January 29, 2016 at PayPal.

- **Summary of Achievements:** Key achievements include (but are not limited to):

  o TechSF is using strategies adapted to the culture of the IT industry, cultivating organic networks of relationships to build trust with IT employers, and offers a range of options for their engagement in the workforce system such as hosting peer networking events, participating in the design of training programs, hosting interns, and job placements.

  o The Cybersecurity Apprenticeship Initiative provides a CA State-issued Registered Apprenticeship credential, with City College of San Francisco. The initiative will be aligned with San Francisco's existing TechSF Accelerator Apprenticeship program and will create a replicable model in the region by connecting individuals from populations underrepresented in the field of technology to "earn and learn" career pathway training and degree programs. The initiative incentivizes employers through various cost offsets.

  o The City of San Jose received designation as a TechHire Community by the White House in July 2015, to train youth and young adults with barriers to employment for career pathways in tech-enabled occupations in Information Technology and also Finance and Advanced Manufacturing. SJSVWIN initiated a training program with Foothill College in Python and Help Desk Technician training, with 25 individuals enrolled. It has also partnered with Workforce Institute (San Jose City College) pilot programs in cyber security and additional programs in network support and software training.

  o NOVA partnered with the Interactive Advertising Bureau and the San Mateo County Community College District to create the nation's first digital advertising certificate program.

  o Funded by the California Workforce Development Board*,* SlingShot is developing two pilot projects that will connect digital advertising and DevOps employers seeking talent with a new channel of diverse students and workers.

ii. The manner in which regional partners, including industry leaders, have determined or will determine whether existing training and education programs in the region were/are meeting industry's workforce needs. Describe any areas of identified training and education deficiency and what planning partners have committed to do to resolve relevant deficiencies

Current industry engagement activities have identified some areas of training deficiencies in the region, and planning partners are taking steps to address these deficiencies. The process of identifying deficiencies and taking actions will be strengthened in 2017 with the formation of sector teams to engage employers to validate, revise, and deepen intelligence on their workforce needs.

Advanced Manufacturing

Through the convening led by SJSVWIN, the City of San Jose Office of Economic Development (OED), and partner colleges, the following deficiency has been identified, and actions are being taken to resolve it:

- **Deficiency:** Lack of an apprenticeship model for training and future employment

- **Resolution:** NextFlex, together with Lincoln High School, Jabil, Inc., the City of San Jose, Evergreen Valley College and work2future, launched a novel month-long mentoring project in October 2016 to introduce high school students to the world of flexible hybrid electronics (FHE) and advanced manufacturing. Eight 11th and 12th-grade students from Lincoln High School learned more about the career opportunities and educational pathways to pursue in order to enter this industry. Guided by a NextFlex mentor, they were required to develop and pitch a business model idea associated with an

advanced manufactured human health or performance-monitoring device. Based on the success of the pilot, NextFlex and its partners will scale the pilot to five additional local high schools in 2017.

Construction

The construction industry grew by over 40 percent from 2012-2016, and is projected to keep growing. In the San Jose metro area alone, it is projected to grow by 24.6% over ten years. In San Benito County, it is projected to grow 25.1% over the next ten years. At the same time, 30% or more of skilled journeyman will reach retirement age in the next ten years.

- **Deficiency:** Lack of understanding among jobseekers of the modern, technology-enabled, productivity-driven construction industry and the abilities it demands

- **Resolution:** The RPU's multi-stakeholder Construction Careers Initiative has built and implemented the Trades Orientation Program (TOP). Two major construction project owners – the Valley Transportation Authority and the County of Santa Clara – have committed to place new entry-level apprentices directly from TOP onto their construction projects, which are projected to total more than $5 billion in the next 5 years.

Healthcare

Through the Health Care Academy, the following deficiency has been identified, and actions are being taken to resolve it:

- **Deficiency:** Lack of pathways of advancement for entry and mid-level workers

- **Resolutions:** A few key examples include (but are not limited to):

  o HCA is piloting a skills advancement training with employer and training partner Homebridge.

  o OEWD is in discussion about partnering with City College of San Francisco's Health Sciences Department and San Francisco State University's College of Extended Learning to develop career pathways with stackable credentials, and is concurrently developing a stronger career pathway model and enhanced training offerings through a procurement process.

  o Through the SEIU-UHW education fund, HCA is seeking to partner on an incumbent worker training for employees to advance from non-clinical (i.e. food services) to clinical (Medical Assistant) positions.

Hospitality

Through the Hospitality Initiative (HI), the following deficiency has been identified, and actions are being taken to address it:

- **Deficiency:** Labor shortage in the food services industry
- **Resolution:** HI staff is partnering with Golden Gate Restaurant Association, community-based organizations, the City of San Francisco Adult Probation Department, a regional food networking work group, and City College of San Francisco's Culinary Arts and Hospitality Studies department to develop outreach strategies to address this shortage. In addition, the initiative has recently piloted a sushi and barista training to diversify its training offerings.

Information Technology

Through the TechSF initiative, the following deficiencies have been identified and actions are being taken to address it:

- **Deficiencies:** Lack of candidates for entry- to advanced level, high-turnover positions with the skills matching the needs of businesses.

- **Resolution:** Various regional efforts are working to define the skillsets and create the cross-disciplinary training that employers need, especially where emerging technology jobs don't have defined credentials and employers can be reluctant to share any information they perceive as proprietary. San Francisco is using incumbent working training through a registered apprenticeship model and/or ETP funding to meet this need. NOVA, San Francisco, San Benito and SJSVWIN, along with partners are providing short-term skills training in technology occupations for the long-term unemployed.

iii. Existing career pathway programs in the region that have been identified as meeting leading and emergent industry sector needs. Specifically articulate the manner in which industry participated in the identification of relevant pathways.

The region has training programs in each of the five priority sectors that were formed with industry and are the start of career pathways, as described below. In 2017, sector teams will gather intelligence to determine whether these programs and pathways are relevant to current industry needs and standards, and will respond with necessary adjustments. These are the region's existing pathway programs in the five priority sectors, along with additional emerging sectors:

Figure 2.iii: Bay Area RPU Career Pathway Programs

Priority Sector	Key Entity/Partners	Career Pathway Program with Industry Participation
Advanced Manufacturing	SJSVWIN Workforce Institute (San Jose City College)	Silicon Valley Engineering Technology Pathways (SVETP) is a consortium of high-schools, community colleges, university and adult education in manufacturing and information technology sectors; to provide multiple career pathways from pre-college through Science Technology Engineering and Math (STEM) remediation, paid internships, and articulation to four-year degree programs.
Advanced Manufacturing	City of San Jose OED	Bay Area Urban Manufacturing Initiative - Action-based, training-centric engagement, advanced manufacturing-related cohort training programs, On-the-Job-Training (OJT)
Advanced Manufacturing	San Jose State University	Project management with an emphasis on manufacturing*
Advanced Manufacturing	San Jose City College	Laser technology basics*
Advanced Manufacturing	San Jose City College	CNC Machinery and Lathe Operators
Advanced Manufacturing	Foothill College	3D printing and rapid prototyping (Non-Transcriptable Certificate for Commercial and Industrial Technician Program)*
Advanced Manufacturing	San Jose City College	Welding
Construction	CityBuild	CityBuild Academy* (CBA), an 18-week pre-apprenticeship and construction skills training program including OSHA 10, Forklift, Skid Steer, CPR, First Aid, Hazwoper, Scissor Lift, Scaffolding, Fall Protection, Confine Space, Traffic Control, Stairway & Ladder; (CAPSA): an 18-week program for entry-level careers; Construction Sector Bridge Program, introductory training to high school graduating seniors and recent graduates

Priority Sector	Key Entity/Partners	Career Pathway Program with Industry Participation
Construction	San Benito, San Mateo, and Santa Clara Counties	Pre-apprenticeship program (Prop 39), at-risk youth up to 25 years of age, women in construction trades, and veterans enter into MC3 pre-apprenticeship, leading to state-certified apprenticeship or direct job placement
Construction	NOVA	Trades Orientation Program - Multi-Craft Core Curriculum*
Construction	PG&E and SJSVWIN	PowerPathway Cohort Training Program*
Construction	DeAnza College	Onramp into facility management* (with International Facilities Management Association)
Healthcare	San Francisco Health Care Academy (HCA)	Entry and mid-level heath care trainings
Healthcare	HCA: Jewish Vocational Service, HSA and UCSF Medical Center	Medical Administrative Assistant Program- Earn-and-Learn model
Healthcare	HCA: Jewish Vocational Service and City College of San Francisco	Connections to employment for training graduates and/or participants with health care experience
Healthcare	HCA: HomeBridge	Personal Care Giver Program and Pilot Personal Care Giver Skills Advancement Training Program* - Skills advancement training for existing workforce
Healthcare	HCA: Kaiser, CPMC, Jewish Vocational Services	Pilot Medical Assistant and Certified Nurse Assistant refresher programs*
Healthcare	HCA: Self-Help for the Elderly and City College of San Francisco	Home Health Aide program* VESL embedded in program model
Healthcare	HCA: Arriba Juntos	Certified Nurse Assistant program*
Healthcare	HCA: Mission Language Vocational School	Medical Assistant program*
Hospitality	San Francisco Hospitality Initiative (HI)	Entry level hospitality trainings
Hospitality	SJSVWIN, International Facilities Management Association, and De Anza College	Hospitality and Tourism Management Career Pathway Bridge Model – onramp into facility management
Hospitality	HI: Charity Cultural Services Center	Culinary Chinese Cooking, Western Cooking, Bartending/Table Waiting, Barista and Sushi Training*
Hospitality	HI: Self-Help for the Elderly & City College of San Francisco	Culinary Fundamentals and Food Prep and Production*
Hospitality	HI: Mission Language Vocational School	Culinary Academy*

Priority Sector	Key Entity/Partners	Career Pathway Program with Industry Participation
Hospitality	HI: Episcopal Community Services	CHEFS Culinary Program*
Hospitality	HI: Self-Help for the Elderly & City College of San Francisco	Janitorial and Maintenance training*
Hospitality	HI: Community Housing Partnership	Lobby Services training*
Hospitality	HI: Mission Hiring Hall	Security Guard training*
Information Technology	SFOEWD and City College of San Francisco	Cybersecurity Apprenticeship Initiative - CA State-issued Registered Apprenticeship credential*
Information Technology	SFOEWD, San Francisco Unified School District and City College of San Francisco, Bay Area Video Coalition, Bayview Hunter's Point Center for the Arts & Technology	California Career Pathways Trust Program – Work-based learning opportunities with industry for City College and San Francisco Unified School District students, and Dual Enrollment and Degree Articulation agreements
Information Technology	SFOEWD, Bay Area Video Coalition, City College of San Francisco, San Francisco State University, Council for Adult & Experimental Learning, Upwardly Global, Mission Economic Development Agency	TechSF Learning Accelerator – American Apprenticeship Grant-funded DOL-issued Registered Apprenticeship* training for information technology occupations and Registered Apprenticeship Credential articulation to postsecondary degree programs through Prior Learning Assessment
Information Technology	SFOEWD, Academy X, Bay Area Video Coalition, Bayview Hunter's Point Center for the Arts & Technology, City College of San Francisco, Code Tenderloin, General Assembly, MissionBit, San Francisco State University, Treehouse Island/College Track/Twitter/Nest/SF Public Library, Udacity, Year Up Bay Area, and Opportunity @ Work/TechHire	TechSF certificate programs through more than twenty information and communications technology (ICT) training programs for multi-industry ICT occupational tracks*
Information Technology	NOVA and Cisco Systems	Pilot training program
Information Technology	NOVA, Advertising Bureau and San Mateo County	Digital advertising certificate program*

Priority Sector	Key Entity/Partners	Career Pathway Program with Industry Participation
	Community College District	
Information Technology	Slingshot	Two pilot projects connecting digital advertising and DevOps employers with talent
Information Technology	Workforce Institute, San Jose Evergreen Community College District	ICT project management, Cyber Security, Comp TIA A+, Comp Tia Network, Software Testing*
Information Technology	Foothill College and SJ TechHire	Python and Help Desk Technician training*
Information Technology	NOVA	Incumbent worker training and/or learning and development through a Registered Apprenticeship model and/or ETP funding
Information Technology	NOVA, San Francisco and SJSVWIN, community colleges, adult education, and UC Extension	Short-term skills training in technology occupations for the long-term unemployed,
Water	San Benito County, West Valley College, Gavilan College, and local water districts	Bay Area Water Pathway - initiative to respond to the oncoming retirement of 50 percent of their workforce in the next 4-5 years
Alternative Fuels and Advanced Vehicle Technology	NOVA, Santa Clara Valley Transportation Authority (VTA), Amalgamated Transit Union, Local 265 and Mission College	Alternative fuels and advanced vehicle technology apprenticeship training program - The career pathways lead from bus operator to overhead line workers and to transit mechanics.

*Note: * = Industry-Valued Post-Secondary Credential*

iv. The work being done by industry, workforce boards, economic development agencies, and relevant faculty partners to recommend and implement any necessary adjustments to further develop career pathway programs that meet regional industry needs.

There are several steps that the RPU will take to further develop career pathway programs that meet regional industry needs, described below.

Advanced Manufacturing

The RPU is creating a pathway with multiple on-ramps for out-of-school youth, adults and dislocated workers, including veterans, and multiple off-ramps designed to facilitate self-sustainability for individuals and income mobility. This project is supported by a Sector Partnerships National Emergency Grant to the California Employment Development Department, with which SJSVWIN is a partner.

SJSVWIN is currently soliciting proposals to build capacity for career sector pathway programs, anticipating that consultants will begin in February 2017.

Work towards scaling Partnership for Youth Education, Career, and Leadership Development Pathways into a Bay Peninsula program.

Construction

The RPU is piloting the New Accelerator Project to build a coordinated referral system to place qualified jobseekers directly into employment as entry-level apprentices. By working directly with large-scale project

owners who have committed to create job opportunities for targeted populations on those projects, the RPU will build capacity to receive hiring requests from contractors and refer jobseekers directly to fulfill those requests. Additionally, the RPU will continue to build on the Trades Orientation Program (TOP), an industry-led pre-apprenticeship.

Healthcare

The region will further develop healthcare pathways by:

- Creating new pathways with stackable credentials in post-secondary education
- Creating customized trainings for each of the five major hospitals in San Francisco (Department of Public Health - Laguna Honda and SF General, Sutter Health's CPMC, USCF Medical Center, Kaiser Permanente, and Dignity Health) to address their distinct workforce needs
- Expanding incumbent worker trainings, such as with SEIU-UHW for participants to advance from non-clinical (i.e., food services, cashier, housekeeping) to clinical (i.e., Medical Assistant) positions.

These activities will be implemented through an RFP that San Francisco issued for occupational skills training providers for all sector workforce programs beginning on July 1, 2017.

Hospitality

The region will further develop hospitality pathways by:

- Expanding training offerings to respond to the labor shortage: To address the labor shortage in the San Francisco food services industry, the Hospitality Initiative intends to increase the number of graduates per year by piloting barista and sushi training programs.
- Enhancing connection with Unite Here Local 2, which represents over 12,000 workers in the hospitality industry and offers pathways to self-sufficiency
- Supporting the diversity of the hospitality industry, by conducting targeted outreach and training, particularly in African-American communities.

These activities will be implemented through the same RFP for sector training described above.

Information Technology

OEWD will develop pilots that tailor services to the needs of gig workers, through the TechSF Initiative. Also, in response to industry demand, the SlingShot initiative is developing pilot projects to provide training for incumbent digital advertising workers and entry-level training for in-demand DevOps occupations. The incumbent worker training comes on the heels of entry-level training developed by the Interactive Advertising Bureau, NOVA and the San Mateo County Community College District.

2.D. Industry-Valued Post-Secondary Credential Attainment

i. The process used to determine industry-valued and recognized post-secondary credentials and the process taken to ensure industry leads the process.

The RPU is forming sector teams that leverage, strengthen, and expand the industry engagement activities in **Section 2.C**. The sector teams will utilize existing industry engagement efforts to establish regular meetings for companies in each priority sector; expand outreach to the number of companies participating; and validate, revise, and deepen intelligence on business workforce needs, including their identifying the credentials they value. Using a sector partnership model, meetings and agendas will be employer-driven.

ii. The current industry-valued and recognized post-secondary credentials being emphasized in the regional plan, and the process that will be used to ensure their relevance in subsequent years as labor markets change.

The current industry-valued and recognized credentials in the RPU are indicated in the previous section above in Figure 2.iii. Sector teams will meet regularly to ensure the relevance of these credentials in subsequent

years and to deepen and create efficiencies related to workforce intelligence. The sector teams will collect feedback from employers on the credentials in demand and the strengths and deficiencies of existing credentials, and take actions in response. In addition, the RPU will explore alternative funding opportunities as they arise to boost efforts to increase the number of industry-valued credentials.

iii. The manner in which regional partners, including industry leaders, determined that the relevant credentials are actually industry-valued.

The Bay Peninsula region determined that these credentials were actually industry-valued through the industry engagement efforts described in **Section 2.C.** In 2017, the RPU will coordinate and strengthen its efforts to ensure the relevance of these credentials by taking the following steps:

- Working with community college faculty to form sector teams to evaluate existing training programs, using measurements of employee retention, employer penetration, and repeat business.
- Collecting feedback from local employers on the credentials that are in demand and the strengths and deficiencies of existing training programs.
- Using the above workforce intelligence to prioritize the workforce boards' selection of cohort training programs.
- Staying up-to-date on national industry-recognized credentials in the priority sectors, and new forms of learning.
- As employer engagement strengthens through the sector teams, working with the community colleges to adapt existing training programs and design new ones that result in graduates with industry-valued credentials.

iv. The relevant training and education providers providing the credential, see Figure 2.iii above.
v. How the regional planning partners will establish goals for, and track attainment of, industry-recognized credentials produced in each region, including each Local Board's contribution, and the total contribution of industry-recognized credentials produced by the partners collectively in the RPU

The Bay Peninsula RPU's local boards will come together to establish goals and milestones for the attainment of the region's contribution-- and each local board's contribution—of the 1 million industry-recognized credentials statewide. The ultimate goal is to prepare Silicon Valley's unemployed and underemployed workers for good jobs that meet industry needs.

If each local workforce board in the RPU applies the average goal for credential attainment set by EDD and California Workforce Development Board, these goals will be:

- Program Year 2016-17
    - Adult: 51.7%
    - Dislocated Worker: 60.0%
    - Youth: 47.4%
- Program Year 2017-18
    - Adult: 53.2%
    - Dislocated Worker: 60.8%
    - Youth: 51.0%

The Bay Peninsula RPU will establish goals and track attainment of industry-recognized credentials by:

- Convening to establish the regional and local board goals
- Tracking industry-recognized credential attainment via CalJOBS

- Convening monthly, quarterly, and annually to assess progress using data pulled from CalJOBS
- Exploring alternative funding opportunities as they arise to boost efforts to increase the number of industry-valued credentials.

2.E. Accessibility and Inclusivity

Engaging Regional Stakeholders

i. A description of regional planning outreach efforts made to include stakeholders and CBOs representing the individuals from target populations that represent the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should include how and which groups (by name) were contacted and invited to participate in regional planning efforts.

Regional stakeholders, including CBOs representing the individuals from target populations, Adult Education Block Grant (AEBG), community colleges, economic development, Temporary Assistance for Needy Families (TANF), and California Department of Rehabilitation (DOR) were engaged in several ways during the WIOA local and regional planning process. At the local planning level, these partners were already involved in developing partnership MOUs. The partners held working sessions on how to ensure alignment of services across agencies and more seamless transitions for target populations into the Regional Career Sector Pathways. Local boards and agencies shared promising strategies to address specific challenges experienced by target populations such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). These meetings were a starting point for formal regional collaboration addressing each of these populations.

This work, detailed in the local plans, also informed the writing of the Regional Plan, mainly through the comments and input of workforce board staff who relayed local partner concerns to the Regional Planning effort.

In addition to this work, Regional Stakeholders were invited to participate in several Regional Planning sessions. The first planning session was held on December 16, 2016 to discuss the Regional WIOA plan and offer feedback both in person and through a structured comment protocol available online.

On [January___, 2017], a draft of the plan was made available for Public Comment. The Notice of Public Comment Period instructed interested parties on how to submit comments in reference to the Regional Plan, no later than February 16, 2017. Any public comments will be included as **Appendix 2.1**. The Regional Plan final draft was posted by the Bay Peninsula Local Boards websites and reference has been made to it via the agencies' Facebook, LinkedIn and Twitter pages.

For a list of all Key Stakeholders invited to participate in the planning process, please see **Appendix 2.2**.

ii. A description of the manner in which AEBG consortia participated in the WIOA regional planning process.

In conjunction with the WIOA Regional Plan Writing Process, the AEBG and Community College partners have been writing their own Strong Workforce Plan (SWP). Representatives from the WIOA Regional Plan writing team were present at several Bay Area Community College Consortium (BACC) SWP meetings, and as a result this plan incorporates information on the region's SWP efforts. BACC representatives were also able attend BP RPU meetings and provide significant input into the development of this plan.

Measuring Basic Skills Deficiencies

iii. An analysis of the need for basic skills education in the RPU, including background on the demography and languages spoken in the region, as well as an enumeration of the estimated number of individuals being served regionally, the types

of basic skills related services offered in the RPU, and an overview of the way the regional partners are working together to meet any unmet needs.

The region's workforce is highly educated; 43 percent have a bachelor's degree or higher, which is far higher than the national average.[15] However, 10 percent of the regional workforce lack a high school diploma or high school equivalency and are not enrolled in postsecondary education.[16] The table below demonstrates the basic skills deficiency rates in each county.

Figure 2.iv: Basic Skills Deficiency, by Percentage of Workforce Population

	RPU	San Benito	Santa Clara	San Mateo	San Francisco
Labor Force[17] (as of Oct 2016)	2,115,000	30,700	1,058,600	457,800	567,900
Basic Skills Deficient	14.0%	**29.0%**	14.1%	11.5%	13.6%
No high school degree	9.7%	**24.9%**	9.6%	8.3%	8.4%
Limited English proficient	4.4%	4.1%	4.5%	3.2%	5.1%

The region's racial and ethnic diversity is also one of its defining features. The region has a "minority majority"—it lacks a single racial or ethnic majority. A total of thirty-six percent of the population is foreign-born. The table below lists the languages spoken among basic skills deficient populations in each county.

Figure 2.v: Languages Spoken Among Basic Skills Deficient Workforce Population

Language Spoken	RPU	San Benito	Santa Clara	San Mateo	San Francisco
English	11.0%	11.9%	12.0%	11.9%	7.8%
Spanish	**46.4%**	**84.6%**	46.9%	57.8%	22.3%
Chinese	19.7%	0.0%	9.2%	14.0%	**55.6%**
Vietnamese	11.5%	0.0%	**20.1%**	1.5%	4.0%
Filipino, Tagalog	3.0%	0.4%	2.9%	3.8%	3.8%
Other	8.3%	3.1%	8.9%	11.1%	6.6%

For additional information regarding basic skills deficiencies and demographics in each county, please refer to **Appendix 2.3**.

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[15] Regional Planning Unit Summary: Bay-Peninsula," Employment Development Department, Labor Market Division, Revised September 1, 2016."

[16] 2010 – 2014 5-Year American Community Survey (ACS) Public Use Microdata Sample (PUMS)

[17] Labor force figures are from the State of California, Employment Development Department's Labor Market Information (LMI) Division. While we believe the percentages derived from the 2014 5-Year ACS PUMS sample are still representative of the current labor force, we have not used them in combination with the October 2016 labor force figures to derive estimates of the number of basic skills deficient individuals in each geographic area. Rather, labor force figures have been provided to give a relative, not absolute, understanding of the basic skills need in each area.

Serving those with Basic Skills Deficiencies

Each local area within the RPU will provide strong linkages—through partners at CBOs, Independent Living Centers, TANF/CalWorks, ABEG, and DOR—to Career Sector Pathways opportunities throughout the region, as detailed in the local plans. In addition to local strategies that focus on specific target populations and resources, the Regional WIOA Working Groups established during this planning process have committed to working together on several strategies that leverage the investments, knowledge, and resources represented in each board and its staff. As a Regional Planning Unit, the overarching strategy moving forward is to utilize Regional Working Groups (RWG) to address regional strategies and highlight best practices.

SJSVWIN will strengthen its relationship with the TANF system in accord with the State WIOA Unified Plan to incorporate employment and training aspects of the SNAP and TANF programs under WIOA through four primary mechanisms: integration across programs, a focus on youth, collaborative performance measures, and strengthened relationships with employers. Moving forward, TANF and SNAP will work to co-locate staff at the one-stop centers for enhanced service delivery and streamlined communication between WIOA partner programs. SJSVWIN will work cooperatively and collaboratively to align WIOA career and training services with DOR to enhance and improve work opportunities for individuals with disabilities.

iv. An analysis of the way basic skills education will be integrated into regional sector pathways programs emphasized by the regional plan, including an analysis of any strategies to serve members of the regional population who have limited English proficiency.

Regional Sector Pathways are at various stages of development and maturity, but all partners understand the mandate to create on ramps to pathways for those who are basic skills deficient. Some examples of existing programs that serve this need include:

Figure 2.vi: Examples of Regional Sector Pathway Programs

Sector	Description
Hospitality and Healthcare	San Francisco's Hospitality and Healthcare sector strategies provide contextualized training programs for monolingual adults, which have a VESL component integrated. Training is delivered by community-based organizations: Chinese Cultural Service Center offers Chinese Cooking and Self-Help for the Elderly offers Home Health Aide training. These certificate programs provide basic training and language skills that jobseekers can use to enroll into more advanced post-secondary education courses at City College of San Francisco extended learning or enter entry level employment in hospitality or healthcare sectors.
IT and Manufacturing	San José TechHire (SJ TechHire) is a regional, Silicon Valley initiative inspired by President Obama's TechHire Challenge. The vision of this initiative is to create career pathways for individuals with barriers to training or employment and to enable them to move ahead on the pathway in the growing number of tech-enabled occupations that regional employers are demanding. Initial triage and assessment of young adults includes an assessment of basic skills including math, basic job skills, ESL if needed and GED. In 2016, work2future and its partner colleges completed five manufacturing-related training cohorts (Project Management for Manufacturing, Certified Logistics Tech, Certified Production Tech, 3D Printing and Rapid Prototyping and Welding), and upskilled 16 incumbent employees in project management and welding. Through October 2016, it directly served 303 individuals in manufacturing, providing training to 149 people, helping 124 individuals who hadn't participated in training find internships and work in the manufacturing sector. Currently, work2future has enrolled 12 individuals in a laser

	technology program underway and is preparing manufacturing-related training cohorts in CNC machine and lathe operations and in project management for February and March, respectively. It also has 20 internships or on-the-job trainings (OJTs) started or planned for early Q1.
Hospitality	Skyline Community College in San Mateo's Hospitality Bridge program focuses on preparing students with the basic skills needed to be successful in the hospitality and tourism industry. Through training workshops, job shadows, boot camps and guest lecturer series, students gain skills needed to become detail oriented, organized, and to strengthen verbal communications skills.
Construction	SJSVWIN, in partnership with NOVA, San Mateo County, Union Community Alliance, and Working Partnerships USA in the Trades Orientation Program (TOP) and the Trades Introduction Program (TIP). TIP (San Mateo County) and TOP (Santa Clara County) are creating a pre-apprenticeship class where participants gain exposure to the wide variety of construction trades careers available. Successful graduates receive the national industry-recognized Multi-Craft Core Curriculum certificate. Addressing deficiencies in math is an important part of the program, in order to prepare students for passing math exams required by the various trade unions. CityBuild's –San Francisco lead instructor is certified to provide MC3 training. SJSVWIN is a partner with Foothill College providing VESL program for construction and manufacturing sectors.

A significant provider of basic skills education is the region's AEBG programs, many of which are housed at community colleges who serve as primary partners on Career Sector Pathways Efforts. Close collaboration between AEBG partners and the region's community colleges are yielding many ideas for providing CTE and Career Sector Pathway on-ramps for those needing basic skills and specific programs being considered by BACCC through their Strong Workforce Planning Initiative.[18] Furthermore, SJSVWIN and the Silicon Valley Chamber are working to develop a Job Opening Central Portal for Job Developers.

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[18]Ideas for Regional Joint Ventures are being recorded and interested regional partners are signing on to enact. More about the Regional Joint Ventures can be found on the Bay Area Community College Consortium Website: www.baccc.net

Figure 2.vii: Joint Ventures Planned to Specifically Support the Integration of Basic Skills and Sector Pathways

BACCC Regional Joint Venture	Description of Potential Venture
Career Pathway Collaboration / Development	Partners will identify 1-2 Career Pathways to develop regionally (rather than individual colleges/consortia developing independently). The regional group will convene a series of workshops on best practices, professional development, and will co-develop the pathway with contextualized teaching & learning, acceleration, credit/non-credit offerings, articulation/dual enrollment work, wrap around support services, work based learning, job placement assistance/OJTs, data tracking.[19]
Non-Credit / Curriculum	To address the current situation of perceived and unnecessary competition between community colleges and Adult Schools, the region will form a workgroup to jointly identify how the two systems can better complement and link each other's offerings along the educational continuum. The group will look for ways to Invest in co-creating bridge courses to fill existing gaps and explore ways to co-teach those courses and provide technical support for establishing non-credit offerings at colleges with no history of non-credit, among other work interested participants.[20]
Regional Hospitality Adult School Bridge Program	This initiative will expand the Skyline program to other adult schools and the Bay Region Community Colleges Culinary and Hospitality and Tourism Management Programs. Project to include: Train-the-trainer, Pathway Design and Mapping, Curriculum, Support Materials, expanded pathway development.

Regional Strategies to Integrate Basic Skills and Career Sector Pathways
The RPU has identified a suite of strategies to systematically integrate basic skills and career sector pathways at the regional level. In 2017, existing efforts to collaborate will be strengthened, paving the way for those such as a regional inventory.

- **Provide Job Readiness Services (JRS) as part of pathways**. JRS providers will continue to deliver intensive services to help jobseekers with basic skills to identify and create a plan for removing barriers preventing employment, and support them in accessing and navigating a citywide service system to resolve these barriers. As an example, OEWD has issued a new RFP to procure JRS. Providers will play an important cross-referral role within San Francisco's workforce system: receiving referrals from America's Job Centers and referring job-seekers who have successfully addressed barriers through JRS to an appropriate Sector Workforce Program or other appropriate services focused on vocational training and employment. Additionally, OEWD has issued a new RFP to ensure America's Job Center providers provide participants with individual computer skills training (CST) to increase basic computer usage proficiency (e.g., email, internet searches) and knowledge of software tools related to job search (e.g. Outlook, Word, Excel).

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[19] The 16 AE Consortia across the region identified this as a priority they would like to invest in in year 1 of the Strong Workforce Program.

[20] The 16 AE Consortia across the region identified this as a priority they would like to invest in in year 1 of the Strong Workforce Program.

- **Create an inventory of basic skills education providers and programs** throughout the region to use for referral purposes in the short-term and to inform changes in investment strategies in the longer term (e.g. if basic skills education providers are not available in certain geographic areas, regional partners may pool resources to address the gap, whether through additional funding and referrals to nearby providers, or through the creation of new programs). The regional partners will also share best practices for basic skills education and ESL programs with one another. In the short term, local areas will devise the best way to evaluate whether their basic skills education providers are meeting the need, and if not, how to address gaps that have been identified.
- **Share program models and best practices** regarding on-ramps into various sector programs, including those that specifically target populations with barriers to employment with the goal of identifying common strategies to connect a continuum of populations into sector pathways.
- **Align basic skills delivery strategies by participating in parallel efforts for regional collaboration of community college and adult basic education programs.** Strategies may include the co-location of workforce and community college vocational training services and extended learning in order to expose and refer individuals to the community college system and enroll in courses to address basic skills remediation. This is especially relevant for individuals with Limited English Proficiency.
- **Continued planning through Slingshot** efforts related to integrating basic skills in Information Technology and Advanced Manufacturing sector efforts.
- **Organizing Regional Working Groups** that focus on on-ramping individuals with basic skills into sector workforce programs and other aligned regional program strategies where learnings can be formally shared.
- **Participation in Strong Workforce Partnership convenings** to align regional workforce planning of local WDBs with regional vocational educational planning offered by community college system.
- **Participation in ALLIES**, a regional coalition of ESL educators and community partners, and its ESL Providers' Network. Also, NOVA has just received an award from California Workforce Development Board to work with ALLIES on a pilot ESL project with Stanford University.

v. A description of regional efforts to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation.

The Regional Client Services Working Group discussed the option of creating a shared intake, assessment and referral system. The group concluded that as a first step, the region needs to conduct an inventory of existing assessment tools available to local AJCs in order to formalize the process and determine a better way to utilize them that will effectively improve outcomes for individuals needing basic skills remediation. The group also concluded that with help of EDD, certain functionalities could be added to CalJOBS that would make it easier to see, track, and share responsibility for clients who accessed services across the region. The Working Group's strategies to streamline and coordinate intake, assessment and referral are:

- **RPU Best Practices for Assessment Working Group**. The Bay Peninsula Region is home to a very diverse workforce and a broad range of service seekers. AJCs work to meet the needs of a variety of populations including English Language learners with little formal education, along with highly educated and displaced workers. The Client Services Working Group was in consensus that no one assessment or set of assessment tools met the needs of all clients. As a first step in moving towards a regional assessment, intake and referral model the group will create a shared menu of tools and assessment products with an analysis of what tools work best for different populations.
- **RPU Improving Functionality of CalJOBS for Regions Working Group**: Providers in the region share clients across local service areas and see this through CalJOBS case notes. However, service providers note that duplication and data quality concerns pose challenges. This work group will evaluate how

regional client flow and tracking in CalJOBS poses challenges for individual AJCCs and make recommendations to EDD to improve CalJOBS functionality for regions.

- **RPU Developing Opportunities to Better Connect Individuals with High Barriers to Career Pathways:** In conjunction with formalizing the referral process, the RPU will create strategies to deliver warm(er) hand offs from Adult Education to community colleges.

In addition to exploring a regional approach to intake, assessment and referral, each board has committed to streamlining services, intake, assessment and referral at the local level.

vi. An analysis of the ways in which RPU partners, including Local Boards, Community Colleges, Adult Schools, and AEBG consortia will ensure program and physical accessibility and participation in regional sector pathway programs for individuals with disabilities.

Currently, local boards are in regular communication with DOR as part of the MOU process. In addition to this work with DOR, many of the boards work closely with CBOs and other agencies that work with the disabled and utilize their expertise, assistive technology, and specific knowledge of the community. As an example of this work, NOVA recently completed a review of NOVA Job Center assistive technology to ensure that they have most current versions of software and devices. The review was conducted with the input of several partner organizations specializing in services to individuals with disabilities. NOVA also convenes a stakeholder group of organizations quarterly. Members include DOR, Project Hired, Momentum for Mental Health, HOPE Services, Services for Brain Injury, Silicon Valley Independent Living Center, Employment and Community Options and Goodwill. Discussions with these partners includes detailed information on services available for specialized populations, referral processes and eligibility and sharing of labor market information on career ladder programs in the region.

Regional Strategies to Program and Physical Accessibly to Individuals with Disabilities
In addition to working with external partners to meet compliance issues, the Regional Client Services Working Group will continue to meeting regularly to discuss best practices for serving individuals with disabilities. This group will invite members of DOR and relevant CBOs to participate. Initially the group has highlighted several topics or areas that the Regional Working Group might cover:

- **Identifying those with disabilities:** Not every person who comes to an AJC will have a noticeable physical disability and it's not always clear if a client is co-enrolled with DOR. There is a need to train staff on what DOR is, who qualifies for services, and the kinds of programming, services, and resources available to those who qualify.
- **Adaptive technology**. Technology to assist in performing work is rapidly changing. Sharing knowledge about adaptive technology across the region will assist both clients and employers to leverage technologies to help individuals access and retain employment.
- **New and enhanced relationships with DOR:** While most boards have a working relationship with DOR and CBOs that serve the disabled, under WIOA these relationships will become strengthened.
- **Resources for staff development and training those serving people with disabilities and limited English:** Use Workforce Innovation and Opportunity Act (WIOA) Title I funds and leverage additional public and private resources to support professional development of staff and cross-trainings at a regional level as applicable.

vii. As appropriate, an analysis of the need for, and a description of the means by which regional partners will work together to place individuals enrolled in TANF/CALWORKS in regional sector pathway programs

The workforce boards are currently meeting and forming partnerships with TANF/CALWORKS, and working with them to make referrals of clients into the sector pathways and programs. NOVA and San Benito are working with TANF so that TANF individuals receiving WIOA-funded training will have coordinated case management between training advisors and CalWORKs case managers.

The RPU is also working on developing a project with CalWORKs on reverse referrals for "able body" CalWORKs clients. SJSVWIN will provide career assessments. Community College partners will provide training and adult education partners will provide ESL, GED and basic skills training.

San Francisco's OEWD closely works with San Francisco's Human Services Agency (HSA) on leveraging resources and identifying workforce clients who qualify for additional support services provided by HSA.

viii. An analysis of the way regional program partners will work together to provide supportive services to individuals enrolled in regional sector pathways programs, including individuals from populations with barriers to employment. Regional plans should demonstrate how partners will work together to ensure a comprehensive provision of services that facilitate program completion.

Workforce boards, CBOs, and agency partners provide invaluable contributions to the functionality of workforce programs, providing referral and supportive services that create the necessary stability for individuals to complete training, seek work and retain work. Local boards work with a number of local service providers to ensure this continuity and assistance. Services provided through partners include:

- Transportation assistance: gas cards, bus passes, driver's licenses
- Medical/vision assistance – as deemed necessary by an employer or for employment
- Housing assistance: Temporary shelter, emergency housing assistance, emergency utilities assistance, Relocation Assistance
- Basic skills training: reading/math literacy, GED, limited English

- Financial counseling
- Mental health/substance abuse assistance
- Work supplies: Tools, uniforms
- Educational testing, certification/licensing fees
- Child care
- Personal safety assistance (e.g. domestic violence, gang affiliation, turf restrictions)
- Services for those with criminal backgrounds

Regional Strategies to Provide Supportive Services

The RPU convenes a Follow-up Supportive Services Working Group responsible for collaborative efforts related to tracking follow up services and exploring related costs to agencies. A list of services providers, organized by type of service is regularly updated and distributed across boards.

ix. A description of the role of CBOs, such as Independent Living Centers, in helping provide services to and integrating individuals with barriers to employment into region sector pathway programs, including participation in program development, outreach, and the provision of specialized supportive services for relevant target populations.

In San Francisco, through OEWD's procurement process, CBOs will provide workforce development services including barrier removal services that will be customized to the needs of special populations of jobseekers. Through the procurement, CBOs will help jobseekers with criminal convictions, jobseekers with disabilities, veterans, and individuals with barriers to employment and provide a direct connection into sector pathways through the sector bridge programs. Sector bridge programs will serve as feeders to the OEWD sector programs.

NOVA works with the Center for Independence of Individuals with Disabilities (CID). CID is a private, nonprofit corporation located in San Mateo that is a consumer-driven, community-based, services and advocacy organization. CID staff are on-site at NOVA on a weekly basis to assist Work Incentives Planning and Assistance (WIPA) benefits recipients who wish to return to work with understanding the impact of their decision on their benefits. NOVA staff provide the WIPA recipients with coaching on career goals, transferable skills, and assessment, and may assist with enrollment into training if WIOA funds are available.

Retention in career pathways programs is based on a number of factors including access to supportive services, guidance and support, and the ability for individuals to support themselves and their families while pursuing training.

Since 2006, San Francisco WDB has implemented a "Sector Academy" model which provides Sector Workforce Programs as part of a structured, multi-agency service delivery model for the Construction, Healthcare, Information Technology, and Hospitality Sectors. Programs are designed to provide job-seekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. Sector Workforce Programs provide job preparation, vocational training, credentialing and certification, employment assistance, job retention, and other services in order to develop a pipeline of skilled and prepared workers for industries that can offer job-seekers career development opportunities and advancement. The Sector Academy design ensures that jobseekers are provided wrap-around and program retention services before, during and after occupational skills training, which increases the likelihood that individuals will complete training within a given sector pathway. The model is structured accordingly:

- **Sector Coordinators**: manage and coordinate all activities and services provided through a Sector Workforce Program, and are responsible for the connection of participants to sector-related, unsubsidized employment.

- **Occupational Skills Training (OST) Providers:** deliver contextualized training that prepares unemployed, underemployed, and low-wage workers to attain credentials that lead to employment or career advancement opportunities.

- **Sector Bridge Programs** (Healthcare, and ICT): deliver contextualized training and career exploration that equips participants with basic academic and technical skills, preparing them for Occupational Skills Training and education in a targeted industry sector.

NOVA has several strategies built into its programs to address how jobseekers will retain employment. Career pathways retention depends on several factors: an understanding of the culture and environment of the employer, knowing how to communicate on the job, and using connections to expand networks for continuous career growth. These career navigation skills are woven into NOVA's programs, including its "Communication Essentials" workshop and the ProMatch program.

The RPU's key training partners, the Adult Education Block Grant (AEBG) and Community College partners are also considering the following initiatives[21]:

- **Strengthening Work-Based Learning in CTE:** This project would expand and strengthen WBL by documenting current activities and gaps, leading trainings and communities of practice, and develop coordinated "asks" for employers (leveraging workforce and other partners). Work-based learning (e.g. internships, externships, OJT) is a critical element of CTE, and reinforces the "Better CTE" goal of the SWP. While essential to CTE, community colleges need to better understand current activities, what's working, what's needed and how to engage employers. Paid WBL experiences for students also provides income during training which can help students with persistence. CTE will retain participants through providing opportunities to learn about and meet employer expectations while gaining transferrable skills, allowing youth to try out different jobs to determine what they like and dislike, and helping build work-readiness skills to prepare them for a future career.

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[21] SWP planning RJV

- **Student Support Services/Wrap Around Services**: Regional replication of the Sparkpoint[22] model to improve student access to the entire continuum of support services. Sparkpoint Centers are located on college campuses or CBOs and provide supportive services such as financial education and coaching, access to banking services, asset development programs, free income tax preparation, assistance with public benefits enrollment, food pantry access, career services, California EDD services, ESL classes, and access to college certificates and degrees. This project would engage interested CBOs and work on creating a universal intake/application form and a common strategy to work with undocumented students.[23] The regional SlingShot team is currently in discussions with the Sparkpoint Center at Skyline College to support economically disconnected individuals participating in the planned DevOps tech training initiative. This collaboration would lead to authentic and accessible career pathways into viable careers in the region's growth economy for students needing supportive services.
- **K-12 Pipeline:** SJSVWIN is working with CTE system across multiple high schools, community colleges in IT and manufacturing career pathways by providing career awareness, work experience opportunities, job seeking and keeping skills, and career-exploration activities (such as career assessments, skills assessments, interest assessments, labor market information, etc., to ensure a successful pathway from high school to post-secondary/workforce for hundreds of students.

Regional Strategies to Retain Individuals on Career Sector Pathways

- **Share best practices through Regional Working Groups** or regional grants (e.g. Ready to Work grant) that focus on Sector pathway retention strategies. San Francisco can also share its sector workforce program model and provide guidance to other local areas to replicate the Sector Academy model.
- **Participation in Strong Workforce Partnership** convenings to align regional sector strategy planning of local WDBs with regional educational pathways planning offered by community college system (including involvement of CCCCO Sector Navigators).
- **Work collaboratively in the region to explore gig-based work as an element of sector pathway retention strategies** and in doing so aim to create cost-effective pathways from underemployment to sustainable employment that are personalized for each individual's circumstances. San Francisco is exploring program models which incorporate gig work prior to and part of a sector pathway training program, including navigation and training jobseekers to utilize online platforms to determine career interest, gain experience and earn wages while completing training programs. The intent is to connect gig work to meaningful careers, as well as increase retention in sector training programs when jobseekers may have other immediate income needs that may take precedence over time spent training towards a career. San Francisco has issued an RFP to procure curriculum and navigation services to help job-seekers in Sector Occupational Skills Training to explore careers and earn income through online platforms by completing gigs that are related or applied to the relevant sector training or career pathway.

2.F. Job Quality Considerations

i. Provide a description of the projected earnings of those employed in occupations directly related to the regional sector pathway programs emphasized in the regional plan.
ii. Provide a comparison of the foregoing wage levels to the median wage in the relevant RPU.

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[22] http://sparkpointcenters.org/
[23] The 16 AE Consortia across the region identified this as a priority they would like to invest in in year 1 of the Strong Workforce Program.

Figure 2.viii below shows the top middle-skill/wage occupations in the priority sectors. These occupations were selected on the basis that they require more than a high school diploma but less than a Bachelor's degree, and they make at least make at least 80 percent of the area's median annual wage ($ 57,712). The wages for most occupations in this table are significantly higher.

This figure also shows the median wage in each occupation compared to entry-level wage, and the potential salary difference.

Figure 2.viii: Top Middle-Skill/Wage Occupations in the Region in the Priority Sectors, and their Projected Openings and Wages

Sector Pathway	Potential Target Occupation & SOC Code	Median Wage (annual)	Difference Between Occupation and RPU Median Wage	Entry-Level Wage (annual)	Potential Salary Difference
Advanced Manufacturing	Aircraft Mechanics and Service Technicians (49-3010)	$81,279	$23,567	$74,000	+ 9.8%
Advanced Manufacturing	First-Line Supervisors of Production and Operating Workers (51-1010)	$67,211	$9,499	$37,900	+ 77.3%
Advanced Manufacturing	Electrical and Electronics Engineering Technicians (17-3023)	$65,702	$7,990	$46,900	+ 40.1%
Healthcare	Surgical Technologists (29-2055)	$69,948	$12,236	$52,300	+ 33.7%
Healthcare	Respiratory Therapists (29-1126)	$96,466	$38,754	$75,000	+ 28.6%
Healthcare	Radiologic Technologists (29-3034)	$98,162	$40,450	$63,400	+ 54.8%
Healthcare	Emergency Medical Technicians and Paramedics (29-2040)	$48,585	- $9,127	$28,200	+ 72.3%
Healthcare	Medical Records and Health Information Technicians (29-2070)	$55,893	-$1,819	$37,300	+ 49.8%

Healthcare	Medical and Clinical Laboratory Technicians (29-2011)	$57,215	-$497	$41,400	+ 38.2%
Healthcare	Dental Hygienists (29-2020)	$106,933	$49,221	$82,600	+ 29.5%
Healthcare	Dental Assistants (31-9091)	$47,635	-$10,077	$32,600	+ 46.1%
Healthcare	Licensed Practical and Licensed Vocational Nurses (29-2060)	$59,494	$1,782	$49,300	+ 20.7%
Healthcare	Registered Nurses (29-1140)	$136,681	$78,969	$91,300	+ 49.7%
IT	Computer Network Support Specialists (15-1152)	$87,058	$29,346	$57,000	+ 52.7%
IT	Web Developers (15-1134)	$100,413	$42,701	$60,700	+ 65.4%
IT	Computer User Support Specialists (15-1151)	$72,831	$15,119	$46,000	+ 58.3%

iii. Provide a description of the way each of the Local Boards in the RPU will assist and prioritize working with employers who offer jobs with good wages and benefits, especially those employers who have a history of hiring high need or historically disadvantaged population, including from populations with barriers to employment.

At the core of the mission of the RPU is to move the unemployed and the underemployed, especially those with less education, into high-growth, higher-paying jobs offering decent wages and benefits (e.g., top 20% for their industry and/or for the relevant occupation) that require education or specialized training beyond high school. All four boards are attuned to the increasing national attention given to low-wage work especially in the fast-food, retail and other service industries and thus prioritizes working with employers that offer jobs with good wages and benefits and that have a history of hiring high need or historically disadvantaged populations.

The RPU prioritizes partnerships with employers that invest in and support employees' ongoing training and advancement. In addition to top wages and benefits, the RPU seeks to partner with employers that recognize employees' rights to join a union, provide: paid sick days, paid family leave, paid medical leave/short-term disability, adequate hours and predictable schedules with advance notice, and fair on-call policy. Below, each board's strategy for doing so is summarized.

SJSVWIN: The sectors identified by the region, while showing the potential for family sustaining wage, are not immune to offering these kinds of wages, especially as an entry point. As example of how to prioritize employers with good jobs, SJSVWIN will continue to pursue career pathways that start with entry-level manufacturing positions while making certain through industry engagement that jobs do not turn into dead-end low wage jobs, move along a ladder and have the potential to generate self-sufficiency wage jobs in short periods of time.

SJSVWIN identifies and prioritizes employers that offer jobs with good wages and benefits within its major priority sectors (Advanced Manufacturing, Health Care, ICT, Hospitality and construction) based on their

community engagement and talent development efforts (especially with historically disadvantaged populations including individuals from populations with barriers to employment). The board and its staff and centers support these employers through its available resources including LMI to increase their engagement in developing career ladders and pathways with livable wages for disadvantaged populations. These employers share this information with their own network including their supply chains and help meet immediate hiring needs of a broader set of employers and also enlarge opportunities for job seekers, especially those with significant barriers to employment and income mobility.

The San Francisco Office of Economic & Workforce Development (OEWD) prioritizes employers within its sector strategies (Construction, Healthcare, Hospitality and TechSF) who have "built-in", internal career pathways that achieve livable wages. CVS Pharmacy is an example of an employer within the Hospitality sector that fits this criterion. OEWD also works closely with the trade unions through its CityBuild program (see previous responses about CityBuild). Union members receive livable wages and benefits, making it a valuable and viable opportunity for high-need, historically disadvantaged populations. Lastly, OEWD uses labor market information to identify occupations and employers who offer livable wages and who provide opportunities for historically disadvantaged populations. This business intelligence is the first step in brokering relationships that provide win-win opportunities for both the Local Board and the employer. Through the sector employer engagement strategies described earlier, OEWD is able to identify large, stable or growing employers that offer jobs with good wages and benefits and who have a history of serving historically disadvantaged populations. As these employers become more engaged in City workforce development programming and development, they influence other employers and breed a culture of progressive hiring practices.

NOVA prioritizes its work with employers and business intermediaries in particular sectors based on the existing wages or the potential for a good wage in emergent occupations within the sector. Examples of these partnerships include digital media with the Interactive Advertising Bureau, construction careers through the trades orientation (Prop 39) program, and advanced transportation apprenticeships through Valley Transportation Authority.

San Benito County prioritizes employer training programs benefiting eligible customers, including those with barriers to employment, low-income and disadvantaged populations, with high demand, high growth trainings and occupations. This is done by having robust training programs and establishing partnerships with the business sector and training schools. Examples of these training partnerships include the Water Career Pathway and Prop 39 Pre-Apprenticeship Building and Construction trades.

Regional Strategies to prioritize working with employers who offer jobs with good wages and benefits
In addition to each board's specific approach to working with employers that offer good wages and benefits, the RPU will also implement a number of strategies to improve these approaches throughout the region:

- **Create a regional client wage database** to track wage improvements and compare them with regional median wages to assess and evaluate the effectiveness of sector and career pathway actions. A wage database will also provide leverage for working with employers reluctant to pay living wages, by providing intelligence on comparable firm compensation.
- **Identify regional pilot sector and career pathways** that have entry-level jobs with the potential to generate self-sufficiency wage jobs in short periods of time and have multiple onramps and off-ramps that provide sustainable careers at above median income levels and improved capacity for continuing income mobility.
- **Learn from each other in the following ways:**
  - Adopting a "watch one, do one" capacity building approach and seeking for regional technical assistance in the development and implementation of regional sector strategies and career

pathways that can contribute materially to the success of employers and of job seekers, especially those with significant barriers to employment.

- Sharing best practice examples within the RPU that pertain to the following:
    - Flexible and truly demand-driven approach
    - Decrease in the amount of procedural red tape and time needed to respond to the market
    - Ability to lift people out of financial distress and even poverty
    - Improved leveraging of educational partnerships and other training resources
    - Positive contribution to WIOA performance.

- Ensure that boards are also employers who provides opportunities for jobs with good wages and benefits. Discuss Local Board hiring strategies and protocols to understand what goals would be feasible in hiring high-need or historically disadvantaged populations. iv. Provide a description of the process Local Boards will take to implement incumbent worker training strategies to ensure progression along career pathways.

Working with the Interactive Advertising Bureau, the regional SlingShot initiative is developing an initiative to train incumbent digital advertising workers. This will enable regional digital advertising companies to remain competitive and, when combined with the existing entry-level digital advertising program at the College of San Mateo, will create accessible pathways into in-demand tech careers.

The RPU anticipates that the regional incumbent worker training strategy will include the following in order to meet client and employer demands:

- Client chooses to voluntarily upgrade skills or is identified by his/her employer to be in need of skills upgrade to retain employment
- Will receive an income of no less than 100% of the current wage upon successful completion of training.

Incumbent worker initiatives will be conducted in demand occupations identified by RPU employer partner projects requesting assistance through incumbent worker training. Priorities will be given to those 1) addressing a strategy to avoid a significant layoff; 2) identifying a model that will make the region current or future workforce more competitive; 3) allowing employees to achieve significant upgrade in skills; 4) operating industries or programs that have been targeted by the RPU; and 5) address a significant occupational demand.

NOVA does not currently work directly with incumbent workers in a traditional sense. However, NOVA's new workshop called Contracting 101 highlights how the job market has shifted toward increased contract work and teaches customers how to be successful in the gig economy. Gig work may be a strategy to move along a career pathway. NOVA also supports employers with a defined career pathway, such as Valley Transportation Authority, by helping jobseekers understand typical pathways and referring appropriate individuals to these programs.

2.G. Regional Assessment

i. Provide a description of how the regional partners in the RPU will work together to track training-related employment for individuals entering the labor market.

MIS Administrators from each of the regional planning partners will collaboratively develop recommendations on how to best utilize existing information from CalJOBS and other client tracking systems.

2H. Federal WIOA plan requirements not Covered by the State Plan

B. The establishment of regional service strategies, including use of cooperative service delivery agreements

The RPU has a history of regional service strategies on a project-by-project basis, and the RPU's goal is to look for additional opportunities to leverage resources to jointly fund regional efforts.

Current regional service strategies include:

- Layoff aversion, through the regular meeting of rapid response teams
- Regional marketing for the job centers
- Professional development for job center staff.

E. The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region

The RPU is in the process of exploring jointly funding regional efforts. Initiatives for which joint funding may be used include:

- Workforce intelligence
- Cohort trainings
- Regional job fairs and recruitments
- Business outreach and job center promotional events
- Procurements
- Regional professional development training for job center staff.

The joint funding of the above initiatives would support regional workforce development objectives by:

- Creating common and consistent regional marketing and promotions for companies and jobseekers, thus increasing the number of participants
- Using economies of scale to increase the audience for marketing and promotion, thus increasing the number of participants
- Leveraging and sharing common workforce intelligence to define regional pathways and cohort trainings
- Creating continuous improvement of the workforce development system through joint procurement efforts
- Conducting professional development with a common set of regional information and processes to be shared by all job center staff, in order to effectively make referrals into career pathways and sector opportunities.

An administrative cost arrangement is not yet necessary for the region; however, if it becomes necessary, the region will develop a non-financial, non-binding arrangement.

G. The coordination of services with regional economic development services and providers.

The Bay Peninsula RPU will work in conjunction with regional economic development providers to support and address the employment and training needs of current and potential businesses. To effectively coordinate workforce investment activities carried out with economic development activities, the Bay Peninsula RPU will:

- Look into working agreement with economic development districts, chambers of commerce, business councils, and other economic development entities to identify and respond to emerging needs/growth

so that future workforce needs are more effectively handled through joint, collaborative efforts. The RPU will partner with economic development entities such as SVEDA, SMEDA, Silicon Valley Chamber Roundtable, Silicon Valley Talent Hub, and best practices developed by Business Owner Space. Com.

- Obtain employer information on workforce needs from chambers of commerce, economic development agencies, industry associations, and other relevant providers, and share with Bay Peninsula RPU's business services representatives to ensure workforce development focus is on target.
- Continue to work together to share real-time labor market data and workforce intelligence, effectively identifying gaps in skills needed by employers and implementing composite datasets.
- Continue to pool resources with partners to support intraregional efforts to obtain real-time labor market data, effectively identifying gaps in skills needed by employers and implementing composite datasets.
- Work with regional partnerships to identify and design appropriate business and employment solutions to develop a layoff aversion strategy that helps employers retain a skilled workforce and provides workers a rapid transition to new employment as necessary.

H. The establishment of an agreement concerning how the planning region will collectively negotiate and reach an agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for local areas or the planning region.

The Bay Peninsula RPU staff met in early May to develop the Local Performance Measures for each of the local boards. It was determined that each local area would negotiate their performance based on the prior year's performance. In late May, the team negotiated with CWIB on the final performance measures that were agreed upon.

2.I. Section: Regional Memorandum of Understanding(s) or Cooperative Service Agreements between RPU partners

There are no regional MOUs at this time.

2.J. Section: Any Community College and AEBG Related Attachments to the Regional plan, including Strong Workforce Program regional plans required as part of Assembly Bill (AB) 1602 (Assembly Budget Committee, Chapter 24, Statutes of 2016)

There are no attachments.

Appendix 2.1: List of Stakeholders

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
Adult Basic Education	Campbell Unified High School District	✓	✓	✓	✓
Adult Basic Education	City College of San Francisco	✓			✓
Adult Basic Education	East Side Union High School District	✓	✓	✓	✓
Adult Basic Education	Episcopal Community Services Center	✓			✓
Adult Basic Education	Jefferson Union High School District Adult Ed	✓		✓	✓
Adult Basic Education	Jewish Vocational & Career Counseling Services	✓			✓
Adult Basic Education	Milpitas Adult Education	✓	✓	✓	✓
Adult Basic Education	Morgan Hill Union School District	✓	✓	✓	✓
Adult Basic Education	Mountain View-Los Altos Adult Education	✓		✓	✓
Adult Basic Education	Palo Alto Adult School	✓		✓	✓
Adult Basic Education	San Mateo Adult School	✓	✓	✓	✓
Adult Basic Education	Santa Clara Adult Education	✓	✓	✓	✓
Adult Basic Education	Self-Help for the Elderly	✓			✓
Adult Basic Education	Sequoia District Adult School	✓	✓	✓	✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
Adult Basic Education	South San Francisco Adult Education	✓		✓	✓
Adult Basic Education	Sunnyvale-Cupertino Adult & Community Ed	✓		✓	✓
Adult Basic Education	YMCA of San Francisco	✓			✓
Career and Technical Education (CTE) / Perkins	Canada College	✓		✓	✓
Career and Technical Education (CTE) / Perkins	College of San Mateo	✓		✓	✓
Career and Technical Education (CTE) / Perkins	Foothill De Anza Community College District	✓	✓	✓	✓
Career and Technical Education (CTE) / Perkins	Mission College	✓		✓	✓
Career and Technical Education (CTE) / Perkins	San Jose Evergreen Community College District	✓	✓	✓	✓
Career and Technical Education (CTE) / Perkins	San Mateo County Community College District	✓		✓	✓
Career and Technical Education (CTE) / Perkins	Sequoia District Adult School	✓	✓	✓	✓
Career and Technical Education (CTE) / Perkins	Skyline College	✓		✓	✓
CBO - Disability serving organization	Employment & Community Options				✓
CBO - Disability serving organization	Goodwill Silicon Valley				✓
CBO - Disability serving organization	HOPE				✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
CBO - Disability serving organization	Project Hired				✓
CBO - Disability serving organization	Services for Brain Injury				✓
CBO - Disability serving organization	Silicon Valley Independent Living Center				✓
CBO - Limited English serving organization	Center for Employment and Training		✓	✓	✓
CBO - Other	Center for Employment Training (CSBG)		✓	✓	✓
CBO - Other	Central Labor Council Partnership (WIOA Title I Adults and Dislocated Workers)		✓	✓	✓
CBO - Other	Job Train (WIOA Title I Adults and Dislocated Workers)		✓	✓	✓
CBO - Other	Sacred Heart Community Service (CSBG)			✓	✓
CBO - Other	VetsInTech				✓
CBO - Senior serving organization	Peninsula Family Service		✓	✓	✓
CBO - Senior serving organization	Sourcewise		✓	✓	✓
CBO - Youth serving organization	Jefferson Union High School District Adult Ed (WIOA Title I Youth)			✓	✓
CBO - Youth serving organization	Job Corps		✓	✓	✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
CBO - Youth serving organization	Job Train (WIOA Title I Youth)		✓	✓	✓
Chamber of Commerce	Silicon Valley Chamber of Commerece		✓	✓	✓
Community college; other training provider (ETPL)	Canada College	✓		✓	✓
Community college; other training provider (ETPL)	Center for Employment and Training	✓	✓	✓	✓
Community college; other training provider (ETPL)	Foothill Deanza Community College District	✓	✓	✓	✓
Community college; other training provider (ETPL)	Metro Education Silicon Valley	✓	✓	✓	✓
Community college; other training provider (ETPL)	San Jose Evergreen Community College District	✓	✓	✓	✓
Community college; other training provider (ETPL)	San Mateo County Community College District	✓		✓	✓
Department of Rehabilitation	CA Department of Rehabilitation	✓	✓	✓	✓
Economic development agencies	Bay Area Council	✓		✓	✓
Economic development agencies	Center for Continuing Study of CA Economy	✓	✓	✓	✓
Economic development agencies	City of San Jose Office of Economic Development	✓	✓	✓	✓
Economic development agencies	City of San Mateo	✓		✓	✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
Economic development agencies	County of Santa Clara	✓		✓	✓
Economic development agencies	Joint Venture Silicon Valley	✓		✓	✓
Economic development agencies	San Francisco Planning and Urban Research (SPUR) Association	✓			✓
Economic development agencies	San Mateo County Economic Development Association	✓		✓	✓
Economic development agencies	San Mateo County Small Business Development Center	✓	✓	✓	✓
Economic development agencies	Silicon Valley Leadership Group	✓		✓	✓
Economic development agencies	Silicon Valley Small Business Development Center	✓		✓	✓
Economic development agencies	SPUR	✓		✓	✓
Employer association or organization	Bay Area Council	✓		✓	✓
Employer association or organization	Golden Gate Restaurant Association	✓			✓
Employer association or organization	Hotel Council of San Francisco	✓			✓
Employer association or organization	Interactive Advertising Bureau	✓		✓	✓
Employer association or organization	Prospect Silicon Valley	✓		✓	✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
Employer association or organization	Rubecon Construction	✓			✓
Employer association or organization	Silicon Valley Leadership Group	✓		✓	✓
Employer or business leaders	Bank of America	✓			✓
Employer or business leaders	Bloomingdale's	✓			✓
Employer or business leaders	Jawbone	✓			✓
Employer or business leaders	Kent Lim Construction	✓			✓
Employer or business leaders	KSR Consulting Group	✓			✓
Employer or business leaders	Kwan/Henmi Architecture	✓			✓
Employer or business leaders	Luminalt	✓			✓
Employer or business leaders	Microsoft	✓			✓
Employer or business leaders	Nibbi Brothers Construction	✓			✓
Employer or business leaders	Pinterest	✓			✓
Employer or business leaders	Recology	✓			✓
Employer or business leaders	Salesforce.com	✓			✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
Employer or business leaders	Santos Urrutia Structural Engineering	✓			✓
Employer or business leaders	Webcor	✓			✓
Employer or business leaders	Wells Fargo	✓			✓
Employer or business leaders	Zendesk	✓			✓
Job Corps	Job Corps of Northern California				✓
Job Corps	San Jose Job Corps			✓	✓
Local Housing Authority	Housing Authority of the County of San Mateo			✓	✓
Local Housing Authority	Housing Authority of the County of Santa Clara			✓	✓
Local Workforce Development Board	NOVA Workforce Development Board	✓	✓	✓	✓
Local Workforce Development Board	San Benito Workforce Development Board	✓	✓	✓	✓
Local Workforce Development Board	San Francisco Workforce Development Board	✓	✓	✓	✓
Local Workforce Development Board	San Jose Silicon Valley Workforce Development Board	✓	✓	✓	✓
Mental health	Momentum for Mental Health				✓
Migrant and Seaonal Farmworker Grantee	Center for Employment and Training		✓	✓	✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
Migrant and Seaonal Farmworker Grantee	Center for Employment Training		✓	✓	✓
Organized labor from a priority sector	Carpenters, Local 22/NCCRC	✓			✓
Organized labor from a priority sector	IBEW Local 6	✓			✓
Organized labor from a priority sector	Laborers, Local 261	✓			✓
Organized labor from a priority sector	Operating Engineers Local 3	✓			✓
Organized labor from a priority sector	Pipe Trades Training Center	✓	✓	✓	✓
Organized labor from a priority sector	Plasterers & Cement Masons Local 300	✓			✓
Organized labor from a priority sector	San Mateo County Building and Construction Trades Council	✓		✓	✓
Organized labor from a priority sector	Santa Clara & San Benito Counties Building and Construction Trades Council	✓		✓	✓
Organized labor from a priority sector	SEIU-UHW West	✓			✓
Organized labor from a priority sector	South Bay Labor Council	✓	✓	✓	✓
Other	Office of Assemblymember Evan Low			✓	✓
Other	Office of Assemblymember Kansen Chu			✓	✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
Other	Office of Assemblymember Kevin Mullin			✓	✓
Other	Office of Congressman Mike Honda			✓	
Other	Office of Congresswoman Anna Eshoo			✓	✓
Other	Office of Congresswoman Jackie Speier			✓	✓
Other	Office of Congresswoman Zoe Lofgren			✓	✓
Other	Office of State Assemblymember Rich Gordon			✓	
Other	Office of State Assemblywoman Nora Campos			✓	
Other	Office of State Senator Jerry Hill			✓	✓
Other	Office of State Senator Jim Beall			✓	✓
Other	San Mateo County Office of Education		✓	✓	✓
Other	Santa Clara County Office of Education			✓	✓
Public library	Santa Clara County Library District		✓	✓	✓
Rapid Response and Layoff Aversion	CA. Employment Development Department		✓	✓	✓
SNAP	Santa Clara County Social Service Agency		✓	✓	✓
SNAP Employment and Training	Santa Clara County Social Service Agency		✓	✓	✓
TANF	County of San Mateo			✓	✓
TANF	County of Santa Clara		✓	✓	✓
TANF	San Francisco Human Services Agency				✓

Program Type	Partner Name (local organization name)	Required Regional Planning Partner	Attended Stakeholder Meetings	Invited to Participate in Plan Development	Contacted for Public Comment
TANF	Santa Clara County Social Service Agency		✓	✓	✓
TANF Employment and Training	Santa Clara County Social Service Agency		✓	✓	✓
Trade Adjustment Assistance	CA Employment Development Department		✓	✓	✓
Unemployment Insurance	CA. Employment Development Department		✓	✓	✓
Veterans Affairs	Veterans Administration				✓
Wagner-Peyser Employment Services	CA Employment Development Department		✓	✓	✓
WIOA Adult & Dislocated Worker Service Provider	work2future Foundation				✓
WIOA Youth Service Provider	work2future Foundation				✓
WIOA Youth Service Provider	Eckerd Kids				✓

Appendix 2.2: Bay Peninsula RPU Negotiated Performance Goals

Adult

Local Area 2016-17	Employment Rate 2nd Quarter after Exit	Employment Rate 4th Quarter after Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment with-in 4 quarter after Exit
NOVA	59.5%	58.33 %	$6,787	52.9%
San Benito	65%	62.50%	$4,957	52.9%
San Francisco	65.0%	62.50%	$4,957	52.9%
San Jose	57.5%	55.0%	$5,340	48%
Regional Goal				
State Goal	65.0%	62.5%	$4,957	52.9%

Dislocated Worker

Local Area 2016-17	Employment Rate 2nd Quarter after Exit	Employment Rate 4th Quarter after Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment with-in 4 quarter after Exit
NOVA	66.2%	61.5%	$11,803.84	60.0%
San Benito	68%	66.50%	$7,308	60.0%
San Francisco	68.0%	66..5%	$7,308	60.0%
San Jose	63.4%	62.00%	$8,425	60.0%
Regional Goal				
State Goal	68.0%	66.5%	$7,308	60.0%

Youth

Local Area 2016-17	Employment or Placement Rate 2nd Quarter after Exit	Employment or Placement Rate 4th Quarter after Exit	Median Earnings	Credential Attainment with-in 4 quarter after Exit
NOVA	62.4%	64.2%	baseline	50.0%
San Benito	63.6%	63.6%	baseline	54.7%
San Francisco	62.4%	64.2%	baseline	35.0%
San Jose	62.4%	64.2%	baseline	50.0%
Regional Goal				
State Goal	62.4%	64.2%	Baseline	54.7%

Final 2017-18 Goals

Adult

Local Area 2016-17	Employment Rate 2nd Quarter after Exit	Employment Rate 4th Quarter after Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment with-in 4 quarter after Exit
NOVA	59.5%	58.3%	$6,787	55.9%
San Benito	65.5%	65.50%	$5,157	55.9%
San Francisco	68.0%	65.50%	$5,157	45%
San Jose	58.0%	55.0%	$5,550	48%

Regional Goal				
State Goal	68.0%	65.5%	$5,157	55.9%

Dislocated Worker

Local Area 2016-17	Employment Rate 2nd Quarter after Exit	Employment Rate 4th Quarter after Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment with-in 4 quarter after Exit
NOVA	66.2%	61.5%	$11,803	60.0%
San Benito	69%	69.5%	$7,308	63.0%
San Francisco	71.0%	69.5%	$7,523	60.0%
San Jose	64.0%	62.00%	$8,425	60.0%
Regional Goal				
State Goal	71.0%	69.5%	$7,523	63.0%

Youth

Local Area 2016-17	Employment or Placement Rate 2nd Quarter after Exit	Employment or Placement Rate 4th Quarter after Exit	Median Earnings	Credential Attainment with-in 4 quarter after Exit
NOVA	62.4%	64.2%	baseline	52.0%
San Benito	64%	65%	baseline	55.0%
San Francisco	62.4%	64.2%	baseline	45.0%
San Jose	62.4%	64.2%	baseline	52.0%
Regional Goal				
State Goal	65.4%	67.2%	Baseline	57.7%

Appendix 2.3: Basic Skills Deficiencies

Adult

Table 1. Basic Skills Deficiency, by Percentage of Workforce Population

	RPU	San Benito	Santa Clara	San Mateo	San Francisco
Labor Force[1] (as of Oct 2016)	2,115,000	30,700	1,058,600	457,800	567,900
Basic Skills Deficient	14.0%	**29.0%**	14.1%	11.5%	13.6%
No high school degree	9.7%	**24.9%**	9.6%	8.3%	8.4%
Limited English proficient	4.4%	4.1%	4.5%	3.2%	5.1%

Here is the breakdown of the workforce in need of basic skills education by age, educational attainment, income, race, citizenship (or nativity), and language spoken (with highlights in **bold**):

Table 2. Age among Basic Skills Deficient Workforce Population

Age	RPU	San Benito	Santa Clara	San Mateo	San Francisco
16 to 24	5.4%	**10.0%**	5.3%	6.1%	**3.3%**
25 to 39	26.5%	**33.7%**	28.1%	28.6%	**18.7%**
40 to 54	41.7%	37.3%	43.0%	40.1%	41.5%
55 to 64	20.9%	15.5%	18.4%	19.3%	**29.9%**
65 and over	5.5%	3.5%	5.2%	5.8%	6.5%

Table 3. Educational Attainment among Basic Skills Deficient Workforce Population

Educational Attainment	RPU	San Benito	Santa Clara	San Mateo	San Francisco
No high school degree	69.0%	**85.8%**	68.2%	72.0%	**62.1%**
High school degree or equivalent	16.9%	**11.3%**	15.7%	15.0%	**23.1%**
Some college	5.4%	2.3%	5.9%	5.0%	5.8%
Associate's degree	2.4%	0.2%	3.0%	1.9%	2.5%
Bachelor's degree or higher	6.3%	0.4%	7.2%	6.1%	6.6%

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1 Labor force figures are from the State of California, Employment Development Development's Labor Market Information (LMI) Division. While we believe the percentages derived from the 2014 5-Year ACS PUMS sample are still representative of the current labor force, we have not used them in combination with the October 2016 labor force figures to derive estimates of the number of basic skills deficient individuals in each geographic area. Rather, labor force figures have been provided to give a relative, not absolute, understanding of the basic skills need in each area.

Table 4. Annual Income among Basic Skills Deficient Workforce Population

Annual Income	RPU	San Benito	Santa Clara	San Mateo	San Francisco
$10,000 or less	19.4%	16.6%	19.9%	16.6%	21.7%
$10,001 to $24,999	36.6%	**47.5%**	34.7%	35.3%	37.7%
$25,000 to $34,999	16.9%	17.3%	17.0%	17.4%	16.4%
$35,000 to $49,999	13.3%	10.7%	13.4%	15.7%	12.2%
$50,000 or more	13.7%	7.9%	15.1%	15.0%	11.9%

Table 5. Race among Basic Skills Deficient Workforce Population

Race	RPU	San Benito	Santa Clara	San Mateo	San Francisco
White	7.5%	7.4%	7.9%	9.9%	4.9%
Black/African American	0.9%	0.2%	0.6%	1.1%	1.8%
Hispanic	**50.4%**	**90.9%**	51.9%	61.1%	23.7%
Asian/Pacific Islander	**40.1%**	0.7%	38.6%	27.0%	**68.6%**
Other	1.0%	0.8%	1.0%	0.9%	1.0%

Table 6. Citizenship among Basic Skills Deficient Workforce Population

Citizenship Status	RPU	San Benito	Santa Clara	San Mateo	San Francisco
Native born	15.9%	18.8%	18.3%	15.3%	**10.0%**
Citizen by naturalization	37.7%	**17.0%**	36.6%	33.4%	**51.3%**
Not a U.S. citizen	46.4%	**64.2%**	45.2%	51.3%	38.6%

Table 7. Languages Spoken among Basic Skills Deficient Workforce Population

Language Spoken	RPU	San Benito	Santa Clara	San Mateo	San Francisco
English	11.0%	11.9%	12.0%	11.9%	7.8%
Spanish	**46.4%**	**84.6%**	46.9%	57.8%	22.3%
Chinese	19.7%	0.0%	9.2%	14.0%	**55.6%**
Vietnamese	11.5%	0.0%	**20.1%**	1.5%	4.0%
Filipino, Tagalog	3.0%	0.4%	2.9%	3.8%	3.8%
Other	8.3%	3.1%	8.9%	11.1%	6.6%

Appendix 2.4: RPU Record of Comments

Regional Planning Unit Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Regional Planning Unit to publish the regional plan for public comment. The Regional Planning Unit should include with their regional plan submittal, all comments that have been received that disagree with the regional plan, how the Regional Planning Unit considered that input and its impact on the narrative in the regional plan.

Please provide these comments in the following format:

Regional Plan Section	Comment/Response
Section:	Comment:
	Regional Planning Unit Response: *For staff use only*
Section:	Comment:
	Regional Planning Unit Response: *For staff use only*

Section:	Comment:
	Regional Planning Unit Response: *For staff use only*

Section:	Comment:
	Regional Planning Unit Response: *For staff use only*