



San Mateo County Transition Team
April 14, 2015 Meeting Summary
Draft Abbreviated Version

I. Welcome and Review of Agenda

The Transition Team chair kicked off the meeting with a welcome, review of the agenda and a look at the work ahead. Members were asked to introduce themselves and shared their expectations about what they hope to achieve and contribute to the Team's efforts.

II. Review Transition Team Charter and Work-plan

Team members reviewed the charter: to oversee and guide the transition of the San Mateo County workforce development system to the NOVA consortium. The work-plan for the Team will focus on four areas: 1) development of **guiding principles** for the transition under the umbrella of the Board vision, mission and purpose statement that will include metrics to capture whether we've achieved success with this transition; 2) development of a **communication/messaging approach** for how we will communicate to the San Mateo County community, the current NOVA consortium community and the larger community about this transition; 3) **service-delivery**, specifically, determine how we can effectively and efficiently serve the larger community and improve service providers' performance goals; and 4) **infrastructure**, in particular, identify the management/administrative staffing and Board capacity we will need to effectively oversee, monitor and represent this larger workforce system.

It will be important as we begin to tackle this work-plan to keep an open mind and capitalize on the technology expertise that is represented on the Team by introducing new ways to accomplish what has been done in the past.

III. Profile of the San Mateo County Community

An overview of the San Mateo County workforce system and community, as compared to NOVA, was presented to the Team. Highlights of the presentation included:

- **Branding:** We currently have two primary brands for the combined system, with a third brand that is also used by local workforce areas statewide. The two primary brands are NOVA Job Center and Peninsula Works (San Mateo County), with both systems operating under the third brand "America's Job Centers of California" that was adopted by the U.S. Department of Labor for job centers across the country, with California and other states applying their own variations. Many workforce areas have found value in using a brand that distinguishes them from other areas and that reflects the local geographic community they serve, with the federal/state "America's Job Centers" brand used as part of the tagline, "...a proud partner of America's Job Center of CA". The U.S. Department of Labor has indicated it may consider changing this brand in the future.
- The series of action steps taken to implement the Workforce Innovation and Opportunity Act (WIOA), locally, were reviewed. The last step is NOVA submitted its application to the State in

March to be designated as a modified local area. The California Workforce Investment Board is expected to review all applications by April 22, 2015, with the Governor scheduled to make a final decision on local area designations by May 10, 2015. However, WIOA and the new combined NOVA consortium will not take effect until July 1, 2015.

- A regional map was shown of the combined San Mateo County and NOVA consortium area, with local one-stop centers located in Daly City, San Mateo, Menlo Park and Sunnyvale. Youth offices are located in Daly City, Menlo Park, Pescadero and Sunnyvale.
- Adult service providers for the combined service area include NOVA, Job Train and Central Labor Council (2 sites); youth service providers include Bill Wilson Center (NOVA), Job Train, Puente de la Costa Sur, and Daly City Youth Health Center (Jefferson UHSD).
- Higher Education Providers: The NOVA community has three colleges/universities and six community colleges; San Mateo County has two colleges/universities and three community colleges.
- Currently, San Mateo County represents 2.3% of the labor force share and is ranked 15th in the state; NOVA represents 1.7% of labor force share and is ranked 19th in the state. Combined, NOVA will represent 4.0% of labor force share and be ranked 7th in the state.
- Demographics: The San Mateo County and NOVA communities share many common characteristics in labor force, low unemployment rates, high household income, and a high BA/BS+ education attainment level. In addition, NOVA and San Mateo County share a similar racial/ethnic composition, with San Mateo County representing a slightly larger Hispanic/Latino population and NOVA representing a slightly larger Asian/Pacific Islander population.
- The current NOVA consortium is comprised of seven cities; San Mateo County is comprised of 32 cities.
- Not surprising, there is a large inflow of commuters (439,789) into the combined San Mateo County and NOVA consortium area from communities outside of these areas; commuter outflow is 268,858.
- Sector Industries/Employer Mix: According to NOVA's and San Mateo County's five-year plans, both organizations share the same priority sector industries: technology (including professional & technical services and Information & Communication Technology), healthcare, advanced manufacturing and construction. The top employers for NOVA are Apple, County of Santa Clara, Cisco Systems, Stanford University, Google, Stanford Hospital, Lockheed Martin, Santa Clara Valley Health & Hospital System, and Intel. The top employers for San Mateo County include Oracle, Facebook, Electronic Arts, San Mateo Medical Center, Stanford Linear Accelerator, Franklin Resources, Informatica, NetSuite, and Notre Dame de Namur University.
- Funding: For Program Years 2010-2013, NOVA received a total of \$12.031 million Workforce Investment Act formula funding: \$4.914 million for dislocated workers, \$3.532 million for adults, and \$3.585 million for youth. San Mateo County received a total of \$16.069 million in formula funding: \$6.543 million for dislocated workers, \$4.786 million for adults, and \$4.740 million for youth.

- Service Statistics: San Mateo County operates using a case management model with more of a focus on one-on-one interface, while NOVA operates using an integrated service-delivery model where we serve everyone and utilize more group workshops. For those workforce areas that use the integrated service-delivery model, the entered employment rates go down because they are serving more customers. For Program Years 2010-2013, the entered employment rate for adults at NOVA was 49.3% (4,304 exited) and at San Mateo County was 66.5% (510 exited); the entered employment rates for dislocated workers at NOVA was 58.8% (10,940 exited) and at San Mateo County was 66.9% (788 exited). For California, the entered employment rate for the state for adults was 55.7% and for dislocated workers was 63%. For the same period, the average earnings for adults at NOVA was \$20,748 and for San Mateo County was \$14,025; the average earnings for dislocated workers at NOVA was \$32,847 (the highest in the state) and for San Mateo County was \$18,977. The state's average earnings for adults was \$13,360 and for dislocated workers was \$17,989. Youth continues to be a challenging population to serve for local workforce areas. For degree attainment, NOVA achieved a 69% success rate and for San Mateo County a 50% success rate; the state success rate was 56%. For placement, NOVA was 76%, San Mateo County was 64% and the state was 68%. For Literacy/Numeracy, NOVA was 64%, San Mateo County was 21% and the state was 55%. Performance measures for local workforce areas are negotiated with the State. In renegotiating contracts with service providers in San Mateo County, we will look to include these performance metrics as part of the contract to ensure consistency in performance across the combined workforce system.

IV. Guiding Principles for Transition

The Transition Team was asked to consider what are the desired guiding principles for the transition to a combined workforce system. Highlights of the comments from the brainstorming session included:

- No disruption in services with on-time contractual performance;
- Identify and plug-in gaps and tackle low hanging fruit that will result in a trail of small wins;
- Set up the building blocks in the coming months that may entail seeking additional funding with expectations around being 10 times (or even 5 times) better. This is a wonderful opportunity to be even better and to raise the bar for everyone. This effort will also include identifying any changes needed at the Board level;
- Be open, transparent, accessible and responsive. These activities and others will lead to building trust and reassuring our customers, partners and the community;
- Build a common language; and,
- Build, leverage, maintain and preserve our strengths. Important to look at the benefits that each of the two systems brings to the combined system and capitalize on these.

Looking to the future:

- Align industry with the workforce;
- Identify future metrics for the moving targets and churn that is Silicon Valley; ensure the service-delivery system achieves performance measures; align funding decisions with measures; and

- What are the things we can do differently to ensure the combined workforce system is in alignment with industry and that performance measures are achieved?

V. Next Steps

- At the next meeting, the Team will tackle the proposed communications approach for the transition.
- NOVA staff will send out the meeting summary to get feedback from members and a copy of the slides that were presented for future reference.
- NOVA staff will explore identifying a representative that's knowledgeable of San Mateo County to attend an upcoming Team meeting as a guest to provide more background about the service-delivery system and community.