



NOVA WORKFORCE BOARD AGENDA

12:00 Noon to 1:30 p.m., WEDNESDAY, December 1, 2021

Please Note: Meeting will be held via videoconference call:

Link: <https://us02web.zoom.us/j/85006411332?pwd=V09JcVNrNjJoZlRsbHdhWVdwMIRjZz09>

Meeting ID: 850 0641 1332; Passcode: 858831; Phone #: +1 (669) 900-6833

1. **CALL TO ORDER**
2. **PUBLIC ANNOUNCEMENTS**
3. **APPROVAL OF AGENDA** **Motion**
4. **REPORT FROM THE CHAIR**
 - 4A. Welcome New NOVAworks Director Marléna Sessions
 - 4B. Presentation from Board Member Kirk Vartan on Employee Ownership and Worker Cooperatives
 - 4C. January 26, 2022 Board Retreat
5. **REPORT FROM THE EXECUTIVE DIRECTOR**
 - 5A. Introductory Reflections
6. **PUBLIC HEARING**
 - 6A. Approval of Minutes of September 22, 2021 Meeting (**Enclosure**) **Motion**
 - 6B. GENERAL BUSINESS:
 - 6B1. Election of NOVA Workforce Board Officers for Calendar Year 2022 (**Enclosure**) **Motion**
 - 6B2. Report-out from Finance/Audit Subcommittee: Acceptance of Year-End Financial Statement (**Enclosure**) **Motion**
 - 6B3. Approval of Continuous Improvement Plan; WIOA AJCC Comprehensive, Affiliate, and Specialized Certification (**Enclosure**) **Motion**
 - 6C. DISCUSSION:
 - 6C1. Opportunity for Dialogue among Board Members and Director
 - 6D. GENERAL INFORMATION:
 - 6D1. Grant Status/Status of Funds (**Enclosure**) **Information**
 - 6D2. 2022 NOVA Board Meeting Schedule (**Enclosure**) **Information**
7. **ADJOURNMENT**

SCHEDULED MEETINGS

NOVA Board Meeting, Wednesday, January 26, 2022 Abbreviated Board Retreat at 12 Noon

Pursuant to the Americans with Disabilities Act, NOVA will make reasonable efforts to accommodate persons with qualified disabilities. If you require special accommodation, please contact NOVA at (408) 730-7240 at least one day in advance of the Workforce Board Meeting. Auxiliary aids and services are available upon request to individuals with disabilities. TTY: 711 (CA Relay Service)



NOVA Workforce Board
Draft September 22, 2021 Meeting Minutes

PRESENT: M. Alvarado, L. Dalla Betta, D. Bini, R. Brunson, C. Cimino, V. Dang, R. Foust, H. Goodkind, P. Guevara, B. Guidry-Brown, N. Leonor, S. Levy, A. Manwani, J. Miner, J. Morrill, L. Parris, S. Porter, A. Switky, K. Vartan, and N. Williams

ABSENT: T. Baity, S. Borgersen, C. Galy, E. Hamilton, L. Labit, and J. Ruigomez

ALSO PRESENT: K. Stadelman, L. Jackson, and E. Stanly of NOVA staff; and guests A. Ha of EDD LMID and C. Dunklee of Sunnyvale Public Library

Meeting was held remotely via videoconference call.

1. CALL TO ORDER

Co-Chairperson J. Morrill called the meeting to order at 12:00 p.m.

2. PUBLIC ANNOUNCEMENTS

No public announcements.

3. APPROVAL OF AGENDA

It was moved by L. Dalla Betta, seconded by V. Dang and carried by voice vote to approve the agenda as submitted.

4. REPORT FROM THE CHAIR

4A. Introduction of New Board members: New Board members D. Bini of the Santa Clara and San Benito Counties Building & Construction Trades Council, K. Vartan of A Slice of New York, and N. Williams of LinkedIn were introduced to the Board. Board members and staff introduced themselves to the new members.

5. REPORT FROM THE EXECUTIVE DIRECTOR

Director K. Stadelman reported out on the following items:

5A. Update on Recruitment of New Director: The decision on the new director has not yet been made public and will be announced shortly. The current director was permitted to participate in recruiting prospective candidates. Two review panels convened: one representing City management and included a NOVA manager and one representing the Board that included Board members C. Galy, P. Guevara, J. Morrill, and A. Switky. Following the review process, three finalists were recommended to the City Manager. The City Manager agreed with the recommendations and selected one of the three finalists for appointment. Board members who participated expressed approval of the recruitment process and finalists selected. The new director is expected to start in November and there will be a transition period during which the former director will be able to orient the new director about the organization and Board. The director was thanked for her exceptional contributions to the organization and Board. A virtual retirement party for the director will be scheduled, with more details to come.

5B. Update on San Mateo County Workforce Development Plan Project: NOVAworks has been partnering with San Mateo County on several projects over the past year. Recently, NOVAworks co-

sponsored the San Mateo County Economic Recovery Roundtable Series as part of San Mateo County's COVID-19 recovery efforts. The first roundtable of four was "Understanding the Economic Impacts of the Pandemic" that included Board member R. Foust as a featured speaker. The second roundtable was hosted by NOVAworks titled, "Getting Back to Work" and included speakers Annelies Groger from the Brookings Institution and two job seekers. The remaining two roundtables will focus on supporting the downtown small business community and fostering resilience and support for workers in childcare, housing, and other essentials. Future work with San Mateo County will be discussed later in the meeting.

5C. New Funding Opportunities: In the past, funding for NOVAworks has primarily come from the federal Workforce Innovation and Opportunity Act (WIOA). Over the past year, efforts have been made to diversify this funding through other public and private funding sources. Recently, financial resources have been pursued from San Mateo County for workforce recovery, City of Milpitas for a job search accelerator project that will condense the online career navigation tool MyPlan, Google to provide technology and support services for job seekers with limited resources, Economic Development Administration "Good Jobs Challenge" opportunity in partnership with San Francisco and Alameda County workforce boards, and two WIOA-funded projects from the State for an Additional Assistance Grant and from the U.S. Department of Labor for a National Dislocated Worker Grant to serve dislocated workers. Given the decline in new customer applications during COVID-19, NOVAworks will be contracting out for outreach and recruitment services for the first time to address this issue.

6. PUBLIC HEARING

6A. Approval of Minutes:

6A1. Approval of Minutes of May 26, 2021 Meeting: It was moved by A. Switky, seconded by C. Cimino and carried by voice vote to approve the May 26, 2021 meeting minutes as submitted, with abstentions from K. Vartan and N. Williams.

6A2. Approval of Minutes of July 28, 2021 Study Session: It was moved by N. Leonor, seconded by M. Alvarado and carried by voice vote to approve the July 28 Study Session minutes as submitted, with abstentions from D. Bini, L. Dalla Betta, V. Dang, H. Goodkind, B. Guidry-Brown, L. Parris, S. Porter, K. Vartan and N. Williams.

6B. GENERAL BUSINESS:

6B1. Approval of Up to \$7.5 Million Funding Request for San Mateo County for Workforce Recovery: As part of San Mateo County's COVID-19 recovery efforts, NOVAworks submitted an unsolicited concept paper/budget request to the County Manager's office to provide workforce development services. The services would be targeted to residents who come from underserved communities and have been left out of the economy with a focus on equity. The budget included \$7.5 million that reflected what it would cost to complete this project over a three-year period. NOVAworks would not be spending the entire funding, but rather subcontract it out for supportive services such as childcare, taking a holistic approach in serving the whole person. In addition, the project would be reaching out to a wide range of organizations to provide expertise and partner on different aspects of the initiative. Eligibility would be determined by the County and will presumably be San Mateo County residents. NOVAworks would be recommending unemployed and low-wage workers. Workers could be trained for different careers from diverse training providers based on the customer's choice and not be limited to the Eligible Training Provider List stipulated under WIOA. Leading up to this request, NOVAworks received tremendous leadership from a design team and community review team that provided guidance and vetted the concept. The

County's response to this request could vary from no funding to a significant investment in workforce recovery. It was moved by A. Manwani, seconded by H. Goodkind and carried by voice vote to approve up to \$7.5 million funding request for San Mateo County workforce recovery, with abstention from N. Williams.

6B2. Approval of \$500,000 Funding Request for James Irvine Foundation to Serve Dislocated Workers from the Hospitality Sector: A new partnership has been formed with the Brookings Institution, BW Research and Greater New Orleans Foundation to enable dislocated hospitality workers achieve greater career mobility and access to opportunity. In Greater New Orleans, 93% of hospitality workers were earning just \$15/hr. or less before the pandemic. With the pandemic, hospitality workers were hit the hardest and there is concern that when businesses recovers, many of these jobs won't be returning. The two year-nine month initiative will encompass two pilots, one in the San Francisco Bay Area and one in New Orleans, and entail human-centered design research and customer interviews, followed by implementation of a success formula. While the total cost of the project is \$2.2 million, NOVAworks will be requesting \$500,000 from the James Irvine Foundation, with the Brookings Institution development team raising the remaining funds. As part of this endeavor, the project will exercise extensive employer outreach from a diversity of businesses. A request was made to include worker-ownership cooperatives as an option as part of the success formula and outreach to employers. It was moved by K. Vartan, seconded by A. Manwani and carried by voice vote to approve the \$500,000 funding request for the James Irvine Foundation to serve dislocated workers from the hospitality sector, with abstention from N. Williams.

6B3. Approval of \$3 Million DOL CAREER NDWG Grant Request to Serve Dislocated Workers Impacted by COVID-19: NOVAworks applied to the U.S. Department of Labor (DOL) for a CAREER NDWG grant in partnership with the San Francisco and San Jose workforce boards. The funding request was for \$3 million to serve 600 dislocated workers who have been impacted by COVID-19. In addition to the comprehensive career services, the grant will provide funding for more focused assessments to help job seekers with their career plans and support services to address barriers to reemployment. Given the competitive nature of these grants and time-sensitive process, the Board Co-chairs approved the grant application, in lieu of a Board or Executive Committee meeting. This action was forwarded to the Board for information. DOL has since awarded NOVAworks a \$3 million grant. A recommendation was made to include mentorships/sponsorships for project participants to help guide and support their career strategies.

6C. DISCUSSION:

6C1. Opportunity for Dialogue among Board Members and Director: A member asked about using calendar invites for meetings, recording meetings, and agendizing a discussion about the Worker-Owned Recovery Coalition at a future meeting. A recommendation was made to also include other perspectives on worker-owned models to ensure the Board has a broader understanding of the issue.

6D. GENERAL INFORMATION:

6D1. Grant Status/Status of Funds: The reports were included in the meeting packet. A member raised a question about how the funds were spent under the WIOA Rapid Response and RR Layoff Aversion line-items. Because it is a year-end report, it's expected that certain funds will be fully expended. The funds for these two line-items were used primarily for staff who perform rapid response activities. More details are available.

7. ADJOURNMENT

The meeting was adjourned at 1:30 p.m.



Date: December 1, 2021
To: NOVA Workforce Board
From: NOVA Workforce Board Nominating Committee
Subject: **Election of NOVA Workforce Board Officers for Calendar Year 2022**

INTRODUCTION:

The NOVA Workforce Board Bylaws stipulates that the election of Board officers shall occur at the last scheduled Board meeting of the calendar year. This year the election of Board officers for Calendar Year 2022 will take place at the December 1, 2021 Board meeting.

DISCUSSION:

As stipulated in the NOVA Workforce Board Bylaws, prior to the end of the calendar year the Executive Committee must determine the need for one or two chairperson seats, with recommendations incorporated into the election of board officers. In 2022, the NOVA Board faces many changes and opportunities, including: a new NOVAworks Director who will benefit from the Board's guidance in setting a course for the work ahead; the continued impacts of COVID-19 coupled with new economic and workforce trends that are transforming the future of work; a new and expanded partnership with San Mateo County that may affect how services are delivered; the procurement of current service provider contracts in San Mateo County; and given the ongoing volatility in federal Workforce Innovation and Opportunity Act (WIOA) formula funding, the continued exploration of new diverse sources of funding. Given these changes and opportunities ahead, at the October 20, 2021 Executive Committee meeting, the Committee approved the staff recommendation to continue with the expanded leadership capacity of two Board chairperson seats for the NOVA Board in 2022.

The Board Bylaws also stipulate that the election of Board officers shall occur at the last scheduled Board meeting of the calendar year. As such, the election of Board officers for 2022 shall take place at the December 1, 2021 Board meeting, as follows: two Co-Chairpersons (WIOA requires that they represent business) and two Vice Chairpersons. The officers' terms of office are for one year, although individuals currently holding an office may run again.

The slate of prospective candidates for the election of board officers for 2022 is as follows:
Co-Chairpersons: Jennifer Morrill and Andy Switky,
Vice Chairpersons: Rosanne Foust (private sector seat) and Poncho Guevara (public sector seat).

At the December 1, 2021 Board meeting, there will be a report-out on the above candidates interested in the four offices; nominations will also be taken from the floor at this meeting.

ALIGNMENT WITH STRATEGIC PLAN:

This is in alignment with the NOVA Workforce Board Vision, Mission and Purpose Statement.

RECOMMENDATION:

The NOVA Workforce Board Nominating Committee recommends that the NOVA Workforce Board, at its December 1, 2021 meeting, conduct an election of Board officers in compliance with its Bylaws.

Prepared by: Eileen Stanly
Eileen Stanly, Analyst

Reviewed and Approved by: Marléna Sessions
Marléna Sessions, Director



Date: December 1, 2021

To: NOVA Workforce Board

From: NOVA Workforce Board Finance/Audit Subcommittee

Subject: **Report-Out from Finance/Audit Subcommittee: Acceptance of Year-End Financial Statement**

INTRODUCTION:

The NOVA Workforce Board Finance/Audit Subcommittee met on November 8. At the meeting, the Subcommittee reviewed the PY2020 Year-End Financial Statement, first quarter PY2021 Financial Statement for NOVAworks and the Bay-Peninsula Regional Planning Unit, an audit report, and State program and fiscal monitoring reports. In addition, the Subcommittee reviewed the results of the federal Workforce Innovation and Opportunity Act (WIOA) performance measures for PY2020 and first quarter PY2021. The Finance/Audit Subcommittee is asking the Board to accept the PY2020 Year-End Financial Statement, which has been attached to this report for review.

DISCUSSION:

With the ongoing volatility of WIOA funding, the Finance/Audit Subcommittee of the Executive Committee is charged with reviewing the organization's financial statements to ensure fiscal accountability and make recommendations, as appropriate, to secure the sound fiscal health and sustainability of the organization. The subcommittee meets biannually, as needed.

On November 8, the Finance/Audit Subcommittee met with highlights from the meeting, as follows:

- Every year, the challenge for staff is managing multiple funding sources and achieving WIOA performance goals and goals for each of NOVAworks' individual grants. This has been consistently achieved for many years. A summary of the PY2020 Year-End Financial Statement included: in addition to the WIOA formula funding for adults, dislocated workers, youth and rapid response, NOVAworks received funding from 11 different grants awarded from the federal, state and local governments and six different grants from the State for regional planning unit projects; and, available funding for NOVAworks totaled \$11.010 million, spending to date actual was \$8.564 million, and the balance of funds was \$2.446 million.
- For PY2020, NOVAworks met or exceeded most of its WIOA performance goals that included: 87.3% and 86.4% success rate on employment quarter two for adults and dislocated workers, respectively; 126.5% and 219.7% success rate on median earnings for adults and dislocated workers, respectively; 111.1% and 120.1% success rate on credential attainment rate for adults and dislocated workers, respectively; and 129.9% and 124.8% success rate on measurable skill gains for adults and dislocated workers, respectively. There was just one indicator, employment quarter four for adults, that was scarcely .1% below the expected goal.

However, the success rate for employment quarter four for dislocated workers was 86.2%. For youth, NOVA achieved a 100.9% success rate on employment quarter four, 124.9% success rate on median earnings, 143.8% success rate on credential attainment rate, and 123.8% success rate on measurable skill gains. Given the economic impacts of COVID-19, NOVAworks has exceeded expectations and performed better than many local workforce boards under these circumstances.

- Audit and monitoring reports were reviewed with no significant findings. An upcoming monitoring report is expected to include a recommendation for the Board bylaws to incorporate the Board nominating process, a statement that there is no proxy voting, and the use of videoconferencing for meetings. This will be agendized for Board approval in the spring.

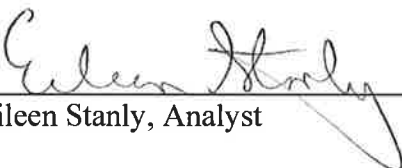
The PY2020 Year-End Financial Statement has been attached for the Board's review. The Finance/Audit Subcommittee is asking that the Board accept the attached PY2020 Year-End Financial Statement.

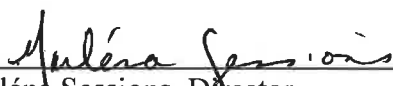
ALIGNMENT WITH STRATEGIC PLAN:

This is in alignment with the NOVA Workforce Board Vision, Mission and Purpose Statement.

RECOMMENDATION:

The Finance/Audit Subcommittee is asking that the Board accept the attached PY2020 Year-End Financial Statement.

Prepared by: 
Eileen Stanly, Analyst

Reviewed and Approved by: 
Marléna Sessions, Director

Attachment: PY2020 Year-End Financial Statement

Attachment
PY2020 Year-End Financial Statement

NOVA Grant Status Report						
For the Period from July 1, 2020 thru June 30, 2021						
Source	Title	Period of Performance		PY20 Avail Total	Year End	
		From	To		PTD Spend Actual	Balance
WIOA	Adult	07/20	06/22	1,790,253	1,347,534	442,719
WIOA	Dislocated Worker	07/20	06/22	2,040,606	1,488,873	551,733
WIOA	Youth	04/20	06/22	1,759,946	1,199,597	560,349
WIOA	Rapid Response	07/20	06/22	872,627	872,627	-
WIOA	RR Layoff Aversion	07/20	06/22	207,257	207,257	-
	<i>Allocation Subtotal</i>			6,670,689	5,115,887	1,554,802
WIOA	25% Additional Assistance - SV Dislocated Worker	03/20	09/21	2,252,790	2,073,897	178,893
WIOA	25% Addtnl Assist COVID-19 Impacted Indiv Support Svcs	03/20	06/21	167,835	167,835	-
WIOA	High Performing Board - Incentive	07/20	09/21	3,846	3,265	581
State NDWG	DW Trade & Economic Transition	10/18	09/21	279,712	278,685	1,027
State NDWG	Employment Recovery NDWG	04/20	03/22	410,000	389,119	20,881
DOL NDWG	Silicon Valley DW	01/16	09/20	52,433	52,433	-
CEC	Prospect SV - VTA Project	10/17	12/20	5,290	5,290	-
SMC Gen Fund	San Mateo County Holiday Work Experience - COVID 19	10/20	12/20	122,045	122,045	-
SMC Gen Fund	San Mateo County WEX Strategic Planning- COVID 19	10/20	01/21	87,333	87,333	-
SMC Gen Fund	San Mateo County WEX Strategic Planning- COVID 19	02/21	09/21	62,667	28,026	34,641
Milpitas Gen Fund	City of Milpitas Workforce Recovery	04/21	06/22	40,000	10,758	29,242
	<i>NOVA Subtotal (includes Allocation subtotal)</i>			10,154,640	8,334,574	1,820,066
	*RPU Funding - NOVA Allotment only					
RPU / WIOA	Reg Organizer / Reg Training	04/19	03/21	11,704	11,704	-
RPU / WIOA	RPI 2.0 SlingShot	04/19	03/21	14,034	14,034	-
RPU / CDCR	P2E Direct Services (IDS)	12/19	03/22	250,915	87,398	163,517
RPU / CDCR	P2E Supp Service / Earn & Learn (SSEL)	12/19	03/22	385,648	82,413	303,235
RPU / WIOA	RPI 3.0 SlingShot	04/20	03/22	138,626	33,884	104,742
RPU / WIOA	RPI 4.0 Advanced Equity thru Skills Based Hiring	04/21	09/22	54,995	-	54,995
	<i>RPU Subtotal</i>			855,922	229,433	626,489
	TOTAL			11,010,562	8,564,007	2,446,555
	**NOVA Foundation			262,017	11,471	250,546

Notes: *RPU designates funding received on behalf of 4 WIBs. See attached RPU Grant Status Report for full details



Date: December 1, 2021

To: NOVA Workforce Board

From: NOVAworks Staff

Subject: **Approval of Continuous Improvement Plan; WIOA AJCC Comprehensive, Affiliate, and Specialized Certification**

INTRODUCTION:

The federal Workforce Innovation and Opportunity Act (WIOA) and the State require that local workforce boards undergo recertification every three years of America's Job Center of California (AJCC) comprehensive and affiliate/specialized sites. This will ensure that the AJCCs effectively deliver and continuously improve services to jobseekers, workers, and employers. For the NOVA workforce area, the comprehensive AJCC is the Sunnyvale Job Center, the affiliate AJCC is operated by the Central Labor Council Partnership (CLCP) in San Mateo, and the specialized AJCC for youth is operated by JobTrain in Menlo Park. New State Directive WSD20-08 requires that the local AJCCs reapply for certification by November 1. In lieu of a Board meeting, the Executive Committee approved NOVAworks' application submission for the AJCC Certification of all three centers at its October 20 meeting. This action is being forwarded to the Board for information.

The second part of this application process is the development and approval of a Continuous Improvement Plan that is not included in the initial application and is due by December 31. The proposed Plan for all three centers has been attached for review. NOVAworks staff is asking the Board to approve the Continuous Improvement Plan for the NOVA workforce area.

DISCUSSION:

WIOA and the State require that local workforce boards undergo certification of comprehensive and affiliate/specialized AJCC centers, with the intent to ensure 1) effectiveness of the AJCC, 2) physical and programmatic accessibility for individuals with disabilities, and 3) continuous improvement. For the NOVA workforce area, the comprehensive AJCC is the Sunnyvale Job Center, the affiliate AJCC is operated by CLCP in San Mateo, and the specialized AJCC for youth is operated by JobTrain in Menlo Park. During the inaugural period of this certification process, the process was divided into two parts, with the comprehensive center certified in 2017/2018 and the affiliate and specialized centers certified in 2019. The Board approved these certifications.

State Directive WSD20-08 (https://www.edd.ca.gov/Jobs_and_Training/pubs/wsd20-08.pdf) stipulates that this certification process be renewed for both the comprehensive and affiliate/specialized AJCCs at the same time. The requirements for certification this year are very similar to the previous certification process. Each AJCC is expected to complete a Baseline Criteria checklist that reflects WIOA statutory requirements necessary to operate an AJCC and an Indicator Assessment that highlights the AJCC's accomplishments and continuous improvement according to seven indicators. The seven indicators include: 1) AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

2) AJCC actively supports the One-Stop system through effective partnerships. 3) AJCC provides integrated, customer-centered services. 4) AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways. 5) AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs. 6) AJCC has high-quality, well-informed, and cross-trained staffing. and 7) AJCC achieves business results through data-driven continuous improvement. The only changes to this year's certification are that due to COVID-19, flexibility is permitted regarding the use of remote/virtual or desk review in completing the evaluation. In addition, the Continuous Improvement Plan for each of the AJCCs is not required as part of the initial submission that was due November 1, but the local board must approve a plan separately by December 31. The certification will take effect January 1, 2022, for three years.

In lieu of a Board meeting and the tight deadlines, the Executive Committee approved the initial AJCC certification application for the comprehensive, affiliate and specialized centers at its October 20 meeting. Because NOVA is an AJCC Operator, the State will be responsible for final approval of the AJCC certification for the NOVA workforce area. This action is being forwarded to the Board for information.

The initial AJCC certification application for the comprehensive, affiliate and specialized job centers is, as follows:

AJCC Comprehensive Center (Sunnyvale Job Center):

https://novaworks.org/documents/Ongoing/AJCCCertification_Comprehensive_SunnyvaleJobCenter.pdf

AJCC Affiliate Center (operated by CLCP in San Mateo):

https://novaworks.org/documents/Ongoing/AJCCCertification_Affiliate_CLCP.pdf

AJCC Specialized Center for youth (operated by JobTrain in Menlo Park)*:

https://novaworks.org/documents/Ongoing/AJCCCertification_Specialized_JobTrain.pdf

*In addition to the forms, JobTrain also provided supporting materials referenced in the Indicator Assessment including Career Self-Efficacy Survey, screenshot of services, list of industry-recognized credentials, Feedback Survey for CTE, example of tracking of youth certifications, screenshot of dashboard of youth served, and Client Needs Survey results.

The AJCC centers comply with WIOA and State regulatory requirements and have demonstrated resilience during these unprecedented times, capitalizing on complex challenges to continuously improve services to jobseekers and employers. The State is expected to make a final determination by December 17.

Continuous Improvement Plan

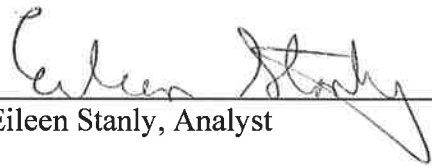
As part of the AJCC Certification requirements, a Continuous Improvement Plan is required to be developed and approved by the Board by December 31, as a separate document from the initial application submission. The Continuous Improvement Plan has been attached for all three AJCC centers that comprise the NOVA workforce area. As required, the Plan must incorporate the recommendations outlined in the certification application and highlight the changes that have occurred in response to the pandemic that have been beneficial to the service-delivery system. NOVAworks staff is asking the Board to approve the Continuous Improvement Plan.

ALIGNMENT WITH STRATEGIC PLAN:

This is in alignment with the NOVA Workforce Board Vision, Mission and Purpose Statement.

RECOMMENDATION:

NOVAworks staff is asking the Board the approve the Continuous Improvement Plan as part of the AJCC Certification process for the comprehensive (Sunnyvale Job Center), affiliate (San Mateo Job Center operated by CLCP) and specialized (Menlo Park job center for youth operated by JobTrain) centers.

Prepared by: 
Eileen Stanly, Analyst

Reviewed and Approved by: 
Marléna Sessions, Director

Attachment: Continuous Improvement Plan

Attachment

AJCC Certification of Comprehensive, Affiliate and Specialized Centers Continuous Improvement Plan January 1, 2022 through December 31, 2024

AJCC Comprehensive Job Center — NOVAsworks Job Center in Sunnyvale

Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

- 1) Launch the hospitality industry initiative that seeks to address the inequities and biases in education and hiring by applying a “success formula” that will prepare underpaid hospitality workers with barriers to employment for better career paths. *Target Date for Completion: 12/31/24*
- 2) Develop a plan for the ongoing training of staff to enhance core competencies in serving all customers, specifically, those with barriers to employment, with information from training made available on Google docs. *Target Date for Completion: 12/31/24-ongoing*
- 3) Work with the City of Sunnyvale on the new civic center facility to ensure that customers have state-of-the art access, equipment, and office space in a welcoming and accommodating environment. *Target Date for Completion: 12/31/24-ongoing*

Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.

- 4) Engage all AJCC partners in AJCC-based services through the quarterly Stakeholders meetings. Meetings were held remotely during the pandemic that promoted participation among members. This approach will be explored in the future even after the pandemic concludes. *Target Date for Completion: 12/31/24-ongoing*
- 5) Continue to assess partners’ level of satisfaction with the Job Center and the local workforce development system. *Target Date for Completion: 12/31/24-ongoing*

Indicator #3: The AJCC provides integrated, customer-centered services.

- 6) Through the Stakeholders meetings, all AJCC staff will be able to access shared education on partner program eligibility and services to further leverage and increase capacity in serving common customers more effectively. *Target Date for Completion: 12/31/24-ongoing*
- 7) New technology was utilized during the pandemic to ensure continued full access to services for customers. Use of this technology will be explored in a hybrid remote/in-person service model to meet the diverse needs of customers. *Target Date for Completion: 12/31/24-ongoing*

Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

- 8) Explore additional funding for supportive services for customers that will remove barriers to skills training and apprenticeships and improve access to better career opportunities. *Target Date for Completion: 12/31/24-ongoing*
- 9) Implement the Skillful methodology through a Regional Plan Implementation grant that will train employers on skills-based hiring versus pedigree and open the door for underpaid

workers, who don't have a college degree, to obtain employment based on their skills and proven experience. *Target Date for Completion: 9/30/2022*

Indicator #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

- 10) Host employer job fairs, forums, and webinars, utilizing both the virtual and in-person format, to advance employer access to a skilled talent and increase opportunities for job seekers to quality jobs. *Target Date for Completion: 12/31/24-ongoing*
- 11) Using the Skillful methodology, provide employers with tools and resources to increase their effectiveness at onboarding and retaining new talent. *Target Date for Completion: 9/30/2022*

Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

- 12) Continue to enhance staff development through in-house monthly career services meetings where staff are cross-trained, outside presenters are invited to present on relevant topics, and customer-centered services are discussed. *Target Date for Completion: 12/31/24-ongoing*
- 13) During the pandemic, more online trainings were employed that provided staff with improved access to a wide range of affordable opportunities relevant to their professional field. More trainings of this kind will be pursued. *Target Date for Completion: 12/31/24-ongoing*

Indicator #7: The AJCC achieves business results through data-driven continuous improvement.

- 14) Will continue to explore new data resources and utilize existing intelligence necessary to provide informed decisions that align changing trends with customer needs and services. *Target Date for Completion: 12/31/24-ongoing*

AJCC Affiliate Job Center operated by Central Labor Council Partnership

Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

- 1) Continue to improve access to virtual services for all customers. *Target Date for Completion: 12/31/24-ongoing*
- 2) Use data collected to determine the best way to serve persons with limited English. *Target Date for Completion: 12/31/24-ongoing*

Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.

- 3) Strengthen relationships with MOU partners and establish additional relationships with non-required community-based organizations to enhance opportunities and services to customers. *Target Date for Completion: 12/31/24-ongoing*

Indicator #3: The AJCC provides integrated, customer-centered services.

- 4) Explore better ways to collaborate with partners to ensure that everyone is unified in providing customer-centered services. *Target Date for Completion: 12/31/24-ongoing*
- 5) AJCC has increased customer satisfaction ratings for career advising through focusing on customer feedback and survey data. Staff will continue to review customer feedback and collaborate on ways to improve customer-centered services. *Target Date for Completion: 12/31/24-ongoing*

Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

- 6) Work with local educational entities and employers to identify specific training and skill development opportunities and in-demand occupations that will further strengthen services provided to customers. *Target Date for Completion: 12/31/24-ongoing*

Indicator #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

- 7) Career advisors will continue to stay informed about local industry trends to share with customers and staff by attending virtual industry webinars, participating in organizing industry panels, and actively researching and reviewing industry publications. *Target Date for Completion: 12/31/24-ongoing*

Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

- 8) Pursue staff development through in-house and targeted customer service-driven training. *Target Date for Completion: 12/31/24-ongoing*

Indicator #7: The AJCC achieves business results through data-driven continuous improvement.

- 9) Develop data-driven metrics to expand service offerings and utilize reports and data to implement continuous improvement processes. *Target Date for Completion: 12/31/24-ongoing*

AJCC Specialized Job Center for youth operated by JobTrain

Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

- 1) Implement the “5 Ideas” initiative to continuously improve services by identifying what is working well that was launched during the pandemic and should continue and what in-person services, discontinued during the pandemic, should be revived or reimagined. A final plan will be developed for implementation. *Target Date for Completion: 3/31/22*

Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.

- 2) Participate in the AJCC comprehensive center website update to better highlight/market JobTrain services. *Target Date for Completion: 12/31/24-ongoing*
- 3) Help to coordinate and participate in joint trainings with the AJCC comprehensive center and JobTrain staff. *Target Date for Completion: 12/31/24-ongoing*

Indicator #3: The AJCC provides integrated, customer-centered services.

- 4) Identify additional community partners to serve the needs of young adult customers and achieve a higher co-enrollment rate. *Target Date for Completion: 12/31/24-ongoing*
- 5) Continue to take steps to adapt to the changing needs of young adult customers. During the pandemic, customers’ needs shifted to more basic needs and access to technology became even more important for the virtual services offered. *Target Date for Completion: 12/31/24-ongoing*

Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

- 6) Continue to track key performance indicators, as well as customer satisfaction feedback to identify areas for improvement. *Target Date for Completion: 12/31/24-ongoing*

Indicator #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

- 7) Resume the Technical Advisory Committees, comprised of employers for each career pathway, that were difficult to maintain during the pandemic and provide important information about current trends. *Target Date for Completion: 12/31/24-ongoing*

Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

- 8) Revive the Care Team that was paused during the pandemic which provides an interdisciplinary team approach to case management to serve customers more effectively with barriers to success. *Target Date for Completion: 12/31/24-ongoing*

Indicator #7: The AJCC achieves business results through data-driven continuous improvement.

- 9) Further develop and customize the Salesforce database through the Impact and Learning Department to identify more trends and test assumptions that will facilitate data-driven decision-making. *Target Date for Completion: 12/31/24-ongoing*

NOVA Grant Status Report - Interim											
For the Period from July 1, 2021 thru September 30, 2021											
Source	Title	Period of Performance		Carry In Funds	PY21 Funds	PY21 Avail Total	PY21 Spend - Plan	Accounting Period 3		25% of year	Balance of Plan
		From	To					PTD Actual	% Act/Plan		
WIOA	Adult	07/21	06/23	442,719	1,124,131	1,566,850	1,342,024	233,389	17%	1,108,635	
WIOA	Dislocated Worker	07/21	06/23	551,733	1,641,013	2,192,746	1,864,543	238,838	13%	1,625,705	
WIOA	Youth	04/21	06/23	560,349	1,101,312	1,661,661	1,441,399	240,351	17%	1,201,048	
WIOA	Rapid Response	07/21	06/22	-	946,616	946,616	946,616	122,425	13%	824,191	
WIOA	RR Layoff Aversion	07/21	06/22	-	281,996	281,996	281,996	22,157	8%	259,839	
	Allocation Subtotal			1,554,801	5,095,068	6,649,869	5,876,578	657,160	15%	5,019,418	
WIOA	25% Additional Assistance - SV Dislocated Worker	03/20	09/21	178,893	178,893	178,893	178,893	178,893	100%	-	
WIOA	25% Additional Assistance - Reemployment & Equity	07/21	09/22	-	900,000	900,000	700,000	62,048	9%	637,952	
WIOA	High Performing Board - Incentive	07/20	09/21	581	581	581	581	581	100%	-	
State NDWG	DW Trade & Economic Transition	10/18	09/21	1,027	1,027	1,027	1,027	1,027	100%	-	
State NDWG	Employment Recovery NDWG	04/20	03/22	20,881	188,654	209,535	209,535	22,688	11%	186,847	
DOL NDWG	CAREER DWG	08/21	08/22	-	3,000,000	3,000,000	1,500,000	-	-	1,500,000	
SMC Gen Fund	San Mateo County WEX Strategic Planning- COVID 19	02/21	09/21	34,641	34,641	34,641	34,641	34,641	100%	-	
Milpitas Gen Fund	City of Milpitas Workforce Recovery	04/21	06/22	29,242	29,242	29,242	29,242	9,242	32%	20,000	
	NOVA Subtotal (includes Allocation subtotal)			1,756,183	9,183,722	11,003,788	8,530,497	1,166,280		7,364,217	
RPU / CDCR	*RPU Funding - NOVA Allotment only										
RPU / CDCR	**P2E Direct Services (IDS)	12/19	03/22	76,765	76,765	76,765	76,765	13,194	17%	63,571	
RPU / WIOA	**P2E Supp Service / Earn & Learn (SSEL)	12/19	03/22	161,930	161,930	161,930	161,930	30,347	19%	131,583	
RPU / WIOA	**RPI 3.0 SlingShot	04/20	03/22	197,768	197,768	197,768	197,768	16,084	8%	181,684	
RPU / WIOA	**RPI 4.0 Advanced Equity thru Skills Based Hiring	04/21	09/22	238,900	238,900	238,900	200,000	12,512	6%	187,488	
	RPU Subtotal			675,363	675,363	675,363	636,463	72,137	11%	564,326	
	TOTAL			2,431,546	9,183,722	11,679,151	9,166,960	1,238,417		7,928,543	
	**NOVA Foundation			250,546	1,350	251,896		10,457		241,439	

Notes: *RPU designates funding received on behalf of 4 WIBs. See attached RPU Grant Status Report for full details

**Recent Grant modifications reflected above

P2E - DS: Transferring \$87,494 from NOVA (JobTrain) to San Jose

P2E - SSEL: Transferring \$140,713 from NOVA (JobTrain) to San Jose

RPI3.0: Transferring RO tasks / San Benito County allotment to NOVA; SF remains Project Lead

Bay - Peninsula Regional Planning Unit (RPU) Grant Status Report PY21/22						
Grant Expenditures thru Sept 30, 2021						
Source	Title	Period of Performance		GTD Budget	GTD Spend Actual	Balance of Plan
		From	To			
RPU / CDCR	P2E Direct Services (IDS)	12/19	03/22	1,056,580	723,205	333,375
	<i>NOVA - Fiscal Lead*</i>			176,939	113,368	63,571
	<i>San Benito</i>			41,586	28,929	12,657
	<i>San Francisco</i>			231,431	152,983	78,448
	<i>San Jose - Project Lead*</i>			606,624	427,925	178,699
RPU / CDCR	P2E Supp Service / Earn & Learn (SSEL)	12/19	03/22	740,738	273,675	467,063
	<i>NOVA - Fiscal Lead*</i>			258,454	126,871	131,583
	<i>San Benito</i>			43,243	17,492	25,751
	<i>San Francisco</i>			155,674	20,082	135,592
	<i>San Jose - Project Lead*</i>			283,367	109,230	174,137
RPU / WIOA	Regional Plan Imp 3.0	04/20	03/22	400,000	119,354	280,646
	<i>NOVA - Fiscal Lead/Regional Organizer</i>			233,026	51,342	181,684
	<i>San Francisco - Project Lead</i>			160,000	61,038	98,962
	<i>San Jose</i>			2,033	2,033	-
	<i>Racy Ming Assoc*</i>			4,941	4,941	-
RPU / WIOA	Regional Plan Imp 4.0	04/21	09/22	292,500	12,512	279,988
	<i>NOVA - Project / Fiscal Lead & Regional Organizer tasks*</i>			238,900	12,512	226,388
	<i>San Francisco</i>			28,600	-	28,600
	<i>San Jose</i>			25,000	-	25,000
TOTAL				\$ 2,489,818	\$ 1,128,745	\$ 1,361,073

***Pending modification reflected above**

RPI 4.0: Transferring RO tasks and Project Lead to NOVA



2022 NOVA WORKFORCE BOARD MEETING SCHEDULE

Wednesday NOVA Workforce Board Retreat (abbreviated session)	January 26, 2022	12:00 — 2:00 p.m.
Wednesday	March 23, 2022	12:00 — 1:30 p.m.
Wednesday	May 25, 2022	12:00 — 1:30 p.m.
Wednesday	July 27, 2022	12:00 — 1:30 p.m.
Wednesday	September 28, 2022	12:00 — 1:30 p.m.
Wednesday	November 30, 2022	12:00 — 1:30 p.m.
Wednesday NOVA Workforce Board Retreat	January 25, 2023	All Day