

# PROJECT NARRATIVE

## Statement of Need

### Introduction

The Silicon Valley region in northern California is home to the nation's leading high-tech companies and accounts for the largest number of H-1B visa applications of any region in the country.<sup>i</sup> The region is currently experiencing rapid job growth, especially in technology, while long-term unemployed workers are shut out of these opportunities due to outdated skills and bias against those without recent work experience. With resources from this H-1B Ready to Work Partnership Grant, **a consortium of five workforce investment boards (WIBs) will close the gap between Silicon Valley high-tech employers searching for talent and long-term unemployed job seekers.**

This consortium covers a four-county region (Santa Clara, San Mateo, San Francisco, and three cities in Alameda) that represents 10 percent of H-1B applications in the nation. NOVA, serving northern Santa Clara County, is the lead applicant for five regional WIBs that not only share technology as a driving industry, but also share a regional labor market with job seekers freely commuting throughout Silicon Valley. These job seekers will be taught to *refresh their skills and renew their networks*, resulting in rapid reemployment.

### Targeted Industries and Occupations

The Silicon Valley Ready to Work Initiative will target companies and occupations associated with the technology industry cluster in Silicon Valley. High-tech companies such as LinkedIn, Google, Apple, Cisco Systems, Hewlett Packard, Intel, Yahoo!, Lockheed Martin, and Microsoft have a significant presence here, where technology represents almost 30 percent of employment in the San Jose and San Francisco metropolitan areas, compared to 17 percent nationally.<sup>ii</sup>

This sector includes a wide range of occupations. In a 2014 article, Global Knowledge compiled several surveys of in-demand information technology occupational skills and ranked the top ten as follows: programming and application development, help desk and technical support, networking, mobile applications and device management, project management, database administration, security, business intelligence/analytics, cloud, and interpersonal skills.<sup>iii</sup> TechRepublic cited big data, mobile, cloud, and security as the top skill sets.<sup>iv</sup>

In FY13, companies in Santa Clara, San Mateo, and San Francisco counties, and Fremont, Newark, and Union City in Alameda County had 45,812 applications certified for H-1B visas to import workers to fill positions<sup>v</sup>, an astounding 55 percent of California's total applications and 10 percent of the applications for the entire United States. Technology occupations accounted for 80 percent of applications from the Silicon Valley region.

DOL's Information Technology Career Competencies Pathway identifies the skills and competencies necessary for entry into and success in the technology industry. Beyond these foundational skills, individuals can add training and certifications depending upon their current level of knowledge, for example, CompTIA A+ for entry-level or cloud computing for those with more technology experience. Educational requirements vary: O\*NET shows that computer user support specialist, an entry-level occupation, requires training in vocational schools, related on-the-job experience, or an associate's degree, while software developers

are required to have a minimum of a bachelor's degree.<sup>vi</sup>

*Help Wanted Online* data provided by the State of California Employment

Occupation	Job Ads
Software Developers, Applications	9,456
Marketing Managers	5,517
Web Developers	3,835
Network and Computer Systems Administrators	3,574
Information Technology Project Managers	2,304
Registered Nurses	2,286
Computer Systems Analysts	2,181
Medical Scientists	1,613
Software Developers, Systems Software	1,398
Software Quality Assurance Engineers and Testers	1,202
Market Research Analysts and Marketing Specialists	1,121

Development Department (EDD) highlights the occupations with the most job ads. March 2014 data show that a majority of in-demand occupations in the San Francisco/San Jose region are in the technology sector<sup>vii</sup> (*see table above*).

EDD projects significant growth in technology occupations within our region, with almost 64,000 new positions between 2010 and 2020 in selected high-growth occupations and about 9,000 annual job openings.<sup>viii</sup> Highlights include a 54 percent increase in demand for market research analysts (due to data analytics and big data) and an over 40 percent increase for software developers, which is also the number one H-1B occupation in the region. These high-growth occupations had median annual wages of over \$100,000 in 2012. (*See the following table for a representative list.*)

2010–2020 Occupational Projections for San Jose and San Francisco Metro Areas with Median Wages					
Occupational Title	Employment Change		Average Annual Job Openings	Q1 2012 Annual Wage	FY 2013 H-1B LCAs
	Number	%			
Computer & Information Systems Managers	4,100	30%	622	\$159,092	561
Computer Hardware Engineers	2,500	28%	460	\$122,178	430
Computer Programmers	2,180	24%	433	\$97,607	3,545
Computer Support Specialists	4,190	28%	809	\$68,938	97
Computer Systems Analysts	4,490	28%	752	\$97,990	8,061
Computer Occupations, All Other	1,920	35%	296	\$95,834	3,712
Database Administrators	1,240	45%	170	\$99,561	417
Information Security Analysts/Network Architects	4,650	39%	640	\$107,397	179
Market Research Analysts & Marketing Spec	7,260	54%	778	\$94,204	549
Network & Computer Systems Administrators	3,570	39%	511	\$96,365	805
Software Developers, Applications	14,350	40%	1,805	\$114,171	10,234
Software Developers, Systems Software	13,470	43%	1,672	\$124,655	3,393
Total	63,920		8,948		

## Employer Engagement

Silicon Valley tech employers cite looming talent shortages as major barriers to industry growth. They fear that a talent shortage will substantially weaken the Valley's competitive position, given that access to talent is the main reason why tech companies locate in the Valley.<sup>ix</sup> In 2013, the Mid-Pacific Information and Communication Technologies Center (MPICT) surveyed 782 California companies

relative to their information and communication technologies (ICT) employment needs with over half reporting difficulty recruiting employees with appropriate ICT skills.<sup>x</sup>

The employer partners in this Ready to Work initiative include the Silicon Valley Leadership Group and the Bay Area Council. In addition to validating current demand for technology skills, these premier industry associations will:

- Survey their members as to hiring practices, with the goal of identifying barriers to hiring the long-term unemployed;
- Convene a forum to disseminate survey results, discuss hiring barriers, and how to address them;
- Create a report relative to the survey and follow-up discussion to disseminate best practices;
- Solicit members to host project participants for short-term (2–6 months) paid internships so that they gain valuable work experience; and
- Encourage members to hire trained project graduates, primarily for mid- to high-skill technology-focused positions.

The Silicon Valley Leadership Group (SVLG) is a major political force and opinion leader in Silicon Valley, and its participation in this initiative presents an opportunity to gain regional, statewide, and even national support for the plight of long-term unemployed workers (LTUs). SVLG's more than 375 member companies collectively provide nearly one of every three private sector jobs in Silicon Valley. Members include Adobe Systems, Google, IBM, Intel, Cisco Systems, eBay, Oracle, and Facebook. Since its founding 37 years ago, it has played a major role in shaping Silicon Valley and in crafting regional, state, and federal solutions to boost the region's economy and support its residents. Key SVLG initiatives have included a successful campaign for the U.S. Patent and Trademark Office to locate a regional office in San Jose, advocating for a manufacturing sales-and-use tax exemption for jobs and equipment purchases, and restoring money for affordable housing, a critical issue for the workforce here.

The Bay Area Council (BAC) was founded in 1944. Its over 250 leading businesses include Apple, Comcast, Genentech, Kaiser, LinkedIn, Robert Half, Sandia National Labs, and Stanford University. From advocating for the extension of rapid transit to San Jose to supporting urban infill development to pushing for legislation to help shield companies from cyber security threats, BAC works across a wide range of initiatives affecting employers and workers in the Bay Area. BAC also operates the Bay Area Council Economic Institute. A respected source of information and analysis, the Institute addresses major issues impacting the competitiveness, economic development, and quality of life of the region. SVLG and BAC will assist the WIBs in identifying skill enhancements that make a difference in the reemployment of the long-term unemployed, whether in skills training, certifications, internships, or volunteer experience. By leveraging the leadership of these well-respected business groups, we will ensure that our training and career navigation strategies are job driven and expand our reach to over 600 engaged employers throughout the life of the project. *(See SVLG and BAC MOUs.)*

Other employer partners include Upwardly Global, a national non-profit organization that helps work-authorized, skilled immigrants rebuild their professional careers in the U.S. They will provide access to their considerable list of employer partners and refer appropriate project participants. Lawrence Livermore National Laboratory will participate in collaborative planning and implementation activities, provide career exploration, and host interns and consider them for permanent employment. A small business partner is acuteIQ, a digital sponsorship platform that works with leading event properties and media companies. As a startup, they are looking to expand their workforce and have a need for skilled technical professionals at all levels. They are specifically interested in hiring older workers through this project. *(See letters of commitment.)*

## Targeted Population

This initiative targets long-term unemployed (LTU) workers who have the interest and ability to enter or re-enter tech-related occupations. The WIBs will ensure that a minimum of 85 percent of the enrollees will meet the LTU definition at the time of enrollment, as discussed further in the Assessment section of this proposal.

The percentage of LTUs enrolled in Workforce Investment Act (WIA) grants in Silicon Valley is significantly higher than the state and the nation. Dislocated workers who were unemployed for 27 weeks or more at enrollment represented an astounding 45 percent of all enrollments last year by partner WIBs. As of March 2014, that figure had risen to 49 percent. By comparison, as of March 2014, only 39 percent of unemployed Californians<sup>xi</sup> and 36 percent of all unemployed Americans were out of work for 27 weeks or longer.<sup>xii</sup>

These Silicon Valley LTUs have unique service, education, and training needs based on their characteristics, such as mature-worker status (age 50 and older). Through March 2014, older individuals made up 57 percent of the long-term unemployed enrolled at NOVA, San Mateo, and work2future WIBs.<sup>xiii</sup>

In the Silicon Valley, 50 percent of the population has a bachelor's degree or higher compared to the national average of 28 percent.<sup>xiv</sup> But a degree, even an advanced one, does not solve the unemployment problem for LTU workers in a region where constant evolution in technology renders skills obsolete very quickly. These workers need current labor market information, skill enhancements, digital literacy, opportunities for volunteer or paid work experience, access to productive networks, and contemporary job search skills including social media training. The LTU population may also require financial assistance and emotional and mental health support.

## **Methodology and Work Plan**

### **Program Model/Strategy**

This project brings together a diverse team of exceptional organizations that will fully leverage regional expertise to offer a holistic and comprehensive service menu to LTU workers for rapid reemployment.

The project manager will lead the development of a consortium strategy to ensure that all relevant community stakeholders are aware of the resources available to this population.

### ***Outreach and Recruitment***

The WIBs consistently see large numbers of LTU customers and have multiple channels to recruit additional candidates who will benefit from the technology focus of this grant. Local WIB partnerships with the California EDD will identify individuals who have exhausted unemployment insurance. The Bay Area Community College Consortium, with 28 member colleges, is on board to be a recruitment source for participants. Upwardly Global (*see Employer Engagement*) will refer participants from their long-term unemployed immigrant population. Social media, local meet-up groups, and faith- and community-based job-search groups will also be used for outreach and recruitment.

Career Actions Ministry (CAM) of the Menlo Park Presbyterian Church is one such recruitment partner. Recognizing that the needs of the long-term unemployed are complex, the ministry provides spiritual and emotional support that can cut through the anxiety and depression and give people hope. CAM provides practical workshops and support groups and refers members to America's Job Centers of California (AJCs) for more extensive services.

NOVA, the lead applicant, has well-developed expertise in serving the LTU population (over 80 percent of NOVA's current dislocated workers are LTU). Due to its location in the heart of Silicon

Valley, NOVA is consistently in the top five California WIBs for the number of workers impacted by layoffs and has consequently become known for its expertise in serving dislocated workers, many of whom are long-term unemployed by the time they realize they need assistance with their job search. NOVA has also become the voice of advocating on behalf of LTUs, exemplified by an Op-Ed published in the April 11 edition of the *San Jose Mercury News*.<sup>xv</sup> NOVA and the other participating WIBs will share their unique successful outreach strategies and program models to enhance the capacity of the entire Silicon Valley region to recruit and serve the LTU population.

### ***Assessment Strategy***

All interested customers will receive services at one of fifteen AJCs located throughout Silicon Valley. The WIBs will ensure that a minimum of 85 percent of the enrollees will meet the LTU definition at the time of enrollment (i.e., have been unemployed for 27 weeks or longer as defined in the solicitation), through review of employer verification of layoff date or work history and/or unemployment insurance documentation.

The first visit will begin with an orientation that includes eligibility determination, an overview of services, and an introduction to a step-by-step job search planning process. Each job seeker will then meet one on one with a career advisor or case manager for assistance with assessment and creation of a customized job search plan. The assessment phase will enable the customer to self-identify where to begin in the job search process, depending on whether they are still adjusting to the emotions of job loss, contemplating career change, or skill training/job ready. Job seekers will also have access to NOVA's MyPlan online job search resource site ([myplan.novaworks.org](http://myplan.novaworks.org)), which strengthens and complements in-person activities. Assessment and service options will be expanded to address the unique needs of the long-term unemployed.

Assessment instruments used at each job center include Wonderlich, Meyers-Briggs, O\*NET, WorkKeys, and ProveIt (specifically for assessing skills competencies), among others. The results of each customer's assessments of skills, interests, values, personality, work history, educational background, and skills gaps will be incorporated into their plan and used to determine which of three intervention tracks to tech-related employment are appropriate.

### ***Rapid Reemployment and Training Strategy***

*“Refresh your skills, renew your network”* is the project focus and defines the necessary ingredients for rapid reemployment. The Silicon Valley technology economy is growing jobs, but in order to be competitive, applicants must demonstrate the most current skill sets, including career navigation, to overcome bias in this market that places high value on the next new talent and devalues even the most recent generation of tech skills. The following strategies include both direct skills training and work-based training opportunities that lead to rapid reemployment.

#### **Strategy 1: Short-term training that will lead to a skilled job**

Individuals who have tech work experience but lack current skills will receive professional staff assistance to identify employer-informed, job-driven skill enhancements necessary for them to be competitive for employment. They will work with a designated training advisor to follow a process of career exploration and to identify current trends in hiring, including skills, education, and experience to determine if their current skills are a match. If not a match, they will explore what it takes to close their individual skills gap.

Once necessary skills are identified, customers can choose which training provider offers the short-term, accelerated training that best meets their needs. Training may be provided through our training provider partner, the Bay Area Community College Consortium (BACCC), university extensions, or other approved vendors. Current labor market experience shows that the following types of training

have proven successful to enhance skills that lead to employment in regional high-demand occupations: project management certification, CISSP, Oracle Financial, SAS, data analytics, HR certifications (SHRM), cybersecurity, APICS, VMWare, Red Hat, and Ruby on Rails. Customers will also participate in workshops and labs to improve their career-navigation skills.

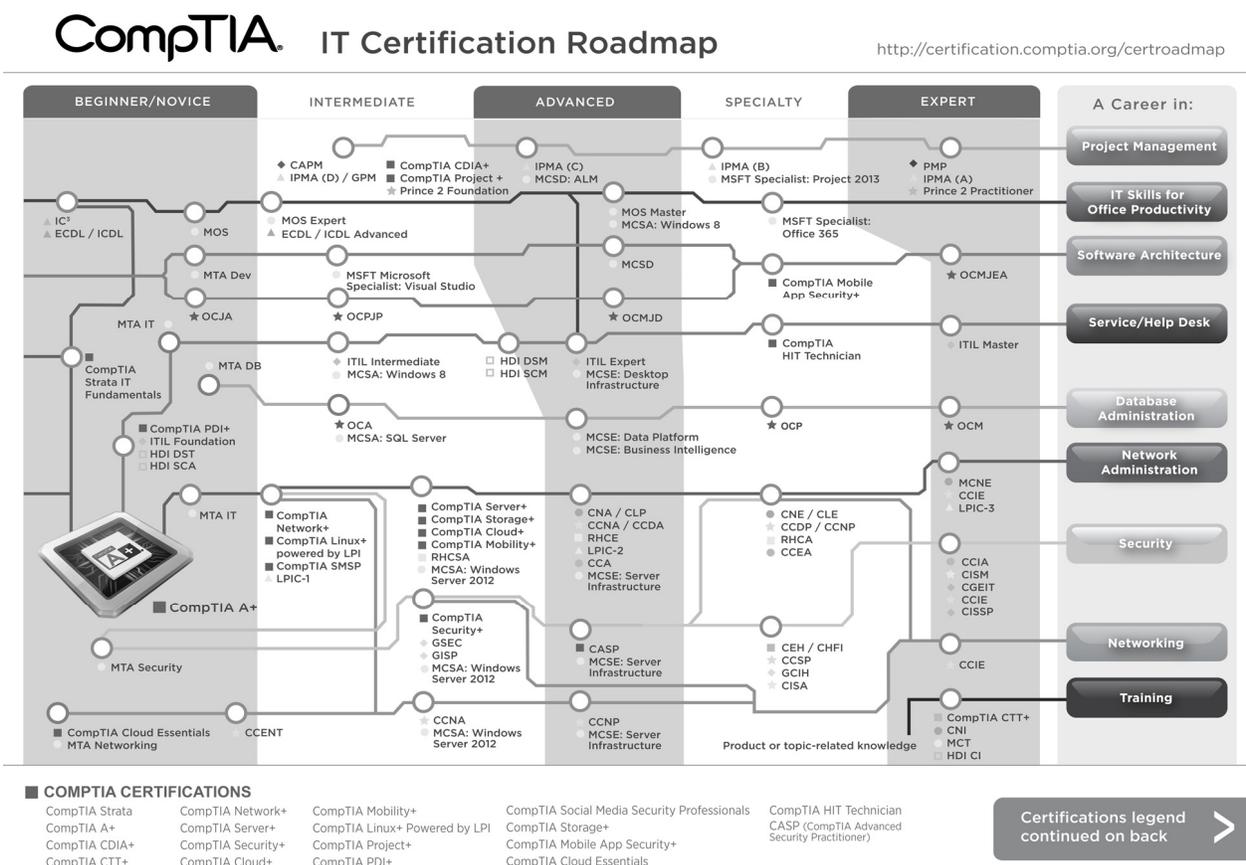
With cloud computing booming, one BACCC member college is developing a program called “Careers in the Cloud” that will be an excellent option for grant participants with some IT background. Employer partners, including Cisco, Palo Alto Networks, NetApp, and Citrix, are working with Mission College’s well-established Network Academy to provide training in security, data storage for big data management, and desktop virtualization. The program is based on a series of stacked industry-recognized certificates. Students who complete the Cisco CCNA certification and any of the additional certificates (NetApp/storage, Citrix/virtualization, or security) will be highly sought after as more industries move to cloud-based computing. Employer engagement through the “cloud academy” business partners will continue to inform the development of job-driven training throughout the life of the project.

The San Francisco WIB’s TechSF initiative serves low-income, unemployed, and other individuals who are currently underrepresented in the IT sector, including women and veterans. Its many training programs, including IT/network support, quality assurance, web and motion graphics design, desktop/tech support, Android programming, and others, have achieved a 68-percent placement rate among those who completed training. Approximately 75 percent of participants have been long-term unemployed. The San Francisco WIB will expand this program with H-1B funding, customized to LTU needs.

**Strategy 2: Training along a career pathway leading to an industry-recognized credential**

Enrollees who lack significant skills and/or work experience may need to explore new career options. A second intervention track is for training along a career pathway that leads to an industry-recognized credential. For this region, with great demand for IT staff at all levels, IT certifications are particularly valuable. Job seekers may access IT careers at varying levels, from entry level to expert, depending upon their existing level of experience and aptitudes.

CompTIA, the computing technology industry association, developed a multi-pronged career roadmap for individuals new to the field and for IT professionals in transition.<sup>xvi</sup> For nine different IT career areas, ranging from help desk to management, the map shows the certifications valued at each level, from beginning to expert. Enrollees will receive counseling and labor market information to assist them in finding their own path using this map as a guide. Credentials are stackable as an individual gains experience and moves up the career ladder. WIB experience shows that tech support/help desk positions are in demand for those with entry-level certifications such as CompTIA A+ and can be



stepping stones to other in-demand IT occupations.

The Silicon Valley region attracts biotech companies due to the region's technology strengths in software, R&D, and prototyping. The following four technical training options will target long-term unemployed workers with an interest in biotech and/or engineering:

1. **Bio-pharmaceutical Manufacturing Program.** This accelerated classroom/lab course leads to a Bio-Pharmaceutical Certificate of Completion. Paid internships will complement the training.
2. **Bio-manufacturing.** This 18-month program leads to a Certificate of Achievement and is a good match for long-term unemployed workers with little or no science background. Paid internships will complement the training.
3. **Bio-engineering Technician Program.** Alameda WIB, in partnership with Lawrence Livermore National Laboratory (an employer partner for this initiative) and Ohlone College, is developing this training in order to address the growing need for future workers.
4. **Engineering Tech Pathway.** This program consists of contextual courses in math and engineering, as well as a ten-week paid internship experience. Employers engaged in the program include Lawrence Livermore National Laboratory and NASA Ames. H-1B funding would allow replication of the program beyond Las Positas College.

All trainees in Strategies 1 and 2 will receive intensive staff assistance and also work on career navigation skills such as resume development and customization, job search and networking, and interviewing and negotiating.

Skills training in strategies 1 and 2 will be complemented by **earn-and-learn opportunities**, where necessary, in the form of on-the-job training (OJT) with private or nonprofit employers and short-term internships with public, private, or nonprofit employers. These opportunities will provide additional skill training, access to new networks, and an understanding of current work cultures (working in

teams, etc.). For LTU tech workers, demonstrating that they are “up to date” is critical, and this combination of skill enhancements and earning opportunities is a proven practice to help them compete with those with more recent work experience. SVLG and BAC member companies and other interested companies and local public sector employers will be offered grant-funded paid internships ranging from two to six months. Host employers will follow a training plan developed by both WIB and employer staff and provide supervision and mentoring during the internship. SVLG and BAC will encourage member companies to consider interns for unsubsidized employment.

### **Strategy 3: ProMatch, intensive coaching and other short-term services**

Long-term unemployed individuals with a strong career focus and significant work experience will learn to renew their networks and use them in a new way by participating in a nationally recognized, member-driven networking job club called ProMatch. This is a proven model to build connections, promote hope and encouragement, and effectively use program resources for rapid reattachment to the labor market. ProMatch was included in the May 2014 DOL study of faith- and community-based job clubs<sup>xvii</sup>, which highlighted the benefits for LTU workers. In 2013, 264 ProMatch members reported that they became employed; the program is on track to exceed that in 2014 with 149 placements reported through May. Two in-person alumni events per year plus continuous communication through LinkedIn groups facilitate connections. Regional WIBs may refer professional-level LTUs to NOVA’s ProMatch program or customize this model with NOVA’s assistance at their own job centers.

### ***Supportive Services and Specialized Services Strategies***

This project encompasses several reemployment strategies customized to the needs of LTU workers. These include access to supports such as financial counseling, personal interaction with career advising professionals, a customized job-search strategy reflecting the latest techniques, access to career

navigation skills and opportunities, peer-to-peer support, and services specific to older LTUs. WIB staff or their WIA subcontractors will provide all services.

For many families and individuals, long-term unemployment leads to financial ruin. Many of the long-term unemployed are between 40 and 62 years of age, which impacts their ability to recover and prepare for retirement. In addition to the comprehensive employment-preparation and training services in this proposal, work is needed to stabilize our customers' financial lives. The San Francisco Office of Financial Empowerment (SF-OFE) will lead the integration of **financial counseling and education** into this project. Their model, based on similar work launched in New York and now implemented in six major urban centers, offers such strategies as debt reduction, credit repair, and budgeting, as well as referrals to a range of additional benefits, such as legal services. SF-OFE currently partners with other agencies to support financial empowerment initiatives, including the United Way on *Sparkpoint* and *Earn It! Keep It! Save It!* With project funding, SF-OFE will employ a full-time financial counselor specifically trained on the needs of Ready to Work grant clients, provide one-on-one counseling to 250 clients on site at job centers throughout the project region, and track results on savings, credit, and debt.

All enrollees in this grant will have access to **career advising** for guidance, problem solving, and advice about the labor market. Career advising services include intensive case management from a specialized training advisor, appointments for those with immediate needs (such as to customize a resume or prepare for an interview), and a telephone "hot line" for answers to quick questions without the need to come into a job center. The consortium will host a training session for all participating WIB career advisors on assessing and meeting the unique needs of the LTU population to ensure comprehensive and consistent service delivery.

All customers will be provided with extensive coaching in **career navigation and networking** using onsite and online workshop content with opportunities for practice in both class-based labs and peer-to-

peer settings. LinkedIn is now used by 94% of recruiters using social media<sup>xviii</sup>, yet many LTU job seekers are unfamiliar with its potential. NOVA pioneered training in the use of LinkedIn in job search, including presenting a DOL webinar and at the National Association of Workforce Boards conference. NOVA will share its LinkedIn curriculum with all WIBs for this project, including a basic introduction, sophisticated techniques for seeking out connections to hiring managers, and a hands-on lab for developing an effective LinkedIn profile. LTU customers will also participate in a networking workshop to explore the visible and hidden job markets and work on specific tasks to help them create an effective strategy for finding jobs, expanding their networks, and developing employer contacts.

**Digital literacy** is of critical importance in almost all jobs, and long-term unemployed workers may need to brush up on their computer skills to be competitive in today's labor market. All LTU customers will have access to computer classes operated on-site by local adult education providers, from "Intro to Computers," "Intro to E-mail," and "Intro to the Internet" through the full suite of Microsoft applications, including Word, Excel, Access, and PowerPoint, as well as Intuit's QuickBooks.

Customers interested in **entrepreneurship** may participate in workshops to help with the decision to start a business ("Should I Start A Business," "Franchise Options") as well as various entrepreneurship courses at job centers, including courses in business planning, marketing, financial basics, and networking.

Given the large percentage of **older LTU workers**, this project will provide several services to meet their unique needs. Starting with the career assessment process, customers and career advisors will review and realign transferable skills to the current labor market and also consider new ways of working such as contract work or self-employment. Older job seekers need to be introduced to new ways of seeking employment, including networking and social media, and learn how to seek out companies that may be more likely to consider them as candidates. A workshop called "Job Search

Tips for the Mature Worker” will be offered to all older LTU customers. This workshop teaches them to identify age-friendly employers, age-neutralize their resume, and answer tough interview questions about current abilities.

**Other supportive services:** Supportive services to enable customers to participate in the project may include transportation assistance, textbooks and other training supports, assistance with childcare costs, and referrals to resources provided by job center partners, including mental health support.

### ***Job Placement Strategy***

The employers and business associations supporting this proposal are key partners in placement efforts. The Silicon Valley Leadership Group and the Bay Area Council will hold employer forums to identify and address barriers to employment for the long-term unemployed and encourage non-discriminatory hiring practices. They have committed to working with the WIBs to reach out to their members to provide OJT/internship opportunities for trainees, to promote participants for consideration in hiring, and to publicize success stories of those hired. The commitments of SVLG and BAC expand the reach of this project to expose trainees to over 600 Silicon Valley companies.

Many of the above employer engagement practices were tested as part of NOVA’s successful SolarTech project, a multi-partner project to identify local hiring needs in the solar industry, develop training to meet those needs, and place trainees in solar jobs. The project employed such strategies as trainees volunteering at events, providing employers with “look books” of candidate resumes, and publicizing hires from the project. The project trained 255 individuals and, due to strong employer engagement, placed 70 percent of program completers.

Upwardly Global (UG), Lawrence Livermore National Lab (LLNL), and acuteIQ are also employer partners. Upwardly Global has member companies who join the UG network to access and hire their highly skilled candidates, who may also be served in this project. LLNL will host project interns and

consider successful interns for permanent placement. AcuteIQ, a local digital media startup, has a specific interest in hiring older LTU workers into skilled tech positions. (*See commitment letters.*)

The ProMatch program, discussed previously in Strategy 3, has a strong placement component due to its emphasis on networking. Members assist each other with job leads and connections into companies. Alumni often turn to the current ProMatch membership when openings arise in their new companies, and these openings are publicized to all members. ProMatch members have reported 149 placements so far this year (through May 2014).

Statistics show that LTUs typically are more experienced workers who get overlooked because of their large gaps in employment. Direct advocacy with employers is a good method to get skilled individuals hired. The WIBs in this project will employ several strategies to directly involve employers with our job seekers, including:

- Partnering with staffing agencies that often represent numerous employer customers in the tech industry (a “try and buy” strategy that benefits LTUs).
- Inviting employers with greater recruitment needs to present and interview on-site at the local job centers.
- Holding on-site sector-focused panels to discuss industries such as advanced manufacturing, biotech, and healthcare.

All job seekers will have access to NOVA’s online job board. Job openings from local companies interested in hiring our job seeker customers are posted following a conversation with the employer to determine their needs; job seekers are encouraged to let the employer know they saw the posting on our job board. The job board averages over 100 jobs posted in a given month and receives over 600 views per day.

## Project Work Plan

The following work plan demonstrates the major activities of the proposed project, timeframes, key implementers, and costs. Further detail is provided below regarding applicant capacity and partner roles, as well as timely implementation.

Activity	Timeline (Months)	Implementer	Costs
<b>Program Management</b>			
Complete design, develop, and implement comprehensive LTU strategy that uses best practices of all WIBs	1-4	NOVA	123,106
	1-4	4 WIB partners	174,803
Ongoing grant management	1-48	NOVA	211,249
Subcontractor procurement & mgmt	1-2	NOVA	247,802
<b>Recruitment and Enrollment</b>			
Recruit, assess, enroll participants into grant	1-39	NOVA	164,141
	3-39	4 WIB partners	233,070
<b>Specialized LTU Services</b>			
Job search strategy, career advising, workshops, networking	1-39	NOVA	205,176
	3-39	4 WIB partners	291,338
Financial counseling services	3-39	SF Ofc Financial Empowerment	230,000
<b>Job-Driven Training</b>			
Technical skills training	2-39	BACCC/other training vendors	2,468,778
<b>Employer Activities</b>			
Member survey/LTU best practices forum	4-6	SVLG and BAC	50,000
Ongoing employer outreach	3-48	SVLG and BAC	100,000
Paid internships and/or OJT	7-39	Employer partners with NOVA	82,071
Paid internships and/or OJT	7-39	Employer and WIB partners	116,535
<b>Job Placement</b>			
WIBs/employer partners work to connect job seekers to jobs in tech occupations	4-48	NOVA	164,141
	4-48	4 WIB partners	233,070
<b>Participant Followup</b>			
Track employment outcomes	2-48	NOVA	82,071
	2-48	4 WIB partners	116,535
<b>Program Total</b>			
All program activities	1-48	All partners and providers	\$5,293,884

NOVA Workforce Board is the lead applicant. NOVA has a significant track record of regional collaboration and has effectively led regional WIBs in several grant-funded projects, including a

current California Energy Commission grant for electric vehicles and a previous state grant for solar energy. In fulfilling the function of regional grant recipient, NOVA has prudently managed procurement and contracting as well as reporting of participant and fiscal data. NOVA and its WIB partners, work2future, San Mateo WIB, San Francisco WIB, and Alameda WIB (and their WIA subcontractors) will provide services in this project, with skills training provided by community colleges, university extensions, and other training vendors. The Silicon Valley Leadership Group and the Bay Area Council will be contracted for assistance with employer engagement, including conducting forums, providing best practices training, hosting trainee interns, and promoting job placement. The San Francisco Office of Financial Empowerment will be contracted by the San Francisco WIB to provide in-depth financial counseling to participants in this project.

The participating WIBs have signed a Memorandum of Understanding describing their commitment to this project and intention to provide all services described. They have the ability to enroll LTU participants immediately upon grant award. Training is provided through existing training vendors and can begin as soon as trainee assessment is complete. Participant enrollment will occur on an ongoing basis until early in the fourth year of the grant to allow time for follow-up for performance outcomes. The two industry associations have both signed MOUs (*see attachments*) and are prepared to begin services following procurement.

## **Organizational Capacity and Project Management**

The attached organization chart shows the structure of this project, including the lead agency and linkages between the partners, as well as relevant leadership.

## Staffing Plan

NOVA Workforce Board, the lead applicant, is a local workforce investment area and seven-city consortium serving northern Santa Clara County that has successfully managed federal and state grants since 1983. Direct grants from Department of Labor (DOL) have included H-1B Technical Skills Training grants and Homeless Veterans Reintegration Program grants. NOVA's performance in grant management and participant outcomes has been exceptional since its founding and draws from a high level of experience with project management, participant tracking, and fiscal reporting. NOVA was recently designated by the California Workforce Investment Board as one of only 13 (out of 49) high-performing workforce boards in the state, as part of the five-year-plan review process.

NOVA Director Kris Stadelman will lead this project, together with the NOVA management team. Stadelman came to NOVA in 2009 after nine years as the chief executive officer for the Workforce Development Council of Seattle-King County, Washington. At that organization, she piloted the agency into being the catalyst for building regional workforce development solutions involving multiple stakeholders. She has vast experience in ensuring that performance reporting, fiscal reporting, and procurement are conducted in accordance with grant requirements. The NOVA director or a designated manager will convene regular meetings of all project partners to ensure project deliverables are met, provide technical assistance, facilitate problem solving, and disseminate best practices. Each participating WIB will assign a project coordinator with overall contractual responsibility.

NOVA's existing fiscal, administrative management and marketing staff will provide services under this grant. These accounting and management staff have a minimum of a bachelor's degree and multiple years of experience managing WIA and other grants, including conducting procurement, fiscal and participant reporting, and monitoring and oversight. NOVA's experience includes creative outreach strategies to potential grant participants to ensure full enrollment.

## Similar Experience and Capacity

In June 2013, NOVA was awarded a \$250,000 planning grant from the California Energy Commission to create a strategic **workforce development planning process for the electric vehicle (EV) industry cluster**. NOVA is collaborating with two neighboring workforce boards, the Bay Area Climate Collaborative (BACC) and its employer partners, county economic development organizations, several local colleges, local labor organizations, and the Silicon Valley Leadership Group, among many other stakeholders. NOVA conducted procurement for four subcontracts and is responsible for contract management and tracking grant expenditures to ensure they are in line with the budget. All fiscal and narrative reports have been submitted to the State on time. Based on performance to date, NOVA was recently awarded \$47,000 to expand activities in the grant.

Through funding from the DOL-ETA Workforce Innovation Fund (WIF), the San Francisco Office of Economic and Workforce Development (OEWD) has partnered with education and training partners to provide **innovative training to prepare participants for jobs in the Information and Communications Technology sector**. TechSF, an ICT sector academy, works with community-based Bay Area Video Coalition (BAVC), the California Business and Entrepreneurship Center, City College of San Francisco (CCSF), and San Francisco State University (SFSU) to create opportunities for industry exposure, project-based learning, work readiness, entrepreneurship, and self-employment. OEWD has created an infrastructure among partners that allows for the seamless progress of participants from occupational training at CCSF or SFSU through job readiness and job placement with BAVC. Project partners work closely with employers of all kinds—established companies, startups, and non-tech companies—to ensure that skills being taught are relevant and employment opportunities are available. TechSF Training Academy has successfully placed over 250 job seekers in high-tech occupations.

All WIF funds are managed by OEWD, which contracts out \$2.4 million of the \$3 million grant. All reports are submitted on time and in compliance with the grant agreement. Compliance officers from OEWD provide quality technical assistance to grantees/contractors and monitor programs biannually to ensure services provided satisfy federal rules and regulations.

These are just two of many examples of the project management, compliance, and administration of collaborative initiatives currently underway across the region. This experience predicts effective, efficient, and successful management of this job-driven initiative.

## **Systems and Processes**

This project will use existing systems and processes of the lead applicant, NOVA, to ensure timely and accurate financial and performance reporting. NOVA's fiscal and administrative entity is the City of Sunnyvale. NOVA uses the City's award-winning financial management system for fiscal tracking and is included in the City's annual single audit. Processes include detailed cost collection by various cost centers as required by particular grants and a regular review of actual to budgeted expenditures.

Participant tracking and reporting is accomplished through an internet-based customer management system and dedicated MIS staff. NOVA has the capability and experience to expedite procurement processes to ensure timely startup of subcontracts. Subcontractor management includes ensuring contract performance compliance through regular monitoring, payment management, and reporting. The primary partners in this proposal are also WIBs that have demonstrated the ability to deliver effective services and meet grant requirements.

NOVA meets all financial and participant reporting requirements from its funding sources, primarily the State of California Employment Development Department. NOVA works closely with both internal project staff and external contractors to ensure that project activities are progressing as planned and takes corrective action as necessary to complete grant activities within the period of performance.

NOVA has stringent procurement procedures in place to ensure full and open competition in the selection of service providers and purchase of employment and training activities and materials. All NOVA procurements have documentation showing the rationale for the method of procurement, contractor selection or rejection, and the basis for the contract type.

## **Outcomes and Outputs**

### **Projected Performance Outcomes**

As shown on the attached Performance Outcomes Table, the project will serve 1,272 unemployed participants, of whom at least 1,122 will be long-term unemployed. Projections are that: 664 will be enrolled in training activities; 629 will complete training (since, as the job market improves, some trainees will attain employment before the training ends); 557 trainees are expected to receive a credential; and 897 participants will obtain unsubsidized employment at an average wage of \$28.44 per hour.

These outcomes were projected by combining those projected by each of the five WIB partners participating in this project based on their experience with the target population in their area, and based on which of the three service tracks they anticipate their enrollees to follow.

### **Ability to Report Outcomes**

As local workforce investment areas, NOVA and its partner WIBs are well versed in tracking participants and their outcomes. Participant-level data will be collected in a format that meets DOL's reporting guidelines. Using an appropriate customer management system (one example is Virtual One Stop), grant partners will track and report to NOVA participant-level data relative to characteristics, services, activities, and employment outcomes for all participants. NOVA will upload the data to DOL-ETA in the required format, ensuring data is submitted on an accurate and timely basis each quarter.

Each WIB will also use their customer-management tracking system to generate regular reports of grant enrollment data, training enrollments and completions, and employment outcomes. This data will be compared to the quarterly targets they have already provided to NOVA in planning for this project. As the project manager, NOVA will discuss variances in actual to plan with the contracting WIBs so that any discrepancies can be resolved. All partners understand that their budget is subject to continued acceptable performance; NOVA plans to reallocate funds as shifts in labor markets and/or performance may necessitate.

Methods of tracking employment and wage outcomes may include: in-person case management contacts, continuing follow-up phone calls and texts, e-mails to customers, self-reporting by participants, EDD base-wage reports, and TALX (for searching employer databases in particular sectors). WIBs will share best practices in collecting this information.

## **Cost per Participant**

The average cost per participant for this project is \$4,162. The cost per placement is \$5,902, which is close to the WIA average cost per placement in California of \$5,759. The average costs are reflective of the high cost of doing business in Silicon Valley and the San Francisco Bay Area but are very reasonable given the additional specialized services, such as paid internships and financial counseling, being provided to the long-term unemployed participants in this project.

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- i [www.brookings.edu/metro/h1b](http://www.brookings.edu/metro/h1b)
  - ii Bureau of Labor Statistics & State of California Employment Development Department (EDD), February 2014
  - iii [www.globalknowledge.com](http://www.globalknowledge.com)
  - iv [www.techrepublic.com](http://www.techrepublic.com)
  - v Foreign Labor Certification Data Center, based on primary job opening location
  - vi <http://www.onetonline.org/>
  - vii State of California Employment Development Department (EDD)
  - viii State of California Employment Development Department (EDD)
  - ix *Silicon Valley in Transition*, <http://files.novaworks.org/NOVAtechStudy.pdf>
  - x *ICT Foundational Competency Employment Demand in California*, MPICT

- xi EDD, California Labor Market Review
- xii U.S. Bureau of Labor Statistics, Table A-12
- xiii U.S. Census Bureau Factfinder
- xiv <https://certification.comptia.org/ExploreCareers/careerpaths.aspx>
- xv "The Economic Damage from Long-Term Unemployment," <http://novaworks.org/AboutUs/Media/IntheNews/News2014/0410a.aspx>
- xvi *Formative Evaluation of Job Clubs Operated by Faith- and Community-Based Organizations: Findings from Site Visits and Options for Future Evaluation*, Capital Research Corporation and George Washington University, May 2014
- xvii Jobvite 2013 Social Recruiting Survey Results