



# Local Plan

**PY2021-24**

NOVA Workforce Board

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## Local Overview

NOVAworks serves a dynamic, fast-paced and innovative technology-driven community in the heart of Silicon Valley. The NOVAworks LWDA, comprising northern Santa Clara County and all of San Mateo County, has been the international center of technology and innovation for many decades. Home to industry leaders in hardware (Apple, Applied Materials, Cisco, HP, Intel), software (Adobe, Intuit, Symantec), and internet and social media (Amazon, Facebook, Google, LinkedIn), the modern tech companies in NOVAworks' area are lean and innovative with rapidly changing demands for skills and talent. Workers at all skill levels face constant churn from the "creative destruction" caused by the pursuit of innovation.

But this view of Silicon Valley is only half of the story. Not far from the shiny corporate headquarters and trendy restaurants lies a world where service and other low-wage workers have long struggled with access to basic needs: affordable housing, jobs with career ladders, access to top-flight education and, increasingly, food. The COVID-19 pandemic has greatly widened the gap between wealth and poverty, thus threatening the region's long-term viability.

As of January 2021, the NOVAworks job seeker population continued to reflect the common perception of Silicon Valley as a tech and innovation hub. More than 80% of NOVAworks' job seekers have a bachelor's degree or higher. Going forward, NOVAworks will continue to address the career navigation and training needs of these individuals. It will continue to address employer needs for top-flight talent.

But, in a COVID and post-COVID environment, NOVAworks and regional partners must expand and retool approaches to address the needs of the dislocated event workers, waiters, restaurant managers and baggage handlers - those workers whose economic prospects are declining at an alarming rate. This trend further lessens the opportunities for individuals with barriers to employment to contribute their talents to Silicon Valley's innovation engine. Many of these individuals are from populations that have faced persistent social, education and economic barriers to success. Unlike their tech-savvy Silicon Valley neighbors, they lack access to professional networks that providing job referrals and vital labor market intelligence about future opportunities.

The COVID-19 pandemic has hammered workers, job seekers and many businesses that were struggling prior to the first shelter in place order in March 2020. Silicon Valley leisure and hospitality workers have borne the brunt of the evolving crisis. Their ranks include immigrants and workers of color burdened by low-wage and customer-facing jobs placing them at greater risk of COVID exposure. In short, these individuals are facing three looming crises - economic, health and equity - that cannot be disaggregated.

Small businesses, which are the economic heart and soul of many communities, are often ill-equipped to address the recurring shelter in place orders by shifting business models to remote or hybrid services. These business owners lack the technical tools and technical assistance required to pivot.

In the face of an historic health crisis and resulting economic despair and uncertainty, NOVAworks is accelerating initiatives to build regional and national partnerships, understand the emerging economy and address the needs of job seekers, incumbent workers and employers. The regional partnerships include initiatives to support leisure and hospitality workers. Nationally, NOVAworks, the Brookings Institution and BW Research Partnership are leading a multi-region collaborative seeking to develop a career mobility “success formula” providing hospitality workers with a broad menu of appetizing career options.

With the COVID pandemic, NOVAworks must focus both on promoting economic recovery and creating new opportunities for individuals and communities who, because of persistent social and economic barriers, are disconnected from ladders to career mobility and advancement. These populations include older workers, women, individuals of color, low-income workers, workers with disabilities and those who are formerly incarcerated/justice involved.

### ***Workforce Development Activities in the NOVAworks LWDA***

NOVAworks is strengthening regional workforce and education systems with a goal of increasing transparency and access to data and services for all customer groups.

NOVAworks is activating this updated and emerging mission through leadership and participation in a number of partnership hubs.

NOVAworks’s primary hub is its Stakeholders Group, a 20-year-old collection of 56 regional organizations representing a broad range of core program partners, AJCC partners and state of California strategic partners. Stakeholder group members provide coordinated services for multiple populations including dislocated workers, immigrants and English Language Learners, veterans seeking new careers, Native Americans and individuals with disabilities.

With NOVAworks providing coordination, the Stakeholders Group is a vital hub of information about labor market intelligence, training programs, unemployment insurance benefits, job search assistance, support services, food banks and emergency services and COVID-related protocols. The Stakeholders Group facilitates referrals of mutual customers, shares job opportunities, coordinates staff training and partners with employers to host recruitment events. Further, the NOVAworks manager who leads the Stakeholders Group also serves on the steering committee of a San Mateo county adult school and community college consortium.

Apprenticeship Bay Area (ABA) is a partnership formed by the Bay-Peninsula Regional Planning Unit (RPU). The RPU includes NOVAworks, work2future (San Jose) and the San Francisco Office of Economic and Workforce Development. ABA is building regional infrastructure to promote tech and other higher skill apprenticeships in the region. The California Workforce Development Board has provided seed funding for ABA.

Apprenticeships and other earn-and-learn strategies are critical to realizing NOVAworks’ vision of expanding access to high-skill training and employment opportunities for all job seeker customers. ABA partners include regional employers and educational institutions.

The Bay Area Community College Consortium (BACCC) of 28 institutions and its team of industry sector regional directors are critical to ABA’s success.

NOVAworks is leveraging prior relationships and a current need to expand its partnership hub with organized labor. In April 2020, NOVAworks responded to a call for help from leadership at UNITE HERE Local 19, the local union representing regional hospitality workers facing mass layoffs and furloughs due to the pandemic. NOVAworks joined a partnership with Local 19 and Working Partnerships USA to build support infrastructure and offer core career services. The California Employment Development Department (EDD) provided NOVAworks with a grant to provide Local 19 members with supportive services, including rent and utility subsidies. NOVAworks has also applied through EDD for a federal grant to support 1,200 workers laid off or furloughed due to a sharp downturn in the airline industry. Partners in this initiative include labor and community organizations from both San Mateo and Santa Clara counties.

The region’s organized labor footprint recently expanded when a national union organized Google employees. This is historically significant because of the current lack of organized labor presence in the tech sector. Thanks to a strong track record of successful labor partnerships, NOVAworks is now poised to benefit from this and other emerging trends in organized labor.

Opening Doors Bay Area is an emerging partnership between regional employers, workforce agencies, social service organizations, training organizations and workers with disabilities to create a more transparent system connecting talented individuals with disabilities and regional employers seeking diverse talent. NOVAworks is leading this initiative along with an industry representative from Agilent Technologies.

## **NOVAworks LWDA Workforce Strengths**

NOVAworks has responded to the unfolding COVID crises by adapting its customer service model and increasing its reliance on traditional and mandated partners and forming new partnerships.

In response to the pandemic, NOVAworks has closed its offices to customers and is offering 100% remote services. These services include career navigation workshops, professional networking and presentations by employers seeking talent. NOVAworks quickly redesigned all of its workshops to offer customers access through Zoom. Career advising is available as a Zoom video meeting, but customers can also access with a phone call if they prefer. ProMatch, a professional networking program, is completely remote and the members and staff have not experienced any break in services from the beginning of the shelter in place. NOVAworks customers have made a smooth transition to the remote environment. These remote services could serve as prototypes for a future hybrid model featuring both in-person and remote services.

NOVAworks’ MyPlan virtual career development platform is at the heart of the remote work strategy. NOVAworks is upgrading MyPlan to increase its interactive features and offer job seekers greater 24-hour access to services. The Brookings Institution in



Washington, DC has recognized MyPlan as a workforce development best practice. Through the promotion of MyPlan with the Stakeholder's Group, NOVAworks is able to scale a nationally recognized best practice and promote a more consistent regional approach to workforce development.

The County of San Mateo has contracted with NOVAworks to develop a series of workforce and economic development interventions designed to help county job seekers and employers recover from COVID-related economic damage. This strategic plan is also identifying career access and mobility opportunities for individuals with barriers to employment as well as technical assistance for small and medium size employers seeking to adjust their business models in the COVID environment.

NOVAworks is continuing its partnerships with Prospect Silicon Valley, a clean energy incubator, the Santa Clara Valley Transportation Authority, California community colleges and regional and national employers and research organizations to promote transportation solutions that reduce greenhouse gas emissions and advance Governor Newsom's climate change mitigation goals.

## ***LWDA Weaknesses and Opportunities for Growth***

The greatest weakness facing the LWDA is an increasingly fragile economy, particularly for low-income workers. The combination of the pandemic, persistent economic weakness and high cost of living means that many lower-income workers and small businesses are edging closer to the economic cliff.

The cost of living in the San Jose metro area is 83.4% higher than the national average, according to a 2020 (second quarter) report by Chmura Economics & Analytics. A resident must earn an annual salary of \$243,302.25 in order to afford the principal interest, taxes and insurance payments on a median-priced house - \$1.4 million - in the San Jose metro area, according to a December 7, 2020 report by HSH. That compares with a salary of \$110,942.56 to afford a median house price of \$588,100 in the metro Boston area.

At the same time, NOVAworks is burdened by a WIOA funding formula that is focused primarily on unemployment rates and poverty and does not adequately address the region's high cost of living and employment instability. Going forward, NOVAworks will continue to rely on additional assistance funding through the state and federal governments to meet the needs of its customers. NOVAworks will also become increasingly reliant on its foundation, a 501 c 3 organization, to leverage national philanthropic resources.

The pandemic has also uncovered weaknesses in the labor market and has accelerated trends toward a contingent workforce, outsourcing and replacing traditional job functions with artificial intelligence, robots and automation. Combined with widespread dislocation, this phenomenon is leading to increased food and housing insecurity. So-called essential workers have faced the additional fear of COVID exposure in customer-facing jobs.

In response, NOVAworks is continuing to work with regional stakeholders to fill gaps in the regional workforce and educational system and facilitate greater transparency for individuals seeking employment opportunities and for employers seeking talent. One regional goal is to better align regional workforce and educational resources to address employer needs for a San Francisco Bay Area-wide labor market. For Apprenticeship Bay Area (ABA), this presents an opportunity to connect the Bay-Peninsula RPU with RPUs serving the East Bay and North Bay.

NOVAworks has launched six labor market intelligence Industry Teams (IT/Software/Tech, Professional Services, Biotech/Cleantech/Pharma, Manufacturing, Transportation, Healthcare) that are composed of job center career advisors and business liaisons. The internal teams are chartered to reach out to industries and companies to become more familiar with skills and careers in each area and collect data that can be shared. As a result, NOVAworks can better inform partners and stakeholders and better serve job seeker and employer customers. There is a strong industry team focus on both current and future skills required in the various industry sectors.

Frustrated with the systemic duplications of workforce services among the workforce systems and community colleges, NOVAworks is partnering with BACCC and constituent colleges to better align services. For example, NOVAworks has partnered with Foothill College to develop and implement a Google Workspace training class at no cost to students. NOVAworks is collaborating with ABA and community colleges to identify workforce training opportunities recognized by cloud computing companies including Amazon Web Services and Equinix.

## NOVAworks Strategic Vision

As NOVAworks attempts to navigate through uncharted COVID-infested waters, it will continue to be guided by four fundamental principles. They are (1) enhance partnerships through the Stakeholder Group and other collaborations; (2) focus on meeting customer needs through a human centered design approach; (3) remain agile and responsive to the local economic conditions; and (4) advance equity by recognizing that “while genius is evenly distributed by ZIP code, opportunity and access are not.” (*Mitch Kapor, Kapor Center for Social Impact*)

NOVAworks and regional partners are putting these principles into action by integrating service delivery and braiding resources and creating a more efficient and transparent workforce system that consistently delivers superior service to job seeker and employer customers.

### Supporting Economic Growth and Economic Self-Sufficiency over the Next Four Years

Given the uncertain nature of the COVID pandemic and the impact on the Silicon Valley economy, regional employers, job seekers, intermediaries and governments are all facing the future with cloudy crystal balls. NOVAworks and its partners are engaged in multiple initiatives to gain greater clarity about the future economy but recognize that all plans about the future must be fluid.

Based on data collected from the above-referenced San Mateo County strategic planning initiative, these are some emerging trends, and big questions, that NOVAworks and partners are tracking.

- What ongoing workforce trends have accelerated because of COVID?
  - Remote work?
  - Gig Work?
  - Artificial intelligence and automation replacing lower-wage workers?
- What about the workforce and education systems have permanently changed?
  - Hybrid (combination of in-person and remote) business operations instead of all in-person services?
- What skills and technologies will be in demand?
- What resources and technologies will employers need to thrive in the emerging economy?
- How might LWDAs contact and engage with job seeker and employer customers in a hybrid environment?
- How might LWDAs and partner organizations incorporate equity and job quality considerations in future programmatic development?

## ***Service-delivery strategies for Ensuring Equitable Access to Sector Pathways and Post-Secondary Credentials***

Historically NOVAworks has developed several regional initiatives that leverage its tech workforce expertise to engage communities with populations that have been underrepresented in technology jobs. Examples include federal, state and private philanthropic partnerships with several Oakland nonprofits. These nonprofits all serve Black, Latinx, Indigenous and low-income job seekers. Working through a “talent not charity” philosophy, NOVAworks has focused on preparing diverse talent to provide additional fuel to the Silicon Valley innovation engine.

Going forward, NOVAworks is collaborating with its work2future and San Francisco Office of Economic and Workforce Development partners to expand equity initiatives. These include a regional effort to increase workforce diversity through skills-based hiring and leveraging RPU partner resources to build equity dashboards.



## WIOA Core and Required Partner Coordination

1. *How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12, WIOA Memorandums of Understanding*

### WIOA Title II - Adult Education and Literacy

NOVAworks refers job seekers in need of basic education and literacy to local adult education providers. Several adult education providers are active members of the NOVAworks Stakeholders Group where they share service delivery strategies. The adult education providers also offer a number of career technical education certificate programs that are approved on the State Eligible Training Provider List.

When the California Department of Education requests applications for adult education Title II education and literacy activities, NOVAworks disseminates those applications to experts on staff and to its workforce board for review. NOVAworks will make recommendations to the applying agency to promote alignment and concurrent enrollment as appropriate. NOVAworks will also ensure that Title II program applicants have been given access to the NOVAworks Local Plan as they are developing their funding applications.

### WIOA Title III - Wagner-Peyser

NOVAworks has regular meetings with EDD Wagner-Peyser staff focused on joint coordination of the ProMatch (Experience Unlimited) program and also to discuss service delivery ideas and issues. EDD staff also actively participates in the NOVAworks Stakeholder Group meetings. NOVAworks provides training to EDD staff relative to NOVAworks' MyPlan online career navigation platform. Wagner-Peyser and NOVAworks staff collaborate to deliver rapid response orientations to impacted workers. NOVAworks also partners with EDD to jointly serve customers enrolled in WIOA and the Trade Adjustment Assistance (TAA) program, with NOVAworks training advisors providing case management for the duration of TAA-funded training.

In addition, an EDD regional manager serves on the NOVAworks Workforce Development Board. Representatives from the EDD LMI division regularly attend board meetings and provide NOVAworks staff with labor market information for grant applications and reports.

### WIOA Title IV - Vocational Rehabilitation

The California Department of Rehabilitation (DOR) is a member of the NOVAworks Stakeholders group. DOR representatives from both Santa Clara and San Mateo counties regularly participate in stakeholder group meetings. The Stakeholders Group provides a

forum for coordinating referral of customers and cross training staff. NOVAworks representatives participate in DOR convenings in both San Mateo and Santa Clara counties through Local Partnership Agreements.

## **Carl Perkins Career Technical Education**

NOVAworks' overall strategy related to coordination of services can be summarized by its philosophy of "find a gap and help fill it." Through many connections with industry and education, NOVAworks can provide the linkages to ensure demand-driven programs.

NOVAworks participates in a number of initiatives and groups related to secondary and post-secondary education programs to ensure coordination of strategies and avoid duplication of services. These include:

- Bay Area Community College Consortium—participation in planning for region
- Mountain View Los Altos Adult Education—WASC accreditation meetings
- Fremont Union High School District Adult Education—curriculum review, shared research for potential programs
- ACCEL—Participate in San Mateo County adult education and community college consortium
- South Bay Consortium for Adult Education—NOVAworks participates and has provided career navigation training on career assessment, resume development, networking and using LinkedIn
- Northern Santa Clara County Adult Education Consortium—NOVAworks participates in the consortium's quarterly meetings

In addition, several adult education and college staff members are active in NOVAworks Stakeholders Group meetings and regularly share program information with NOVAworks staff.

NOVAworks actively reaches out to community colleges, universities, and private training providers to provide technical assistance for adding and updating programs on the State Eligible Training Provider List, as well as contracting for training services. NOVAworks also shares its MyPlan online career navigation platform and best practices for providing career assistance and has conducted train-the-trainer sessions for AJCC partners to provide these services to their customers.

## **Title V Older Americans Act**

NOVAworks and Peninsula Family Service have formed a unique partnership to provide career navigation, placement assistance and employability skills training for older workers (age 55+). Through its Stakeholders Group, NOVAworks makes these services available to a broad constellation of providers in the LWDA. A Peninsula Family Service staff member serves on the NOVAworks Workforce Development Board. NOVAworks also collaborates

with the Center for Workforce Inclusion (formerly Senior Service America), a new member to the MOU and Stakeholders Group, to serve the needs of older workers.

### **Job Corps**

NOVAworks coordinates with the San Jose Job Corps Center to provide education and vocational training to assist low-income young adults to launch their careers. The two agencies also provide job search workshops for youth at other partner agencies. Job Corps is represented on the NOVAworks Stakeholders Group.

### **Native American Programs (WIOA Section 166)**

United Indian Nations provides employment and training services to address the specific needs of Native Americans and Alaskan Natives residing in six counties in the greater San Francisco Bay Area. United Indian Nations recently joined the MOU and is a member of the Stakeholders Group. Through this group, information about gaining access to other services in the community to meet the needs of this population will be shared.

### **Migrant Seasonal Farmworkers (WIOA Section 167)**

NOVAworks will continue its successful partnership with local WIOA Section 167 grantee, Center for Employment Training (CET), for services to eligible Migrant Seasonal Farmworkers (MSFs). For over 50 years, CET's contextual training has prepared students for jobs according to employer needs. As a partner, CET has developed an important alliance that has increased farm worker access to the workforce system. CET brings years of experience working with MSFs and a wealth of staff knowledge to the system. Through collaborations, CET has ensured and will continue to ensure that MSFs receive full access to WIOA services.

### **Veterans**

The Veterans Administration and NPower are both members of the NOVAworks Stakeholders Group. The VA provides a full range of services to veterans. NPower provides tech training and internship opportunities for veterans.

### **Youth Build**

N/A — No Youth Build provider in NOVAworks LWDA.

### **Trade Adjustment Assistance Act**

NOVAworks partners with EDD to jointly serve customers enrolled in WIOA and the Trade Adjustment Assistance (TAA) program, with NOVAworks training advisors providing case

management for the duration of TAA-funded training. TAA recipients are co-enrolled in WIOA to access career advising, case management, and other NOVAworks services.

### **Community Services Block Grant**

NOVAworks coordinates with Sacred Heart Community Service and the Center for Employment Training - both participants in the Stakeholders group - to provide services to disadvantaged individuals and families including employment assistance, public benefits screening, financial coaches, housing assistance, food and clothing. In addition, the executive director of Sacred Heart is a member of the NOVAworks Workforce Development Board.

### **Housing and Urban Development**

NOVAworks coordinates with the Santa Clara County Housing Authority to provide information about the Housing Authority's programs and services and provides information about Housing Authority services to other AJCC partners. An executive from the Housing Authority has often served on the NOVAworks Workforce Development Board.

### **Unemployment Compensation**

Unemployment Insurance (UI) claimants are referred to NOVAworks by EDD staff and through notices included with their UI benefits providing information about nearby AJCCs. NOVAworks assists individuals with understanding California Training Benefits to continue their UI benefits during training. TAA recipients are co-enrolled in WIOA to access career advising, case management, and other NOVAworks services.

In addition, NOVAworks continues to explore new ways to partner with the UI program to provide outreach to targeted populations relative to participation in grants they would otherwise not be aware of. EDD's UI division may be able to assist with outreach to individuals approaching the end of their UI claim.

Regarding ongoing UI problems exacerbated by the COVID-19 pandemic, NOVAworks is leveraging longstanding EDD relationships to design workarounds for customers seeking to access the system.

### **Second Chance**

N/A — There is no Second Chance provider in NOVAworks LWDA

### **Temporary Assistance for Needy Families/CalWORKs**

NOVAworks participates in cross training with AJCC partners on services provided by the County of Santa Clara Social Services Agency and the County of San Mateo Human Services Agency. Both agencies are members of the NOVAworks Stakeholders Group.

*2. How the Local Board and AJCC partners will work toward co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09, Strategic Co-Enrollment - Unified Plan Partners.*

In an example of NOVAworks creating a foundation for remote services prior to the COVID-19 pandemic, all prospective job seeker customers begin their NOVAworks experience by viewing a five minute, 40 second orientation video available on the NOVAworks website. After they complete an interest form on the website, NOVAworks staff will contact them to review services and required registration documentation.

Following orientation and completion of the registration process, customers meet with a career advisor for a review of their job plan and an in-depth discussion of needs and goals. The advisor and customer work together to refine the job-search plan and begin the process of identifying recommended services to assist them toward re-employment and their personal career goals. Job seekers then meet with a career advisor as often as they deem necessary. This customized, intensive interaction allows job seekers to continue to refine their job plan as their situation and goals demand. Staff provides support and encouragement, as well as relevant information to help move the individual forward. This personalized attention and the direction provided by these face-to-face meetings (currently via Zoom) is critical for a successful job search.

At any point in the process, a career advisor may refer a customer to a partner organization for services and discuss coordination of services with that organization. Cross-referrals and co-enrollments are noted in the case notes to assist in coordinating services to shared customers. The NOVAworks Stakeholders Group facilitates referrals and co-enrollments where appropriate.

*3. How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.*

As a result of the COVID-related shelter in place orders starting in March 2020, NOVAworks has revamped its service model to offer remote career coaching, workshops, networking meetings and employer presentations. The remote service model has made NOVAworks services more accessible to regional job seekers and employers and AJCC partners. The model has also enabled NOVAworks to convene presentations featuring labor market experts from around the country. Looking forward, NOVAworks is operating on the assumption that some portion of its services will remain remote regardless of the progression of the pandemic.



NOVAworks has acquired a Zoom license enabling live remote workshops and remote career advising as well as an encrypted platform enabling remote registration documents to be sent securely.

The NOVAworks MyPlan career navigation platform ([myplan.novaworks.org](http://myplan.novaworks.org)) serves as the hub of the organization's remote service delivery model. MyPlan allows job seekers to access topical videos, data, and job-search resources remotely. Information can be viewed as frequently as needed, and customers can visit the site from any location and at any time. This 24/7, remote access allows customers to become more familiar with relevant content in support of their job-search efforts. NOVAworks actively shares MyPlan with all regional partners and promotes its use through the NOVAworks Stakeholders Group. MyPlan is also an open-source platform that can be replicated in other parts of the state, country and globe.

NOVAworks, in 2020, launched a human centered design initiative with job seeker customers, career advisors and Silicon Valley technologists to enhance MyPlan's functionality. The Brookings Institution of Washington, DC has cited MyPlan as a national workforce best practice.

Job seekers have access to NOVAworks' online Job Board at all times, and can set up alerts to be notified of new jobs added or that meet their particular criteria. Many job seekers access the job board via smartphone, making it a truly portable resource.

Several of our ETPL training providers offer online classes, which are popular with those who cannot commute or need flexible scheduling.

#### *4. How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.*

Supportive services are discussed throughout the NOVAworks service-delivery system, beginning with the first appointment between the job seeker and career advisor for an initial needs discussion. At this meeting, referrals are made to no- or low-cost options in the community for immediate needs. Supportive services are especially critical to customers enrolled in training programs to ensure they have the support needed to attend and complete training while experiencing reduced or no income.

Throughout all programs, NOVAworks provides assistance to job seekers facing barriers to employment with accessing a broad array of ancillary services that will facilitate their completion of education and training programs and job search activities leading to successful employment. Services may include childcare, health care, transportation vouchers, payment for books, uniforms and course equipment, assistive technology for individuals with disabilities, licensing fees, housing assistance, emergency assistance, financial services, and counseling. NOVAworks also collaborates with organizations that specialize in these services to support shared customers. Examples include:



- Affordable Care Act information
- Focus Forward Initiative with the Santa Clara County Housing Authority
- Work Incentive Planning and Assistance (WIPA) appointments conducted onsite by Center for Independence of Individuals with Disabilities
- California Department of Rehabilitation referrals
- VTA paratransit information
- Free income tax assistance referral

*5. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01, Nondiscrimination and Equal Opportunity Procedures.*

The nondiscrimination and equal opportunity provisions in Section 188 of WIOA and Title 29 CFR Part 38 prohibit discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries' only, citizenship or participation in a WIOA Title I financially assisted program or activity. NOVAworks has policies and procedures in place relative to nondiscrimination and equal opportunity and has language in its subrecipient contracts to assure compliance with the provisions. NOVAworks has a designated EO officer.

NOVAworks continues to review its Job Center assistive technology to ensure it has the most current versions of software and devices and that software is compatible with current computer systems. Reviews are conducted with the input of several partner organizations specializing in services to individuals with disabilities. They informed NOVAworks about what would be most useful to individuals they might refer for job search assistance.

The NOVAworks Stakeholders Group meets quarterly and shares information relative to their programs and services to educate staff from other organizations, address challenges to access, and avoid duplication of services. The Department of Rehabilitation is a member of the group and provides training to the group, as do AbilityPath, Momentum for Mental Health and several other agencies representing individuals with disabilities.

NOVAworks has also been actively engaged in initiatives in the community to meet the needs of persons with disabilities. NOVAworks is a founding member of Opening Doors Bay area, a coalition of nine companies and five workforce agencies in the San Francisco Bay area, dedicated to expanding employment opportunities for individuals with disabilities. Opening Doors was recognized by the U.S. Conference of Mayors and the U.S. Department of Labor in a publication that spotlighted best practices. In addition, NOVAworks has partnered with the Stanford Neurodiversity Project Consortium on Autism Employment,

the statewide Neurodiversity Career Pathway Council, among others to connect talented persons on the autism spectrum with employment opportunities that match their skills.

NOVAworks Job Center career advisors meet monthly where they participate in presentations and training from partner organizations relative to enhancing services to individuals with disabilities.

## State Strategic Partner Coordination

1. *How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.*

### **Partnerships for service delivery**

This plan details the ways in which NOVAworks engages and works with local county human service agencies and other CalFresh E&T partners to support CalFresh customers on their journeys to sustainable employment and upward mobility.

The CalFresh E&T (CFET) Plans for Santa Clara and San Mateo counties describe the E&T services available for this population and the services provided both directly and through partners. The direct program provides employment assistance to CF eligible employable clients who are out of work or underemployed. The primary goal of this program is to immediately direct clients toward available employment in an effort to prevent or end their dependency on public assistance. The counties operate one-stop centers with wrap-around services that provide opportunities and support for relief from poverty.

The Santa Clara County Social Services Agency external CFET program services are provided by the following partners: Center for Employment Opportunities, Goodwill of Silicon Valley, Sacred Heart Community Service, San Jose Conservation Corps + Charter School, Working Partnerships USA (Trades Orientation Program), Gavilan College, and JobTrain. These partners provide the following components: job search training, workfare, work experience/internships, education, apprenticeships/pre-apprenticeships, on-the-job training and job retention. In San Mateo county, all E&T services are provided by the County Human Services Agency. Components include specialized training, job search workshops, computer/fax access and individual support. Customers are also referred to the NOVAworks website.

In addition, CalFresh partners from both counties are members of the NOVAworks Stakeholders Group. The Stakeholders Group is comprised of a broad cross-section of the workforce development community including: adult education, community colleges, job center providers, DOR, EDD, County CalWORKs/TANF, LCSS, CDCR, Veterans Administration, housing authorities, regional centers, and community-based organizations serving youth, persons with disabilities, formerly incarcerated, veterans, disadvantaged, and immigrant workers, among others. The Stakeholders Group is a valuable forum for members to share information about their respective programs to provide additional resources and enhance success for this population. Stakeholders Group partners continue to strengthen referral mechanisms and initiatives to enhance services.

## ***Braiding resources and expanding services***

In Santa Clara county, third party partners provide program services using non-federal dollars to fund their CFET program. To leverage CalFresh funding and provide access to no- or low-cost training, County staff in both counties refer customers to community resources as appropriate, such as the ACCEL consortium of adult education providers in San Mateo county, and JobTrain. Individuals referred to the NOVAworks AJCCs may have access to additional grant-funded resources, such as career training.

Through the NOVAworks Stakeholders Group, the local workforce system partners learn of programs and organizations serving particular types of CalFresh populations and ways to access and leverage these resources. In response to the pandemic, NOVAworks has provided access for partner staff to attend remote workshops and other NOVAworks services. This has greatly expanded NOVAworks' reach. With remote services, NOVAworks is also seeing customers from locations that had difficulty accessing onsite services.

## ***Sector pathway programs***

CalFresh participants working with NOVAworks may have access to other career pathway programs through WIOA funding. The NOVAworks Stakeholders Group affords all members the opportunity to learn of each other's training resources and share in program development as appropriate.

## ***Supportive services***

The way NOVAworks and partners work together is to share data about assets and challenges and to connect through the NOVAworks Stakeholders Group and other forums including the Open Doors initiative, which includes Silicon Valley employers and agencies serving individuals with disabilities. CalFresh participants are eligible for supportive services that may include transportation, costs associated with school/training, interview clothing, and tools of the trade to start employment. The Stakeholders Group is another resource to inform members of additional supportive services available in the community.

## ***Retention strategies***

CalFresh partners and AJCC staff (for co-enrollees) track attendance and progress for individuals in training programs and provide follow up services to individuals reporting placement to assist participants with retention and career advancement. Services include guidance on soft skills such as employer/co-worker communication, time management, and basic work ethics based on individual needs. Referrals are made to community services as needed. In addition, NOVAworks' Expanding Reach initiative shares valuable career navigation resources with the Stakeholders Group. Working through strategic networks, NOVAworks and partners promote retention and upward mobility.

2. *How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.*

### ***Comprehensive provision of services and service coordination***

NOVAworks and Department of Child Support Services (DCSS) staff in both San Mateo and Santa Clara counties maintain an ongoing dialog to assure a comprehensive provision of services. In addition, the NOVAworks Stakeholders Group is a means for members to share information about their respective programs to provide additional resources and enhance success for this population. The group also provides professional development through cross-training and is a forum for sharing labor market intelligence such as occupations and industries in demand that will facilitate customer progression into livable wage jobs and careers. The group is also working on details for braiding resources and coordinating services between partners serving the same customer, including referral and information-sharing mechanisms.

### ***Supportive services to support job retention***

In San Mateo county, child support services customers undergo a comprehensive vocational evaluation through the Human Service Agency's Vocational Rehabilitation Services (VRS) program. After an initial evaluation, VRS provides employment search support and job coaching services, if appropriate. An assessment of the need for supportive services is part of the evaluation, and referrals are made to appropriate partners, such as those identified in the Plan attachment, to address needs. In Santa Clara county, DCSS resources are not available for retention services; however, staff may refer to local agencies such as those identified in the Attachment. In addition, it is our vision for better coordination to enable county stakeholders to access NOVAworks content for job search and retention. Customers enrolled in WIOA grants may have access to supportive services resources, such as transportation and clothing assistance, through NOVAworks.

### ***Workforce services eligibility impact and obstacles to partnership***

The right to work in the United States is a barrier to referral for services. Obligor who reside in areas without reliable internet access face barriers accessing remote NOVAworks services. In order for a customer to access WIOA Adult training funds, they must meet WIOA priority of service criteria; in addition, funds may be limited. Confidentiality requirements may impact referrals; however, NOVAworks Stakeholders Group members are collaborating on a referral process, including necessary information release documentation.

## ***Tools to motivate and support participation***

The DCSS has a Compromise of Arrears Program where eligible obligors can receive “forgiveness” of a substantial portion of arrears owed to the state for public assistance provided to their children. There are also “forgiveness” programs when parents are working to reunify with their children. DCSS can suppress certain automated enforcement actions, including suspension of an obligor’s driver’s or professional license. DCSS can review the potential postponement of certain court actions including contempt where an obligor can face jail time for lack of payment. Obligor who are working towards making payments may find a more cooperative or collaborative relationship with the other parent, perhaps reaching an agreement waiving a portion of past due arrears or increasing visitation with their minor children. The NOVAworks Stakeholders Group can help facilitate information sharing so that all workforce partners serving this population are aware of the tools that DCSS can legally use to support participation.

## ***Retention in training programs and incentives to foster sustained participation***

DCSS can suppress certain automated enforcement or perhaps suspend other types of enforcement activities including filing contempt actions against those obligors who are not paying towards their child support obligations. DCSS may also release licenses for obligors that are participating in the program. See above for information on tools that can be utilized to incentivize parents obligated to pay support to remain engaged in training and progress into livable wage jobs. In addition, NOVAworks is exploring ways to share its career navigation content that fosters retention and upward mobility.

In addition, staff of the agencies working with the individual will be checking on progress, providing support and encouragement, and sharing information and outcomes between agencies.

## ***Engaging community-based organizations***

NOVAworks regularly meets with community-based organizations to understand their programs and explore ways to work together to serve the non-custodial parent population. Organizations are invited to participate in the NOVAworks Stakeholders Group to share program information with other CBOs, adult education, community colleges, and other members and to participate in professional development.

## ***Referral process and forms to track participants***

The NOVAworks Workforce Board’s vision is to be a catalyst for strategic network development to create a responsive and efficient system of workforce services. Currently referrals from the LCSA office and the Family Court occur primarily through email with partner staff.



3. *How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.*

### **DOR/AJCC connections for service coordination and outreach**

NOVAworks has points of contact at the Department of Rehabilitation in both San Mateo and Santa Clara counties who can provide linkages to service providers and/or supportive services to individuals with intellectual and developmental disabilities (ID/DD) who are vocational rehabilitation customers. NOVAworks and DOR (as well as other agencies) continue to monitor and enhance processes for referrals and information sharing. Adult education providers are interested in mechanisms for sharing assessments and opportunities for co-enrollment.

NOVAworks staff are participating in meetings of the Local Partnership Agreement (LPA) partners. DOR and the regional centers in our area (San Andreas and Golden Gate) are leading the LPA efforts and can assist with development of and payment for internships with ID/DD customers. This provides a mechanism for employers to “try out” an individual and assess suitability for a long-term position. The regional centers can also provide support through job coaching. NOVAworks and DOR staff have had some preliminary conversations to work out details for referrals to these and other employment resources. Recruitment, referral, and employer engagement strategies will be included in future conversations.

NOVAworks is also developing a partnership with Disability Solutions, a nonprofit based in Connecticut that helps companies find talented individuals with disabilities. In addition to supporting company hiring, engagement and retention goals, Disability Solutions prepares workplace leaders, hiring managers and employees to integrate and value people with disabilities through onsite and web-based inclusion training.

### **AJCC staff training**

There are several ways that NOVAworks Job Center staff increase their knowledge about serving individuals with intellectual and developmental disabilities and of the programs and resources available in the area. NOVAworks collaborates with a wide range of agencies, beyond the AJCC required partners, and convenes a quarterly meeting of these stakeholders to discuss service coordination and provide professional development and capacity building. Speakers are invited regularly to provide information to the group on topics of interest to all.

In addition, NOVAworks’ career advisor staff have regular meetings that include professional development for working with special populations. Department of Rehabilitation staff members have provided their Windmills disability and diversity

awareness training. Some NOVAworks staff have attended DOR's training on disclosing disabilities and have presented to career advisor staff.

NOVAworks staff also attend various trainings provided by partners, such as the Disability Inclusion Summit sessions in 2020. Staff is also currently training on how best to work with customers with hearing impairments.

*4. How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign board, and/or refugees.*

***Braiding resources and coordinating service delivery***

NOVAworks has partnered with Upwardly Global, a national organization committed to integrating immigrant workers into the U.S. workforce, on a variety of workforce initiatives.

In addition, the local adult education consortia, ACCEL and the two consortia in Santa Clara county, provide opportunities to replicate best practices and increase access to sector pathway programs, supportive services, and retention services.

## WIOA Title I Coordination

- 1. Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.*

In addition to digital fluency and distance learning training provided through the City of Sunnyvale and the California Workforce Association, NOVAworks staff also takes advantage of the skills, knowledge and abilities of its tech-savvy job seeker customers. More than 80 percent of NOVAworks customers have obtained a bachelor's degree or higher and many have worked at innovative Silicon Valley tech companies. The NOVAworks human centered design philosophy provides multiple forums for tapping customer knowledge.

For example, NOVAworks, in 2020, launched a major initiative to enhance its MyPlan remote career navigation platform. Staff members first sought technical assistance from Silicon Valley tech entrepreneurs to better understand the technology innovation process. NOVAworks then convened a team of job seekers who critiqued the MyPlan platform and provided a list of improvements based on their professional experiences and academic knowledge.

- 2. Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of multi-faceted experiences of trauma-exposed populations.*

NOVAworks is leveraging its relationships with Regional Planning Unit partners—work2future (San Jose) and San Francisco Office of Economic and Workforce Development (SFOEWD)—to implement training for frontline staff that promotes equity and a greater understanding of challenges faced by the region's diverse customer base of job seeker and employer customers. The region's Regional Plan Implementation/SlingShot 4.0 grant includes training for employers to reduce hiring bias through a greater focus on skill attainment. NOVAworks will also work collaboratively with work2future and SFOEWD to share resources developed through new equity offices developed by the cities of San Jose and San Francisco. Further, NOVAworks will seek to develop partnerships with equity and inclusion staff from the County of San Mateo and the city of Redwood City.

- 3. How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04, Rapid Response and Layoff Aversion Activities.*

Due to the volatile nature of the Silicon Valley economy, the COVID-19 pandemic and constant labor market churn, NOVAworks will experience large numbers of regional dislocations well into the future. NOVAworks has wide-ranging expertise in providing rapid response services. The process includes a 24-hour response goal to companies issuing WARN notices to assess needs and determine the best means of providing information on AJCC services to affected workers. NOVAworks coordinates the response with the local EDD Workforce Services division, which provides staff to partner on rapid response orientations. NOVAworks has also pioneered relationships with local outplacement firms to provide presentations on a regular basis to individuals receiving job search services through those firms. NOVAworks continues to explore opportunities for these firms to assist in recruiting for targeted grants.

NOVAworks provides referrals to a variety of resources to assist businesses that might otherwise need to reduce staff. Staff will continue to meet with regional resources, including the Employment Training Panel and local Small Business Development Centers, to learn more about their programs to benefit local businesses. When a layoff is unavoidable, NOVAworks, when possible, will research related employers in the region using tools such as Econovue (provides access to real-time employer data) in order to assist with rapid re-employment.

NOVAworks partners with neighboring WDBs work2future, Alameda, and San Francisco when a layoff includes locations in multiple areas and/or when the impacted employees reside in neighboring areas so that workers may learn about AJCC services in their local area. For example, due to the economic impacts from COVID-19, the airport industry and related hotels, restaurants, retail and other concessionaires were decimated. In response, NOVAworks partnered with FlySFO (San Francisco International Airport) and San Francisco Office of Economic and Workforce Development to launch an initiative to serve the numerous laid-off workers. This partnership was so successful that it was invited to present at a statewide California Workforce Association conference.

NOVAworks also coordinates services with WDBs in other areas of the state when a layoff impacts several geographic areas with a single company contact. NOVAworks is an active participant in the Bay Area RapidResponse Roundtable and also leads rapid response presentations at the annual conference of the California Labor Federation's Workforce and Economic Development program.

- 4. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14, WIOA Adult Program Priority of Service.*

The NOVAworks Job Center in Sunnyvale is the comprehensive AJCC location in the local area and consistently receives accolades from job seekers and employers and from partner organizations. NOVAworks' service provider Central Labor Council Partnership provides WIOA Title I services in San Mateo county.

NOVAworks has fully embraced the service model designed under the "integrated services pilot project" as the best method to meet the needs of the region's job seekers and employers. The NOVAworks service strategy emphasizes access to services for customers of all skill and income levels and allows partners to refer job seeker customers regardless of their eligibility category, thus ensuring a full range of skills and talent for employers to access. All customers are mainstreamed through all services that they choose to access.

NOVAworks is constantly assessing and reinventing its services in response to customer feedback, market demand and changing economic and health conditions caused by the COVID-19 pandemic. The newly created Networking Hour remote workshop is an example of the innovative approach employed by NOVAworks. NOVAworks sees all customers as assets and teaches networking as the key to career success. NOVAworks' ProMatch program utilizes job seekers as networking resources for each other while they are seeking employment and as program alumni. NOVAworks' capacity to customize its services to reflect local demand and its networking expertise including ProMatch are among the factors that differentiate NOVAworks among workforce agencies.

NOVAworks also collaborates with the three community college districts and ten adult education providers in its region relative to employment and training activities. In addition to providers of services for the general population, the region is home to many specialized service providers for niche populations. Often an employment and training component is part of their models. One organization providing comprehensive services to low-income adults and youth with multiple barriers to employment is Center for Employment Training, and NOVAworks encourages referrals between the two agencies.

Many other groups are participants in the NOVAworks Stakeholders Group, including the Department of Rehabilitation, Goodwill of Silicon Valley and Momentum for Mental Health. The group meets regularly to discuss service coordination, address challenges, and provide cross training.

In addition, NOVAworks recognizes the need to expand access to apprenticeships and awareness of the apprenticeship model. NOVAworks is a leader of Apprenticeship Bay Area, a consortium promoting the growth of regional apprenticeships. NOVAworks is also well connected to labor market intelligence and actively markets apprenticeship opportunities to both youth and adult job seekers.

NOVAworks also participates in two Multi-Craft Core Curriculum Construction pre-apprenticeship collaborative initiatives, in partnership with the Santa Clara and San Benito Counties Building & Construction Trades Council, San Mateo County Building & Construction Trades Council, Working Partnerships USA, work2future and College of San

Mateo, funded in part through California Senate Bill 1. NOVAworks manager of job seeker services Cindy Stahl is a member of the SB1 regional steering committee.

As stated in WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

The WIOA adult funding priority of service does not affect or negate the priority of service provided to veterans and eligible spouses. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet NOVAworks' Veteran's Priority of Service criteria. Thus, for adult services, the program's eligibility determination must be made first, and then veteran's priority applied.

The NOVAworks WDB has approved an adult priority of service policy and procedures in compliance with WSD15-14. Priority of service for adults meeting eligibility under the priority categories is implemented at the NOVAworks Job Centers in the following manner:

- a. When requesting advising appointments, eligible adult priority customers are served first.
- b. When registering for job-search workshops, eligible adult priority customers are approved first.
- c. When NOVAworks returns to onsite services, staff currently believes that eligible adult priority customers hoping to obtain seats in the assessment and communication classes (individualized service) will be given priority over all other customers, when seats are unfilled by those who pre-registered.

Eligible adult priority customers have priority for NOVAworks-funded training over all other registered individuals.

*5. A description and assessment of the type and availability of youth workforce investment activities in the Local Area as outlined in WSD17-07, WIOA Youth Program Requirements. This includes any strategies the Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.*

The NOVAworks Job Center in Sunnyvale is the provider of youth services in the Santa Clara county portion of the LWDA, with services in San Mateo county contracted to JobTrain. The NOVAworks Youth Program is focused on providing or making available services for all 14 of the WIOA-mandated youth service elements to any eligible youth in



our two-county service area, regardless of barriers. While there are many other programs available to the at-risk youth population throughout the NOVAworks area, there is a lack of organizations that provide comprehensive services, especially to out-of-school youth. In general, the NOVAworks regional partners provide services to specialized target groups, such as foster or homeless youth. NOVAworks is continuously working to find ways we can work with these partner programs to ensure that WIOA's 14 youth program elements are offered, and ideally integrated, across the two-county area.

The two NOVAworks WIOA youth service locations are well distanced from each other across the area. In the future, NOVAworks hopes that its embrace of remote services may increase access to youth services. NOVAworks' network of high schools, closely linked to the adult schools and community colleges, provides a strong educational pathway for youth. Counseling centers, Extended Opportunity Programs and Services (EOPS) initiatives, and disability resource centers at the community colleges provide specific support to students throughout their studies. NOVAworks has strong connections with the GED/diploma programs to help support youth who have not been successful in the mainstream education process to earn their diploma and move forward to post-secondary education and/or employment.

NOVAworks serves youth who are not connected to the educational system through outreach to the Bill Wilson transitional housing/parenting programs, Department of Social Services foster youth, CalFresh and cash aid rosters, local shelters, youth centers, and referrals from/to other partner agencies who serve disenfranchised youth, with the goal of increasing their connection to the community and supporting them on a path toward economic self-sufficiency.

There are a number of strong mentoring programs available in the LWDA, and NOVAworks has created an online guide to give mentors tools to use around career planning, job search/retention, and financial literacy. NOVAworks has a successful granted partnership with LinkedIn to support youth employment in our community. Thanks to this partnership, hundreds of youth have had the opportunity for exposure to the LinkedIn staff and campus. Program services include career exploration, mentoring, and training on personal branding, networking, and developing a professional online presence. Additionally, NOVAworks hosts a Facebook page for employers to post job opportunities for youth in our area.

There are a number of quality services in our local area for individuals with disabilities. NOVAworks partners with local WorkAbility programs to support youth with disabilities in their transition from high school to post-secondary education, training, and/or employment. Many of these youth participate in work experience activities which include tutoring, job retention skills, and exposure to educational and career options through field trips and guest speakers. Regional community colleges and San Jose State University have strong disability resource centers. NOVAworks youth appreciate all of the resources available to them and learn to self-advocate and obtain the best access to these services. NOVAworks is also closely connected to the Department of Rehabilitation, which provides

counseling and financial support to help complete short-term training up to a four-year degree. In addition, NOVAworks partners with local non-profits focused on job placement including Goodwill of Silicon Valley.

*6. The entity responsible for the disbursal of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

The entity responsible for disbursing NOVAworks' grant funds is its administrative and financial entity, the City of Sunnyvale. Under a Joint Powers Agreement, the City of Sunnyvale is designated as the North Valley Workforce Development Agency, referred to as the Joint Powers Agency, the jurisdiction of which is the cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale, and the County of San Mateo. The Joint Powers Agency is administered solely by the City Council of the City of Sunnyvale, which has the authority to receive and expend funds.

NOVAworks follows local, state, and federal regulations governing its procurement of employment and training activities, services, and programs, including the selection of service providers when appropriate. All procurements are conducted through an open and competitive process and are documented with the rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract type. The City of Sunnyvale has the authority to enter into sub-grants, contracts, and other necessary agreements. NOVAworks intends to request proposals for WIOA services to be provided in San Mateo county and also proposes to continue to deliver career services at the NOVAworks Job Center in Sunnyvale.

*7. A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in WSD19-13, Selection of AJCC Operators and Career Services Providers. This should include the name (s) and role (s) of any entities that the Local Board contracts with.*

For over thirty-five years, NOVAworks has been a career services provider for adults and dislocated workers through the NOVAworks Job Center in Sunnyvale. It has a stellar track record of delivering quality services, achieving performance measures, winning competitive funding, possessing a deep knowledge of the local labor market, enjoying a history of extensive collaboration with local partners and stakeholders, and exhibiting prudent efficiencies. In 2017, NOVAworks applied for and was approved by the State to serve as a Career Services Provider for the AJCC Job Center in Sunnyvale, a comprehensive AJCC Center. As per State Directive WSD19-13, NOVAworks will be reapplying to serve as a Career Services Provider for the AJCC Job Center in Sunnyvale. NOVAworks has contracted-

out career services in San Mateo County to the Central Labor Council Partnership that operates an Affiliate AJCC Job Center. NOVAworks customers may access services at either AJCC.

As stipulated by the State, the role of the AJCC Operator is to coordinate the service delivery of required AJCC partners and service providers and ensure the implementation of partner responsibilities and contributions agreed upon in the Memorandums of Understanding. In 2018, following an unsuccessful competitive procurement, NOVAworks applied for and was approved by the State to serve as the AJCC Operator for the NOVAworks workforce development area through sole source procurement. As per State Directive WSD19-13, NOVAworks will be reapplying to serve as the AJCC Operator through sole source procurement. NOVAworks will continue to coordinate the service-delivery activities of the AJCC required partners and service providers by convening and facilitating quarterly partner meetings to ensure effective delivery of services to shared customers. In addition, NOVAworks will build relationships and serve as a hub for information sharing across partners to promote cohesiveness and continuity.

## Appendices

### Stakeholder and Community Engagement Summary

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email & Web notice	NOVAworks board	20 board members attended the virtual NOVAworks board retreat on January 27, 2021	Participants discussed expected changes in economy and immediate needs of low-income workers in addressing pandemic-related challenges. Key question: "How do we pivot from rescue mode to help people recover in the new economy?"
Email	NOVAworks LWDA stakeholders Nearly 200 community partners were contacted representing a wide range of organizations from workforce development, education, rehabilitation, economic development, business, and community-based entities, among others.	31 stakeholders attending the February 1, 2021 virtual stakeholder and community engagement meeting	Stakeholders emphasized the greater needs of workforce customers, particularly small businesses that are particularly challenged by the pandemic. Also discussed the need for better workforce system coordination, better professional networking opportunities for small business and job seekers.
Email & Web notice	30-day public notification period See above for organizations contacted.	Public notification period was from February 16 through March 18, 2021	Received four responses. One praised the plan. One requested a stronger partnership. Two had comments on the plan.

## Public comments received that disagree with Local Plan

The California Opportunity Youth Network (COYN) asked that the plan have specific strategies for engaging and supporting current and former foster youth, those involved with the justice system and young adults experiencing homelessness even though this was “not specified in the state guidance on local and/or regional plan development.” COYN further asked that local workforce boards increase engagement with organizations representing these youth. COYN cited the Bay Area Transition Age Workforce Initiative as one significant effort designed to address the workforce needs of opportunity youth.

Jennifer Chen, economic development manager for the City of San Mateo, requested that NOVAworks focus on two issues as it implements the local plan. The goal of supporting economic growth and self-sufficiency must address what she called a “hybrid model” of automation. In this example, technology does not replace all jobs but, as in the introduction of automated checkout machines at grocery stores, there is a reduction of employees and downward wage pressure on lower-skilled employees. At the same time there are additional opportunities for the engineers and mechanics that support the automation process. This increases the inequality gap, she said. Regarding adult education and literacy, she stressed the importance of promoting internet literacy in the emerging economy.

## Signature page

This local plan is submitted for the period of PY 2021-24 in accordance with the provisions of the WIOA. The local plan was approved by the NOVA Workforce Board at its March 24, 2021 meeting and by the Sunnyvale City Council, as the local Chief Elected Official, at its April 20, 2021 meeting.

**Local Workforce Development Board  
Chair**



Signature

Jennifer Morrill  
Name

NOVA Workforce Board Co-Chairperson  
Title

April 20, 2021  
Date

**Local Workforce Development Board  
Chair**



Signature

Andy Switky  
Name

NOVA Workforce Board Co-Chairperson  
Title

April 20, 2021  
Date

**Local Chief Elected Official**



Signature

Honorable Larry Klein  
Name

Mayor, City of Sunnyvale  
Title



Date