

File No. 151125

Committee Item No. 3

Board Item No. 2

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance

Date December 9, 2015

Board of Supervisors Meeting

Date January 12, 2016

Cmte Board

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| <input type="checkbox"/> | <input type="checkbox"/> | Motion |
| <input type="checkbox"/> | <input type="checkbox"/> | Resolution |
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| <input type="checkbox"/> | <input type="checkbox"/> | Legislative Digest |
| <input type="checkbox"/> | <input type="checkbox"/> | Budget and Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Introduction Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/> | <input type="checkbox"/> | MOU |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget |
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| <input type="checkbox"/> | <input type="checkbox"/> | Contract/Agreement |
| <input type="checkbox"/> | <input type="checkbox"/> | Form 126 – Ethics Commission |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Application |
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OTHER (Use back side if additional space is needed)

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Completed by: Victor Young Date December 4, 2015
 Completed by: Victor Young Date 12/10/15

1 [Accept and Expend Grant - United States Department of Labor - American Apprenticeship
2 Initiative - Amendment to the Annual Salary Ordinance - \$2,999,999]

3 **Ordinance retroactively authorizing the Office of Economic and Workforce**
4 **Development to accept and expend a grant in the amount of \$2,999,999 from the United**
5 **States Department of Labor for the American Apprenticeship Initiative Grant for the**
6 **period of October 1, 2015, to September 30, 2020; and amending Ordinance No. 129-15**
7 **(Annual Salary Ordinance FYs 2015-2016 and 2016-2017) to provide for the creation of**
8 **one (1) Class 9774 Senior Community Development Specialist I grant-funded position**
9 **(0.58 FTE) in the Office of Economic and Workforce Development.**

10
11 Note: Additions are *single-underline italics Times New Roman*.
12 Deletions are *strikethrough italics Times New Roman*.
13 Board amendment additions are double underlined.
14 Board amendment deletions are ~~strikethrough normal~~.

15 Be it ordained by the People of the City and County of San Francisco:

16 Section 1. Findings.

17 (a) The American Apprenticeship Initiative Program (AAIP) is administered by the
18 U.S. Department of Labor and is authorized by Section 414(c) of the American
19 Competitiveness and Workforce Improvement Act of 1998 (ACWIA), as amended (codified at
20 29 USC 2916a). Grants awarded under AAIP are financed by a user fee paid by employers to
21 hire foreign workers into the United States under the H-1B nonimmigrant visa program. This
22 initiative is intended to provide a catalyst in supporting a uniquely American Apprenticeship
23 system that meets our country's particular economic, industry and workforce needs. American
24 Apprenticeships (also referred to as Registered Apprenticeships) are innovative work-based
25 learning and post-secondary earn-and-learn models that meet national standards for

1 registration with the DOL (or federally recognized State Apprenticeship Agencies). Grants
2 funded by this initiative will support dynamic and sustainable public-private partnerships.

3 (b) OEWD's mission is to create fast-tracked, hands-on apprentice training
4 programs that respond to the skill requirement of the ICT sector through TechSF Applied
5 Learning Accelerator, an industry-driven venture. The San Francisco Bay Area is known
6 worldwide as the birthplace of the internet-age technology industry, and for decades the
7 region has continued to lead the way in ICT. OEWD's extensive and intensive collaboration
8 with ICT employers, paired with statewide employer research, has led to a deep
9 understanding of in-demand skills and competencies most critical to successful employment
10 in the ICT industry today, and subsequently has led OEWD to currently offer in-demand
11 training through its many public and private non-profit sector partners.

12 (c) On September 9, 2015, the U.S. Department of Labor awarded OEWD
13 \$2,999,999 to expand our TechSF Applied Learning Accelerator Program.

14 (d) The award period is from October 1, 2015 to September 30, 2020.

15 Section 2. Authorization to accept and expend grant funds.

16 (a) The Board of Supervisors hereby authorizes the Office of Economic and
17 Workforce Development to accept and expend the American Apprenticeship Initiative Grant in
18 the amount of \$2,999,999 for the purpose of expanding the TechSF Applied Learning
19 Accelerator Program to create fast-tracked, hands-on apprentice training programs that
20 respond to the skill requirement of the ICT sector.

21 (b) The grant includes a budget for indirect costs of \$367,496.

22 Section 3. Grant funded positions; Amendment to FY 2015-2016 and FY2016-2017
23 Annual Salary Ordinance.

FILE NO.

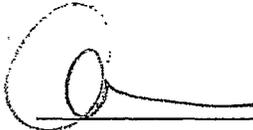
ORDINANCE NO.

1 APPROVED AS TO FORM:

APPROVED AS TO CLASSIFICATION

2 DEPARTMENT OF HUMAN RESOURCES

3
4
5 By:



6 Anne Pearson
7 Deputy City Attorney

By:



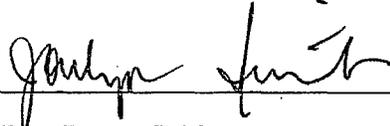
8 Micki Callahan
9 Human Resources Director

10 APPROVED:



11 Edwin M. Lee
12 Mayor

13 APPROVED:



14 for Ben Rosenfield
15 Controller

16
17 Recommended:



18 Todd Rufo, Director

19
20
21 Office of Economic and Workforce Development

File Number: _____
(Provided by Clerk of Board of Supervisors)

Grant Ordinance Information Form
(Effective July 2011)

Purpose: Accompanies proposed Board of Supervisors ordinances authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: American Apprenticeship Initiative Grant
2. Department: Office of Economic and Workforce Development
3. Contact Person: John Halpin Telephone: (415) 701-4856
4. Grant Approval Status (check one):
 Approved by funding agency Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$2,999,999
6. a. Matching Funds Required: \$0
b. Source(s) of matching funds (if applicable): n/a
7. a. Grant Source Agency: U.S. Department of Labor
b. Grant Pass-Through Agency (if applicable): n/a
8. Proposed Grant Project Summary: Through TechSF Applied Learning Accelerator, an industry-driven venture, creates fast-tracked, hands-on apprentice training programs that respond to the skill requirement of the ICT sector.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:
Start-Date: 10/01/2015 End-Date: 9/30/2020
10. Number of new positions created and funded: 1
11. Explain the disposition of employees once the grant ends? Employees will be separated when grant term expires.
12. a. Amount budgeted for contractual services: \$2,040,000
b. Will contractual services be put out to bid? Yes
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements? No
d. Is this likely to be a one-time or ongoing request for contracting out? One-time.
13. a. Does the budget include indirect costs?
 Yes No
b. 1. If yes, how much? \$367,496
b. 2. How was the amount calculated? 13.96% of direct program costs
c. 1. If no, why are indirect costs not included?
 Not allowed by granting agency To maximize use of grant funds on direct services
 Other (please explain):

c. 2. If no indirect costs are included, what would have been the indirect costs?

14. Any other significant grant requirements or comments:

****Disability Access Checklist****

15. This Grant is intended for activities at (check all that apply):

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Existing Site(s) | <input checked="" type="checkbox"/> Existing Structure(s) | <input checked="" type="checkbox"/> Existing Program(s) or Service(s) |
| <input type="checkbox"/> Rehabilitated Site(s) | <input type="checkbox"/> Rehabilitated Structure(s) | <input type="checkbox"/> New Program(s) or Service(s) |
| <input type="checkbox"/> New Site(s) | <input type="checkbox"/> New Structure(s) | |

16. The Departmental ADA Coordinator or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

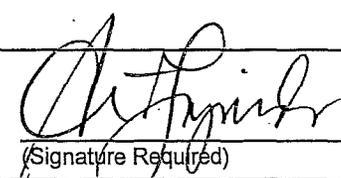
Comments:

Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Alfredo Fajardo
(Name)

Equal Opportunity Officer
(Title)

Date Reviewed: 9/28/2015

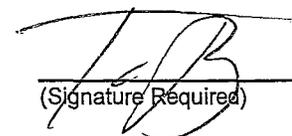

(Signature Required)

Overall Department Head or Designee Approval:

Todd Rufo
(Name)

Director of Economic and Workforce Development
(Title)

Date Reviewed: 10/29/2015


(Signature Required)

BUDGET NARRATIVE

A. PERSONNEL

TechSF Applied Learning Accelerator Program Officer (Full-Time) – This position will support the Project Manager with overall management and day-to-day coordination of the project and partners; ensure training programs progress toward performance outcomes; and facilitate communication among partners. The position will be responsible for coordinating the development and implementation of pre-apprenticeship, classroom, online, and employer-based training activities; project monitoring; implementing program design and operating procedures; providing technical assistance, information and advice to contracted partners.

Calculation: 1.0 FTE x \$80,870 annual salary in Year 1; \$83,296 in Year 2; \$85,795 in Year 3; \$88,369 in Year 4; \$91,020 in Year 5 = \$429,350 total.

B. FRINGE BENEFITS

Fringe Benefits are calculated at 38% of Salary and include the following costs:

- Health Services – 9% of Total Fringe
- Dependent Coverage, Retirement and Miscellaneous – 21% of Total Fringe
- Dental Coverage – 4% of Total Fringe
- Unemployment Insurance – 27% of Total Fringe
- Long-term Disability Insurance – 39% of Total Fringe

Calculation: 38.0% x Subtotal Personnel = \$30,731 in Year 1, \$31,653 in Year 2, \$32,602 in Year 3, \$33,580 in Year 4, \$34,588 in Year 5. Total = \$163,153.

C. TRAVEL

None

D. EQUIPMENT

None

E. SUPPLIES

None

F. CONTRACTUAL

1. **Council for Adult Experiential Learning (CAEL)** – CAEL will guide the development of prior learning assessments; work with employers to design OJL learning experiences; assist in connecting apprenticeships to postsecondary credentials; and disseminate the ALA model throughout its national network.

Calculation: \$75,000 in Year 1, \$50,000 in Year 2, \$25,000 in Year 3. Total = \$150,000.

- 2. City College of San Francisco (CCSF)** – CCSF will provide numerous accelerated classroom education options through its Computer Science and Computer Networking and Information Technology departments; assist in connecting apprenticeships to postsecondary credentials; contribute to training curriculum development; and market ALA to its diverse student body.

Calculation: Faculty participation in professional development on Prior Learning Assessment and. Four faculty at 100 hours each @ \$50/hour = \$20,000 in Year 1; \$20,000 in Year 2. 50 hours in Year 3 = \$10,000. Total = \$50,000

- 3. San Francisco State University (SFSU)** – SFSU will provide a variety of accelerated classroom education options; assist in connecting apprenticeships to postsecondary credentials; contribute to training curriculum development; and market ALA to its students.

Calculation: Faculty participation in professional development on Prior Learning Assessment. Four faculty at 100 hours each @ \$50/hour = \$20,000 in Year 1; \$20,000 in Year 2. 50 hours in Year 3 = \$10,000. Total = \$50,000

- 4. Program Coordinator/Training Provider** – OEWD will contract with a Program Coordinator, to be determined through either an active or new procurement process, to provide ALA participant services to 300 apprentices and 150 participants in pre-apprenticeships.

Calculation: \$75,000 in Year 1 and 2, \$125,000 per year in Years 3-4; \$100,000 in Year 5. \$500,000 Total

- 5. Academy X** – Academy X will deliver a range of coursework for participants in pre-apprenticeship and/or apprenticeship training programs.

Calculation: \$20,000 in Year 1, \$30,000 in year 2, \$40,000 per year in Years 3-4. Total = \$130,000

- 6. MotherCoders** – MotherCoders will offer its unique combination of training programs and support services, such as childcare, to participants in pre-apprenticeship and/or apprenticeship programs.

Calculation: \$20,000 in Year 2 and Year 3. \$10,000 in Year 4. Total = \$50,000

- 7. General Assembly** – General Assembly will deliver a range of coursework for participants in pre-apprenticeship and/or apprenticeship training programs.

Calculation: \$25,000 per year in Years 1-2. \$50,000 per year in Years 3-4. Total = \$150,000

8. **Employer Training costs.** Reimbursement to employers for training, mentoring, and related on-the-job learning expenses for ALA participants who complete their learning plan and receive wage increases and/or promotions.

Calculation: \$4,000 average cost per on-the-job learning contract for 240 participants total. \$80,000 in Year 1 for 20 participants; \$176,000 in Year 2 for 44 participants; \$256,000 in Year 3 for 64 participants; \$288,000 in Year 4 for 72 participants; \$160,000 in Year 5 for 40 participants. \$960,000 Total.

G. CONSTRUCTION

None

H. OTHER

None

I. TOTAL DIRECT CHARGES = \$2,632,503.

\$426,601 in Year 1, \$530,949 in Year 2, \$654,397 in Year 3, \$634,949 in Year 4, and 385,607 in Year 5.

J. INDIRECT CHARGES

OEWD's approved indirect cost rate is 13.96%

Calculation: \$59,553 Year 1, \$74,120 in Year 2, \$91,354 in Year 3; \$88,639 in Year 4; \$53,829 in Year 5. Total = \$367,496.

Total Amount Requested:

- \$486,154 in Year 1
- \$605,069 in Year 2
- \$745,751 in Year 3
- \$723,588 in Year 4
- \$439,437 in Year 5

GRAND TOTAL: \$2,999,999

LEVERAGED FUNDS

OEWD will leverage program oversight, program management, program administration, program coordination and training costs directly related to the project including the following:

SALARIES (Total Years 1-5)

Director of Programs: John Halpin (0.10 FTE) \$69,085

Mr. Halpin will provide leadership and direction related to the project. He will also provide program operations oversight to the project and project providers, develop partnerships with employers, leverage and liaison to the regional Workforce Investment Boards for apprenticeship support, and supervise the Program Manager and the MIS Administrator.

Program Manager: Patrick Mitchell (0.30 FTE) \$193,093

Mr. Mitchell will serve as the Project Manager, overseeing the TechSF-ALA work plan and leading the project management team to implement programmatic functions of the grant. He will also supervise the full-time Program Officer responsible for day-to-day operations of the ALA training programs.

MIS Administrator: Alfredo Fajardo (0.10FTE) \$61,876

Mr. Fajardo will oversee programmatic MIS systems, including participant data management and program reporting, and also lead program monitoring and compliance for the project subcontracts

TOTAL SALARIES

\$324,054

FRINGE BENEFITS: 38% of salaries

Calculation: \$123,140

TOTAL SALARY & FRINGE BENEFITS

\$447,194

CONTRACTUAL

Program Coordination: \$250,000

\$50,000 per year in Years 1-5. Tech SF Program Operations, Sector Training Coordination, Employer Engagement, Occupational Training and Job Placement.

Other TechSF Training: \$500,000

\$100,000 per year in Years 1-5. Tech SF Occupational Skills Training

Indirect: 13.96% of direct costs

Calculation: \$212,366

Total Leveraged

- \$266,930 in Year 1
- \$269,809 in Year 2
- \$272,775 in Year 3
- \$275,831 in Year 4
- \$278,977 in Year 5.

GRAND TOTAL: \$1,733,614

ADDITIONAL LEVERAGE

In addition to the leverage noted above, employers and other partners will leverage administrative, IT, fiscal, and MIS staff, training expenses, facilities, and supplies in support of this project. However, we have not asked for exact calculations of each contribution in this regard.

A. STATEMENT OF NEED

I. LEADING THE WAY IN INFORMATION & COMMUNICATIONS TECHNOLOGY

The San Francisco Bay Area is known worldwide as the birthplace of the internet-age technology industry, and for decades the region has continued to lead the way in information and communications technology (ICT). Global demand for Bay Area technology products is so great, in fact, that California tops the nation in technology exports, 30% of which is produced just in the Bay Area.¹ In recent years, employment in the city and county of San Francisco has grown at a rate triple the national average,² and the technology sector is the primary driver of that astounding growth, with 1,500 companies employing more than 30,000 individuals.³ In 2015, with the addition of 8,000 ICT sector jobs predicted, the size of the Bay Area's technology workforce will surpass even that of the height of the "dot-com era."⁴ Now, with the ubiquity of technology in our everyday lives the Bay Area ICT industry is growing with no end in sight.

II. EMPLOYER NEEDS VS. WORKFORCE READINESS

Research has identified a highly problematic gap between the competencies of the current ICT workforce and the skills employers need to keep pace in this rapidly evolving, innovation-driven industry. In a recent survey of almost 800 ICT employers in California, 93% of respondents cited a meaningful disparity between the existing and desired skill levels of ICT workers.⁵ In-depth regional research conducted by four Silicon Valley Workforce Investment Boards (WIBs) indicated that almost two-thirds of employers had difficulty in filling openings for occupations such as computer programmer, quality assurance engineers and project manager.⁶ In a series of focus groups led by the San Francisco Office of Economic and Workforce Development (OEWD), ICT employers emphasized the challenge of finding job

applicants with relevant experience and the necessary range of skills that can be used to problem-solve in project-based settings. One focus group attendee summarized the technology skills gap succinctly: “Everyone is seeking a *unicorn* even though we know they don’t exist.” Given these examples, many employers resort to over-utilization of H1-B visas, despite recognizing the strategy as a short-term “band-aid” solution that is ultimately inefficient and cost-prohibitive.

III. 20TH CENTURY TRAINING HINDERS THE 21ST CENTURY ICT WORKFORCE

Innovation, growth, and change are some of the hallmark qualities of the ICT industry—not only in the goods and services produced, but in the very way businesses operate. Employer needs evolve at a rapid pace, such that within a few years an ICT training program can become almost obsolete. A 2015 report from the Brookings Institute asserts that “the skills prerequisites of modern advanced industries have been changing faster than the country’s ability to train the needed workers,” and cites the critical need for a new approach: “smart, industry led, sector-specific, regional skills initiatives.”⁷ Bay Area ICT employers have emphatically called for job applicants to apply a broad array of skills in order to both problem-solve and innovate.⁸

Furthermore, ICT employers in the Bay Area are facing particularly urgent pressure to employ a workforce that reflects the diversity of the region, but are challenged to cultivate a workforce substantially more diverse than current pathways to ICT careers produce. A new approach to ICT training is desperately needed—one that expands access to ICT careers by utilizing accelerated, project-based education strategies that allow individuals to “earn and learn” at the same time, producing workers whose broad-based skills and problem-solving capacity will advance not only their careers, but also the long-term success of the Bay Area’s ICT industry.

IV. EMPLOYER NEEDS IN A THRIVING ICT LABOR MARKET

The Bay Area is home to almost **180,000 jobs in ICT occupations that pay an average of**

\$108,000/year, with more than 35,000 new jobs expected to be added by 2022 (Table 2).

Occupation	Total Employed ¹⁰	Mean Annual Salary ¹⁰	Projected Growth ¹¹
Information Security Analysts	2,290	\$112,095	36.5%
Computer Systems Analysts	21,410	\$107,140	24.5%
Software Developers, Applications	53,050	\$129,990	22.8%
Computer User Support Specialists	14,140	\$73,155	20.2%
Web Developers	5,970	\$101,090	20.1%
Computer Programmers	12,480	\$99,395	8.3%
Graphic Designers	4,920	\$75,650	6.7%

OEWD's extensive and intensive collaboration with ICT employers (described in detail in sections C.I. and C.V), paired with statewide employer research, has led to a deep understanding of these in-demand skills and competencies most critical to successful employment in the ICT industry today, and subsequently has led OEWD to currently offer in-demand training through its many public and private non-profit sector partners. As an example, OEWD provides training and advancement in Computer System Analyst occupational pathways with certifications in Linux, Apache, MySQL, PHP, C++, Ruby and Python, Mobile Application certification, and Cloud Computing; in Computer Support Specialists occupational pathways with CompTIA A+ and proprietary database solution certificates; and in various Graphic Design occupational pathways with Adobe and HTML/CSS certifications. Most of the exciting and lucrative jobs being created, however, are not being filled by local residents because of the pervasive ICT skills gap. A review of the employers in the Bay Area sponsoring the highest number of H1-B visas each year clearly shows an overwhelming representation of ICT companies—14 of the top 20 in San Francisco, including Salesforce.com, Twitter and Yelp, and an overwhelming 19 out of 20 in San Jose, including Ebay and Paypal.¹² Additionally, as Table 3 clearly indicates, *across all industries, the occupations most reliant on H1-B visas in San Francisco are in the ICT sector.*

Table 3. San Francisco Occupations Most Reliant on H1-B Visa Workers¹³

1. Computer Systems Analyst	11. Database Administrators
2. Software Developers, Applications	12. Market Research Analysts/ Specialists
3. Computer Programmers	13. Electronics Engineer, Except Computer
4. Computer Occupations, All Other	14. Electrical Engineers
5. Software Developers, Systems Software	15. Operations Research Analysts
6. Management Analysts	16. Physicians and Surgeons, All Other
7. Accountants and Auditors	17. Medical Scientists
8. Financial Analysts	18. Computer & Information Systems Managers
9. Network & Computer Systems Administrators	19. Web Developers
10. Mechanical Engineers	20. Biochemists and Biophysicists

V. DIVERSIFYING THE SAN FRANCISCO BAY AREA ICT WORKFORCE

Bringing diversity to the Bay Area's ICT workforce will require more than developing a handful of new training programs narrowly aligned with ICT trends. Rather, ICT training must be entirely reconfigured in a manner that is not only accessible, but sustainable for individuals from all backgrounds. OEWD has extensive experience in this kind of transformative approach to workforce development. Our wide range of workforce services have been developed using a sector strategy, an approach that allows every aspect of our education and training programs to be tailored to the specific needs of both jobseekers and employers, providing a continuum of jobseeker access to high-wage, high-growth pathways leading to self-sufficiency. TechSF is one such initiative, launched in 2012 and custom-designed to fill a much-needed gap in ICT training and employment. TechSF was designed from the start to serve populations currently underrepresented in ICT—including offering flexible, fast-track training options, recruitment through a network of neighborhood partners, extensive support services, and more. To date, 46% of participants in TechSF have been women, and almost 30% have been African-American or Latino. **Building on this innovative, responsive mindset and established infrastructure, the new TechSF: Applied Learning Accelerator (ALA) has the capacity to revolutionize the**

Bay Area ICT sector and provide more structured and accelerated earn-and-learn opportunities and educational pathways for underrepresented populations.

B. EXPECTED OUTCOMES & OUTPUTS

B.I PROJECT GOALS, OUTPUTS, & OUTCOMES

The design and implementation of TechSF: Applied Learning Accelerator (ALA) will be guided by six project goals along with the key outputs and outcomes, as detailed below.

1. Enhance and diversify the Bay Area ICT workforce through targeted recruitment and engagement of populations currently underrepresented in the technology sector in pre-apprenticeship and apprenticeship programs.

- ✓ 650 individuals will apply to ALA
- ✓ 75% of participants will be from ALA's target populations: women, young people of color, and/or veterans
- ✓ At the conclusion of the funding period, 80% of participating employers will have a more diverse workforce with respect to gender and race/ethnicity

Goal 2: Develop flexible, fast-track pre-apprenticeships and apprenticeships in the ICT sector that align with and continuously respond to the real-world needs of employers in a replicable and scalable manner.

- ✓ 3-5 new apprenticeable occupations will be registered in the state of California
- ✓ 30 new American Apprenticeship programs will be registered

Goal 3: Engage new and incumbent workers in robust, high-quality apprenticeships offering an innovative and accelerated combination of online coursework, classroom education, on-the-job learning, and more that fully equips participants to thrive in the ICT sector.

- ✓ 300 individuals will participate in apprenticeships, including 50% incumbent workers
- ✓ 150 individuals will participate in pre-apprenticeships
- ✓ The average cost per apprenticeship will be \$10,000
- ✓ 16 promotional/outreach activities to employers will be conducted
- ✓ 20 employers will benefit from (participate in) ALA
- ✓ A minimum of 10 education and training providers will participate in ALA

Goal 4: Enhance the success of all apprenticeships by employing comprehensive support services that support and empower all participants from first contact to career advancement.

- ✓ 80% of participants will complete the apprenticeship program
- ✓ 90% of participants who complete the apprenticeship program will be promoted and/or have their wages increased
- ✓ The average hourly wage post-apprenticeships will be \$30-\$40/hr

Goal 5: Create new opportunities for obtaining credentials in ICT fields by connecting cutting-edge online training providers with traditional institutions of higher education in a coordinated endeavor that leverages one another's strengths and prepares job-seekers to effectively respond to emerging labor market needs.

- ✓ 15% of post-apprenticeship participants will enroll in further education/training
- ✓ 10% of participants will earn one or more college credentials

Goal 6: Facilitate the development of a new labor market culture in which ICT employers and educators coordinate and collaborate to prepare the local workforce for high-skill, high-wage jobs and provide the ICT industry the talent pool needed to drive the Bay Area economy.

- ✓ 8 promotional/outreach activities to regions with the potential to replicate ALA will be conducted

- ✓ Two regions outside San Francisco will replicate or initiate a replication of ALA
- ✓ 50% of employers will report a ratio reduction in sponsorship of H1-B visas

B. II PROJECT MILESTONES

Please see the attached Performance Chart which identifies the key milestones marking progress toward project outputs/outcomes in each of the five years of the funding period.

B. III COLLECTING, ANALYZING, & REPORTING DATA

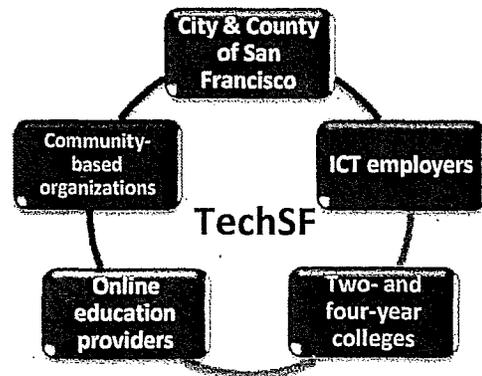
ALA will regularly collect and analyze a range of quantitative and qualitative data in order to measure progress toward key milestones and project goals. These data will be reviewed by the Project Director, the ALA Program Officer, the ICT Employer Advisory Board, education and training providers, and other key partners. OEWD has extensive experience in collecting, analyzing, and reporting data for DOL-funded initiatives, including Enhanced Transitional Jobs Demonstration (ETJD) Project and the Workforce Innovation Fund, and will participate in any required national evaluation. OEWD regularly generates reports and extracts data from both DOL-supported management information systems (MIS) as well as Workforce Central, San Francisco's local workforce development MIS. We have supported comprehensive project reporting and evaluation by coordinating evaluation site visits, interviews and focus groups. OEWD also currently works with MDRC, the DOL-funded evaluator on the ETJD Project; WestEd, the evaluator of the Workforce Innovation Fund grant; and technical assistance providers to ensure compliance with all WIA regulatory, statutory, and directive requirements.

ALA will use WorkforceCentral to ensure timely and complete data collection, while minimizing reporting burden. WorkforceCentral is synced with the state WIA tracking system and will be available online to all ALA project partners to track all services delivered and milestones achieved at the participant and project levels.

C. PROJECT DESIGN

C. I EXPANDING APPRENTICESHIPS IN H1-B VISA INDUSTRIES & OCCUPATIONS

In 2012, San Francisco's mayor launched TechSF, an ICT training initiative designed in response to two critical needs: 1) regional ICT employers' need for a qualified, local workforce to staff their rapidly growing, ever-evolving operations, and 2) San Francisco residents' needs, particularly those from underrepresented populations, to access the



incredible opportunities offered by high-growth, high-wage, high-skill ICT occupations. Over the past three years, OEWD has developed an in-depth, comprehensive understanding of ICT landscape through its close partnership with over 200 ICT employers and serving more than 650 jobseekers seeking to build the foundational skills necessary for breaking into the ICT industry.

Building on this initiative's effective practices, successful models, and powerful network of partnerships, TechSF: Applied Learning Accelerator (ALA) will expand ICT training in the Bay Area to meet the next level of need from the industry: for robust yet flexible training built around applied, project-based learning that cultivates a diverse homegrown workforce prepared for the occupations currently being filled by a flood of H1-B visas. ALA will meet this need by introducing the apprenticeship model to the regional ICT industry, using the following strategies:

- ✓ Leveraging TechSF's proven-successful strategies, systems, structures, and partnerships
- ✓ Reaching out to TechSF's extensive network of employer partners and engaging them in apprenticeships that assist their cultivation of a diverse local workforce and substantially reduce reliance on H1-B visas to fill critical positions

- ✓ Disseminating a replicable and scalable model regionally and beyond

C.I.1 Leveraging a Proven-Successful Model. The TechSF initiative is designed to address the skills gap in the local ICT sector and develop new and innovative ways to deliver workforce services for local jobseekers. Modeled after San Francisco's highly successful Sector Academies, such as CityBuild, a pre-apprenticeship job training program for the construction trades, TechSF is built on a powerful network of partners who collaborate to recruit participants currently underrepresented in the technology industry; develop customized training education plans that respond to employer needs and lead to career opportunities; provide wraparound services that support each participant's individual journey to meaningful employment; and engage employers in innovative and new ways to effect lasting change in the sector. The TechSF initiative is funded through multiple U.S. Department of Labor Employment and Training Administration initiatives, and other state and federal grants, including Workforce Investment Act for Youth, Adults, and Dislocated Workers, H-1B Technical Skills Training, H-1B Ready-to-Work, CA Employment Training Panel (ETP), Community Development Block Grant, and Workforce Innovation Fund.

To date, over 650 San Francisco residents have received ICT job training through TechSF, with 74% of participants having completed or still enrolled in training activities. The initiative has successfully engaged a highly diverse group of job-seekers, 46% of are women, and 30% are African American or Latino. Moreover, 83% of participants who completed their TechSF training are now employed in ICT occupations such as computer support specialists, quality control analysts, web developers, graphic designers, and information technologists. More than 200 companies have hired candidates through TechSF at an average starting salary of \$25/hour.

The impact of TechSF has been recognized not only throughout the Bay Area, but at the

national level as well. In March 2015, TechSF was selected by the Obama administration's TechHire initiative to be one of only 21 community partners nationwide. Inclusion in TechHire provides a resounding endorsement of TechSF's success in opening the door to high-skill, high-wage, high-growth employment for diverse San Francisco residents. Furthermore, it creates an ideal opportunity to disseminate innovative new programs, such as ICT apprenticeships, to cities around the country already deeply committed to strengthening America's ICT workforce and expanding access to populations currently underrepresented in the industry.

As a project of TechSF, ALA will build on the initiative's strong base of federal, state, and local resources as well as its powerful partnerships with ICT Bay Area employers. Even more importantly, ALA will leverage the core of innovation that drives all TechSF models and activities. From nontraditional employer engagement strategies that nurture increased levels of commitment over time, to the development of responsive training programs for emerging ICT skills and preparing workers who can draw from a broad skill-set and creatively solve a wide range of technical issues, *innovation is fundamental—both to the TechSF initiative as a whole and to its latest component, the Applied Learning Accelerator.*

C. I.2 Introducing an Extensive Employer Network to ICT Apprenticeships. Through TechSF, OEWD has cultivated a far-reaching network of 200 employer partners in the ICT sector. To date, 12 of the most well-known technology companies have already expressed interest in developing apprenticeships that would add highly qualified local employees from diverse backgrounds to their workforce, help retain and advance incumbent workers, and reduce their dependency on H1-B visas to fill essential positions in their companies. ALA will leverage the strength of this existing network, building on the trusted and highly regarded "TechSF brand," to introduce ICT employers to the powerful benefits of the apprenticeship training

model—both the financial advantages that come from building and retaining local talent rather than relying on a revolving door of expensive H1-B visas and the qualitative advantages of employing a workforce that represents the full diversity of the Bay Area.

Partnerships with regional workforce service providers will further amplify ALA's engagement of employers in apprenticeship programs. The NOVA Workforce Investment Board (WIB), situated in the heart of the Silicon Valley, as well as the San Jose WIB have already signed on to partner in ALA and committed to engaging employers in their particular regions in adopting and implementing ICT apprenticeships, and sharing this model with other WIBs.

C. I.3 A Scalable and Replicable Apprenticeship Model. ALA has scalability and replicability built into the very core of the training model. As noted earlier, San Francisco has been selected to participate in the TechHire initiative. As part of the city's participation in this landmark endeavor, OEWD has committed to both investing \$250,000 in apprenticeships and launching a fund development program that will seek out further support of apprenticeships directly from ICT employers, and ALA will secure the combined public/private support that is so essential to the sustainability and expansion of these types of initiatives.

In addition, OEWD's involvement in TechHire and other learning communities will provide ample opportunities to share the effective practices and successful apprenticeship frameworks developed through ALA. Through the Workforce Innovation Network—a Bay Area learning community seeded by the Workforce Innovation Fund – OEWD will engage the NOVA WIB, the San Jose WIB, and others involved in regional workforce services to test new ideas for improving workforce systems and effectively meeting the needs of the Bay Area's labor market.

C. II INCREASING THE RETURN ON INVESTMENT IN APPRENTICESHIPS

TechSF: Applied Learning Accelerator will ensure a high return on investment in ICT

TechSF: Applied Learning Accelerator

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apprenticeship programs by employing the following strategies:

- ✓ Limiting initial costs by launching ALA from the established infrastructure of TechSF
- ✓ Drawing from multiple public and private funding streams to create a strong, diversified platform of ongoing support for project activities
- ✓ Continuously expanding engagement of ICT employers by quantifying the significant long-term costs of relying on H1-B visas to staff their enterprises

C.II.1 Funding Major Costs. The most significant costs associated with implementing ALA will be staffing, in particular the full-time ALA Program Officer, and contracts with the numerous education and training providers whose learning experiences will comprise the apprenticeship programs. With those and other costs taken into account, OEWD anticipates an average cost per participant of approximately \$10,000.

ALA's approach to funding the major costs necessary to achieve the program's projected outcomes is built on access to multiple funding streams of both public and private dollars. As noted earlier, ALA will leverage the variety of public funds that provide ongoing support to TechSF. Furthermore, several ALA partners, such as BAVC and Academy X, are ICT training providers approved to receive funds from the California Employment Training Panel (ETP), an entity that reimburses employers for employee training. As ALA works with these employers to develop registered apprenticeships, we will be able to leverage these ETP funds. ALA will further diversify its funding through General Assembly's Opportunity Fund—contributions from employers that help subsidize the cost of training for economically disadvantaged job-seekers.

C. II.2 Building on Existing Infrastructure to Efficiently Invest Time & Money. Because ALA is a project of TechSF, the infrastructure required to launch this endeavor is already firmly in place, enabling ALA to quickly get up and running without the intensive start-up investment

of both time and money that would normally be required. Core activities ranging from recruitment/outreach to participant assessment to employer engagement will operate through TechSF's existing structures and systems.

Cost-effectiveness and efficiency are further integrated into ALA's design in numerous ways (described in detail in Section C.VI). For example, education and training curricula will be developed with the guidance of the Council for Adult and Experiential Learning (CAEL), leveraging the organization's extensive experience to rapidly create ICT apprenticeships models. Additionally, an extensive array of partnerships with online and classroom training providers, employers, community-based organizations, coding bootcamps, and startups are already solidly in place through TechSF. Moreover, ALA will develop apprenticeship frameworks that provide an overarching structure to participants' learning experience, meeting all requirements of Registered Apprenticeships, within which customized training programs will be created, comprising the exact combination of online coursework, accelerated classroom education, and on-the-job learning that will most efficiently and effectively lead to each participant's goals.

C.II.3 Quantifying the Benefits of Apprenticeship Training to Employers. For many ICT employers, such as the 12 already committed to participating in ALA, the benefits of ICT apprenticeships are abundantly clear. To continue expanding our engagement of ICT employers, ALA will offer a cost/benefit analysis of heavy reliance on H1-B visas. Most employers are well aware of the upfront cost of staffing their companies with H1-B visa-holders, estimated at approximately \$5,000-\$7,000 per worker.¹⁴ However, the extensive long-term costs are often less apparent. Research clearly indicates that H1-B visas provide only a short-term solution for ICT companies—only approximately 3% of visa-holders ever become permanent residents of the U.S.¹⁵ As a result, not only do ICT employers face a high staff turnover rate, but any investment

in that worker's training becomes another employer's asset. In contrast, although apprenticeships require a similar upfront investment of funds, they produce long-term benefits employers will never see with continued over-utilization of H1-B visas. Apprenticeships improve employee retention rates and enable those skills, knowledge, and ideas to be reinvested in the employer.

C. III EXPANDING ACCESS FOR UNDERREPRESENTED POPULATIONS

To help meet the urgent, growing demand from ICT employers for a more diverse workforce, and to open the door to an array of career opportunities for those who have struggled to break into the industry, ALA will focus on recruiting women, young people of color, and veterans into our pre-apprenticeship and apprenticeship programs. Strategies will include:

- ✓ Leverage recruitment practices developed and refined through TechSF that resulted in the successful engagement of a more than 650 diverse participants
- ✓ Maximize the extensive reach of our numerous partners, including community-based organizations, workforce service providers, educational institutions, and others
- ✓ Utilize a wide range of access points to facilitate engagement of both prospective and incumbent ICT workers including America's Job Centers and WIOA-required partners
- ✓ Provide a robust set of supportive services, including pre-apprenticeship programs and wraparound assistance tailored to enhance each participant's capacity for success.

C. III.1 Leveraging Effective Practices and Established Partnerships. ALA will devise a recruitment plan that builds on the proven-successful approaches developed, refined, and implemented by TechSF over the past three years, including both established regional strategies and highly localized, neighborhood-based efforts. More specifically, ALA's recruitment plan will be driven by the following core strategies: 1) Align activities and goals with those of state and national initiatives, such as Vice-President Biden's "Job-Driven" training strategies,

leveraging their resources, infrastructure, and reach; 2) Coordinate with local/regional initiatives and agendas in order to deploy a comprehensive and synchronized, yet nuanced effort; 3) Collaborate with community-based organizations, workforce service providers, and educational institutions to reach deeply into communities with innovative, non-traditional marketing techniques; and 4) Partner with employers to leverage their expertise in promotion and branding as well as reach incumbent workers, with a focus on entry-level employees.

Implementation of these recruitment strategies will maximize outreach to the target populations and will be coordinated with San Francisco’s Anti-Poverty and Women’s Empowerment agendas, which are currently being implemented by public- and private-sector leaders citywide. Furthermore, our employer partners have already expressed a high level of enthusiasm around helping to market ALA, both to other employers and to their own employees. We will maximize these employers’ expertise in marketing and branding to expand awareness of ALA to the greatest extent possible. We will work closely with individual ICT employers to integrate apprenticeships into their learning and development strategies and reach out as appropriate to entry-level employees looking to rapidly upskill and advance their careers.

ALA will also work with a wide range of community-focused partners to implement our recruitment strategies. A minimum of 10 ALA orientation sessions and at least six specialized outreach activities will be conducted each quarter during the funding period, reaching approximately 1,000 prospective participants of which approximately 75% will be from the target populations. Organizations that will host these orientation sessions and partner with OEWD in implementing other recruitment activities are listed below in Table 4.

Table 4. Outreach and Recruitment Partners	
Women Who Code	Girl Develop It
Hack the Hood	Vet Job Club

OEWD Young Adult WorkLink Centers	American Job Centers/Access Points
G:URL	MotherCoders
Year Up Bay Area	San Francisco Public Library
City College of San Francisco	San Francisco Unified School District
Re-Entry Access Point	HackerMoms
Swords to Ploughshares	Upwardly Global

ALA outreach and recruitment will utilize a wide range of tools, such as print and online advertising, social media, email blasts, phone/email solicitations. We will also pursue non-traditional marketing strategies to recruit disconnected populations, such as tailoring outreach to smart phones and social media in order to reach populations without home internet access.

C. III.2 Reaching the Target Populations from Multiple Access Points. OEWD will also collaborate with employers to identify and reach out to incumbent workers in the target populations. Apprenticeships will be “marketed” to incumbent workers through a wide range of forums, including employers’ existing learning and development programs and "Nerd Underground" industry-sponsored quarterly networking events for jobseekers and employees hosted by TechSF at large local ICT companies (e.g., LinkedIn and Pinterest). ALA will also work individually with employers who are seeking to enhance corporate responsibility agendas by cultivating a workforce that better reflects the diverse demographics of the Bay Area.

C. III.3 Supporting the Success of all Apprentices. The ALA apprenticeship model is designed not only to provide participants a comprehensive training experience, but also to ensure that they thrive in that experience. To determine whether applicants to ALA are ready for apprenticeships, an Apprenticeship Design Working Group—comprising representatives from OEWD, BAVC, ICT employers, CAEL, and our higher education partners—will identify a set of baseline competency standards. Each prospective ALA participant will undergo a comprehensive assessment (described in detail in section C.VI.3); those not yet ready to enter the ICT workforce

will be enrolled in fast-track pre-apprenticeship “bootcamps” that take advantage of all of the education and training programs available through TechSF. Pre-apprenticeship learning experiences may include online learning, participation in workshops, mastery of battery tests, and participation in other training modes by which they can gain the baseline skills necessary to be hired as an apprentice. The wide range of training and certificate options offered by TechSF include tech support, quality assurance, HTML/CSS, front-end web development, project management, web and graphic design, and many other in-demand options.

ALA will also provide participants access to a wealth of wraparound services designed to help them overcome any obstacles to their continued participation and success in their apprenticeships. Each participant will work individually with a career advisor to identify their interests and goals and develop a plan to meet those goals. Based on their individual needs, participants will be connected to the variety of supportive services already in place through TechSF, including, but not limited to monthly one-on-one meetings with a case manager, child care, transportation resources, job readiness training (one-on-one and group), culture fit assessments, resume/LinkedIn workshops, and networking events.

IV. STRENGTHENING APPRENTICESHIPS THROUGH A POWERFUL NETWORK OF PARTNERS

ALA has already secured a powerful network of cross-sector partners, and intensive engagement with these and other organizations will enable ALA to accomplish the following:

- ✓ Leverage public workforce system strategies, infrastructure, and funding to facilitate the successful implementation, scaling, and replication of ALA
- ✓ Connect apprenticeships to postsecondary education programs, certificates, and degrees providing participants opportunities for ongoing learning and career advancement

- ✓ Support the long-term sustainability of ALA using diverse funding streams that draw financial and in-kind contributions from the public and private sectors

C.IV.1 Alignment with the Public Workforce System. As described previously in sections C.II.1 and C.II.2, ALA has been specifically designed to not only align with, but maximize the strength of the public workforce system. OEWD also oversees America's Job Centers in San Francisco providing a seamless network of services of which ALA will be integrally linked.

ALA will further align with the public workforce system by leveraging California's Employment Training Panel (ETP), a source of funds that are used to reimburse employers for the costs of training their workers. The California Interagency Taskforce on Apprenticeship Expansion has already committed to making ETP funds available to ALA, and employers currently utilizing ETP-funded training who create registered apprenticeships from those trainings will be able to do so with the assistance of ETP.

C.IV.2 Comprehensive Collaboration with Educational Institutions. San Francisco is home to one California Community College (CCC) and one California State University (CSU)—City College of San Francisco (CCSF) and San Francisco State University (SFSU). These institutions play a pivotal role in the San Francisco community, together serving over 100,000 local residents each year across more than 10 campuses that serve every community in the city. CCSF and SFSU have been long-time partners of OEWD across a wide range of workforce initiatives. These two linchpins of postsecondary education in San Francisco will participate in ALA in the followings ways: Market ALA to their highly diverse student populations; Contribute expertise to the development of apprenticeship frameworks; With guidance from CAEL, develop prior learning assessments that translate students' real-world work experiences into college credits; Articulate apprenticeships to postsecondary certificate/degree programs; and

Join the Registered Apprenticeship College Consortium. The prior learning assessments and articulation pathways developed with CCSF and SFSU will serve as models that can be replicated by apprenticeship providers and postsecondary institutions across California and beyond. Chegg will also make available career counseling and technical assistance through chegg.com for apprentices who wish to transfer their apprenticeship experience credits. San Francisco Unified School District (SFUSD) will also support ALA by contributing to the long-term growth of the ICT jobseeker pipeline.

IV.3 Partnership Commitments

The key activities to which ALA’s partners have committed are summarized in Table 5.

Activity	Partners
Market ALA to jobseekers, incumbent ICT workers, and/or ICT employers	California Interagency Taskforce on Apprenticeship Expansion (CITAE), NOVA WIB, San Jose WIB (SJWIB)
Identify/recruit prospective participants	BAVC, General Assembly, CITAE, NOVA, SJWIB, SFSU
Design apprenticeship frameworks	General Assembly, CITAE, CAEL, CCSF, SFSU, Mother Coders
Deliver apprenticeship and/or pre-apprenticeship training	General Assembly, NOVA, CCSF, SFSU, MotherCoders, BAVC
Contribute facilities and/or personnel	General Assembly, CCSF, SFSU
Provide support services	BAVC, General Assembly, CCSF, SFSU
Develop prior learning assessments	CAEL, CCSF, SFSU
Articulate apprenticeships to postsecondary credentials	General Assembly, CITAE, CAEL, CCSF, SFSU
Register apprenticeships	CITAE
Help scale/replicate ALA	General Assembly, CAEL, NOVA
Collect real-time labor market information	Mother Coders, General Assembly

C.IV.4 Public Investment in ALA Sustainability. As described earlier, leveraging of ongoing support for TechSF from WIA and numerous other public funding streams such as ETP will be a

key element of not only maintaining, but growing ALA. In addition, TechSF is just one of San Francisco’s sector-based workforce development initiatives. For many years, the city has pursued a sector strategy to meet the needs of both employers and job-seekers, and this approach to workforce services will continue to drive the city’s investment in programs like ALA. And with ALA’s connections to neighboring WIBs, this project is at the forefront of a more cost-efficient and effective workforce regionalism being championed by the State of California.

V. DEPTH AND BREADTH OF EMPLOYER COMMITMENT

As noted earlier, ALA will benefit from the breadth and depth of TechSF’s partnerships with ICT employers. The success of TechSF in engaging employers is primarily due to the innovative strategies employed—strategies that have led 12 major ICT employers to already commit to participating in ALA, and that will enable ALA to grow that network of employer partners throughout the funding period. These strategies include: 1) Initiating relationships through “no-risk” approaches, such as enlisting employer participation in networking events, volunteering, or email listservs; 2) Investing substantial staff time in nurturing “Industry Champions” who will disseminate ALA’s benefits to their peers across the Bay Area; and 3) As trust is built, incrementally engaging employers in more intensive activities.

Twelve Bay Area ICT employers have already committed to participating in ALA, representing some of the biggest names in the ICT industry. These partners are: 12PFS, AirBnB, Bonfire Labs, Jawbone, LinkedIn, Lyft, Modcloth.com, OneWorld Communications, Pinterest, Salesforce, Webb Design, and Zendesk. Table 6 summarizes their initial commitments to ALA.

Table 6. Employer Contributions to ALA	
Activity	Partners
Market ALA to employees and/or other Bay Area ICT employers	AirBnB, Bonfire Labs, Jawbone, LinkedIn, OneWorld, Webb Design, Zendesk

Identify/recruit prospective participants	LinkedIn, Salesforce.com, Zendesk
Help design apprenticeship frameworks and content	12FPS, Jawbone, LinkedIn, Lyft, Modcloth.com, OneWorld
Contribute facilities and/or personnel	LinkedIn, Lyft, Modcloth.com, OneWorld, Webb Design, Zendesk
Hire apprentices	12FPS, Jawbone, LinkedIn, ModCloth, OneWorld
Inform ALA with real-time labor market information	LinkedIn, OneWorld

VI. TRAINING THE 21ST CENTURY ICT WORKFORCE

ICT employers throughout the San Francisco Bay Area and beyond are unified in their demand for a new approach to ICT education and training—one that is not only aligned with the needs of the industry today, but also has the capacity to evolve and advance in step with this rapidly changing field. ALA is designed to fill the gap between the ICT education and training programs currently available and meet the needs of not only employers but also jobseekers by, helping bridge the gap between online learning strategies and two- and four-year colleges; and improving the overall capacity to offer nimble, cost-effective training as part of a structured yet accelerated pathway. ALA will align industry and education through the following innovations:

- ✓ Developing employer-driven frameworks for apprenticeships in three to five ICT occupations that comprise customizable combinations of learning experiences within an overarching, replicable structure
- ✓ Blending cutting-edge online learning platforms, accelerated classroom bootcamps, traditional education programs, and project-based OJL experiences to equip each apprentice with a robust set of skills that lead to wage increases and career advancement
- ✓ “Connecting the dots” between applied learning, online coursework, and traditional and accelerated classroom education in order to articulate to postsecondary certificates, degrees, and other credentials meaningful to the ICT industry

- ✓ Continually informing program strategies/activities with real-time industry intelligence and implementing agile adjustments to needs of ICT employers and diverse jobseekers

C.VI.1 Creating a Framework for ICT Sector Apprenticeships. While the apprenticeship model has proven to be a powerful tool for recruiting, retaining, and advancing the workforce across a wide range of industries, it has yet to make inroads in the Bay Area ICT sector and thus employers rely heavily on H1-B visas to staff their companies. TechSF: Applied Learning Accelerator will create a bridge and close the gap between the needs of regional ICT employers and the capacity of existing education and training programs.

OEWD's first step in developing an apprenticeship model that advances the needs of the ICT sector will be creating an Apprenticeship Design Working Group. Drawing from our partnerships with employers throughout the Bay Area, the San Francisco WIB, the regional Workforce Innovation Network, and others, the Apprenticeship Design Working Group will comprise representatives from OEWD, Bay Area Video Coalition (BAVC—ALA's private sector Primary Partner) and at least five ICT employers, two institutions of higher education, two online education providers, two CA Eligible Training Providers and the Council for Adult and Experiential Learning (CAEL). Guided by CAEL's extensive experience in innovative, experiential learning, and informed by labor market data and workforce policy, the group will develop the core framework and identify the essential components of apprenticeships in three to five high-skill, high-wage, high-growth ICT occupations. With these key stakeholders guiding and shaping the creation of apprenticeship frameworks, ALA will be able to ensure that participant training is matched to employer needs at all times.

Based on a broad range of labor market data for the San Francisco Bay Area, as well as extensive input directly from employers, OEWD has identified an initial set of ICT occupations

that are 1) in high demand among ICT employers throughout the region; 2) currently being filled primarily by H1-B visas; and 3) presenting tremendous opportunity for meaningful career pathways for both new and incumbent workers. For each of these occupations—web developer, computer programmer, and data scientist—the Working Group will design an apprenticeship program comprising an array of online, classroom, and on-the-job learning (OJL) experiences that can be customized to create the most efficient and effective pathway for each apprentice to develop key occupational competencies, as identified by employers and the Department of Labor’s ICT Skills and Competency pyramid.

C.VI.2 Customized Pathways to ICT Employment. Because each apprentice will bring to her/his employer a unique set of existing skills and knowledge, as well as particular life circumstances and learning styles, neither employers nor ALA participants would be best-served by a one-size-fits-all approach to designing apprenticeships. Instead, ALA will create apprenticeship frameworks that include a variety of accelerated “mix and match” options, each of which will meet the requirements of a Registered Apprenticeship, including minimum hours of structured OJL and related instruction required. In addition, a pre-apprenticeship “bootcamp” framework will be utilized, offering participants who are newer to the ICT field a chance to gain a solid foundation through a condensed, efficient educational experience. In this way, ALA will connect each participant—whether incumbent worker or newcomer to ICT—to his/her own structured pathway to wage increases, employment advancement, industry-recognized credentials, and, ultimately, meaningful long-term careers in web development, computer programming, and data science. The classroom education and online learning components of each apprenticeship framework will be drawn from the wide range of education and training programs offered by OEWD’s partners: **City College of San Francisco (CCSF)** has accredited

courses available in its Computer Science and Computer Networking & Information Technology departments. **Bay Area Video Coalition (BAVC)** delivers fast-track, industry-taught courses leading to industry-recognized certificates and credentials under WIA and CA Employment Training Panel (ETP) training.

Academy X, offers industry-led, in-person WIA and ETP trainings in San Francisco, Sacramento, and other locations. **General Assembly**, one of the first education start-ups recognized by the state of California BPPE,

	<ul style="list-style-type: none"> • Determine website needs, features, content and qualities • Create and debug applications for a website • Write code using basic programming languages • Integrate graphics, audio, and video
	<ul style="list-style-type: none"> • Write programs in a variety of computer languages • Debug programs • Build and use software tools to automate code writing • Use code libraries
	<ul style="list-style-type: none"> • Conduct data exploration and visualization • Utilize basic machine learning and modeling techniques • Implement database technologies and statistical methodologies • Mine and map data

delivers industry-taught online and in-person courses. **Treehouse** offers self-paced, online courses available by subscription. **MothersCoders**, a women-owned start-up focused in particular on serving female veterans, provides childcare services along with its ETPL approval-pending courses. **Udacity** offers an extensive array of online courses, all designed by ICT industry employers.

Finally, OEWD, BAVC and CAEL will work closely with participating employers to design meaningful OJL learning experiences that incorporate best practices in applied learning and respond to the real-time needs of each employer to create Registered Apprenticeships. BAVC will not only recruit employers but also help link OJL to relevant instruction. CAEL will help develop a systematic approach to ensure industry- approved curriculum is leveraged in the apprenticeship training, allowing apprentices to gain college credit while completing the required learning outcomes tied to the registered apprenticeship program (as described previously in

section C.IV.2). Finally, we will work with employers to integrate apprenticeship opportunities into any existing learning and development programs operated by the company.

Ultimately, by creating apprenticeship frameworks that have both a foundational structure and flexible options, ALA will be able to provide the ICT sector the kind of training strategy that it has been calling for—one that is designed with a built-in, nimble responsiveness to the real-time needs of Bay Area employers; is ready to be scaled and replicated throughout the region and beyond; and has the capacity to cultivate a highly skilled local workforce in the occupations most essential to a thriving ICT industry.

C.VI.3 A New Generation of ICT Apprentices. Individuals recruited to participate in ALA through the strategies described earlier will begin their training journey by submitting an online application to TechSF—an employer-driven tool responsive to all personal internet devices including smart phones. Over the course of the funding period, 650 applicants will be contacted to complete career-specific assessments and determine existing knowledge, skills, and abilities. The TechSF Sector Coordinator, a private workforce intermediary organization, will then review 400 individual portfolios detailing an applicant’s skills, previous post-secondary education, work and volunteer experience, completed occupational training, battery assessments, and more. To determine whether the applicant requires pre-apprenticeship training or is prepared to immediately enter an apprenticeship program. Whether a pre-apprentice or apprentice, all participants will be assigned a career advisor who will help develop an education/employment plan and facilitate access to support services for the duration of their participation in ALA.

Over the course of the funding period, ALA will train a total of 300 apprentices, comprising 150 new hires and 150 incumbent entry-level ICT workers. Furthermore, as apprentices are promoted within their companies based on their new skillsets, ALA will work with employers to

hire new apprentices into the vacant positions created by this career advancement. In this way, ALA will create opportunities for up to 150 additional apprenticeships.

C.VI.4 Creating a New Field of Registered Apprenticeships. With three to five apprenticeship frameworks developed that target the ICT occupations most in-demand by regional employers, OEWD will proceed to work with individual employers to develop and register specific apprenticeship experiences. Representatives from OEWD, CAEL and the TechSF Sector Coordinator will partner with employers to define individual apprenticeship components based on the new and existing recognized occupational skills training options described previously and help employers customize the OJL framework to create a quality applied learning experience that complements the selected related training/instruction.

OEWD will then assist each employer in formally registering these apprenticeships. This will be undertaken in partnerships with the California Interagency Taskforce on Apprenticeship Expansion and will leverage technical assistance and coordinated state resource from entities including the California Labor and Workforce Development Agency, the California Community College Chancellor's Office, the California Workforce Investment Board, the state Employment Training Panel (ETP), and California's Division of Apprenticeship Standards (DAS).

D. ORGANIZATIONAL, ADMIN., AND FISCAL CAPACITY

D.I STAFFING PLAN

The OEWD Director of Programs, John Halpin, will provide **executive leadership** to ALA and its role in the local and regional workforce system. As Director of Programs, Mr. Halpin currently oversees all programmatic implementation across OEWD's workforce services portfolio and staffs the San Francisco Workforce Investment Board. Mr. Halpin has extensive experience in program development and management, strategic planning, and performance

evaluation, with a focus on sector-based training programs.

Patrick Mitchell, OEWD TechSF Program Manager, will serve as the **Project Director** for ALA. With a master's degree in Public Administration, Mr. Mitchell currently oversees planning, program development, and project management for the city of San Francisco's ICT sector programs, including management of three U.S. Department of Labor grants. Previously Mr. Mitchell has led the development and launch of workforce development initiatives in healthcare, retail, and hospitality, and has experience in construction apprenticeship programs. He brings to ALA extensive experience with WIA funding administration, project monitoring, and program operations.

As Project Director, Mr. Mitchell will serve as DOL's single point-of-contact, provide administrative oversight, and monitor grant activities and deliverables against timelines and budgets. He will lead monthly meetings of ALA partners as well as facilitate the Program Design Working Group, ensuring close coordination and collaboration as the project moves forward. Over the course of the funding period, Mr. Mitchell will provide ongoing guidance on program design and operations and regularly review and analyze progress toward identified outputs, outcomes, and milestones.

The Project Director will supervise a full-time **ALA Program Officer**, who will oversee day-to-day project operations and lead the implementation of all project activities and manage the development and implementation of ALA training programs. This work will include the preparation and execution of scopes of work with training providers, coordination of partnership activities, and implementation of all ALA program policies and procedures.

BAVC, the **TechSF Sector Coordinator**, is a private workforce intermediary and Primary Partner that manages the recruitment, admission, assessment, and support for TechSF

participants, and will similarly oversee ALA's participant flow. Responsibilities will include assessment, career advising, apprenticeship development, placement, and follow-up activities, all of which implemented with the experience and expertise developed through TechSF.

D.II ADMINISTRATIVE CONTROLS & SYSTEMS

OEWD has successfully managed over \$70 million in grant funding since 2007, including DOL-funded Enhanced Transitional Jobs Demonstration (ETJD) Project and the Workforce Innovation Fund initiatives. The agency has established procedures for meeting all funder requirements and federal, state, and local regulations and has a strong track-record of fulfilling all of the responsibilities related to grants administration, including the submission of quarterly program and financial reports on time every quarter for ETJD and WIF projects.

OEWD also maintains strict financial oversight of individuals and organizations who receive grants funds. OEWD collects and retains detailed expense data, including supporting documentation, from grantees and contractors through Total Grant Solution (TGS), a mature web-based application. The system allows for transparency of the reimbursement process as well as offering a flexible reporting tool to ensure proper oversight of funds. Segregation of awards and funds as well as review of grantee's implementation of approved cost allocation plans, indirect cost rates, and other important fiscal functions are directly tracked or assisted by this tool. All contractors are required to submit monthly program and fiscal reports, and all expenses for which reimbursement is sought must be thoroughly documented. In addition, OEWD monitors all contractors on an annual basis to ensure that their internal policies and procedures are adequate for grants administration. Furthermore, compliance officers from OEWD provide quality technical assistance to grantees/contractors and monitor programs biannually to ensure services provided satisfy federal rules and regulations.

D.III HIRING PROCESSES AND TIMEFRAME

As described in Section D.I, the ALA Project Director, Patrick Mitchell, is already on staff at OEWD. He will work with OEWD’s Director of Programs, John Halpin, to ensure the project can begin immediately, utilizing existing staff to conduct start-up activities. The ALA Program Officer will be hired by OEWD as a new full-time position. The recruitment process will begin immediately at the start of the funding period, as follows:

Program Officer Hiring Process	Timeframe
Approval to post the job announcement from the Director of OEWD and the Department of Human Resources (DHR)	2 weeks
Posting the job opening on the DHR website and distributing the job announcement to OEWD partners	2-4 weeks
Review of job applications and selection of candidates to interview	2 weeks
Candidate interviews	2-3 weeks
Candidate selection, including reference and background check	2-4 weeks
Job offer notification and acceptance, leading up to position start date	2-4 weeks

D.IV COMMUNICATIONS PLAN

OEWD will utilize three formal channels for communicating the purposes, goals and outcomes of the project to partners and stakeholders: 1) The ICT Employer Advisory Board, comprising senior leadership from the local ICT and business sectors, will meet on a quarterly basis to provide guidance on the strategic aspects of creating and implementing a sustainable ICT apprenticeship model. 2) The Project Director, supported by CAEL, will convene training providers and employers to embed knowledge about PLAs, registered apprenticeships and applied learning methods, improve project outcomes, and accelerate the scaling of innovations. 3) The Workforce Program Director will also coordinate a learning network, with regional WIBs and their tech industry subcommittees, state and national workforce organizations, and other key stakeholders to disseminate and promote replication of innovative practices.

VI. EXPERIENCE WITH MULTI-PARTNER PROGRAMS & MANAGEMENT PROCESS

OEWD has a proven track record of managing innovative public/private initiatives with multiple partners that improve outcomes for local jobseekers and strengthen the public workforce system. The implementation of an ETJD grant from DOL offers a prime example of OEWD's experience with and success in managing multi-partner programs. This initiative required OEWD to lead a collaborative effort that included two city agencies, San Francisco's Child Support Services department and Human Services Agency, along with a nonprofit workforce service provider/employer (Goodwill Industries) and an evaluator (MDRC). OEWD convened these partners in multiple forums and distributed a weekly progress report to all partners. This collaboration resulted in the engagement of 500 participants in an enhanced transitional jobs program and the placement of just under 300 of those participants in unsubsidized employment.

¹ Bay Area Council Economic Institute (March 2013). International Trade and the Bay Area Economy: Regional Interests and Global Outlook 2012-2013. <http://www.bayareaeconomy.org/media/files/pdf/IntlTradeBAEconomy2012-13Web.pdf>

² SPUR, "Forecasting San Francisco's Economic Fortunes," by Jennifer Warburg, February 27, 2015. <http://www.spur.org/blog/2014-02-27/forecasting-san-francisco-s-economic-fortunes>

³ Carrese, John & James B. Jones. (2013). Environmental Scan: Information and Communications Technology in California, Foundational Competency Employment Demand in California. San Francisco: Center of Excellence and Mid-Pacific ICT Center.

⁴ Azevedo, M.A. (January 2, 2015). "Housing affordability crisis drives Bay Area middle-class exodus." *San Francisco Business Times*. Retrieved from <http://www.bizjournals.com/sanfrancisco/print-edition/2015/01/02/the-housing-crisis-2015-forecast.html?page=all>

⁵ Carrese, John & James B. Jones. (2013). Environmental Scan: Information and Communications Technology in California, Foundational Competency Employment Demand in California. San Francisco: Center of Excellence and Mid-Pacific ICT Center.

⁶ Silicon Valley Workforce Investment Boards. (2011). Silicon Valley in Transition: Economic and Workforce Implications in the age of iPads, Android Apps, and the Social Web. Sunnyvale: Author.

⁷ The Brookings Institute, "America's Advanced Industries: What They Are, Where They Are, and Why They Matter," by Mark Muro, Jonathan Rothwell, Scott Andes, Kenan Fikri, and Siddharth Kulkarni, February 2015.

⁸ Silicon Valley Workforce Investment Boards. (2011). Silicon Valley in Transition: Economic and Workforce Implications in the age of iPads, Android Apps, and the Social Web. Sunnyvale: Author.

⁹ U.S. Department of Labor, Bureau of Labor Statistics. Combined employment totals for the San Francisco-San Mateo Redwood City and San Jose-Sunnyvale-Santa Clara metropolitan areas.

¹⁰ U.S. Department of Labor, Bureau of Labor Statistics, average of the mean annual salary for each occupation in the San Francisco-San Mateo Redwood City and San Jose-Sunnyvale-Santa Clara metropolitan areas.

¹¹ U.S. Department of Labor, Bureau of Labor Statistics. Employment by detailed occupation. Retrieved from http://www.bls.gov/emp/ep_table_102.htm

¹² Myvisajobs.com

¹³ Ibid.

¹⁴ Quora.com, "How much does an H1-B sponsorship cost to a company?" Retrieved from <http://www.quora.com/How-much-does-an-H1-B-sponsorship-cost-to-a-company>

¹⁵ Harkinson, J. (February 22, 2013). "How H-1B Visas Are Screwing Tech Workers," Mother Jones. Retrieved from <http://www.motherjones.com/politics/2013/02/silicon-valley-h1b-visas-hurt-tech-workers>



Grant Application Package

Opportunity Title:	American Apprenticeship Initiative
Offering Agency:	Employment and Training Administration
CFDA Number:	17.268
CFDA Description:	H-1B Job Training Grants
Opportunity Number:	FOA-ETA-15-02
Competition ID:	FOA-ETA-15-02
Opportunity Open Date:	12/11/2014
Opportunity Close Date:	04/30/2015
Agency Contact:	Jeannette Flowers Grants Management Specialists flowers.jeannette@dol.gov

This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.

Application Filing Name:

Select Forms to Complete

Mandatory

[Application for Federal Assistance \(SF-424\)](#)

[Project/Performance Site Location\(s\)](#)

[Other Attachments Form](#)

[Project Narrative Attachment Form](#)

[Budget Narrative Attachment Form](#)

[Budget Information for Non-Construction Programs \(SF-424A\)](#)

Optional

[Disclosure of Lobbying Activities \(SF-LLL\)](#)

[Attachments](#)

Instructions

[Show Instructions >>](#)

This electronic grants application is intended to be used to apply for the specific Federal funding opportunity referenced here. If the Federal funding opportunity listed is not the opportunity for which you want to apply, close this application package by clicking on the "Cancel" button at the top of this screen. You will then need to locate the correct Federal funding opportunity, download its application and then apply.

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application		
* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision		
* If Revision, select appropriate letter(s): _____ * Other (Specify): _____		
* 3. Date Received: 04/30/2015		4. Applicant Identifier: _____
5a. Federal Entity Identifier: _____		5b. Federal Award Identifier: _____
State Use Only:		
6. Date Received by State: _____		7. State Application Identifier: _____
8. APPLICANT INFORMATION:		
* a. Legal Name: San Francisco, City and County of		
* b. Employer/Taxpayer Identification Number (EIN/TIN): 94-6000417		* c. Organizational DUNS: 7886564160000
d. Address:		
* Street1: 1 South Van Ness Ave, 5th Floor		
Street2: _____		
* City: San Francisco		
County/Parish: _____		
* State: CA: California		
Province: _____		
* Country: USA: UNITED STATES		
* Zip / Postal Code: 94103-1267		
e. Organizational Unit:		
Department Name: Economic & Workforce Dev		Division Name: _____
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: _____		* First Name: John
Middle Name: _____		
* Last Name: Halpin		
Suffix: _____		
Title: Director of Program Operations		
Organizational Affiliation: _____		
* Telephone Number: 415-701-4856		Fax Number: _____
* Email: john.halpin@sfgov.org		

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

B: County Government

Type of Applicant 2: Select Applicant Type:

C: City or Township Government

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.268

CFDA Title:

H-1B Job Training Grants

*** 12. Funding Opportunity Number:**

FOA-ETA-15-02

* Title:

American Apprenticeship Initiative

13. Competition Identification Number:

FOA-ETA-15-02

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Additional Areas Affected.pdf

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

TechSF Applied Learning Accelerator is an industry-driven venture that will create fast-tracked, hands-on apprentice training programs that respond to the skill requirements of the ICT sector.

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="2,999,999.00"/>
* b. Applicant	<input type="text" value="1,733,614.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="4,733,613.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

- Yes No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:
Middle Name:
* Last Name:
Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Project/Performance Site Location(s)

Project/Performance Site Primary Location I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 1 I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Additional Location(s)

Other Attachment File(s)

* Mandatory Other Attachment Filename:

To add more "Other Attachment" attachments, please use the attachment buttons below.

Project Narrative File(s)

* Mandatory Project Narrative File Filename:

To add more Project Narrative File attachments, please use the attachment buttons below.

Budget Narrative File(s)

* Mandatory Budget Narrative Filename:

To add more Budget Narrative attachments, please use the attachment buttons below.

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 06/30/2014

SECTION A - BUDGET SUMMARY

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Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. E-1B Job Training Grant	17.268	\$	\$	\$ 2,999,999.00	\$ 0.00	\$ 2,999,999.00
2.						
3.						
4.						
5. Totals		\$	\$	\$ 2,999,999.00	\$	\$ 2,999,999.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	H-1B Job Training Grant				
a. Personnel	\$ 429,350.00	\$	\$	\$	\$ 429,350.00
b. Fringe Benefits	163,153.00				163,153.00
c. Travel					
d. Equipment					
e. Supplies					
f. Contractual	2,040,000.00				2,040,000.00
g. Construction					
h. Other					
i. Total Direct Charges (sum of 6a-6h)	2,632,503.00				\$ 2,632,503.00
j. Indirect Charges	367,496.00				\$ 367,496.00
k. TOTALS (sum of 6i and 6j)	\$ 2,999,999.00	\$	\$	\$	\$ 2,999,999.00
7. Program Income	\$	\$	\$	\$	\$

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SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8. <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. TOTAL (sum of lines 8-11)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ <input type="text" value="486,154.00"/>	\$ <input type="text" value="121,500.00"/>	\$ <input type="text" value="121,500.00"/>	\$ <input type="text" value="121,500.00"/>	\$ <input type="text" value="121,654.00"/>
14. Non-Federal	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. TOTAL (sum of lines 13 and 14)	\$ <input type="text" value="486,154.00"/>	\$ <input type="text" value="121,500.00"/>	\$ <input type="text" value="121,500.00"/>	\$ <input type="text" value="121,500.00"/>	\$ <input type="text" value="121,654.00"/>

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16. HLB Job Training Grant	\$ <input type="text" value="605,069.00"/>	\$ <input type="text" value="745,751.00"/>	\$ <input type="text" value="723,588.00"/>	\$ <input type="text" value="439,437.00"/>
17. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
18. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. TOTAL (sum of lines 16 - 19)	\$ <input type="text" value="605,069.00"/>	\$ <input type="text" value="745,751.00"/>	\$ <input type="text" value="723,588.00"/>	\$ <input type="text" value="439,437.00"/>

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges: <input type="text" value="2,632,503"/>	22. Indirect Charges: <input type="text" value="367,496"/>
23. Remarks: <input type="text" value="Indirect cost rate: 13.96%"/>	

United States Department of Labor

Secretary of Labor Thomas E. Perez

News Release

(Editor's Note: A list of [grant winners](#) can be found at the bottom of this release. To learn more about apprenticeships, please visit dol.gov/apprenticeship.)

FACT SHEET: Providing more Americans with affordable access to education and job training opportunities to help grow the middle class

WASHINGTON — Education and job training are among the surest pathways to the middle class. To mark the beginning of the school year, the President, the First Lady, Dr. Jill Biden, and Secretary Arne Duncan will travel across the country in the coming days to highlight the need for affordable, quality career and education choices for students and to discuss some of the many ways the Administration is working to provide all Americans with the skills and knowledge they need to acquire good-paying jobs and grow the economy.

Today, at Macomb Community College in Warren, Michigan, the President will announce new steps to expand apprenticeships and to continue to build momentum nationwide to make community college free for responsible students. Specifically, the President will announce:

- **Grants to provide "earn and learn" training opportunities to 34,000 new apprentices:** The Department of Labor is awarding \$175 million in American Apprenticeship Grants to 46 public-private partnerships marrying the efforts of employers, organized labor, non-profits, local governments, and educational institutions to expand high-quality apprenticeships. The winning grantees have pledged to train and hire more than 34,000 new apprentices in high-growth and high-tech industries including health care, IT and advanced manufacturing over the next five years. Learn more at dol.gov/apprenticeship
- **Creation of the College Promise Advisory Board to further efforts to make two years of community college free:** Today, the President will announce the independent creation of the College Promise Advisory Board, led by Chair Dr. Jill Biden and Vice-Chair former Wyoming Governor Jim Geringer, and directed by former Under Secretary of Education Martha Kanter. The board will bring together luminaries and leaders to highlight successes in places like Tennessee, Illinois and Michigan; share best practices and models; and recruit more of their peers to join the cause. Learn more at CollegePromise.org.
- **Launch of Heads Up America, an independent campaign to raise awareness about the importance of America's community colleges:** An initiative of the College Promise Advisory Board and digital agency, Huge, the Heads Up America campaign will work to create a movement to support community colleges around the country. It will give students, teachers, counselors, administrators, alumni, businesses, and other leaders a role in spreading the word about the value and impact that universal access to community college will have on our future. Heads Up America will call on everyone to join the movement to make two years of community college free for responsible students around the country. As part of Heads Up America, the College Promise Advisory Board will release a public service announcement featuring students, community college alumni and celebrities. Learn more at HeadsUpAmerica.us.

The President is returning to Macomb Community College where he first launched an effort in 2009 to encourage more community college graduates and invest in community college programs that meet local needs. The college is one of the winning American Apprenticeship grantees announced today. A member of the Investing in Manufacturing Community Partnership, Macomb has a successful track record of apprenticeship in manufacturing, partnering with more than 300 companies and with 160 apprentices in training, and is looking to expand both the number of apprentices it trains in manufacturing and to grow into new IT occupations, including health care IT. Their success in expanding opportunity to more students mirrors what's happening at institutions across the nation. Macomb also participates in Kalamazoo Promise, through which anonymous donors pay up to 100 percent of tuition at any of

Michigan's state colleges or universities for graduates of the public high schools of Kalamazoo. About 5,000 students have benefited in the past eight years. Kalamazoo's success has inspired a dozen cities across Michigan from Detroit to Battle Creek to launch similar scholarships for their local public school students.

American Apprenticeship Grants

The President is committed to creating more opportunities for hard-working Americans to get ahead by advancing job-driven training initiatives that help American workers acquire the skills they need to succeed in good jobs that are available now. Hands-on apprenticeships, where workers earn and learn at the same time, are a proven path to good, secure middle-class jobs. In fact, 87 percent of apprentices are employed after completing their programs, with an average starting wage above \$50,000. The return on investment for employers is also impressive — studies from around the globe suggest that for every dollar spent on apprenticeship, employers get an average of \$1.47 back in increased productivity, reduced waste and greater front-line innovation.

The \$175 million in American Apprenticeship Grants that the President is announcing today will help train and hire more than 34,000 new apprentices in high-growth and high-tech industries as diverse as health care, IT and advanced manufacturing while scaling up proven programs in construction, transportation and energy in the next five years.

American Apprenticeship Grants will help expand apprenticeships into growing industries while also aligning apprenticeship with pathways for further learning and career advancement, scaling apprenticeship models that work, and providing access to apprenticeship for all of America's talent. For example:

- **Silicon Valley High Tech Apprenticeship Initiative (Santa Clara, CA):** Led by Mission College, this IT apprenticeship will train more than 300 apprentices to deploy and maintain the critical IT systems and infrastructure now ubiquitous in everyday life in partnership with some of the biggest developers of those systems including Cisco Systems and VMware.
- **AHIMA Managing the Talent Pipeline in Health Information Management (national program):** Working with healthcare employers ranging from Pfizer to the Seattle Children's Hospital, the AHIMA Foundation is using a competency-based, on-the-job apprenticeship training program in healthcare informatics to help recent college graduates and career changers break into well-paying healthcare data management careers.
- **OpenTech Los Angeles Regional Apprenticeship Collaborative (Los Angeles):** In partnership with employers such as DIRECTV, Toyota, Farmers Insurance, and AltaMed, this apprenticeship program is setting a goal to train 1,000 at-risk youth for careers in high-growth IT and biotechnology jobs.
- **Focus: HOPE American Apprenticeship Program (Detroit):** Focus: HOPE has been a leading non-profit community training provider in Detroit for over twenty years. Its adult education programs help workers acquire the gateway skills needed to advance to better employment. With its American Apprenticeship Grant, Focus: HOPE will expand these proven programs while adding new disciplines to keep up with the changing technology powering advanced manufacturing jobs.
- **International Transportation Learning Center (Silver Spring, MD):** Partnering with Wider Opportunities for Women and the Amalgamated Transit Union, the International Transportation Learning Center will expand apprenticeship programs proven to yield a safety and performance dividend in transit rail industries. The grants will scale up their apprenticeship for signal maintainers and transit coach operators to nearly 1,300 workers in metropolitan areas nationwide.

The American Apprenticeship Grants build on tremendous progress underway. Since the President's 2014 State of the Union call to action, the U.S. has added more than 55,000 new apprenticeship opportunities, the largest increase in nearly a decade. Action from employers, colleges, labor, states and local governments are also building on that momentum.

- **Employers, colleges, and labor leading on apprenticeship:** More than 140 employers, colleges, and labor

organizations have signed on to be ApprenticeshipUSA LEADERS (Leaders of Excellence in Apprenticeship Development, Education and Research) by expanding their own training programs and encouraging their peers to follow. Together, employers in the LEADERS program have pledged to create nearly 20,000 new apprenticeship positions. During National Apprenticeship Week, which starts November 2, 2015 across the country, these LEADERS will showcase their efforts at open houses for workers interested in apprenticeship.

- **States and local governments taking homegrown action to expand apprenticeship:** Fourteen states, through leadership from governors, mayors, and state representatives have expanded apprenticeship by more than 20 percent. In Michigan, leaders launched a statewide skilled trades training fund to support apprenticeship. In California, where unlocked additional funds now cover training costs. In Kentucky, a novel, statewide youth apprenticeship program was created.
- **Colleges awarding double credit by linking apprenticeship to college degrees:** More than 200 colleges nationwide have joined the Registered Apprenticeship College Consortium (RACC) by awarding college credit towards a degree for completion of an apprenticeship program.

In addition, the White House and the Department of Labor also released a Progress Update on Job Driven Training and Apprenticeships yesterday, detailing the success of the Administration's jobs-driven training efforts, which have directed more than \$1.2 billion in competitive grants and \$8 billion in non-competitive formula funding for training investments into job-driven strategies. As the report details, following the Vice President's Job-Driven Training review last year, federal agencies have taken actions to make programs serving more than 21 million Americans every year more effective and accountable for matching and training Americans into good jobs that employers need to fill.

The success of these job-driven training efforts proves just what we can accomplish when we invest in the proven models that build the skills required for workers to succeed and access the middle class. In his FY 2016 Budget, the President increased funding for job training and employment services, and called on Congress to invest \$100 million in competitive grants to strengthen state and industry apprenticeships and to create a \$2 billion Apprenticeship Training Fund to help double the number of apprentices in America.

In contrast, the Senate and House budget bills fail to support the bipartisan Workforce Innovation and Opportunity Act (WIOA), the most significant reform to our national workforce system in nearly 20 years, which last year passed the Senate 97-3. The Senate funds the core WIOA and Wagner-Peyser employment and training programs at \$650 million less than the President's Budget, while the House bill reduces the funding by nearly \$500 million, harming our ability to compete and removing opportunities for workers to gain the skills they need to move into the middle class.

Under the Republican bills, two million fewer workers would receive job training and help getting back to work next year, as compared to the President's Budget. In particular, the Senate bill slashes funding for emergency grants to help workers whose jobs are lost as a result of mass layoffs and natural disasters, providing only \$74 million for program year 2016 — \$167 million (69 percent) less than the President's Budget.

America's College Promise

Nearly a century ago, a movement that made high school widely available helped lead to rapid growth in the educational attainment of Americans, driving decades of economic growth and prosperity. America thrived in the 20th century in large part because we had the most educated workforce in the world. Other nations have now matched or exceeded our success. More than ever, Americans need more knowledge and skills now to meet the demands of a growing global economy without having to take on decades of debt before they even embark on their careers.

Today, the President will announce the following Administration and independent actions, building on the America's College Promise proposal he announced in January 2015 to make two years of community college free for responsible students, letting students earn the first half of a bachelor's degree and earn skills needed in the workforce at no cost:

- **The creation of the independent College Promise Advisory Board:** Chaired by Dr. Jill Biden, Vice-Chaired

by former Wyoming Governor Jim Geringer and directed by former Under Secretary of Education Martha Kanter, the board will bring together luminaries and leaders, share best practices and ideas for models to make community college free, and serve as a way for those leaders to recruit more of their peers to join the cause. Board members include:

- Ellen Alberding, President & Board Member, Joyce Foundation
- Matthew C. Boulay, Program Officer for Veterans Program, Kisco Foundation
- Randy Boyd, Commissioner, Tennessee Dept. of Economic and Community Development
- J. Noah Brown, President & CEO, Association of Community College Trustees
- Walter G. Bumphus, President & CEO, American Association of Community Colleges
- Christopher Cabaldon, Mayor, West Sacramento, Calif.
- Phil Clegg, Executive Director, American Student Association of Community Colleges
- Alexandra Flores-Quilty, President, United States Student Association
- Brian A. Gallagher, President & CEO, United Way Worldwide
- Lily Eskelsen García, President, National Education Association
- Richard D. George, President & CEO, Great Lakes Higher Education Corporation
- Mark Haas, Oregon State Senator, District 14
- Anne Johnson, Executive Director, Generation Progress
- Martha Kanter, College Promise Campaign
- Chauncy Lennion, Managing Director of Global Philanthropy, JPMorgan Chase
- Harold O. Levy, Executive Director, Jack Kent Cooke Foundation
- Stanley S. Litow, President, IBM Foundation
- Andrew N. Liveris, CEO, Dow Chemical Company
- Joe May, Chancellor, Dallas County Community College District
- Gail O. Mellow, President, LaGuardia Community College
- Jen Mishory, Executive Director, Young Invincibles
- William F. L. Moses, Managing Director of Education, Kresge Foundation
- Eduardo J. Padron, President, Miami Dade Community College
- Wade Randlett, CEO, Transportation Fuels Division of General Biofuels
- Lauren A. Segal, President & CEO, Scholarship America
- Randy Smith, President, Rural Community College Alliance
- Thomas J. Snyder, President, Ivy Tech Community College of Indiana
- LaVerne Evans Srinivasan, Vice President, Education Programs, Carnegie Corporation

- Karen A. Stout, President & CEO, Achieving the Dream
- Scott J. Svonkin, Board of Trustees President, Los Angeles Community College District
- William H. Swanson, Chairman & CEO (retired), Raytheon Company
- Randi Weingarten, President, American Federation of Teachers
- **The launch of Heads Up America, an independent Campaign to raise awareness about the importance of America's community colleges:** An initiative of the College Promise Advisory Board and digital agency, Huga, the Heads Up America campaign will work to create a movement to support community colleges around the country. It will give students, teachers, counselors, administrators, alumni, business and other leaders a rôle in spreading the word about the value and impact that universal access to community college will have on our future. Heads Up America will call on everyone to join the movement to make two years of community college free for responsible students around the country. As part of Heads Up America, the College Promise Advisory Board will release a PSA featuring students, community college alumni and celebrities.
- **The release of a White House report on the nation's progress toward free community college for responsible students:** The report describes growing momentum behind efforts to make at least two years of college the norm, just like high school is today. President Obama's plan was inspired by efforts in Tennessee and Chicago. So far this year, new programs have been launched statewide in Oregon and Minnesota and in communities in Pennsylvania, Illinois, and Ohio. Since January, legislators in 11 additional states proposed new programs. Community colleges are ready for action: a quarter of community college Presidents believe it is likely that their institutions will offer a tuition-free (or nearly free) program within the next two years, almost doubling the number of free programs available. Students are ready, too: Tennessee's newly launched statewide program for free community college had nearly 60,000 students apply this year, and the state expects that ultimately 15,000 students will enroll in the program this fall.
- **The Administration has also undertaken efforts to better align community college programs to in-demand jobs:** As described in the report, in the past four years, nearly 700 community colleges have received \$2 billion in federal funding to design education and training programs, working closely with employers and industry that prepare workers for jobs in-demand in their regional economies, such as health care, IT and energy. These programs have shown early success — through the end of FY2014, more than 1,900 new or modified training programs have been launched. In addition, among the more than 176,000 individuals who had enrolled in these programs 85 percent either completed a program or continued the program into a second year. To expand on these successes, the President proposed \$200 million for an American Technical Training Fund in this year's budget that would award competitive grants to programs that have strong employer partnerships and include work-based learning opportunities, provide accelerated training, and are scheduled to accommodate part-time work. Programs could be created within current community colleges or other training institutions.

America's College Promise and the campaign throughout the country to deliver two years of free community college to hard working students are part of the President's continuing record of success to make college more affordable. The President has doubled investments in college scholarships by expanding Pell Grants and American Opportunity Tax Credit; made student loans more affordable by cutting interest rates and allowing borrowers to cap student loan payments at 10 percent of income; and is promoting innovation and competition to bring down costs and improve college quality.

The American Apprenticeship Grant Winners are as follows:

Grantee	City	State	States Served by Grant Program	Amount
Alaska Department of Labor and Workforce Development	Juneau	Alaska	Alaska	\$2,999,999

Arkansas Department of Workforce Services	Little Rock	Ark.	Ark.	\$4,000,000
Able-Disabled Advocacy, Inc.	San Diego	Calif.	Calif.	\$3,262,173
Los Rios Community College District	Sacramento	Calif.	Calif.	\$5,000,000
Managed Career Solutions, Inc.	Los Angeles	Calif.	Calif., Md., Mich., Mo.	\$2,974,070
Mission College	Santa Clara	Calif.	Calif.	\$2,999,340
City and County of San Francisco	San Francisco	Calif.	Calif.	\$2,999,999
United Auto Workers-Labor Employment and Training Corp.	Cerritos	Calif.	Mo., Tenn., Ind., Mich.	\$5,000,000
Connecticut Department of Labor	Wethersfield	Conn.	Conn.	\$5,000,000
International Brotherhood of Teamsters	Washington	D.C.	Okla., Calif., Ga., Mass., Texas, Tenn., Colo., Utah, Kan.	\$4,668,382
Florida State College at Jacksonville	Jacksonville	Fla.	Fla.	\$5,000,000
Georgia Department of Economic Development	Atlanta	Ga.	Ga.	\$2,999,995
Hawaii Department of Labor and Industrial Relations	Honolulu	Hawaii	Hawaii	\$2,999,554
AHIMA Foundation	Chicago	Ill.	Nationwide	\$4,919,839
Homework Hangout Club, Inc.	Decatur	Ill.	Ill.	\$2,989,850
Illinois Manufacturers' Association Education Foundation	Springfield	Ill.	Ill.	\$3,995,000
William Rainey Harper College	Palatine	Ill.	Ill.	\$2,500,000
Economic Development and Industrial Corporation	Boston	Mass.	Mass.	\$2,999,999
Executive Office of Labor and Workforce Development	Boston	Mass.	Mass.	\$2,999,999
Jobs for the Future	Boston	Mass.	Wis., Minn., Ind., Ky., Ohio, Mich., Pa., Ill.	\$5,000,000
International Transportation Learning Center	Silver Spring	Md.	Calif., D.C., Ga., Wash., Ky., Mass., Md., Minn., Miss., N.J., Pa., Ohio, Texas, Utah, Wash., Va., N.Y.	\$5,000,000

ETA News Release: [09/09/2015]

Contact Name: Jason Kuruvilla or David Roberts

Phone Number: (202) 693-6587 or x5945

Email: Kuruvilla.Jason@dol.gov or Roberts.David@dol.gov

Release Number: 15-1762-NAT

TO: Angela Calvillo, Clerk of the Board of Supervisors

RECEIVED
OCT 29 2015

FROM: John Halpin, Director of Workforce Operations
Office of Economic and Workforce Development

BY: *cb*

DATE: September 24, 2015

SUBJECT: Accept and Expend Ordinance for Federal Grant

GRANT TITLE: American Apprenticeship Initiative Grant

Attached please find the original* and one copy of each of the following:

Proposed grant ordinance; original* signed by Department, Mayor, Controller

Grant information form, including disability checklist

Grant budget

Grant application

Letter of Intent or grant award letter from funding agency

Ethics Form 126 (if applicable)

Contracts, Leases/Agreements (if applicable)

Other (Explain):

Special Timeline Requirements:

Departmental representative to receive a copy of the adopted ordinance:

Name:

Phone:

Interoffice Mail Address:

Certified copy required Yes

No

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

15126

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: *fw* Mayor Edwin M. Lee *EL*
RE: Accept and Expend Federal Grant - American Apprenticeship Initiative -
Amendment to the Annual Salary Ordinance - \$2,999,999
DATE: November 3, 2015

Attached for introduction to the Board of Supervisors is an ordinance authorizing the Office of Economic and Workforce Development (OEWD) to accept and expend a grant in the amount of \$2,999,999 from the U.S. Department of Labor (DOL) for the American Apprenticeship Initiative Grant for the period of October 1, 2015 to September 30, 2020; and amending the Ordinance No. 129-15 (Annual Salary Ordinance FY 2015-2016 and FY 2016-2017) to provide for the creation of one (1) Class 9774 Senior Community Development Specialist I grant-funded position (0.58 FTE) in the Office of Economic and Workforce Development.

I respectfully request that this item be calendared in Budget & Finance Committee on November 18, 2015.

Should you have any questions, please contact Nicole Elliott (415) 554-7940.

fw
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OFFICE OF THE MAYOR
SAN FRANCISCO