ATTACHMENT A

**Comprehensive and Accessible Reemployment through Equitable Recovery
(CAREER) National Dislocated Worker Grant
Project Synopsis**

*This synopsis **must** be completed and submitted along with other required application materials as described in Section 4.g of the CAREER DWG TEGL. If more space is required than the synopsis provides, please attach additional pages with that information clearly identified. ETA will not review any information in excess of five additional pages.*

Applications that do not include all the required information in this synopsis will be considered non-responsive and will not be reviewed.

APPLICATION INFORMATION	
Instructions: Please complete all of the following elements in this table.	
Applicant Organization Name	NOVA Workforce Development Board - City of Sunnyvale
Applicant Organization Type Select the appropriate type of eligible applicant.	☐ State or Outlying Area Workforce Agency (or consortium of states or outlying areas)
	☑ Local Workforce Development Board (WDB) or consortium of WDBs
	☐ An entity eligible for funding through the Indian and Native American program in WIOA Section 166(c)
	☐ Entities determined eligible by the Governor of the state involved *(These entities must provide a letter from the Governor with application submission, as well as a letter from at least one WDB, as required in section 4.b.iii of the TEGL)*
	☐ Entities demonstrating to the Secretary the capability to implement this grant (These entities must submit additional documentation supporting their eligibility, as well as additional letters of support/partnership, as required in section 4.b.ii of the TEGL.)
Number of Participants Projected to be Served	600
Participant Eligibility Applicant acknowledges that the only eligible participants are dislocated workers as described in Section 4.b.iii of the TEGL.	☑ Yes ☐ No
Priority Participant Population(s) Describe those populations	☑ Individuals from historically-marginalized communities or groups Why chosen:

of eligible dislocated workers you intend to serve, and why such groups were chosen.	(See response #1 in Project Synopsis - Supplement to Attachment A)
	☑ Individuals have been unemployed for an extended period of time or who have exhausted UI or other Pandemic Unemployment Insurance programs Why chosen: (See response #2 in Supplement to Attachment A)
	☑ Other eligible dislocated workers Why chosen: Any period of dislocation hits workers harder in the Bay Area because of the cost of living and rapidly changing skill demands.
Project Service Area Describe the geographic areas to be served by the proposed grant. If all activities will be carried out statewide, indicate here. If some activities will be statewide and others in geographic regions, please include both options and list communities included.	☐ Statewide ☑ Counties/Communities (list): The California counties of San Francisco, San Mateo and Santa Clara. The service area's 2021 population of 3,564,492 is greater than 22 states.
Rationale for Project Service Area Provide a brief (*approximately 250 words*) description of why the service area(s) for this proposed project were chosen, including how providing services in these areas will help address the goal of the CAREER DWG.	While devastating throughout the region, the COVID-19 pandemic struck hardest at Bay Area communities that were struggling mightily prior to March 2020. The adjacent San Mateo County communities of North Fair Oaks and Atherton are a classic regional tale of two cities. In 2019, 71.6 percent of Atherton residents were white, the per capita income was $165,947 and 81.9 percent of residents had a bachelor's degree or higher. (See continued response #3 in Supplement to Attachment A)
Consent to Submitting PerformanceData Commitment to ensuring ability to submit performance data through WIPS as required in Section 4.g of the TEGL.	☑ Yes ☐ No

Performance Reporting As described in section 4.j. of the TEGL, applicants must indicate the performance outcomes they intend to achieve in their proposed project.	Planned Employment Rate (2nd Quarter after Exit) (e.g. 75%): 65% Planned Employment Rate (4th Quarter after Exit) (e.g. 75%): 71% Planned Median Earnings (per quarter earnings rate, after 2nd quarter after employment): $9,281 Planned Credential Rate: 62% Planned Measurable Skill Gains Rate: 37%
Performance Outcomes Are the planned performance outcomes for the activities in this project the same as the applicable negotiated goals established for state or local formula Dislocated Worker Programs? Applicants who do not intend to use the state or local negotiated goals for the above measures must explain what goals they will use and why those goals will be used in lieu of the negotiated goals.	☑Yes ☐No, please explain why

Partnership with Public Workforce System Entities

Instructions: To ensure proper participant eligibility determinations as well as delivery of appropriate career, training, and supportive services, at least one local Workforce Development Board (WDB) or American Job Center (AJC), located in the area(s) proposed to be covered by the grant, must be a partner in the grant. Applicants must complete the table below and include at least one required partner, as described in Section 4.d.iv of the TEGL.

Required Partner Name	Entity Type (Local Workforce Development Board; AJC)	Geographic Area Covered by Partner	Partnership Letter Included? (Y/N)
Ex. Coastal Workforce Board	*Local Board*	*6-county area including A, B, C, D, E and F counties*	*Y*
SF OEWD	Local Board	San Francisco County	Y
work2future	Local Board	Santa Clara County	Y

Strategic Partners (Optional)

Instructions: Per section 4.c.ii.B of the TEGL, applicants may propose to organize and maintain strategic partnerships, as well as contractual arrangements where appropriate, with community organizations or other entities to develop targeted efforts aimed at identifying and enrolling eligible participants from priority communities. *These partnerships may help ensure grant success but are not required to be included in the application.*

Partner Name	Partner Type (Employer/industry, education, economic development, community organization, etc)	Partner Role(s) In Proposed Project	Geographic Area Covered by Partner
Ex. Community Health Association	*Community organization*	*Outreach to potential participants*	*City of Alexandria; Fairfax County*
Central labor councils	Organized Labor	Outreach to participants	3 Bay Area counties
Si Se Puede Collective	Community organization	Outreach to potential	Santa Clara County
Child Care Coordinating	Community organization	Access to child care	San Mateo County
Bay Area College	Education	Training & labor market	3 Bay Area counties
San Mateo Econ. Dev.	Economic	Employer equity	San Mateo County
Renaissance	Small business	Minority business	2 Bay Area Counties

Project Summary

Instructions: Per section 4.d.i, applicants must briefly describe their vision for how their proposed project will achieve the goal of the CAREER DWG, including which of the required and allowable activities they intend to carry out.

Addressing the economic and human devastation of COVID-19 and a "build back better" equity imperative, three workforce boards in the Bay Area will design and implement holistic "success formulas" connecting dislocated workers with opportunities leading to quality jobs with greater career mobility. Currently organized as a State of California sponsored Regional Planning Unit (RPU), the boards will accomplish this vision through an enhanced suite of career and training activities including career assessments, training in resume development and interviewing skills, access to apprenticeships and other earn and learn opportunities, occupational skill training and direct placement into employment. (See continued response #4 in Supplement to Attachment A)

Grant Activities

Instructions: Applicants must	Brief Description of Activities (Approximately 250 words or fewer for

identify which of the required and allowable activities they intend to employ under the grant to achieve the goal of the program.	each element)

The goal of the CAREER DWG is to help reemploy dislocated workers most affected by the economic and employment fallout from the COVID-19 pandemic, in particular those from historically-marginalized communities or groups, and those who have been unemployed for an extended period of time or who have exhausted UI or other Pandemic Unemployment Insurance programs.

A. Required Grant Activities

Applicants for CAREER DWG funds must commit to providing *at least one* of the following activities.

☑ Provide **career and training activities** for participants, including staff-assisted career services and appropriate supportive services, focused on reemployment. See section 4.c.i.A for more information.	The Bay Area workforce agencies will offer a blended service delivery strategy with some interventions applied across the region while others are designed to meet the unique needs of local area populations. The region will offer dislocated workers a comprehensive suite of career and training activities including career assessment, career advising, one-on-one intensive job search support, resume review, interview preparation and job coaching. (See continued response
☑ **Research, purchase, build, or expand virtual technology applications or platforms** for job search, career guidance, training, or other activities to expand the capacity of the workforce system to serve larger numbers of dislocated workers and job seekers, to ensure accessibility to services beyond the physical American Job Centers, and to ensure that service delivery will not be interrupted due to emergencies such as the COVID-19 pandemic. See section 4.c.i.B for examples and additional information.	NOVA staff developed the MyPlan virtual career navigation platform in 2012. It was designed to give job seekers around-the-clock access to job search resources through open-source content that was free for anyone to use. Job seekers can use MyPlan without having to enroll in NOVA services. MyPlan is available to undocumented workers and others not eligible for WIOA services. MyPlan follows NOVA's four stage job search process: 1) focus (career exploration, career assessments and labor market information), 2) resume and application, 3) job search and network (building social capital through networking, including on social media) and 4) interview & negotiate. MyPlan proved invaluable during the pandemic by smoothing the transition to 100 percent remote services and increasing accessibility of NOVA services well beyond its local area. As a result, the Brookings Institution's Metropolitan Policy Program highlighted MyPlan as a COVID workforce best practice. (https://www.brookings.edu/research/sunnyvale-californias-open-source-online-tool-for-job-seekers/) (See continued response #6 in

B. Allowable Grant Activities

Applicants may carry out other activities to support the project design and in order to achieve the goal of the CAREER DWG program. Please select any of the options below that will be included in the proposed project, and provide a brief description of how these activities enable the success of the project. For additional information on these allowable activities see section 4.c.ii of the TEGL.

✔ Creating and executing focused **outreach campaigns** designed to reach priority populations and other potentially-eligible participants to ensure they are able to enroll in grant-funded activities.	In addition to loss of wages and career opportunities, dislocated workers of all backgrounds often suffer from a loss of social capital and professional networks that create gaps in awareness of employment and career service resources. For example, almost 80 percent of workers in the segregated North Fair Oaks community work in underpaid occupations, thus limiting networking access to career opportunities in technology, health care and other growing sectors in the Bay Area. (See continued response #7 in Supplement to Attachment A)
✔ Organizing and maintaining **strategic partnerships**, including contractual arrangements, with community organizations or other entities to identify and enroll eligible participants from target communities	The RPU will identify and engage with anchor institutions throughout the region to sustain and scale grant initiatives and ultimately enhance the CAREER grant return on investment. Anchor institutions are rooted in place and are part of the regional infrastructure. Those institutions include Self-Help for the Elderly and Mission Hiring Hall in San Francisco, the Renaissance Entrepreneurship Center and various faith-based institutions in San Mateo County, and the Milpitas Unified School District, Working Partnerships USA and the Si Se Puede Collective of non-profits in Santa Clara County. (See continued response #8 in Supplement to
☐ Carrying out **other allowable activities** that are intended to achieve the goal of the CAREER DWG	

C. Achieving the CAREER DWG Goal

The applicant must demonstrate that its project will help move its workforce toward high-quality family sustaining-wage employment opportunities and address the economic and workforce challenges caused or exacerbated by the COVID-19 pandemic. To address these challenges, applicants must briefly (in approximately 250 words or less) identify and describe how the strategies or approaches described above will help to achieve the goal of the CAREER DWG as described in section 4.a of the TEGL.

From the fog-shrouded beaches of San Francisco to the sprawling tech and academic campuses of Silicon Valley and the sun baked garlic fields of southern Santa Clara County, the RPU is a region of great contrasts, demographic diversity, extraordinary wealth and yawning gaps in opportunity and access to resources for many residents.

This regional grant proposal is focused on bridging these gaps and connecting dislocated workers to the training resources and career opportunities in one of the world's premier innovation hubs. The RPU's focus on career awareness, building social capital through networking and partnering with anchor institutions are all designed to connect under appreciated talent to opportunity. (See continued response #9 in Supplement to Attachment A)

CA-Bay-Peninsula Regional DOL CAREER Grant
Project Synopsis – Supplement to Attachment A

Priority Participation Populations (continued from Attachment A, page 2):

1. *(Individuals from historically marginalized communities or groups) (Why chosen?)*

Despite its global reputation as a socially progressive and wealthy region, the San Francisco Bay Area, including Silicon Valley, is home to low-income communities that are disadvantaged due, in part, to intentional and persistent residential racial and ethnic segregation.

These communities of need are also hampered by underfinanced schools, social capital deficits and a regional cost of living that is 79.2 percent higher than the U.S. average. The COVID-19 plunged communities that were already struggling into crisis mode, with mass layoffs of leisure and hospitality and other underpaid workers.

2. *(Individuals have been unemployed for an extended period of time or who have exhausted UI or other Pandemic Unemployment Insurance programs) (Why chosen?)*

Regardless of work history or level of educational attainment, long-term dislocated workers in the San Francisco Bay Area face two distinct challenges. The rapid pace of technological change means that existing skills quickly become stale and long-term unemployed individuals face huge educational and reskilling barriers to returning to employment. In addition, the high cost of living does not enable most workers to take time off from their job search to acquire new skills.

3. **Rationale for Project Service Area (continued from Attachment A, page 2):**

In the North Fair Oaks "opportunity zone," 84 percent of residents were Latinx, the per capita income was $25,787 and 17.2 percent had a bachelor's degree or higher. Further, almost one-quarter of Silicon Valley households lack home internet access.

The pandemic hit underpaid workers of color with the force of a 7.0 earthquake. Global shelter-in-place orders hindered San Francisco International Airport's (SFO) role as an economic engine for business travel and the region's once-thriving convention business. In 2019, there were 49 events at San Francisco's Moscone Convention Center, the tourism industry supported 56,060 hotel and restaurant jobs and convention attendees spent $1.175 billion. In 2020, there were 7 events at Moscone, the industry supported 12,247 hotel and restaurant jobs and convention attendees spent $94.6 million. San Jose's convention ecosystem experienced similar losses as a percentage of revenue.

In San Mateo County (where SFO is physically located), 85% of the food preparation and serving workers are people of color, according to an analysis of 2019 data by University of California-Santa Cruz professor Chris Benner. Accommodation and food service worker employment plummeted

35.3 percent as a result of the pandemic. Almost one-half of those workers earned $30,000 or less in 2019, according to Professor Benner's data.

These pandemic impacts played out in a region characterized by economic instability and workforce churn. There were 39,870 individuals impacted by WARN mass layoffs in San Francisco, Santa Clara and San Mateo counties in the first 11 months of the 2020-2021 program year. That compares to 38,147 in Los Angeles City and Los Angeles County workforce areas (combined), a region with a population more than 2.5 times higher than the three Bay Area counties.

4. Project Summary (continued from Attachment A, page 4):

In addition, NOVA will enhance its MyPlan remote career navigation platform to better connect with dislocated workers in marginalized communities.

Seeking to support the "whole person" in their workforce journeys, this initiative will provide supportive services including child-care and transportation support as well as potential access to guaranteed basic income opportunities through ongoing workforce recovery initiatives supported by non-WIOA funding streams.

The RPU will launch outreach campaigns to address opportunity gaps and resource awareness gaps for marginalized communities through active engagement with anchor institutions throughout the region. These outreach partners include labor unions, faith institutions and community-based organizations such as Self Help for the Elderly in San Francisco's Chinatown and the Si Se Puede Collective in the Mayfair district of San Jose. The boards will also leverage existing resources through ongoing COVID recovery initiatives in the cities of San Francisco, San Jose and Milpitas and in San Mateo County. For example, the three workforce boards are currently leading a regional effort in collaboration with Skillful, funded by the Markle Foundation, and employers to promote racial equity and inclusion through skills-based hiring. San Francisco's Racial Equity Action Plan will guide this work.

5. Required Grant Activities - career and training activities (continued from Attachment A, page 5):

Workforce board career awareness programming will be informed by UCLA professor Jasmine Hill's research on the lack of career mobility knowledge in a low-income community of color in Southern California.

The RPU will offer an array of supportive services including access to childcare, clothing, testing costs and transportation, as well as the prospect of guaranteed basic income payments through non-WIOA funding streams. These payments would benefit individuals who cannot afford to stop their job search in order to participate in skills training.

From a labor market intelligence perspective, the RPU is leveraging relationships with community college and industry consortia to learn of emerging careers long before they appear in government data. One example is "blue collar" artificial intelligence, a new opportunity for individuals without advanced degrees to participate in the region's innovation economy.

In addition to these proposed interventions, the region is employing two programs directly designed to surmount employment barriers faced by individuals from marginalized communities. Apprenticeships and pre-apprenticeships are important resources enabling underpaid workers to access good paying jobs and greater mobility. The RPU will leverage its leadership in Apprenticeship Bay Area and two regional building trades pre apprenticeship programs to expand opportunities for job seekers under this grant. On the demand side, the RPU is leading an initiative in partnership with the Markle Foundation to train companies about the value and techniques of skills-based hiring. This model, called Skillful, enhances equity and inclusion by focusing on existing skills instead of credentials and pedigree.

NOVA's programming will provide each customer with a customized job search plan based on an individual's skills, experiences, passions and career aspirations.

To support the career discernment process, NOVA will launch a pilot program offering 50 participants the opportunity to engage in an intensive two-week self-assessment and career exploration process. Another group of 50 participants will engage in an existing customer choice model of accessing any service based on career advisor recommendation. The goal is to determine if the two-week intensive program assists customers in gaining a clearer focus and the ability to engage in additional training and job search activities at a faster rate.

All customers will have access to a broad menu of career navigation services. Working with career advisors, job seekers will benefit from extensive local labor market data to learn more about high growth job opportunities and the skills and experiences required to transition new jobs. Job seekers will also benefit from over 20 different workshops to learn foundational job search skills including resume development, interviewing skills, using social media in job search, and strategies for accessing both visible and hidden job leads.

To address a growing need for digitally skilled and fluent workers, NOVA will develop a curriculum and provide in person training in digital skills including creating an email account, attaching documents to email messages, basic use of document and spreadsheet software, how to search for information, and internet privacy and securing personal information.

In addition, NOVA will provide sector skills training for prepare job seekers to opportunities in the growing economy. Training resources will include free and low-cost industry offerings such as IBM SkillsBuild and Grow with Google skills training. Certificate based training through public and private training providers will assist job seekers in transition to new careers or enhancing existing skills to be more competitive. Industry targets include information technology, health care, construction, and manufacturing.

In San Francisco, some CAREER grant participants will find employment through direct placement in order to help revitalized businesses find workers. The Chinatown-based Self-Help for the Elderly and Mission Hiring Hall San Francisco non-profits have connections to a myriad of job opportunities within the city's growth sector industries. Those include information and community technology, health care, hospitality and construction.

The work2future workforce agency will provide its customers access to Occupational Skills Training through individual training accounts to better connect individuals to emerging career opportunities in high growth industries including business and finance, construction, health care and social assistance, manufacturing and technology.

6. **Required Grant Activities – Research, purchase, build, or expand virtual technology applications or platforms (continued from attachment A, page 5):**

The CAREER grant will enable NOVA to expand the functionality and offerings on the MyPlan platform. NOVA will engage in a customer-centered design process to vet enhancements that would make the portal more user friendly, increase return rates, and provide users with an interactive platform to store job search data. Current enhancement ideas that would be vetted with customers include the ability to login and track job search activities on a dashboard, a place to store resumes, applications and employer interactions, and the ability to automate engagement emails to bring users back to the platform for ongoing assistance. NOVA would also produce additional video content.

NOVA will continue to make MyPlan available to all job seekers and will work with its San Francisco and work2future regional partners to customize the platform for users throughout the region.

7. **Allowable Grant Activities - outreach campaigns (continued from Attachment A, page 6)**

In response, the RPU will create a focused campaign to connect with dislocated workers throughout the region. In San Francisco, the workforce board will contract with Self-Help for the Elderly, a non-profit with deep roots in the communities of Chinatown, Tenderloin and South of Market.

The board will contract with another non-profit, Mission Hiring Hall, to reach residents in the Mission, Bayview/Hunter's Point, Western Addition and Visitation Valley/Sunnydale districts. All of these communities are historically underserved with large populations of people of color and relatively high unemployment rates. In Santa Clara County, work2future will leverage its partnerships with 25 community organizations, including Homeless Vet Emergency Housing, LGBT Youth Space and Campbell Adult and Community Center, in order to reach individuals most in need.

The RPU will leverage union organizer resources to reach out to dislocated union members, many of whom were leisure and hospitality industry workers who were hard hit by the virtual collapse of the region's convention business. This CAREER grant will also enable the RPU to leverage broad community relationships through participation in several local COVID recovery initiatives throughout the region. Partners include community-based organizations, chambers of commerce, school districts and faith-based institutions.

8. **Allowable Grant Activities - strategic partnerships (continued from Attachment A, page 6)**

Partnerships with these institutions will enable the RPU to gain access to potential program enrollees and share information about available workforce services throughout a broader geography. In effect, this strategy will embed a portion of NOVA, San Francisco Office of Economic and Workforce and work2future within community-serving institutions across a 2,095 square mile region.

The proposed MyPlan expansion presents a strategic use case for how the RPU will work with anchor institutions. NOVA will train staff and volunteers at these institutions about how they can use MyPlan to reach a broader audience of job seekers. The institutions will provide NOVA with intelligence regarding how MyPlan can be adapted to meet the particular needs of their community. This arrangement will expand valuable workforce access to residents without internet access and who are not eligible for WIOA services due to documentation status and other considerations.

9. Achieving the CAREER DWG Goal (continued from Attachment A, pages 6 & 7)

In concrete terms, that means supporting a dislocated accommodation and food service worker's career journey from a $38,628 average annual wage and little growth in employment opportunities to growing careers in health care - $77,543 average wage, construction ($94,012) or even information technology ($318,875).

The region's unequal and disconnected workforce ecosystem is not solely an issue of fairness or equity. Our economy suffers when talented individuals from marginalized communities lack clear pathways to careers that fuel the economy. Getting underappreciated talent "on the field" will benefit workers, families, communities and the regional economy. The region's workforce boards will combine intensive career exploration with career navigation advice and occupational focus with networking for social capital to build a bridge between hidden talent and opportunity.

The CAREER grant will enable this process, help address a persistent legacy of segregation and support the region's efforts to build back better from the pandemic.

SAN FRANCISCO
Office of Economic and Workforce Development

City and County of San Francisco: Office: Mayor – London Breed
Economic and Workforce Development: Kate Sofis, Director

CA-Bay-Peninsula Regional DOL
CAREER Grant Attachment A
Partnership with Public Workforce
System Entities Letter SF

July 16, 2021

Kris Stadelman
Director
NOVA Workforce Development Board
505 West Olive Avenue, Suite 550
Sunnyvale, CA. 94086

RE: CAREER National Dislocated Worker Grants

Dear Kris:

On behalf of the San Francisco Office of Economic and Workforce Development and our workforce development board, this is to enthusiastically support NOVA's application to promote greater career mobility and access to opportunity for dislocated workers through the DOL CAREER grant.

As you know, our office proudly services residents and business in the City and County of San Francisco. We look forward to deepening our longstanding regional partnership with NOVA and the work2future workforce development board in this important regional initiative.

The CAREER grant opportunity is particular significant because of its focus on dislocated workers who were suffering economically prior to the COVID-19 pandemic. Our workforce agency serves many residents living in pockets of extreme poverty in a region with astronomical housing costs.

I am confident that our region will succeed in meeting the grant goals, particularly in light of the foundation we have built to promote equitable hiring practices and to connect workers to apprenticeship opportunities. I am proud of our work in leading the Apprenticeship Bay Area consortium and in working with the Markle Foundation's Skillful project to help regional companies achieve greater diversity and inclusion. We are thankful for NOVA's ongoing role as fiscal lead in these initiatives.

Thank you for the opportunity to join NOVA is this critically important work.

Sincerely,

Joshua Arce
Director of Workforce Development

One South Van Ness Ave., 5th Floor
San Francisco, CA 94103

☎ (415)701-4848   🖥 oewd.org
🖨 (415)701-4897

work²future℠

opportunity • jobs • success

July 16, 2021

Kris Stadelman
Director
NOVA Workforce Development Board
505 West Olive Avenue, Suite 550
Sunnyvale, CA. 94086

RE: CAREER National Dislocated Worker Grants

Dear Kris:

On behalf of the work2future workforce development board, this is to enthusiastically support NOVA's application to promote greater career mobility and access to opportunity for dislocated workers through the DOL CAREER grant.

As you know, work2future proudly services residents and business in two-thirds of Santa Clara County, including the cities and towns of San Jose, Gilroy, Campbell, Los Gatos and Stanford. We look forward to deepening our longstanding regional partnership with NOVA and the San Francisco Office of Economic and Workforce Development in this important regional initiative.

The CAREER grant opportunity is particular significant because of its focus on dislocated workers who were suffering economically prior to the COVID-19 pandemic. Our workforce agency serves many residents living in pockets of extreme poverty in a region with astronomical housing costs.

I am confident that our region will succeed in meeting the grant goals, particularly in light of the foundation we have built to promote equitable hiring practices and to connect workers to apprenticeship opportunities. I am proud of the region's role in creating the Apprenticeship Bay Area consortium and in working with the Markle Foundation's Skillful project to help regional companies achieve greater diversity and inclusion. We are thankful for NOVA's ongoing role as fiscal lead in these initiatives.

Thank you for the opportunity to join NOVA is this critically important work.

Sincerely,

Monique Melchor
Director work2future