



NOVA Workforce Board Retreat January 24, 2018 Meeting Minutes

Present: Julian Chu, Van Dang, Lionel de Maine, Ben Field, Chris Galy, Poncho Guevara, Hilary Goodkind, Brenda Guidry-Brown, Elaine Hamilton, Katherine Harasz, Jim Hill, Bruce Knopf, Linda Labit, Steve Levy, Maria Lucero, Judy Miner, Jennifer Morrill and Andy Switky

Absent: Tom Baity, Sinéad Borgersen, Carl Cimino, Ladan Dalla Betta, Rosanne Foust, Josué García, Anita Manwani, James Ruigomez, and Judy Sugiyama

Also Present: Facilitator Dennis Cima; special guests Micah Merrick and Laura Williams; and NOVA staff: Kris Stadelman, Debbie Gamble, Luther Jackson, Jeanette Langdell, Cindy Stahl, Eileen Stanly and Lisa Wepfer

1. Welcome, Framing the Morning and Expectations

Board Co-Chairs Chris Galy and Jennifer Morrill welcomed participants to the annual Board Retreat and provided an overview of what members can expect over the course of the day's activities. The Board is fortunate to have Dennis Cima returning to facilitate this year's retreat.

2. Public Announcements

Board Co-chair Morrill asked if there were any public announcements. No public announcements given.

3. Approval of the Agenda

Board Co-chair Morrill called for a motion to approve the agenda. The motion was moved by V. Dang, seconded by B. Knopf and passed by voice vote.

4. Introduction of Board Members

Facilitator Dennis Cima introduced the icebreaker exercise. Members were asked to complete an index card with answers to the following three questions: family lore?, hidden talent?, and best food ever? that were then collected and read throughout the day. Board members were asked to go around the room and introduce themselves. New Board member Maria Lucero was recognized as this was her first Board retreat as an official Board member. Prospective Board member Micah Merrick was welcomed.

5. Looking Back at 2017 and Board Accomplishments; Looking Ahead to 2018

Highlights of Director Kris Stadelman's presentation and discussion included, but were not limited to:

- Role of the Board: The Board has no restrictions on what it wishes to tackle. The Board answers the big questions; identifies and defines priorities; offers market/partner insight; questions, critiques and delivers honest feedback; supports, represents, advocates and champions what's important to NOVA; and engages in committee work and makes individual contributions.

- **WIOA Compliance:** This past year, NOVA was immersed in WIOA compliance. NOVA tackled the local plan, regional plan, MOU Round I, MOU Round 2, and procurement of service providers and the One-Stop Operator. In addition, NOVA took a leadership role with the Bay Peninsula Regional Planning Unit, procured a regional organizer and completed its AJCC Baseline Certification. While there is still more work to do on WIOA compliance with the AJCC Hallmarks of Excellence Certification to be completed in the spring, we are now moving forward to tackle not just the internal work, but the external work as well.
- **Competitive Grants:** In the past, NOVA's grants used to be big and multi-year. Now the grants that are available are smaller and for a single year. It is a constant balancing act to ensure that NOVA has the necessary funding to meet customer demand. This past year, NOVA implemented nine competitive grants totaling \$4,004,869+ in funding.
- **Visits:** This past year, NOVA hosted visits from a wide range of decision-makers including: Senator Dianne Feinstein's staff, Congressman Ro Khanna, Assemblymember Kevin Mullin, Sunnyvale City Council members, and staff from the Boston Private Industry Council. In addition, NOVA's projects were featured at Congresswoman Jackie Speier's press conference. As part of the Feinstein visit, several Promatch customers participated on a panel that was informative and inspirational, which provided the impetus for hosting a customer panel at the Board retreat.
- **Notable:** This past year, new Labor Secretary Acosta was confirmed; a new NOVA website was rolled out that fully incorporates San Mateo County; the Sunnyvale City Council voted to include NOVA in the new City Hall; and a new AJCC opened at Skyline College.
- **Programs:** Job Train met its goals for its youth program; Skyline overcame a late start and held a grand opening in the fall; requested extensions on several federal multi-partner, multi-year grants; developed an API to maintain a local database; created a staff wish list that resulted in the boot camp concept; achieved success with the Autism Advantage project; and achieved for-credit status for the digital advertising pilot project.
- **PY2016 Final Stats:** 3,368 new customers served; 3,635 customers enrolled; 577 customers trained; 43,682 daily customer visits; 5,680 unique customers (unduplicated); 56,432 total services provided; 514 employers served; 10,660 career advising appointments; 9,226 workshop participants; 9,348 WARN-impacted individuals; 1,117 ProMatch customers served; 12,730 ProMatch visits; and 311 youth served.
- **WIA Performance Measures: PY 2016-17:** (WIOA measures not available yet): NOVA exceeded all of its performance outcome measures for adults and dislocated workers in employment, employment retention and average earnings, and for youth in entered employment/education and attainment. In response to a question, since San Mateo County joined the NOVA consortium, the performance measures are now combined so it's not possible to provide WIA/WIOA performance measures for San Mateo County separate from the former NOVA seven-city consortium. Only the performance on goals established for each of the service provider contracts is available. San Mateo County providers are now transitioning to the integrated service-delivery model and the number of customers served will be shared at the Board committee level.
- **SWOT (Strengths Weaknesses Opportunities and Threats):** Strengths: NOVA's success is due to the work of its staff. NOVA customers have faced tremendous hardships and barriers to employment success and require a great deal of guidance, tools and sometimes someone who will just listen to them. Weaknesses: Insufficient funding is the weakness

that NOVA faces. The NOVA workforce area is ranked No. 1 in WARN layoff events and individuals impacted, but given the service area's low unemployment rate and low poverty rate, NOVA receives a very small WIOA formula funding allocation. The percentage of NOVA's WARN notices represents 11.5% of WARN notices statewide, yet receives just 2.0% of California's dislocated worker formula funding allocation; the percentage of NOVA's labor force represents 4.03% of the state labor force, yet receives just 1.69% of California's formula funding allocation. Opportunities: NOVA Wish List: This past year, NOVA staff developed a wish list of opportunities for the organization to explore in the coming year. Threats: Irrelevance: Given the current climate, the local workforce development system faces threats to its existence and becoming obsolete. NOVA continues to remain vigilant in responding to the changing needs of its customers and employers.

- **Big Questions: Internal Focus and External Factors:** For the afternoon breakout group session, four questions were identified with an internal focus and four questions were identified with external (big picture) factors, recognizing that all of the questions have some elements of both. The eight questions were reviewed. The purpose of these discussions is not to provide answers to the questions but rather to advance the conversation and perhaps add new topics to tackle at the Board committee and task level going forward.

6. Economic Landscape in California

Highlights of Board member Steve Levy's presentation and discussion included, but were not limited to:

- The train metaphor is being brought back as a way of thinking about current workforce policies. The train has three cars: the first car has low-wage workers, the middle car has middle-wage workers and the next car has high-wage workers. Most low-wage workers make less than \$15/hour, which hasn't changed much since the train metaphor was introduced a few years back.
- A career pathway has many points for intervention: it begins before anyone boards the train (gets a job) and continues as workers face transitions in their worklife, so it pertains to pre-K, K-12, and post-secondary education and training, with many dimensions. Workers can move up in the same car with more skills or minimum wage increases. The goal is for people to move through the train to better jobs over time. ProMatch helps high-wage people get back on the train. So a career path is a journey in time, not a broad jump or leap from the back to the front of the train in a single bound. Training is only part of developing career pathways; experience and learning what employers expect is necessary in addition to training. Linked Learning programs in high school and paid internships are ways young people can improve their chances for good jobs. Broadening apprenticeships to new industries would be helpful.
- **Inside the Low-Wage Car:** About a third of the San Jose/San Francisco metropolitan area jobs are low wage jobs, which hasn't changed since 2007. (A chart of job share trends for low wage jobs was shown.) New Bureau of Labor Statistics projections show above average growth in low wage jobs in health support, food service, personal service, building maintenance and security jobs. Eight out of the top ten fastest growing occupations are low wage jobs. Upward mobility can help many, but the low wage car will be more crowded in ten years. The good news is that after decades of no wage growth, the minimum wage increases and worker shortages have pushed wages up in these occupations faster than the average and that should continue for some time. But housing costs have risen even faster and poverty rates adjusted for housing costs are high. Poverty in this service area is housing-cost poverty not wage-based poverty. (A chart of poverty rates that are cost adjusted between 2013-2015 was shown.)

- Inside the Middle-Wage Car: The middle-wage car has the fewest workers and the share of workers in the middle-wage car has declined since 2007. The largest occupations are in offices, construction, installation and repair, education and health care. The largest move-up opportunities are in replacement openings not job growth, which should cause us to think carefully about goals. (A chart of job share trends for middle wage jobs was shown.)
- Inside the High-Wage Car: The share of high wage jobs is rising. High wage jobs are a growth area, particularly in technology, health and some construction. But the high-wage car has a lot of churn, which is why we have ProMatch. Many people will never be in a high wage job. (A chart of job share trends for high wage jobs was shown.)
- The economy is strong but job growth is slowing. There is low unemployment and workers are coming back into the workforce. We have above average wages and income and rising minimum wages. Major companies have plans for substantial expansions including a focus on adding housing near jobs. Still there are some who are facing economic distress, so there is reason for pessimism. In response to a question, the local, regional and statewide economy will be threatened by barriers to immigration, trade wars and navigating the worker retirement issue that is looking at 300,000 expected retirements and they're not just tech workers.
- NOVA faces a dual workforce mandate and dual labor market realities. NOVA has to learn about and meet the needs of employers; help workers find jobs including individuals who are "disadvantaged" by education, disability, language or other reasons; and we have fewer at-risk residents than other areas by a large margin but more workers at risk of job churn by a large margin with job openings amidst layoffs. Proposed strategies to address this dual mandate: 1) Improve career pathways from low and moderate wage work to middle wage jobs; prepare residents for success; 2) Grow the economy in the Bay Area; and 3) Upgrade working conditions and the safety net, particularly for workers in existing low wage and moderate wage jobs.
- McKinsey Automation Report Policies: ensuring that robust demand growth and economic dynamism is a priority: history shows that economies that are not expanding do not generate job growth. Midcareer job training will be essential. Another priority is rethinking and strengthening transition and income support for workers caught in the crosscurrents of automation. The state and nation will need to discuss the role of support and safety net programs to reduce poverty for low-wage workers and to help the millions who will face transitions. We need to develop policies that allow unauthorized immigrants to learn and earn to their fullest potential.
- Without economic growth, the train won't move, job opportunities are reduced, and there is less public funding for education, the safety net, and housing and transportation. Minimum wage increases usually happen in strong economic times. And without economic growth, NOVA services will help one customer who will likely displace another worker, as jobs decline not grow.
- Housing and transportation are workforce issues and economic growth issues: We know that housing costs are the major cause of economic distress, but housing costs are of major concern to employers as well who are having trouble recruiting workers because workers can't afford the housing here. Commute time, high costs and few options are barriers for workers and employers. The positive is that companies are stepping up to address the housing crisis (e.g. Google, Amazon).

- The Board should consider not only tackling the short-term workforce issues that we face on a day-to-day or year-to-year basis that threaten our survival but also the long-term issues with solutions that will take time to implement.

7. Panel of NOVA Customers

Five NOVA customers were invited to participate on a panel to discuss their job search experiences with the Board: four customers are ProMatch customers (one had recently become employed) and one customer is utilizing the training services through NOVA. The format for the discussion was guided by responses to the following questions: How does NOVA help you feel like you're making progress? How could NOVA better connect you to effective networks? and What advice would you give me if I was a job seeker? Highlights of the discussion included, but were not limited to:

- NOVA, through its ProMatch program, provides the needed structure that is lost when you stop working that keeps you on track, engaged, moving forward, making progress and being accountable to yourself and to others. Customers feel responsible and accountable to their fellow ProMatchers to follow up with what they say they're going to do and hold others accountable as well. ProMatch provides a sense of community, coaching/emotional support for job seekers, connections to the right resources, and vast networking opportunities invaluable to the job search. ProMatch teaches the basic skills of job search which all job seekers need to know (regardless of the professional field) and so much more. What NOVA is teaching is also going to be essential even after job seekers secure employment and go forward with their careers.
- Networking is everything in the job search process. Customers network with fellow ProMatchers and their success teams, but also participate in networks through groups of friends, former co-workers and through memberships in professional associations. Networking isn't just about going from one person to the next to obtain information, but learning how to communicate and have productive conversations with others in concise ways. Networking is a two-way process that entails reaching out to networks and resources and those networks reaching out to you where you have an opportunity to share your resources/connections with others. Networks also provide needed emotional support and exposure to different perspectives. ProMatch provides the right tools for effective networking and the venue for the development of these networks. Once you become employed, networking...networking...networking can provide the foundation for building a career going forward. It's important to "keep the funnel full".
- Advice to job seekers: it's not about a job but a job with the right fit; join ProMatch and stick with the program as it provides structure, keeps you engaged and holds you accountable for your job search plan; attend the workshops as they are helpful; don't give up on your job search as it is a long road; make sure to take time for yourself but don't wallow and sit at home... reach out and tap lots of networks; you have to be tactical and assess what stage you are at in your job search and for some, instead of focusing on just the large companies, explore the small businesses; take classes on data analysis as you will always need to improve this skill; and always look for opportunities to keep skills current and add new skills.
- Recommendations to NOVA to improve services: 1) ProMatch offers a community of networks and emotional support but that sense of community is not present with the other services offered at NOVA that might be helpful to non-ProMatch customers; 2) It's expensive to join professional associations that can provide good networking opportunities. If NOVA is a member of these associations, is there a way for customers to use these memberships for networking (e.g. attend mixers hosted by Chambers of Commerce)? and 3) NOVA needs to market itself better. ProMatch needs to get in front of employers more and can offer valuable skills and resources to companies and their

employees, especially for those who are recruiting or experiencing layoffs. Human resource departments from community-focused companies would be a great group for NOVA to approach.

8. Special Guest Speaker: Laura Williams, City Program Manager-Civic Engagement, Policy and Government Relations Group, LinkedIn

Highlights of the presentation and discussion included, but were not limited to:

- Overview of LinkedIn by the Numbers: LinkedIn empowers members to connect, stay informed and get hired. It is a global network: 530 million+ members, 18 million companies, 11 million jobs, 11 billion endorsements (for 50,000+ skills), 29,000 schools, billions of updates daily, and 100,000 recruiter InMails each week, worldwide.
- The data landscape for the U.S.: 151 million member profiles; 4.4 million companies represented; 95 million jobs posted; 31,000 schools represented; and 35,000 standardized skills. For California: 15 million member profiles; 1.1 million companies represented; 11 million jobs posted; 21,000 schools represented; and 33,000 standardized skills. For the San Francisco Bay Area: 4.8 million member profiles; 416,000 companies represented; 3.4 million jobs posted; 17,000 schools represented; and 29,000 standardized skills.
- The top five industries on LinkedIn by percentage of total employment in the San Francisco Bay Area are: Software & IT services (18.2%); health care (10.2%); education (8.8%); finance (7.0%) and hardware & networks (6.4%). The top employers by headcount in the San Francisco Bay Area include: Kaiser Permanente, Apple, Google, Cisco, and Oracle. (Others include: Wells Fargo, Stanford University, Genentech, University of California at Berkeley, and Facebook.) The companies with the largest increase in net hires last year: Google, Facebook, Apple, Salesforce, and Kaiser Permanente. (Others include: Tesla, Genetech, Amazon, Uber, and Workday.)
- The top in-demand occupations with the most job postings in the San Francisco Bay Area over the past 12 months: Registered Nurse, Travel Registered Nurse, Software Engineer, Volunteer, Delivery Driver, Truck Driver, Senior Software Engineer, and Courier. The top in-demand skills with the highest hiring rates in the last year: Mass Market (Marketo, Google Drive, Instagram, Scheme, and Twitter); Medium Market (HubSpot, HootSuite, Sales Prospecting, Zendesk, and Sketch App) and Niche Skills (Pardot, Asana, Microsoft Suites, Google Sheets, and Hand-lettering).
- Top places in the U.S. that are gaining and losing workers: Talent gains: Greater New York City Area, Greater Boston Area, Greater Chicago Area, Washington, D.C. Metro Area, and Greater Los Angeles Area. Gained Skills: C++, Python, Java, C, and Matlab. Talent Losses: Greater Seattle Area, Portland, Oregon Area, Austin, Texas Area, Sacramento, California Area, and Greater Denver Area. Lost Skills: Sales, Management, Training, Business Development and Software as a Service (SaaS).
- The Economic Graph: LinkedIn is developing the world's first economic graph — a digital mapping of the global economy — to create economic opportunity for every member of the global workforce. Insights from the Economic Graph can help you grow your region's market, fill open jobs, and build your workforce. The database is based on the vast global universe of: LinkedIn members, companies, jobs, endorsements, skills, and schools.
- Workforce Report: LinkedIn has just rolled out a monthly Workforce Report that is being used by trainers, coaches and others that can be accessed by going to: <https://economicgraph.linkedin.com/>.

- LinkedIn has launched a variety of projects and partnerships across the country and worldwide that have entailed data analytics, economic research and civic engagement. Several pilot projects have been launched in Utah, Colorado and with the National League of Cities. Colorado is a testbed for bringing the Economic Graph to life: The goal of LinkedIn's work in Colorado is to showcase LinkedIn and the work of the Economic Graph in one American state, creating government and private sector partnerships, learning about the realities of the labor market (focused on the market beyond white-collar professionals), and working with the community as a testbed for new LinkedIn initiatives. One partnership is LinkedIn's work with Skillful that began two years ago to better understand career paths and challenges for middle-skill workers and to develop pilot projects for innovation in the field.
- In partnership with the National Association of State Workforce Agencies (NASWA), LinkedIn has created a national curriculum to help out-of-work jobseekers connect to job opportunities using LinkedIn. In addition, LinkedIn is piloting training materials for jobseekers and workforce development professionals.

9. Afternoon Breakout Groups

Director Kris Stadelman and Faciliator Dennis Cima provided instructions to the participants of the small breakout group discussions. Participants will discuss the first question that has been assigned to their group for 45 minutes, then will be asked to switch to the second question assigned to their group that will be followed by report-outs from each of the groups. (The questions and background information about the issues were sent out to participants in advance of the meeting.) Participants are not expected to answer the questions but rather to reframe the issues that the questions are based on and to advance the conversation that can be taken up in Board committee and task forces going forward.

Group #1:

Part I: With declining resources, how can we go deeper in serving our entire service area (including all of San Mateo County) and with target populations?

Objectives for Discussion:

- Question 1) With limited resources, how can NOVA serve geographic areas in San Mateo County that do not have a Job Center physically located there (e.g. coastal region)? Should online options be explored and how would they be implemented?
- Question 2): For the current Job Centers, how can NOVA better serve target populations with barriers to employment that may require more intensive (and costly) case management services?

Highlights of the discussion included, but were not limited to:

Question 1):

- With limited resources, disperse NOVA workshops and staff across the county utilizing free space; rotate ProMatch delivery of services; use 30-minute travel time rather than miles as criteria for location of services; launch NOVA Mobile, a portable service transported to different locations
- Use digital modes to touch clients: Conduct career appointments via Skype for customers located in remote areas such as the coastal areas; live stream workshops and classes; conduct two-minute audio sessions; identify partners who can provide rooms for NOVA customers for Skype/live streaming of workshops and classes
- Train "NOVA Associates" to provide NOVA services with NOVA certification for career advisors. NOVA Associates might be volunteers in the community, employees at other agencies providing employment services to their customers, older workers who could be paid through the Peninsula Family Service,

AmeriCorps workers, and/or ProMatch participants who could deliver services as part of their service hours.

- Marketing: identify WIOA-funded organizations who could pool funding across partners for internships to promote NOVA services using former customers
- Ask cities to provide funding to bring NOVA staff or its representatives to their customers; reallocate resources from other programs/providers to pay NOVA staff to provide services in different areas.

Question 2):

- Collaboration/partnerships: Build awareness of services across stakeholder partners for deeper services and the process for warm hand-offs; consolidate delivery of services.
- Purposeful co-enrollment—where one agency provides case management but no employment services: co-enroll customers at NOVA and case manager from other agency ensures customer is following through on workshop attendance, appointments, etc. (proposed StarVista model)
- Consideration for access for persons of all types of disabilities and languages, etc.

Part II: Training for Grit and Resilience

Objectives for Discussion:

Question 1): NOVA is pursuing a boot camp concept for those job seekers who are stagnant in their job search. How might this boot camp be structured?

Question 2): Would a boot camp for incumbent workers be of value for those who are stagnating in their skills and career and how might this boot camp be structured?

Highlights of the discussion included, but were not limited to:

Question 1):

- Need to define what a “boot camp” is as the name follows the design. Descriptors included: tear down and rebuild, turbocharge, reengage, jump-start, short and highly structured. Give it the name Phase 2 (instead of boot camp)
- The purpose of the boot camp is to re-motivate, increase self-esteem, build good habits, tackle fear, and provide highly structured environment working toward a product.
- Need to identify duration of intensity: eight weeks or sixteen weeks
- Focus at the middle, not the edges of the long-term unemployed population
- Approach/Content: Use storytelling/goals/mentorships: powerful for job seekers to feel responsible to others and talk about their successes; use ProMatch alumni or current members to provide success stories to share with participants
- Ask questions like: Who would Phase 2 attract? How would we attract them? Identify indicators of those who could benefit, for example, identify customers in the program who have not accessed services for a while, appear bogged-down or unmotivated, and are not following through with appointments, etc.

Question 2):

- There is a perception that employers only pay attention to fires – getting rid of the dead weight, or staffing up for new initiatives. Would they really be interested in helping staff who are stagnating in their skills and careers?
- We could look at the idea of a boot camp as being about Career Navigation or pivoting/migration. Build awareness of transferable skills, specifically, taking skills applicable to one field and transferring/building them for another; people need to develop self-awareness of the skills that they can transport (used in lieu of transfer) to their next opportunity; people also need to think about what is their next career/job. How do we market this service? Who is interested? Who would want it? Who would pay for this?

- Do we start with employers to discuss workshop on career navigation? Are they focused enough on existing employees/changes to want to address incumbent worker navigation? Start with HR or Organizational Design/Development teams – another arm where employers want to upskill their employees; market through ProMatch alumni (LinkedIn, Facebook)
- NOVA Inc. for Profit Consultancy: Make this a fee-for-service that employers could use for staff notified of a future layoff. NOVA can provide more services than the outplacement firms and will prepared them in advance of the actual layoff date.

Group #2:

Part I: What is regionalism good for? What does a win look like for NOVA? How do we capitalize on regionalism?

Objectives for Discussion:

Question 1): The Bay Peninsula region (comprised of San Francisco, NOVA, San Jose-based work2future and San Benito County workforce boards) is exploring the creation of a business services regional team to improve employer engagement. What strategies should this new business services team develop to create a regional approach to serve Silicon Valley employers?

Question 2): Are there other projects the Bay Peninsula region should explore as a region?

Highlights of the discussion included, but were not limited to:

Question 1): reframing the question:

- What are we doing today to reach the business community? 1A) NOVA 1B) Partners- what are they doing? Their goals? NOVA or ProMatch?
- How do we market services/products today?
- Existing regional cooperation? Need to consider territorial issues, funding, and relationships; need to look at common language, specifically, how other agencies define their work: What is the mission of each organization in the region and what programs do they offer? Who are their target populations? What major employers do we share? What do they need? Are there shared services across shared service models?
- Youth employment could be an area for regional cooperation
- Data pooling & analysis and roll out to employers:
 - Network of NOVA alumni; network of employers hiring alumni; and network of WARN participants
 - What can the Bay Peninsula region do in service to X employer using X service/program and improve engagement with that employer as measured by X?
 - Should we target existing employer clients or reach out to new employers or both? Who are we pitching? Who's the customer?
 - What does the employer program consist of/how is it measured/how can we help? (as a cross-regional organization)
 - Pilot: We should test out pilot with one employer we have a relationship with; form a task force to approach an employer and ask them what do you need.

Question 2):

- Provide employers with regional data:
 - Talent Pool
 - Other data, e.g. LinkedIn economic graph

Part II: Skills Competencies vs. Credentialing

Objectives for Discussion:

- Question 1): How do we impact the employer community's lack of transparency and long-term planning around concrete skill and talent needs for their industry?
- Question 2): How can we have an impact on the bias in recruitment that adheres to old-school hiring practices that looks for skills in conventional places?
- Question 3): How can we dispel the expectations that employers have that higher education and the workforce development system can solve the skills-gap issue without employer involvement or responsibility?

Highlights of the discussion included, but were not limited to:

- How do you get yourself noticed by an employer? What do you as a person bring to the table?
- Knowledge/accomplishments/tools: there are lots of different measures, so the language used is broken to begin with vis-a-vis job requirements; Can you get employers to agree on a shared language?; Knowledge is different from skills; need to map knowledge base (e.g. transcript, job credentials) to skills...to competencies; Need to standardize skills and life experiences that may entail defining experiences and aptitudes at granular level; there is also always a personal component to identifying skills, for example, the varied uses of the "management" or "leadership" icon on the LinkedIn profile. We need more objective/measurable criteria.
- Is big industry the ones to do it?; It's a start that LinkedIn, Google and other big companies are talking about it.
- Employers need to work more closely with colleges/community education organizations to determine what is needed; perhaps have employers grade the relevance of courses? (rather than divulging confidentially whether the skills are what they need); How do we get feedback on curriculum from employers? — education facilities pilot curriculum at companies to determine fit?
- Employers are not investing in closing the skills gap.

Group #3:

Part I: Is our economic/workforce mobility focus still relevant? (e.g. Board purpose statement supports workforce mobility)

Objective for Discussion:

Question 1): Should the Board pursue an advocacy agenda on the impacts of the Gig economy on employers and the workforce and what will that advocacy agenda look like in terms of strategies, target audience and desired outcomes?

Highlights of the discussion included, but were not limited to:

- Yes, workforce mobility is still relevant and important and we need to continue with the advocacy efforts.
- Gig employment is one form of workforce mobility that negatively impacts economic stability and the ability to afford housing, which impacts the entire family. The focus of the work should be about benefits for people in the non-traditional economy. We should support workers who want flexibility at work, but for those who are not in flexible arrangements by choice, we should support benefits such as healthcare, etc. There is also another perspective of workforce mobility and ProMatch can help job seekers address the challenges of a mobile economy by guiding them in thinking about their career paths and advancement.
- An advocacy agenda could include a focus on: contractors offering workers full-time employment with benefits; local municipalities requiring that all work be done with a living wage; and a policy that creates safety nets separate from employment. In developing a policy/advocacy agenda on workforce mobility, it will be important to work with workers and employers to strike a balance.
- Should we advocate for more than just the minimum standards? The Chambers of Commerce have tried to create opportunities for small businesses to have healthcare. We could explore an insurance pool model similar to unemployment

insurance or wage insurance and approach Covered California about covering associations of gig workers. Covered California also covers workers who don't have COBRA, which would be of value to laid-off workers.

- Gig workers also need to be incentivized to know their rights and how to access benefits. Could there be a more integrated package that can protect Gig workers? Also, what about protections for undocumented workers and can we play a more proactive role with this? This is important to the economy.
- Can we build mediated exchanges between gig/contingent workers and employers? An example is Beyond Jobs spearheaded by Wingham Rowan, who presented at a previous Board retreat. Could LinkedIn be a partner in supporting an exchange for part-time contingent workers?

Part II: Affordable Housing

Objectives for Discussion:

Question 1): Affordable housing has been identified as a priority issue for Board members. How can the Board have an impact on this issue?

Question 2): How can NOVA use skill-building to assist individuals needing housing assistance to reach self-sufficiency?

Highlights of the discussion included, but were not limited to:

- The affordable housing issue has a workforce perspective. Housing is a workforce mobility issue.
- There are three types of work that are needed to address the affordable housing issue that include production, protection and preservation: Production: incentivize the building of more housing and increase density and funding that will help with the affordable part of this; Protection: support constraints on the existing marketplace that will help create protections for renters and give them certain rights that include rent control and "just cause" protections (people being evicted for insufficient cause); and Preservation of affordable housing: local policies that preserve affordable units and ensure those units don't get displaced. Some of this work can be in conflict (e.g. mobile home communities vs. greater density).
- NOVA's role in the housing issue should be around jobs: increasing wages, skills and buying power. It's unclear whether NOVA's role should expand into housing policy. Perhaps a middle ground would entail NOVA providing the workforce perspective at housing development meetings. We could take this issue up as a Board to advocate for more housing for workers.
- NOVA could also play a role in data collection for the housing issue: Data points could include: wages and available jobs. Are we going to be able to attract workers to this area to fill the jobs? What is the housing impact on the tech workforce? Tech jobs create the income for workers to hire the services of low-wage workers who have difficulty living near their jobs. Collect evidence that high-wage jobs create demand for low-wage jobs and those service workers can't afford to commute two hours for \$12/hour jobs. Distribute the workforce analysis to cities and employers.
- Funding assistance could come from a variety of sources: maybe a robot tax...for every job you automate, you pay a tax; maybe charge a development impact-type fee for infrastructure that includes support for service workers and construction of affordable housing; and/or ask cities to impose housing fees on commercial space.
- NOVA's role could also entail entertaining dialogues; convene a forum on housing and the workforce with diverse stakeholders including employers, with a focus on why we have this housing issue and raising the level of understanding of the nature of this complex problem. NOVA's role would be leveraging its relationships to bring participants to the table. We should start with a public employer dialogue. There has to be a chorus of voices supporting these efforts. NOVA doesn't have to take the lead but can support it and bring another voice.

- Housing is a regional issue. Perhaps workforce boards can have a regional voice on such issues as housing & poverty/public policy. They can be advocates by providing information and education.

Group #4:

Part I: How can we better utilize the NOVA Foundation?

Objectives for Discussion:

Question 1): With the declining and volatile nature of WIOA federal funding, what strategies should be developed to attract private sector funding and support from employers utilizing the NOVA Foundation?

Question 2): Are there new initiatives that the Board may wish to pursue that are not federally funded and that private funding could be pursued for this purpose?

Highlights of the discussion included, but were not limited to:

- Foundation-501(c3): We need to look at its limitation, its goal-our capability, and clarify its local mission, etc.
- Sourcing: rebranding/tailoring ProMatch for specific companies
 - Sales Pitch!; placements and trainings, hiring pipeline, real tracking, partnerships with clear benefits, usage of company services
 - Partner w/employers & demonstrate value
 - Explore fee for service to employers
 - Increase visibility and focus of Foundation
 - Explore funding industry
 - Secure donations — need different strategies for outreach to companies versus individuals
 - Outreach efforts
 - How to differentiate the NOVA foundation from the hundreds of other 501c3s
 - Use some of the foundation funds to provide structure
- Usage:
 - Paid internships

Part II: Early identification of talent

Objective for Discussion:

Question 1): How do we identify talent early in youth so that youth may be directed to the right avenue to develop this talent, for example, for tech talent directed to coding classes, tech academies, internships/apprenticeships, etc.?

Highlights of the discussion included, but were not limited to:

- Target ages 16-24
- Create a library of role models and resources (e.g. career fields, trends, who did it); NOVA would be the safety valve with data and access to companies
- Offer structured training...job shadow...for those who don't have access to this.
- Reintroduce the value/notion of work or job. Youth do not understand what is required in a job (attendance, appearance, hustle). Youth are missing out on the self-worth received from a job (ability to provide for self, freedom).
- What is the value of teaching 8th graders to code?
- Career Navigation: for youth, resources and awareness of possibilities; NOVA would also be the safety valve with data (talent assessments) and access to companies. The years of assessments provide rich data for companies.
- How do we go from aspiration to actual?
- There are concerns about the real impact NOVA can provide.

10. Wrap-up, Evaluation and Adjournment

NOVA Director Kris Stadelman wrapped up the afternoon discussion. There were a lot of good ideas that came out of the discussions and NOVA will be making good use of these ideas going forward. Highlights included: NOVA certification for “NOVA Associate” career advisors; NOVA Inc. for-profit consultancy; 30-minute travel benchmark for locating service system; advocacy for benefits for contingent workers and for undocumented workers; a regional business services pilot targeting one employer; mapping the knowledgebase of workers to skills and competencies; analyzing the jobs data and how it impacts housing; looking at housing as a workforce issue; and identification of talent in youth and disseminating information to others who don’t have a library of career services. Board Co-chair Morrill thanked participants for attending the retreat and contributing to its success. The Retreat Planning Committee members and retreat facilitator were thanked. Participants were reminded to complete their evaluation forms.

11. Meeting adjourned at 4:00 p.m.