

NOVA customers, partners, stakeholders, and all other interested parties:

Attached is a draft of the **NOVA Program Year 2017-20 Strategic Local Plan** required under the Workforce Innovation and Opportunity Act (WIOA). The plan identifies NOVA's strategies for providing workforce development services in its local workforce development area consisting of the cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale, and the County of San Mateo.

The public comment period on the Plan closed January 12, 2017. The Plan was approved by the NOVA Workforce Board on January 25, 2017 and is scheduled for approval by the Sunnyvale City Council on February 28, 2017. The final Plan will be submitted to the California Workforce Development Board by March 15, 2017.

Thank you.

*NOVA Staff*

WORKFORCE  
DEVELOPMENT

# **PY2017–20 Strategic Local WIOA Plan**

## **Executive Summary**

NOVA Workforce Consortium is the Workforce Development Board for San Mateo County and seven cities in northern Santa Clara County (Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale). NOVA is located in the Bay Peninsula Region along with workforce boards representing San Francisco, San Jose, and San Benito County, and geographically is in the center of Silicon Valley. The labor force for the NOVA area is 787,600, and the economy is led by information technology followed by health care. The region is characterized by low unemployment, scarcity of housing, high job turnover, and a high cost of living.

The modern tech company is lean, fast paced, and innovative with rapidly changing demands for skills and talent. Talent shortages are often at the highest skill levels with local companies like Apple, Google, LinkedIn, and Facebook competing globally with smaller companies and startups for top tech graduates. Mid-level workers face constant churn from the “creative destruction” caused by the pursuit of innovation. Lack of affordable housing drives middle-wage residents out of the greater Bay Area, while higher than average wages attract an onslaught of daily commuters.

Driven by this fast-evolving and diverse economy, the NOVA Workforce Development Board established a purpose statement to address the mobile nature of today’s workforce. How might we assist workers in an environment where employers need maximum flexibility to hire and shed workers in response to recent innovation and global competition?

NOVA’s purpose is to support workforce mobility by easing workers’ transitions from opportunity to opportunity throughout their career cycles. To address transitions and maintain economic sustainability in this volatile environment, NOVA provides:

- Real-time labor market information about in-demand skills;
- Skill-building and enhancements to match market demand;
- Navigation tools for the ever-changing and entrepreneurial new labor market;
- Advocacy for necessary infrastructure to support workers between opportunities, such as unemployment insurance for all and portable benefits; and
- Interconnected support system for multiple career pathways for youth.

This purpose guides our work every day. All of NOVA’s programs and initiatives are designed around these objectives and board strategies, and grant applications support this purpose or they are not pursued. Regardless of institutional challenges, NOVA is responsive to our local economy and our customers’ needs.

Under the Workforce Investment Act, NOVA fostered strong relationships with one-stop partners and other community stakeholders to bring meaningful tools to our shared customers. These

efforts included quarterly meetings where we cross-trained staff and negotiated smooth referral processes. With the implementation of WIOA, San Mateo County joined the Consortium and new partners were identified and brought into the stakeholder group. Currently, through the Memorandum of Understanding (MOU) process, these relationships are being formalized in order to specifically address the shared services and resources for our customers.

All of the core partners under WIOA are represented on the NOVA Workforce Board as well as many of the one-stop partners under WIA. Since the board was functioning well with a private sector majority and exceeding 10 percent representation from organized labor, the entire membership was grandfathered in under the new law. Open seats over the last year and a half have been filled with San Mateo County representatives in order to maintain our geographic and industry balance. See Appendix E for the current NOVA Workforce Board roster.

The NOVA Workforce Board 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 employers. The NOVA model provides a full menu of services to all customers who choose enrollment and has now been modified to add more individuals to the priority list, including recipients of public assistance and others who are low-income, and individuals who are basic skills deficient, along with veterans.

Through the Board, NOVA has learned to employ the tools prevalent in Silicon Valley culture, namely human-centered design and lean principles. This is how we deliver high quality, just-in-time service to a large number of customers across a broad spectrum of skills, education, and income. We continuously assess the wishes and satisfaction of our customers, both job seekers and employers, and constantly re-design and adjust accordingly with the active engagement and assistance of our Board members.

A key component to meeting the needs of our employer customers is access to real-time intelligence about our regional labor market gathered from Board members, job seeker customers, sector initiatives such as Slingshot and Regional Industry Clusters of Opportunity grants, business associations such as chambers of commerce and the Interactive Advertising Bureau (IAB), and partnerships with recruiters and outplacement firms. This focus on the local economy and our ability to quickly transfer knowledge about demand and career opportunities to our job-seeking customers is our primary value-add to our community as well as to our WIOA partners.

ProMatch embodies NOVA’s approach to connecting job seekers with demand careers. Designed for self-selected “professional” job seekers and operated in partnership with the Employment Development Department, ProMatch is a member-run networking program that enables job seekers to use and enhance their technical and leadership skills while unemployed. This program generally serves older, more educated customers whose talent attracts employers with higher skill demands and which also offers a deep bench of alumni willing to share their networks with current members.

The initiatives and goals set forth in this plan were developed with input from our partners and stakeholders and are designed to support the economic growth of the region as well as to promote self-sufficiency among the population we serve as a workforce system.

Customizing our services to meet market demand, winning grant funding to remain relevant despite decreasing formula allocations, and offering ProMatch for professional job seekers – these are the chief differentiators for NOVA among workforce agencies. Together with a professional staff, engaged board members, supportive elected officials, and over 30 years of satisfied customers and their networks, we remain a unique and vital asset to the Silicon Valley economy.



# PY2017–20 Strategic Local WIOA Plan

## A-B—Vision: Strategic Planning & Implementation

- A. Provide a cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including the following:**
- i. A description of the Local Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.*

## The Silicon Valley Economy

NOVA (North Valley Job Training Consortium) serves a dynamic, fast-paced and innovative technology-driven community in the heart of Silicon Valley. The NOVA Local Workforce Development Area (LWDA), comprised of northern Santa Clara County and all of San Mateo County, has been the international center of technology for more than 50 years. 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 NOVA's 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. While the NOVA region currently has the lowest unemployment rate of all 46 LWDAs (3.1% for October 2016), the region has the second highest number of individuals affected by WARN layoffs for 2016 to date.

Not surprisingly, Silicon Valley is a thriving hub of employment activity. On any given day, the working population of the NOVA region increases by almost 220,000 as the flow of workers into the area (515,214) greatly surpasses those commuting out (296,413) (*U.S. Census Bureau 2014*). The region boasts a low unemployment rate for its residents, but it is significant that 61% of the region's jobs are filled by those living elsewhere. This is due to two related factors: the significant number of job openings within the region with high skill demands, and secondly, the shortage of affordable housing within the region.

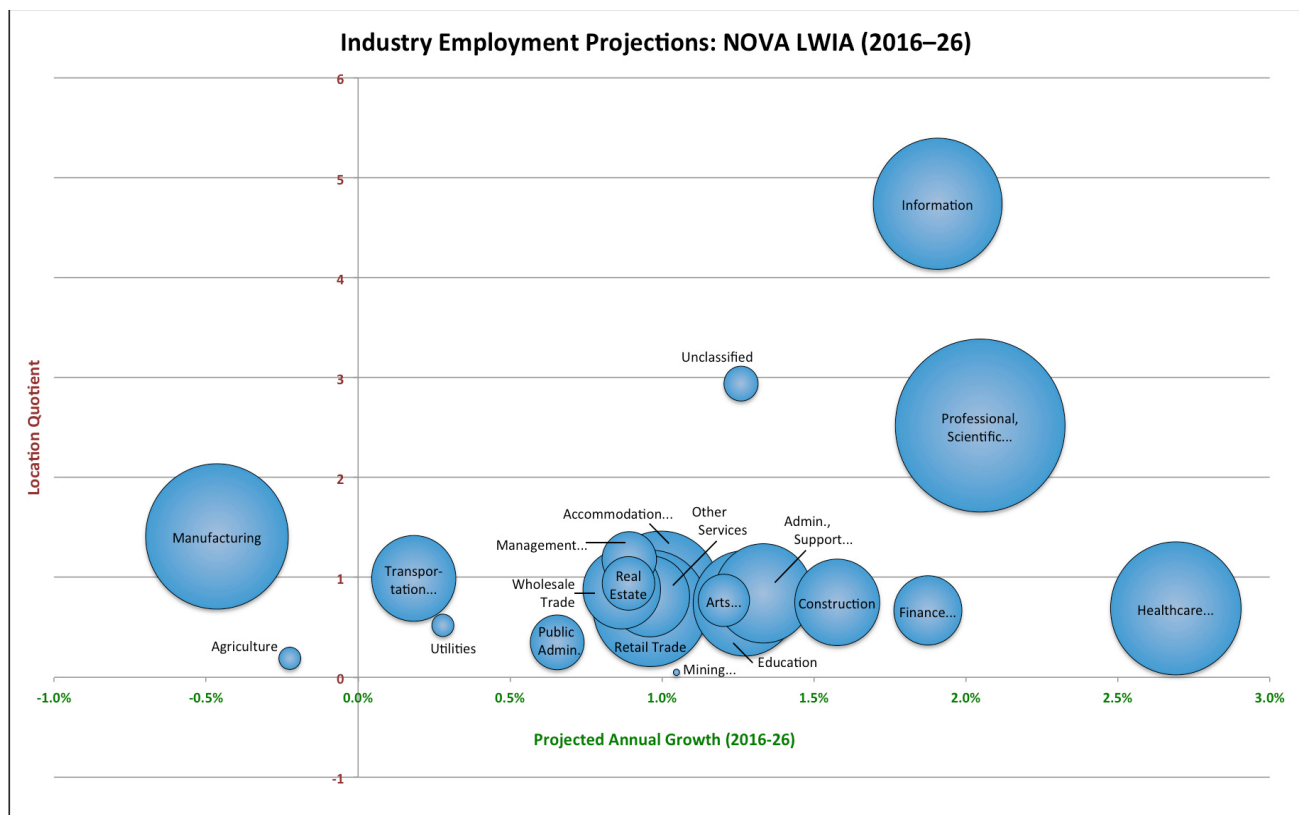
As NOVA is in the center of this large region where workers live and work in different local workforce areas, it is important for NOVA to be an active regional partner with neighboring workforce boards. This helps to ensure seamless, effective and timely delivery of services for this

mobile workforce and to meet the needs of area employers who draw workers from a vast geographic region. NOVA is committed to forging strategic and beneficial partnerships with local stakeholders to ensure they provide input in the local planning efforts and that the resources available are in alignment with the local workforce system’s goals.

The speed at which products and companies evolve in Silicon Valley results in emergent skills needs not always reflected in traditional labor market statistics. It is important that NOVA shares its labor market intelligence with the entire region to create better alignment between industry skill demands and the supply of talent.

### Priority Sector Analysis

According to recent industry employment data and projections, the NOVA area has heavy employment concentrations in high value added sectors (see chart below). Those industries with a location quotient (ratio of the employment share in the region divided by the employment share for the United States as a whole) greater than 1.0 include professional, scientific, and technical services at 3.0 for the region, and information at a whopping 5.0. Both of these sectors are also projecting strong annual growth. These data are a strong indicator of regional specialization and the importance of the technology industry to this area. Healthcare is another sector with large employment and strong projected growth. These data support NOVA’s selection of information technology and healthcare as priority sectors for the NOVA region.



According to *Help Wanted Online*, in October 2016 seven of the top ten occupations with the most job ads in the San Jose-Sunnyvale area were in IT, with the highest number of openings by far for

Applications Software Developers (5,232 openings). Information Technology occupations in the NOVA region have an average annual wage of \$120,000, 63% higher than the average for all occupations in the region. Healthcare Practitioners & Technical Occupations also demonstrate a higher than average annual wage of \$112,500 (*JobsEQ, Chmura Economics & Analytics*). These jobs all demand a minimum of a bachelor's degree and often additional education such as certifications.

While over 60% of NOVA's job seeker customers have a bachelor's degree or higher as well as significant work experience, they often lack the specialized tech and career navigation skills demanded by the region's employers. This is reflected in the training programs in which NOVA invests (see Section I). In addition, the evolving needs of tech employers result in emerging occupations without fully developed specifications and occupational codes. Employers, job seekers, and workforce areas must share this real-time labor market intelligence so that new credentials can be designed and implemented.

Reflective of the region in which NOVA is located, the NOVA customer base is disproportionately dislocated workers — currently 57% of NOVA's job seeker customers fit that description. NOVA's services and programs are designed to address the unique needs of this population.

### ***Vision, Mission, Purpose***

In this dynamic environment of constant labor force churn, the NOVA Workforce Development Board established its vision, mission, and purpose statement to assist workers with career transition in a volatile, mobile economy, and to ensure that the skill sets of our job seeker customers align with the needs of our region's employers.

***Vision:*** We are a regional catalyst shaping and influencing the Silicon Valley workforce investment system to promote economic opportunity and shared prosperity.

***Mission:*** The NOVA Workforce Board provides strategic leadership to continuously improve the workforce investment system by:

- providing guidance to the one-stop delivery system
- being responsive to what our customers value
- being accountable to our investors
- holding service providers accountable for results.

NOVA's purpose is to support workforce mobility by easing workers' transitions from opportunity to opportunity throughout their career cycles. To advance transitions with economic sustainability, NOVA provides:

- real-time labor market information about in-demand skills
- skill-building and enhancements to match market demand
- navigation tools for the ever-changing and entrepreneurial new labor market
- advocacy for necessary infrastructure to support workers between opportunities, such as unemployment insurance for all and portable benefits
- interconnected support system for multiple career pathways for youth.

NOVA will measure the effectiveness of our mission, purpose, and programs in multiple ways — through regional meetings, feedback from stakeholders, and input from our business and job



seeker customers, as well as our local WIOA performance indicators. These methods serve as a vehicle for continuous improvement of the system that we share with our partners.

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- ii. *Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners **to align resources** available to the local area, to achieve the strategic vision of the local plan.*

As part of the local plan process, NOVA revisited the original ten priority strategies developed by the NOVA Workforce Board in 2013 as part of the strategic planning process. The strategies were updated to reflect the current environment and new WIOA requirements. All core partners were able to participate in this process, thus ensuring a full description and alignment of strategies that will be the center of relationship building and staff cross-training. The process included:

1. The original ten priority strategies developed by the NOVA Workforce Board in 2013 were mapped to the State's seven strategies to assure alignment; updates were made as necessary, including current programmatic examples of each strategy.
2. The NOVA Workforce Board Executive Committee and the Board's Demand-Side Strategies Task Force were consulted to weigh in on the strategies and mapping approach.
3. In August 2016, the draft priority strategies were released to NOVA's stakeholders (MOU partners, economic development, small business development centers, county offices of education, local elected officials, etc.) for review. Partners commented on any gaps and provided additional programmatic examples.
4. Feedback was incorporated, and the proposed priority strategies were approved by the NOVA Workforce Board at its September 28, 2016 Board meeting.
5. In December, the comprehensive local plan was released for public input and comment to the partners listed under #3 in addition to the broader community.

### **Ten Priority Strategies for NOVA Workforce System**

Together with its partners, NOVA Workforce Board has developed the following comprehensive priority strategies and goals to guide its work to support regional economic growth and self-sufficiency:

#### **1. Align with Sector Strategies**

- Align workforce development and education and training programs with industry sector needs.
- Participate in and lead regional sector strategies with Workforce Development Boards (WDB) in the defined Bay-Peninsula region representing San Francisco, NOVA (San Mateo County and northern Santa Clara County), work2future (San Jose and southern Santa Clara County) and San Benito County.
- Implement sector strategies through partnerships with appropriate key partners in industry sector, education, organized labor, workforce development and community-based organizations.
- Identify priority sectors based on economic and labor market data, among other key indicators. While each local WDB in the region will offer workforce preparation for all of its relevant sectors, one (or more) WDBs will coordinate efforts to collect and disseminate information regarding

employer demands, skill gaps and labor market trends for its primary sector(s) on behalf of the entire region. Identified regional priority sectors include information technology, healthcare, advanced manufacturing, and construction.

## *2. Form Strategic Partnerships*

- Engage key partners including community service providers, education, organized labor, employers and business and economic development associations to understand the challenges and opportunities in a fast-moving economy and to develop workforce solutions.
- Collaborate with WDBs in the region to strategize and align workforce development activities and resources with the employer needs of the region and to promote regional economic growth.
- Ensure that partnerships are strategic and “value-add” where the partnership achieves its goals and relationships built benefit those who participated.

## *3. Support Career Pathways*

- Support progressive and flexible skill development curriculum (with multiple levels and entry/exit points) and credentialing as appropriate that will lead to employment success in the labor market.
- Offer short-term serial training options to ensure that workers who can’t commit to long-term training programs can still build skills.
- Explore and expand online training and other learning alternatives to deliver skills training, as well as job search and career navigation content.
- Collaborate with community colleges, adult education, and other education partners to recognize and address the workforce needs and skill gaps of the region’s employers and leverage these relationships to support policy changes that address institutional barriers to rapid market responsiveness.

## *4. Utilize “Earn and Learn” Strategies*

- Promote access to lifelong learning through flexible and industry-informed options, including “earn while you learn” training strategies where participants are attaining applicable career/occupational skills and credentials while at the same time receiving compensation. This approach also promotes access for customers with barriers to employment who cannot afford to participate in a training program without being paid. Examples of “earn and learn” approaches include apprenticeship and pre-apprenticeship programs, paid internships, risk-free tryout employment, on-the-job training, work/school options, project-based compensated learning, and short-term contract work through the gig economy.

## *5. Lead on Information and Communications Technologies and Health Care Sub-Sector/Occupations*

- Lead efforts in the Information and Communications Technologies (ICT) sector by promoting digital literacy that includes coding as a basic skill necessary for all job seekers in the ICT sector to achieve economic self-sufficiency.
- Promote workforce development in the health care sector.



#### *6. Explore and Disseminate Real-Time Labor Market Intelligence Strategies*

- Explore and disseminate real-time labor market intelligence to uncover occupational skills gaps that will shape service-delivery strategies and programs. This is achieved through collection of (1) traditional labor market and economic data and trends analytics, validated by (2) the career advisors who work with the customers and onsite recruiters and other employers who possess real-time labor market intelligence, followed by (3) forecasting trends obtained through innovative resources that serve as portals to the future.
- Explore the development of cross-system data capacity that supports exchange of labor market information across the workforce development system. Not every WDB will possess deep information about every sector, so it will be important for one (or more) WDBs to specialize in a select few sectors and then collect and disseminate information to the other WDBs and partners in the region.
- Explore use of performance outcomes for workforce development programs as another important source of information.

#### *7. Promote Business Engagement*

- Engage businesses in identifying sector skill needs with a focus on aligning skill needs with the workforce development and training curriculum in order to fill skill gaps.
- Increase business access to talent through targeted regional job fairs, personal and electronic communications, and online technology.

#### *8. Reimagine Youth Program*

- With the advice of the NOVA Workforce Board Youth Committee, engage key partners in a strategy that best utilizes NOVA's expertise and leverages other community resources to efficiently reach more youth with combined services.

#### *9. Pursue and Leverage Resource Development and Braiding*

- Pursue additional resources to address outsized demand from customers highlighted in WARN notices (NOVA ranked #2 in state for number of impacted individuals) and to provide case management services, career advising and training for target populations that include those with special needs and barriers to employment, specifically, persons with disabilities, veterans, low-income disadvantaged, long-term unemployed, foster care youth transitioning out of the child welfare system, and the formerly incarcerated (reentry population) who may require more individualized services.
- Explore braiding/leveraging resources across the workforce development system to maximize services and minimize duplication to best meet the diverse needs of job seekers, and for capacity building of staff across partners.

#### *10. Assist with Supportive Services*

- Provide assistance to job seekers who face 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. Service may include childcare and dependent care, health care, transportation vouchers, payment for books, uniforms and course

equipment, substance abuse treatment, assistive technology for individuals with disabilities, licensing fees, housing assistance, emergency assistance, financial services and counseling.

- Collaborate with organizations that specialize in these services to support shared customers.

## **B. Required detail on local program alignment to implement State Plan policy strategies.**

- Provide a description of the workforce development system in the local area that identifies programs included in the system.*

The workforce development system in the NOVA region is comprised of a variety of diverse programs serving both wide audiences as well as specialized populations. NOVA is woven into the fabric of this system and often plays a convening or connecting role between the various organizations. NOVA collaborates with regional agencies, beyond the AJCC required partners, and convenes a quarterly meeting of these stakeholders (see list in Appendix B) to discuss service coordination and provide professional development and capacity building. In order to promote service alignment and implement the State’s policy strategies, NOVA is in the process of procuring a one-stop operator whose chief function will be to facilitate partner identification, engagement, and convening.

Required AJCC partners include local/regional representatives of the following programs:

- WIOA Title I-Adults, Dislocated Workers and Youth: NOVA, Central Labor Council Partnership and JobTrain
- WIOA Title II-California Department of Education Adult Education/Literacy: Jefferson Union High School District Adult Education, Milpitas Adult Education, Mountain View-Los Altos Adult Education, Palo Alto Adult School, Santa Clara Adult Education, Sequoia District Adult School, San Mateo Adult School, South San Francisco Adult Education, and Sunnyvale-Cupertino Adult & Community Education
- WIOA Title III-California Employment Development Department on behalf of Wagner-Peyser, Veterans, Trade Adjustment Assistance, Unemployment Insurance and labor market information
- WIOA Title IV-California Department of Vocational Rehabilitation
- Title V-Older Americans Act: Peninsula Family Service
- Temporary Assistance for Needy Families/CalWORKs-California Department of Social Services: County of Santa Clara (through its Social Services Agency) and San Mateo County (through its Human Services Agency)
- Community Services Block Grant: Sacred Heart Community Service and Center for Employment Training
- Migrant and Seasonal Farm Workers: Center for Employment Training
- Housing & Urban Development: Housing Authority of the County of Santa Clara
- Community Colleges/Post-Secondary Education: Foothill-De Anza Community College District and Mission College

- Job Corps: San Jose Job Corps

In addition to required partners serving a broader audience, NOVA collaborates with a wide variety of organizations serving very specialized populations, including Upwardly Global for recent immigrant professionals, Center for Employment Training for low-income adults and youth with barriers, Vets in Tech for veterans seeking careers in technology, local youth challenge teams for community coordination of services to at-risk youth, and organizations serving individuals with disabilities. All of these organizations work together to create a comprehensive workforce system to promote self-sufficiency and economic competitiveness.

With NOVA's new role as the LWDA for San Mateo County, NOVA has proactively reached out to workforce-related organizations in San Mateo County to ensure alignment of services, provide resources (such as our *MyPlan* online job seeker tool), and elicit input for our programs. This includes community colleges, adult education, and business-related organizations such as chambers of commerce and small business development centers, as well as specialized service providers including the County Probation Department and HIP Housing, which enables people with special needs to access low-cost housing. NOVA's one-stop operator will continue this work to ensure San Mateo County agencies are represented in our Stakeholders' group.

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- ii. Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).*

NOVA has created a crosswalk, vetted by our local Board, that identifies how our ten priority strategies support service alignment and implement the seven State Plan policy strategies (see Appendix A). Examples of how NOVA is working with core program entities to accomplish its service strategies are described in relevant sections of this plan.

NOVA's contracted one-stop operator will identify new partners and facilitate regular meetings among the partners to develop and review annual goals for creating an integrated system, for which one goal is a streamlined referral process. Meetings will also provide opportunities for cross training and professional development for better alignment and integration of services, with the goal of assuring complementary and non-duplicative services.

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### **C. Specific services and service delivery strategies.**

- i. Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).*

NOVA's philosophy is to leverage partnerships to scale knowledge and resources, essential for addressing the rapidly evolving Silicon Valley economy. Our planned service delivery strategies incorporate several initiatives that expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment. NOVA's service delivery model – integrated service delivery – is perfectly suited for achieving this goal.

The NOVA service model emphasizes access to services for all eligible individuals. The primary difference between the NOVA model and the traditional case management model is that all services are open to all job seekers from the beginning – there are no “hidden” services only for those being case managed. In a more traditional model of case management, services may be limited when caseloads are full. In the past, we found that customers relied on the case manager and did not take advantage of other services such as workshops. With the elimination of case management for most customers, job seekers are developing critical career navigation skills and taking ownership for their own job search. The NOVA model allows staff to provide job seekers with coaching on an ongoing basis as much as is needed, and the number of individuals receiving personalized attention is significantly higher than with a traditional model.

Target populations are mainstreamed through all NOVA's services that they choose to access, with services coordinated as necessary with other providers from whom the individual may be receiving services. For special populations, such as long-term unemployed individuals or formerly incarcerated, NOVA seeks out supplemental funding that includes a component of career coaching with an advisor. The NOVA model allows partners to refer job seeker customers regardless of their eligibility category and allows all job seekers to benefit from learning, sharing, and networking with each other. It also ensures a full range of skills and talent for employers to access.

NOVA meets regularly with its partners carrying out WIOA core programs as well as other stakeholders to coordinate resources, including those relating to serving individuals with barriers. The meetings are an opportunity to learn about access points, ensure that challenges to access are addressed, and avoid duplication of services. The meetings also provide a forum to share labor market intelligence from employers. Interaction with partners on a regular basis creates relationships that can then be tapped for specific initiatives that align with our strategic vision. NOVA's one stop operator will encourage continued work among the stakeholder organizations to expand access to services and share knowledge and resources. NOVA also seeks out opportunities to become well versed in community service providers and to serve as a convener and catalyst, bringing organizations together to address an identified workforce need.

Examples of work with entities carrying out core programs include:

- NOVA partners with Santa Clara Adult Education on the High Tech Academy Advisory Committee to identify entry- and mid-level training programs with career ladders, including ESL and digital skills training.
- NOVA hosts the Peninsula Family Service Mature Worker Job Coaching Program serving job seekers age 50+ (funded by the County of Santa Clara).
- In response to a California Workforce Accelerator Fund (WAF) solicitation, a regional team including NOVA, #YesWeCode (#YWC), and the Economic Advancement Research Institute (EARI) won a grant to customize a nationally recognized career navigation and networking

program for #YWC students and graduates. Addressing the challenge of individuals of color who are increasingly disconnected from the economic mainstream, #YWC has created its Coding Corps initiative to train African-Americans, Latinos, and Native Americans to become web and mobile app developers. The grant will provide #YWC graduates with access to professional networks and career navigation skills.

- In partnership with IT employers, NOVA is leading a Disability Employment Accelerator training and retention project for persons on the autism spectrum. The grant is administered by EDD.
- One of NOVA's service providers, JobTrain, is located in a low-income area and provides a one-stop referral center for resources, including prescreening for public assistance, financial management, access to legal advice, and on-site GED classes. JobTrain has partnered with Sequoia District Adult School to offer entry-level coding classes that will serve as the foundation for career ladders in the technology sector.
- NOVA has unique expertise in serving dislocated workers. This population often faces barriers to employment such as age and long-term unemployed status. NOVA has and will continue to develop resources tailored to the needs of this population, such as specialized workshops, networking opportunities, and training for skills upgrades. The ProMatch program, a partnership with the local office of the California Employment Development Department (EDD), offers a unique member-driven networking experience for dislocated workers, which further enhances their reemployment readiness skills.

Through regular meetings and open communication, NOVA offers partnership to other organizations and seeks opportunities to expand access, such as with the Adult Education Block Grant and Strong Workforce initiatives.

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*ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.*

NOVA will continue to collaborate with local adult education providers and community colleges to develop and support career pathways for industries and occupations that are responsive to the local economy and our identified priority sectors. This includes work to ensure youth and older youth have viable options in our region. NOVA will promote access to these pathways and facilitate co-enrollment as appropriate with providers. Examples of such initiatives include:

- NOVA leads the TechLadder initiative, which promotes IT career pathways, career access, inclusion, and advancement as well as family self-sufficiency. Partners include the Economic Advancement Research Institute, an independent, non-profit think tank; CompTIA, the global IT industry association; The Stride Center, a tech skill training non-profit in Oakland; and San Jose State University's anthropology department.
- NOVA is a partner in the Career Mapping Initiative, which is prototyping a best-in-class career mapping assessment tool for newly arriving immigrant professionals and older dislocated workers that will provide participants with current marketability and specific occupational skills missing, with tools or schools that will offer skill training to fill in the gaps. This initiative is in partnership with Upwardly Global and is funded by a State WAF grant.
- When the Interactive Advertising Bureau (IAB), representing hundreds of online advertisers, expressed a need for a program to train individuals in advertising operations and data analytics,

NOVA connected IAB with the College of San Mateo to develop the nation's first digital advertising credential project. In addition, NOVA has connected students from a coding boot camp operated by local CBO and service provider JobTrain to the new program at the college. The Silicon Valley SlingShot initiative (discussed later in this plan) is now looking at expanding this program to incumbent workers in digital advertising.

- NOVA leads the Silicon Valley Advanced Transportation Opportunity Initiative (ATOI) to research the trends in and raise awareness of careers in the advanced transportation sectors. The project has entailed research, industry roundtables and forums, surveys of employers, a summer workshop for youth and the production of a video. Current partners include Prospect Silicon Valley, education providers, and advanced transportation employers. The project is funded by a State Regional Industry Clusters of Opportunity grant (RICO).
- NOVA is collaborating with Mountain View-Los Altos Adult Education as part of the planning and oversight committee for its health care curriculum.
- As NOVA is relatively new to San Mateo County, we are focusing efforts on learning about how Career Technical Education through secondary school districts articulates into career paths at community colleges.
- Collaborate with the Bay Area Community College Consortium (BACCC) on the statewide Strong Workforce Program.
- Partner with Santa Clara Adult Education on the High Tech Academy Advisory Committee (previously mentioned).
- Explore opportunities to partner with the public and private nonprofit sectors to address workforce shortages in replacement jobs. For example, the regional Next Gen initiative supports advancement/succession planning in the public sector.
- #YesWeCode networking catalyst partnership for underrepresented workers to become web and mobile app developers (previously mentioned).

All of NOVA's efforts in partnering on projects entail identifying and expanding career pathways and access points whether they are traditional education pathways or non-traditional initiatives built to address emergent occupations.

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- iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.*

NOVA recognizes the importance of credentials not only for new entrants to the workforce, but as value-add for our dislocated worker population who already possess a bachelor's degree (or higher) but need to demonstrate current industry-recognized skills to be marketable in the rapidly-evolving Silicon Valley workplace. Following are example of specific initiatives related to improving access to credentials, as well as development of new credentials:

- NOVA will strengthen its collaborations with the San Mateo Community College District and other community colleges to identify training programs that can be added to the State Eligible Training Provider List (ETPL) to assist job seekers to enter livable wage occupations, advance along career ladders, and upgrade skills.



- Due to NOVA’s work on its previous RICO grants, NOVA has been tapped to lead a new, alternative fuels and advanced vehicle technology apprenticeship training program. The program will be operated in partnership with Valley Transportation Authority (VTA) and Mission College in response to the increased demand for public transit infrastructure and the need to fill increasingly technical job classifications with specialized skills. The project includes several avenues for career advancement: career lattices from bus operator to maintenance, and career ladders within three transit subdivisions, including a new path to overhead line worker, the highest paid but hardest to fill position at VTA.
- NOVA is a partner in trades orientation and introduction programs in both Santa Clara and San Mateo counties. These programs offer a pre-apprenticeship class where participants gain exposure to the wide variety of construction trades careers available such as carpenter, electrician, HVACR tech, roofer, pipefitter, plasterer, ironworker, sheet metal worker, and more. Successful graduates receive the national industry-recognized Multi-Craft Core Curriculum certificate.
- NOVA assisted Sunnyvale-Cupertino Adult Education with reviewing Salesforce curricula for training in various occupations using the tool and shared research and findings on Big Data for potential creation of future training programs.
- NOVA assisted Cisco Systems in piloting its inaugural program focusing on preparing students for new IT careers that are emerging as a result of the digital revolution where smarter connections are being made between people, processes, data, and things, known as the Internet of Things (IoT). NOVA proposed and provided a career navigation component as part of the successful program and provided an on-ramp to the program for job seekers.
- NOVA collaborates with University of California Santa Cruz (UCSC) Extension to offer programs and credentials of value to professional-level job seekers, often long-term unemployed. One example is UCSC’s interdisciplinary program, which is a short program where a customer can choose four classes from different departments at UCSC to create a customized training program that meets their specific needs. This is targeted to someone like a project manager who would like to take the Project Management Professional prep program as well as some technical skills (Java, Python) so that they talk tech and understand the current demands of the field.
- NOVA works with training providers to provide online options to increase access to credentials. We work with UC Irvine Extension and all of the classes are taught online. UCSC also offers the option of online classes. The online classes have been helpful to customers who cannot commute or who find employment while in training and need flexibility with their schedules.
- NOVA provides information to job seekers and outreach and recruitment for industry-led training initiatives, such as in advanced transportation and wastewater.

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*iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.*

NOVA takes seriously its role of engaging employers in workforce development. That responsibility starts with outreach. NOVA staff actively participates in numerous organizations

and events. These include: chambers of commerce, the State Employment Development Department (EDD) Employer Advisory Council, the Bay Area Entrepreneurship Center, Silicon Valley Economic Development Alliance, San Mateo County Economic Development Association (SAMCEDA), the Small Business Development Centers, and exhibiting at conferences and events targeted to human resources professionals and the general business community.

The chambers of commerce are strategic conduits for learning about the needs of business, particularly smaller businesses. NOVA is an active member of nine chambers of commerce in its region. NOVA promotes business resources with the chambers and their members and encourages the development of internship and OJT opportunities. Chamber members often post job openings on NOVA's job board, which enables business services staff to collect additional labor market intelligence about shortages and skills gaps. NOVA plans to expand its chamber presence in San Mateo County by focusing on those with strong relationships with businesses in our priority industry sectors.

The Silicon Valley SlingShot initiative, described more fully in the next section of this plan, is an example of our industry-led philosophy. The project is looking at partnering on a series of pilots to address targeted workforce needs identified by the industry champions.

NOVA's Board members, who are influential leaders and decision-makers knowledgeable of the industry they represent, take responsibility to ensure that staff receives the best, most up to date and useful information upon which to base service design and delivery. Board members' current and previous employers, LinkedIn and Cisco Systems, in particular, have provided important data on in-demand skills and job descriptions. All of the Board's task forces are concerned with providing research and advice to NOVA to better prepare workers for the needs of the marketplace and current demand.

Through community and Board contacts, NOVA brings employers into the workforce system to share their insights directly with job seekers, as well as AJCC and partner staff. Examples include:

- NOVA's business services team periodically hosts informational sessions relative to trends in particular industries. Previous presentations have included biotech/healthcare and finance/insurance. Panelists working in the industry provide their perspective on hiring trends, skills in demand, what they're seeking in candidates, and how to transition into the industry.
- NOVA's ProMatch group hosts quarterly sessions specifically with recruiters in demand industries to provide tips to job seekers on applying for jobs, resume screening, etc.
- NOVA staff participates in targeted job fairs and small business gatherings hosted by community organizations and, engages with employers to learn of their needs and to market business services.
- Each WDB meeting includes a presentation by a Board member relative to trends in their industry.

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*v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.*

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NOVA's connections with community-based organizations, public policy groups, and business/industry associations provide the means to learn of workforce needs and the opportunity to address them by seeking out resources and convening and/or participating in partnerships with a common purpose. Several examples of current efforts are described below.

The Silicon Valley SlingShot initiative is identifying and addressing the shifting demand for Silicon Valley tech skills and is working with industry and the workforce preparation system to pilot and scale solutions that produce locally sourced, diverse tech talent through innovative and flexible pathways. Specifically, it is the goal of the initiative to engage with key companies in order to advise the workforce system (education, workforce agencies and non-profits) and ensure that the system's programmatic investments are more relevant to industry.

- This SlingShot effort is led by a team of industry champions representing a cross-section of Silicon Valley companies that hire workers with tech skills. Champions are committing to represent the voice of the customer throughout this initiative and act as filters to ensure that pilots are authentically industry-led and are strategic.
- Industry champions are committing to interviewing companies with identified talent needs to gather base-level labor market intelligence and to mobilize additional business leaders to join the SlingShot team. In the latest *Silicon Valley CEO Business Climate Survey*, business leaders ranked employee recruitment and retention as their #3 challenge (behind housing and transportation) (*Silicon Valley Leadership Group, 2016*). Through this process, NOVA and workforce and education partners will learn why the talent acquisition and retention status quo is not working for industry.
- Tactical meetings with company recruiters, front-line managers and talent acquisition and development leaders will provide data about the jobs and skills they are most consistently struggling to fill and why. Outcomes include a sophisticated understanding of company talent data and engagement of additional companies in the SlingShot initiative.

With its focus on industry leadership and customer-centered design, SlingShot offers a template for future NOVA work with industry.

NOVA is working with the Bay Area Council (BAC) on its Workforce of the Future initiative to address the need for increased availability of qualified workers across our region's broad socioeconomic spectrum. The gap between employer workforce needs and the skills that job applicants possess is a growing economic concern. Workers and educators need better information about the changing economy and the skills that are most needed for today's high-demand jobs. Employers also need to tap into disconnected populations including the region's boys and men of color, who are more often born into systemic poverty, have unemployment rates higher than their counterparts, and have lower median wages.

BAC will research and share, with educators and other stakeholders, timely and granular information on regional employers' staffing needs today and over the next five years. The project will work with colleges, community based organizations, and workforce development boards to identify existing or newly developed channels that would address employer concerns. BAC will engage employers directly in building pilot training programs.

Industry intermediaries are a key component in NOVA’s plans for increasing and deepening its business connections. They are able to convey demand and need in their industry sectors and provide the introductions that allow us to create solutions with our awareness of workforce supply.

Prospect Silicon Valley is one such intermediary in the transportation and energy sectors. The Silicon Valley Advanced Transportation Opportunity Initiative, mentioned earlier in this plan, evolved as work through a RICO grant revealed the growing need for development of a pipeline to provide trained workers for alternative energy forms of transportation. Prospect Silicon Valley and NOVA are currently in discussions with San Jose State University and other local educators to develop a homegrown talent pipeline for the advanced transportation industry. The Interactive Advertising Bureau is another example of an intermediary expressing a need (in this case, for digital advertising specialists) and looking to NOVA and its partners for solutions.

NOVA’s business services team will continue to seek out resources to meet the needs of the business community. Staff works with each business to discover their individual needs and to connect them with appropriate resources both at NOVA and its partners and in the community. Services to business customers currently include:

- Staffing assistance, including the ability to post job openings on NOVA’s online job board, accessible to the general public
- “Hot Jobs” weekly emails highlighting job postings to over 2,000 active job seekers
- Assistance with specialized recruitments, including onsite presentations and interviews
- Partnerships with staffing services companies and outplacement firms
- On-the-job training program
- Linkages to layoff aversion resources, such as Employment Training Panel funding and Small Business Development Center (SBDC) and other business-focused organizations
- Other resources, including information on tax credits and incentives
- Rapid Response assistance to assist with career transition

NOVA’s business services are coordinated with EDD’s Wagner-Peyser services. EDD and NOVA staff collaborate on the delivery of Rapid Response services and assistance to employers who are hiring. NOVA staff is on the board of the local Employer Advisory Council and works with EDD staff to provide relevant information to employers on topics of mutual interest.

Business services are also coordinated with neighboring WDBs. NOVA shares information about layoffs occurring in the region so that a coordinated approach can be taken to meet the needs of companies requiring restructuring assistance. Our regional sector-based strategy also assists in meeting business needs by providing a mechanism to share labor market intelligence with WDBs throughout the region.

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- vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.*
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NOVA believes that the connection between workforce development and economic development is critical and works to strengthen the ties between the two systems. Economic development organizations are a valuable source of labor market intelligence to share with our career advisors, partners, and regional WDBs. NOVA staff participate in meetings of the Silicon Valley Economic Development Alliance (SVEDA), comprised of economic development managers from cities throughout Silicon Valley. SVEDA provides the opportunity to inform members of workforce services available to businesses in their respective cities, as well as to learn about issues facing the business communities. NOVA also partners with the San Mateo County Economic Development Association (SAMCEDA), and its director is a member of the NOVA board.

NOVA is pleased to be a part of a new effort led by the Association of Bay Area Governments (ABAG) to create a regional Economic Development District (EDD), as defined by the U.S. Economic Development Administration (EDA). ABAG, as the Council of Governments for the Bay Area's nine counties and 101 cities and towns, facilitates communication among jurisdictions and other stakeholders and enables collaboration and understanding on regional economic, housing, environmental and resilience issues. A few areas of concern include strengthening competitiveness, reducing workforce disparities, improving workforce development resources, and enhancing business districts and job centers.

In response to these concerns and based on consultations and collaboration with federal, state, regional and local stakeholders including the Bay Area Council, the Bay Area Community College Consortium, and workforce development boards, ABAG is preparing a *Comprehensive Economic Development Strategy* report to establish a regional EDD. The EDD will address the concerns raised by the business community and serve as a platform to coordinate and elevate the multiple sub-regional economic and workforce initiatives and provide additional resources to support regional growth and self-sufficiency.

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- vii. *Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.*

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

In addition, NOVA is exploring 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. For example, NOVA has a grant from the U.S. Department of Labor to provide services specifically to long-term unemployed individuals in Silicon Valley. EDD's UI division may be able to assist with outreach to individuals approaching the end of their UI claim to inform them of potential eligibility for this DOL grant. NOVA is excited about the potential for strengthening access to the current workforce system.

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**D. America's Job Centers of California**

- i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers).*

NOVA surveys all of its customers at all NOVA AJCC locations twice yearly relative to customer satisfaction. Areas covered include: Services accessed, level of customer service, availability of career advisor appointments, quality of advising, quality of job center offerings, and (for those employed) which services assisted with obtaining employment. For the most recent survey, completed in July 2016, over 94% of Sunnyvale Job Center respondents were satisfied or very satisfied with the level of customer service they received. Career advising was utilized by 84% of customers, and 90% were satisfied with advising availability of career advising, while 93% were satisfied or very satisfied with the quality and helpfulness of the advising. NOVA's service model allows for this personal level of interaction with customers, which is the most-mentioned factor in success in obtaining employment. NOVA maintains an active Yelp presence, responds to all reviews, and was a recipient of the 2015 "People Love Us on Yelp" award.

NOVA partnered with neighboring workforce boards from San Francisco, San Jose, and San Benito County for DOL's human centered design (HCD) challenge. The partners received training in HCD principles and followed a process of interviewing customers to begin taking a look at re-designing the customer experience. The project is ongoing, and NOVA is looking at how the results of the in-person customer feedback can supplement the quantitative customer satisfaction data that is collected.

NOVA generates yearly reports on the performance of all of our Eligible Training Provider List (ETPL) training providers. These reports track WIOA participants, completion rates, employment rates, and salary data.

Customer satisfaction results are reviewed by staff as well as NOVA Workforce Board task forces, and adjustments in service are made as necessary. Recently, two WB members participated in our service model as customers in order to assess our enrollment process from a human-centered design perspective. Their observations proved eye-opening, and resulted in the streamlining and simplification of a number of steps in the enrollment process.

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- ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means.*

NOVA provides a number of ways to access services remotely. These tools are particularly relevant with NOVA's expansion into San Mateo County, where the coastal and mountain communities may find access to a physical AJCC challenging.

First and foremost is NOVA's MyPlan website ([myplan.novaworks.org](http://myplan.novaworks.org)), an online resource that 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. NOVA actively shares MyPlan with local adult



education providers for use with their CTE students and ESL classes, though it is available to any employment and training organization throughout the nation.

For job seekers in need of a quick answer to a question not requiring an in-person appointment NOVA offers its “advice line” service. Customers complete a simple online form with their question and preferred time to be contacted, and a NOVA career advisor will call them within 24 hours.

Job seekers have access to NOVA’s online Job Board at all times, and can set up alerts to be notified of new jobs added or that meet their particular criteria. About 43% of job seekers access the job board via smartphone, making it a truly portable resource.

Several of our ETPL training providers offer online classes, popular with those who cannot commute or need flexible scheduling. The Foothill-De Anza Community College District, an MOU partner, received a five-year multi-million dollar grant to launch the Governor’s Online Education Initiative that offers high quality online courses and technology resources with the goal to increase higher education degree attainment.

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- iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.*

The nondiscrimination and equal opportunity provisions found 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. NOVA has policies and procedures in place relative to nondiscrimination and equal opportunity and has language in its sub-recipient contracts to assure compliance with the provisions. NOVA has a designated EO officer.

NOVA recently completed a review of NOVA Job Center assistive technology to ensure we have the most current versions of software and devices and that software is compatible with current computer systems. This review was conducted with the input of several partner organizations specializing in services to individuals with disabilities. They informed us about what would be most useful to individuals they might refer to us for job search assistance. NOVA then sought and was recently awarded funding to implement the recommended technological improvements.

NOVA’s stakeholder group of organizations 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 Project Hired, Momentum for Mental Health, and several other agencies representing special populations.

NOVA Job Center career advisors meet monthly. Part of their staff development includes presentations and training from partner organizations relative to enhancing services to individuals with disabilities.

*iv. Provide a description of the roles and resource contributions of the AJCC partners.*

The following information is a summary of the detailed information provided in our executed MOUs (see Appendix D):

AJCC Partner	Roles and Resource Contributions
WIOA TITLE I ADULTS, DISLOCATED WORKERS, and YOUTH: NOVA, JobTrain and Central Labor Council Partnership	Career services, training services, follow-up services
WIOA TITLE I RAPID RESPONSE/EMPLOYER SERVICES: NOVA and Central Labor Council Partnership (CLCP)	Access to labor market information, recruitment assistance, business assistance with averting layoffs and provision of information for impacted businesses, training resources, development of sector partnerships
WIOA Title II ADULT EDUCATION and CAREER and TECHNICAL EDUCATION (CTE) (Carl Perkins) for applicable agencies only: Jefferson Union High School District Adult Education, La Costa Adult School, Milpitas Adult Education, Mountain View-Los Altos Adult Education, Palo Alto Adult School, San Mateo Adult School, Santa Clara Adult Education, Sequoia District Adult School, South San Francisco Adult Education, and Sunnyvale-Cupertino Adult & Community Education	Lifelong educational opportunities; intake and assessment; in-depth career counseling; classes to enhance future employment opportunities; job search and placement assistance; participation in sector partnerships
WIOA TITLE III STATE WORKFORCE SERVICES (Wagner-Peyser, Unemployment Insurance, Labor Market Information, Veterans and Trade Adjustment Assistance programs): CA Employment Development Department (EDD)	Services include but are not limited to: Employment services, veterans services, labor market information, employer informational services, and Trade Adjustment Assistance
WIOA TITLE IV VOCATIONAL REHABILITATION: CA Department Of Rehabilitation (DOR)	Employment, training, and education services for eligible individuals, and technical assistance for employers; vocational rehabilitation services as determined by eligibility and need; training and technical assistance to AJCC partners

TITLE V OLDER AMERICANS ACT: Peninsula Family Service (PFS)	Services to low-income older workers (age 55+); classroom and on-the-job training/work experience; employability skills training and placement assistance; resource to AJCC partner agencies serving older workers
COMMUNITY SERVICES BLOCK GRANT: Sacred Heart Community Service (SHCS) and Center for Employment Training (CET)	Services to disadvantaged individuals and families including employment assistance, public benefits screening, financial coaching, housing assistance, food and clothing
MIGRANT AND SEASONAL FARM WORKERS: Center for Employment Training (CET)	MSFW outreach, intake, orientation; assessment and IEP; financial literacy; occupational training; wrap-around supportive services and emergency supportive services
HOUSING AND URBAN DEVELOPMENT: Housing Authority of the County of Santa Clara	Information about Housing Authority's programs and services; presentation of information to other AJCC partners
COMMUNITY COLLEGES/POST-SECONDARY EDUCATION: Foothill-De Anza Community College District and Mission College	Instruction in demand occupations and/or preparation for four-year degree program; employment services; assistance to employers by referring qualified talent
JOB CORPS: San Jose Job Corps (SJJC)	Education and vocational training to assist low-income young adults to launch their careers; job search workshops with youth at other partner agencies
CALWORKs/TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF): County of Santa Clara Social Services Agency and San Mateo County Human Services Agency	Cross training to AJCC partners on services; information to partners on public benefits

- v. ***Include an appendix in each local plan of copies of executed MOUs and cooperative agreements*** that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or

*designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.*

See Appendix D.

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- vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.*

N/A — no Section 166 grantee in region

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- vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.*

NOVA will continue its successful partnership with local WIOA Section 167 grantee, Center for Employment Training (CET), for services to eligible MSFs. For over 50 years, CET's contextual training has prepared students for jobs according to employer needs. In its most recent Section 167 grant application (April 2016) and through the NOVA MOU process, CET has demonstrated its plan to coordinate with the AJCCs to offer farm workers access to a wide variety of basic and individualized services, including wraparound and supportive services. 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.

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- viii. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.*

NOVA and AJCC service provider staff provide information about training programs to AJCC customers interested in training and referrals to training providers. In addition, training providers may come on site to present about their programs. NOVA actively markets new programs in collaboration with the community colleges and industry, including the recently developed digital advertising program, the Cisco SkillZone program, and the trades introduction pre-apprenticeship programs.

NOVA is a participant in regional monthly in-person meetings and weekly regional phone conferences to discuss labor market intelligence and coordinate and share information on new training programs in the region, such as a program at Gavilan College in Gilroy in wastewater operations that is being expanded in the Bay Area. New training programs are shared with NOVA's

career advisors so that they are aware of a wide variety of training options for our job seeker customers and can assist with recruitment for specialized programs.

In addition, NOVA's process for funding training includes a comprehensive career exploration component. This process, performed by the job seeker with staff assistance, includes an assessment of the job seeker's current knowledge and skill sets, market research into job opportunities and qualifications, and research into training providers for particular occupations. This process helps to prepare the job seeker for success in training, as well as future advancement along a career ladder.

NOVA will continue its participation in the Bay Area Community College Consortium's Strong Workforce initiative, which includes identifying training programs throughout the region in priority sectors. This valuable information will be shared with staff to ensure that job seekers are aware of regional training opportunities and how to access them.

The process of developing the first Regional Strategic Plan, together with regular meetings and conference calls, has enabled NOVA to become aware of additional career pathways and is providing the space to develop a methodology to ensure that this knowledge leads to expanded access for NOVA customers. New on-ramps will also be identified during the request for proposal process for AJCC service delivery in San Mateo County.

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## **E. Required Information Pertaining to Specific Programs, Populations & Partners**

- i. Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.*

As described in Section C.vi. earlier in this Plan, NOVA coordinates with a number of regional economic organizations and activities, including:

- Silicon Valley Economic Development Alliance
- San Mateo County Economic Development Association
- Association of Bay Area Governments

In addition, NOVA promotes entrepreneurial skills training through its regularly scheduled workshops, *Should I Start a Business* and *Franchise Options*. Interested job seeker customers may be referred to one of the two Small Business Assistance Centers in our region when they are committed to starting a business. NOVA also collaborates with the Bay Area Entrepreneur Center (BAEC) – a unique initiative of Skyline College that offers both entrepreneurial training and support as well as incubator space for start-up enterprises. With the support of the BAEC and the local SBDCs, NOVA plans to offer an informational workshop for job seekers featuring successful small business owners who will speak to the challenges and realities of business ownership. In response to customer need, NOVA recently developed a new workshop called *Contracting 101* that

highlights how the job market has shifted toward increased contract work and teaches customers how to be successful in the gig economy.

NOVA promotes the Silicon Valley Start-Up Cup competition, and the NOVA director serves on its selection committee. The Start-Up Cup Business Model Competition is designed to stimulate entrepreneurial activity, grow jobs through startups, and increase awareness of the resources available to grow entrepreneurs in Silicon Valley. The competition is open to participants with a model from the idea stage through five years of business operation. The participating entrepreneurs receive priceless advice from coaches and judges throughout the competition, with cash prizes awarded to the winners. The Start-Up Cup organizers are preparing to offer a workshop for individuals exploring entry into the competition, which will be piloted at NOVA in early 2017.

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*ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

The NOVA Job Center in Sunnyvale is the comprehensive AJCC location in the local area and consistently receives accolades from the job seekers and employers that receive our services, and from the organizations that we partner with. NOVA's service providers, Central Labor Council Partnership and JobTrain, provide WIOA Title I services in San Mateo County. JobTrain, located in a lower-income area, offers many supportive services for those with barriers to employment.

NOVA 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 NOVA 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.

NOVA is constantly assessing and reinventing its services in response to customer feedback and market demand. We see all customers as assets and teach networking as the key to career success. NOVA's ProMatch program utilizes job seekers as networking resources for each other while they are seeking employment and as program alumni. NOVA's capacity to customize its services to reflect local demand and its networking expertise including ProMatch are among the factors that differentiate NOVA among workforce agencies.

NOVA also collaborates with the three community college districts and ten adult education providers in its region relative to employment and training activities, with many examples in Section C of this plan. 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 model. One organization providing comprehensive services to low income adults and youth with multiple barriers to employment is Center for Employment Training, and we encourage referrals between our agencies.

Many other groups are participants in NOVA's Stakeholders' group, including the Department of Rehabilitation, Expandability, Goodwill Silicon Valley, Momentum for Mental Health, Project Hired, Services for Brain Injury, Silicon Valley Independent Living Center, and Vets in Tech (see complete



list in Appendix B). The group meets regularly to discuss service coordination, address challenges, and provide cross training.

In addition, NOVA recognizes the need to expand access to apprenticeships and awareness of the apprenticeship model. NOVA is well connected to labor market intelligence and actively markets apprenticeship opportunities to both youth and adult job seekers. One example is the transportation apprenticeship program, mentioned in Section C.iii. earlier in this plan.

NOVA also participates in the Multi-Craft Core Curriculum Construction Trades Introduction Projects (TIP) pre-apprenticeship collaborative initiative, in partnership with the Santa Clara and San Benito Counties Building & Construction Trades Council, San Mateo County Building & Construction Trades Council, work2future and College of San Mateo, funded in part through Proposition 39.

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*iii. Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.*

Due to the volatile nature of the Silicon Valley economy and constant labor market churn, NOVA consistently experiences large numbers of dislocations in the region. NOVA has wide-ranging expertise in providing rapid response services. Our 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. NOVA coordinates the response with the local EDD Workforce Services division, which provides staff to partner on rapid response orientations. NOVA has also pioneered relationships with local outplacement firms to provide presentations on a regular basis to individuals receiving job search services through those firms. We are now exploring how these firms can also assist us in recruiting for targeted grants.

NOVA provides referrals to a variety of resources to assist businesses that might otherwise need to reduce staff. Staff is in the process of meeting with some of these resources, such as Employment Training Panel and local SBDCs, to learn more about their programs to benefit local businesses. When a layoff is unavoidable, when possible, NOVA 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.

NOVA 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. NOVA also coordinates services with WDBs in other areas of the state when a layoff impacts several geographic areas with a single company contact. NOVA is an active participant in the Bay Area Regional Response Roundtable and also presents on effective rapid response at the annual Building Workforce Partnerships conference.

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*iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.*

The NOVA Job Center in Sunnyvale is the provider of youth services in the Santa Clara County portion of our service area, with services in San Mateo County contracted to JobTrain and Jefferson Union High School District. The NOVA 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 NOVA area, there is a lack of organizations that provide comprehensive services, especially to out-of-school youth. In general, the partners that NOVA works with provide services to specialized target groups, such as foster or homeless youth. NOVA 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.

NOVA's three WIOA youth service locations are well distanced from each other across the area. Our network of high schools, closely linked to the adult schools and community colleges, provide a strong educational pathway for youth. Counseling centers, EOPS services, and disability resource centers at the community colleges provide specific support to students throughout their studies. NOVA 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.

NOVA 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 our area, and NOVA has created an online guide to give mentors tools to use around career planning, job search/retention, and financial literacy. NOVA has a successful granted partnership with LinkedIn to support youth employment in our community. Over the past two years, hundreds of youth have had the opportunity for exposure to the LinkedIn staff and campus including career exploration, mentoring, and training on personal branding, networking, and developing a professional online presence. Additionally, NOVA hosts a Facebook page for employers to post job opportunities for youth in our area.

There are number of quality services in our local area for individuals with disabilities. NOVA works closely with the 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. The colleges have strong disability resource centers to support those at the community college and at our local state university (SJSU). NOVA staff assist youth to understand all of the resources available to them and to learn to self-advocate to obtain the best access to these services. We are also connected closely to Department of Rehabilitation, which provides counseling and financial support to help complete short-term training up to a four-year degree. In addition, we work with local non-profits focused on job placement including Project Hired, Goodwill, and Expandability.

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- v. *Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.*

NOVA's overall strategy related to coordination of services can be summarized by our philosophy of "find a gap and help fill it." Through our many connections with industry and education, we can provide the linkages to ensure demand-driven programs. One example is the Web Developer's boot camp offered in partnership between Sequoia Adult School, JobTrain and Cañada College. NOVA recognized a gap in connecting students to industry, and introduced the project organizers to a NOVA board member who hosts a technical human resources group and could provide both industry insights and job leads.

NOVA 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 – planning/oversight committee for health care curriculum
- Sunnyvale-Cupertino Adult Education – curriculum review, shared research for potential programs
- Santa Clara Adult Education – NOVA staff chair the SCAE High Tech Advisory Board
- San Mateo County Community College District – recruitment for IAB industry-focused training
- Mission College – VTA apprenticeship (discussed previously)

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

NOVA actively outreaches to community colleges, universities, and private training providers to provide technical assistance for adding and updating programs on the State Eligible Training Provider List (ETPL), as well as contracting for training services. NOVA also shares its MyPlan online job search resource tool and best practices for providing career assistance.

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- vi. *Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.*

Coordination of supportive services is one of NOVA's ten priority strategies. Supportive services are discussed throughout NOVA's service-delivery system, beginning with the first appointment between the job seeker and career advisor, the 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, NOVA provides assistance to job seekers facing barriers to employment with accessing a broad array of ancillary services that will facilitate their completion of education

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and training programs and job search activities leading to successful employment. Services may include childcare and dependent care, health care, transportation vouchers, payment for books, uniforms and course equipment, substance abuse treatment, assistive technology for individuals with disabilities, licensing fees, housing assistance, emergency assistance, financial services, and counseling. NOVA collaborates with organizations that specialize in these services to support shared customers. Examples:

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

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*vii. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.*

NOVA has regular meetings with EDD Wagner-Peyser staff focused on joint coordination of the ProMatch (Experience Unlimited) program but also to discuss service delivery ideas and issues. EDD staff also actively participate in NOVA's Stakeholders' group meetings. NOVA provides training to EDD staff relative to NOVA's MyPlan online job search resource tool. Wagner-Peyser and NOVA staff collaborate to deliver rapid response orientations to impacted workers. NOVA partners with EDD to jointly serve customers enrolled in WIOA and the Trade Adjustment Assistance (TAA) program, with NOVA training advisors providing case management for the duration of TAA-funded training.

EDD recently realigned its regional and cluster service structure to match the Regional Planning Units. The realignment means that now the entire NOVA LWDA is served by a single cluster; previously San Mateo County and Santa Clara County were in different clusters. It will be extremely beneficial for regional collaboration to work with a single EDD management team.

EDD is currently collocated in the satellite AJCC at JobTrain in Menlo Park and coordinates workshops for Unemployment Insurance recipients with both JobTrain and CLCP thus ensuring that full access to all NOVA services is available to EDD customers.

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*viii. Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine*

*whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.*

In addition to the activities discussed in Section E.v. earlier in this plan, NOVA refers job seekers in need of basic education and literacy to local adult education providers. All job seekers receiving individualized career services may access computer classes held on-site at the NOVA Job Center in Sunnyvale through Sunnyvale-Cupertino Adult Education. SCAE also provides on-site intermediate ESL classes (see next section). Several adult education providers are active members of NOVA's Stakeholders' group and share service strategies.

When the California Department of Education requests applications for adult education Title II education and literacy activities, NOVA will disseminate those applications to experts on staff and from our workforce board for review. Readers will consider how the applications complement the local workforce development plan. NOVA will make recommendations to the applying agency to promote alignment and concurrent enrollment as appropriate. NOVA will also ensure that Title II program applicants have been given access to the NOVA local plan as they are developing their applications for funding.

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- ix. *Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services should be specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.*

As NOVA serves job seekers in both Santa Clara and San Mateo counties, we are committing to addressing the need to ensure services are provided to those with limited English language skills. In northern Santa Clara County, NOVA coordinates with local education providers to make referrals, depending on the job seeker's level of proficiency. In response to customer need, we offer an ESL class at the intermediate/advanced level on-site at the NOVA Job Center twice a week. Part of the class includes an overview of Center services, and attendees have priority access to NOVA orientation and enrollment. NOVA service provider JobTrain, located in Menlo Park in San Mateo County, has on-site evening ESL classes and provides an Introduction to Computers class for Spanish speakers. JobTrain has staff bilingual in Spanish/English and assist Spanish-speakers with questions regarding services and resources. One challenge in our region is undocumented workers. While NOVA is unable to serve those who are ineligible for WIOA services, we provide referrals to resources that may not have this constraint, including JobTrain and our adult education partners.

NOVA participates in an initiative known as ALLIES. ALLIES is a coalition of ESL educators and community partners serving the two-county Silicon Valley region. Its mission is to support student success through innovative approaches to collaboration that build pathways between adult



schools and community colleges. The Silicon Valley Community Foundation catalyzed the creation of ALLIES and continues to provide funding. ALLIES core participants are ESL providers from the adult schools, community colleges, and community groups, including WDBs.

One of ALLIES most important activities has been to coordinate the ESL Providers' Network (EPN). The EPN is a coalition of ESL providers from San Mateo and Santa Clara counties. The EPN meets together twice a year to share best practices and discuss future directions for the overall ALLIES effort. Local partners collaborate between sessions on specific partnership initiatives. The CWIB is in discussion with NOVA to work with ALLIES on a pilot ESL project with Stanford University.

NOVA is collaborating with Upwardly Global to address the issue of the foreign born population in California who earned their degrees abroad but are in low-skill jobs or unemployed. The prevalence of underutilized skilled workers – in a regional economy with high demand for knowledge workers – is an opportunity for strengthening the California workforce system. Through a Workforce Accelerator Fund grant, NOVA and Upwardly Global are piloting a project to accelerate the employment of immigrant professionals and dislocated workers by effective and automated assessment of existing skillsets, improved job matching and remedying of skills gaps through up-skilling recommendations.

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## **F. Administration — Managing the Work of the Local Board**

- i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).*

The entity responsible for disbursing NOVA's 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.

- ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

NOVA 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. NOVA 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 NOVA Job Center in Sunnyvale.

In accordance with WSDD153, NOVA will procure a one-stop operator through a competitive procurement process. The role of the AJCC Operator is limited to coordinating the service delivery of required AJCC partners and service providers and/or ensuring the implementation of partner responsibilities and contributions agreed upon in the Memorandums of Understanding. The NOVA One-Stop Operator function will be limited to coordinating activities for the one-stop partners by hosting stakeholder meetings four times a year. The selected operator will help prepare agendas, facilitate meetings, assist the group in establishing annual goals, and provide a report on meeting outcomes and agreements.

## G. Performance Goals

- i. The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.*

The following performance goals have been negotiated and approved for the NOVA local area and will be used to measure performance of the AJCC delivery system and service providers:

	Indicator	Adult	Dislocated Worker	Youth
<b>PY 2016-17</b>				
	Employment Rate 2nd Quarter after Exit	59.50%	66.20%	62.40%
	Employment Rate 4th Quarter after Exit	58.33%	61.50%	64.20%
	Median Earnings 2nd Quarter after Exit	\$6,787	\$11,803	baseline
	Credential Attainment within 4 Quarters after Exit	52.90%	60.00%	50.00%
<b>PY 2017-18</b>				
	Employment Rate 2nd Quarter after Exit	59.50%	66.20%	62.40%
	Employment Rate 4th Quarter after Exit	58.30%	61.50%	64.20%
	Median Earnings 2nd Quarter after Exit	\$6,787	\$11,803	baseline
	Credential Attainment within 4 Quarters after Exit	55.90%	60.00%	52.00%

## H. High-Performance Board Effort

- i. Identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives.*

#### *WSD15-14 - WIOA Adult Program Priority of Service*

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 NOVA's 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 NOVA 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 NOVA Job Centers in the following manner:

- (a) When requesting advising appointments or advice line calls, eligible adult priority customers are served first.
- (b) When checking in for job search workshops, eligible adult priority customers are served first.
- (c) Access to online class registration system is provided to eligible adult priority customers three hours before all other registered members.
- (d) Eligible adult priority customers hoping to obtain seats in computer and communication classes (individualized services) when seats are unfilled by those who pre-registered, are given priority over all other customers.

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

#### *WSD15-12 - WIOA Memorandums of Understanding Phase I*

For Phase I, the NOVA WDB worked with all of the required partners in our Local Area to develop an agreement regarding the operations of the local One-Stop system as it relates to shared services and customers. Phase I of the MOU was completed and signed by each partner by the deadline of June 30, 2016.

#### *WSD16-09 – WIOA Phase II Memorandums of Understanding*

For Phase II, NOVA will reach an agreement relative to shared infrastructure costs among the AJCC comprehensive co-located partners and will submit consolidated budgets for applicable career services from all required partners by the deadline of June 30, 2017. All AJCC partners who signed our Phase I MOU will sign the Phase II agreements, including assurance from non-co-located partners that they agree to pay their proportional share of infrastructure costs as soon as sufficient data is available to make such a determination.

## **I. Training Activities**

- i. The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.*

ITAs will be issued to eligible adult and dislocated workers who have been assessed and determined to have specific skill-related barriers to employment. ITAs will be used to obtain occupational skills training leading to a degree, certificate, or employer recognized skill certification. The customer must have the skills/qualifications necessary to complete the selected program. This determination occurs through a comprehensive assessment and career exploration process.

The training will only be provided by providers who are on the State Eligible Training Provider List. (Exceptions to this may occur where special grant funding allows for flexibility.) NOVA's career advisor will help guide the customer to the training programs that meet local labor market demands or the market demands in the regional area to which a customer is willing to relocate. The career advisor will provide customers with a broad array of available program information and performance statistics concerning the eligible training providers. The customer, in consultation with the career advisor, will use this information in addition to onsite visits to multiple training vendors, when possible, to make an informed decision as to which training provider can best meet his/her skill and learning needs.

This comprehensive process ensures that NOVA investment in training is tied to current demand skills and occupations. Currently top training areas include:

- 48% IT / Engineering
- 17% Project Management
- 13% Admin / Finance
- 8% Medical / Scientific
- 7% Software Quality Assurance
- 7% Other: Truck Driving, HR Management, Web Design

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## **J. Public Transparency, Accessibility & Inclusivity**

- i. The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from*

*target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.*

As part of the planning process, in August 2016 NOVA solicited input regarding the proposed priority strategies from 65 individuals and organizations representing all required partners, service providers, small business development centers, local business associations, community organizations, and legislators. Stakeholders contacted included those representing target populations that are characteristic of the region and those working with high-need or disadvantaged communities. Input was then incorporated into the strategies, which were approved by the NOVA WDB at its September 28, 2016 meeting. The strategies became the basis of the local plan.

NOVA sent the draft local plan to all stakeholders who participated in the strategy development process (see Appendix C for a full list of those contacted) and also sought public comment through the following means:

- Advertisement in the *San Jose Mercury News* – daily newspaper of general circulation in Silicon Valley
- Posting on the NOVA website – [www.novaworks.org](http://www.novaworks.org)
- E-mail to current Job Seeker Center customers
- Distribution through NOVA social media sites including Facebook, Twitter, and LinkedIn, and several LinkedIn workforce- and training-related groups

Upon request, accommodations were made to ensure representation from individuals with language needs and with disabilities.

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## **K. Common Intake & Case Management**

- Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.*

Initially, all job seekers attend the introductory “Power Up Your Job Search” workshop, which includes an overview of the job-search process and the services available at the NOVA Job Center, as well as initial, individualized development of a job-search plan that will be referenced and modified throughout the duration of the individual’s involvement with NOVA. Registration is completed as part of the orientation with assistance from a registration specialist who collects appropriate documentation for enrolling customers into programs for which they are eligible, including WIOA adult and dislocated worker grants, Wagner-Peyser, and TAA.

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 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. NOVA stands ready to implement whatever tracking mechanisms the State develops for co-enrollment.

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#### **L. Regional Plan Portions & Attachments**

- i. Identify the portions of the local plan that are being handled in the narrative content of the regional plan.*

The regional plan narrative includes the regional labor market, economic, and background analyses required in local planning efforts. It also includes a description of career pathways in the region and recommendations for further action on the pathways to meet regional industry needs. The regional plan addresses the federal A-H requirements.

## **Appendix A: Crosswalk of State Plan Policy Strategies, NOVA's Current Ten Priorities and Proposed PY 2017-2020 Strategies**

*[Posted over next three pages]*

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State Plan Seven Policy Strategies	NOVA's Current Ten Priority Strategies	Shared Strategy Elements	Proposed PY 2017-2020 Strategies for NOVA
(1) Sector Strategies: aligning workforce and education programs with sector needs; success depends on depth of industry engagement	(1) Regional Strategies: participate in and lead regional strategies with partner workforce boards. While each WIB will offer workforce preparation in all of its relevant sectors, one WIB will coordinate efforts to collect and disseminate information regarding employer demands for workers and skill gaps for a primary sector on behalf of the whole region	Sector Strategies: State Plan #1 and NOVA Priorities #1	Align with Sector Strategies: align workforce development and education/training programs with industry sector needs; participate in and lead regional sector strategies with WDBs in the region (comprised of WDBs representing San Francisco, NOVA (San Mateo County and northern Santa Clara County), work2future (San Jose and southern Santa Clara County) and San Benito County); while each local WDB in the region will offer workforce preparation for all of its relevant sectors, one (or more) WDBs will coordinate efforts to collect and disseminate information regarding employer demands and skill gaps for its primary sector(s) on behalf of the whole region.
(2) Regional Partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to support regional economic growth; success depends on depth of industry engagement	(2) Engage key partners: including community service providers, education, organized labor, employers and business and trade associations to understand challenges and opportunities in a fast-moving economy and to develop workforce solutions	Regional Partnerships: State Plan #2 and NOVA Priorities #2	Form Strategic Partnerships: engage key partners including community service providers, education, organized labor, employers and business & economic development associations to understand the challenges and opportunities in a fast-moving economy and to develop workforce solutions; collaborate with WDBs in the region to strategize and align workforce development activities and resources with the employer needs of the region and to promote regional economic growth.
(3) Career Pathways: progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development increases the likelihood of success in the labor market; should be flexibly designed and include remedial programming	(3) Collaborate with Community Colleges and other education partners: to recognize and address the workforce needs and skill gaps of the region's employers and leverage these relationships to support policy changes that address institutional barriers to rapid market responsiveness.  4) Explore online training and other learning alternatives: to delivery skills training, as well as job search and labor market navigation content in order to provide as many options as possible.	Career Pathways: State Plan #3 and NOVA Priorities #3 and #4	(3) Support Career Pathways: support progressive and flexible skill development curriculum (with multiple levels and exit/entry points) that will lead to employment success in the labor market; explore online training and other learning alternatives to deliver skills training, as well as job search and career navigation content; collaborate with community colleges, adult education and other education partners to recognize and address the workforce needs and skill gaps of the region's employers and leverage these relationships to support policy changes that address institutional barriers to rapid market responsiveness.
(4) Utilizing "Earn and Learn" Strategies: using training and education practices that combine applied learning opportunities with compensation; success depends on sustained	(5) Promote access to lifelong learning: through flexible and industry-informed options, including "earn while you learn" training strategies such as apprenticeships, paid internships, and on-the-job training contracts.	"Earn and Learn": State Plan #4 and NOVA Priorities #5	(4) Utilize "Earn and Learn" Strategies: promote access to lifelong learning through flexible and industry-informed options, including "earn while you learn" training strategies. Examples of "earn and learn" approaches include apprenticeship and pre-apprenticeship programs, internships, risk-free tryout and employment (externships), on-the-job training, work/school options, and short-term contract work through the Gig Economy.

employer engagement and, where appropriate, involvement of organized labor especially for apprenticeship and pre-apprenticeship programs				
	(6) Lead efforts in information and Communications Technologies sector: by promoting digital literacy as a basic skill necessary for all job seekers to achieve economic self-sufficiency and by pursuing the TechLadder initiative for disadvantaged job seekers.		(5) Lead on Information and Communications Technologies and Health Care Sub-Sector/Occupations: lead efforts in the Information and Communications Technologies by promoting digital literacy that includes coding as a basic skill necessary for all job seekers in this ICT sector to achieve economic self-sufficiency. Promote workforce development in the health care sector. This strategy is connected to and overlaps with the Sector and Career Pathways strategies.	
(5) Creating Cross-System Data Capacity: including diagnostic labor market data to assess where to invest, and performance data to assess the value of investments	(7) Pilot Real-time Labor Market Intelligence strategies: using technology tools such as web analytics and human resources to uncover both occupational specific skills gap and needs for cross-cutting subtle skills such as flexibility and creativity.	Labor Market Intelligence: State Plan #5 and NOVA Priorities #7	(6) Explore and Disseminate Real-Time Labor Market Intelligence Strategies: explore and disseminate real-time labor market intelligence strategies to uncover occupational skills gap through 1) traditional labor market and economic data and trends analytics that is then validated by 2) the career advisors who work with the customers and onsite recruiters who possess real-time labor market data that is followed by 3) forecasting trends obtained through innovative resources that serve as portals to the future; explore the development of cross-system data capacity that supports exchange of labor market information across the workforce development system. Not every WDB will possess deep information about every sector, so it will be important for one (or more) WDBs to specialize in a select few sectors and then collect and disseminate information to the other WDBs in the region.	
Refer to State Plan Strategies #1 & 2	(8) Expand its business strategy: to define its benefits to the employer community, with an emphasis on priority sectors and a focus on closing skill gaps and providing access to talent.	Business Engagement: State Plan #1 and #2 and NOVA Priorities #1, #2, #6, and #8	(7) Promote Business Engagement: engage businesses in identifying sector skill needs with a focus on aligning skill needs with the workforce development and training curriculum in order to fill skill gaps; increase business access to talent through targeted regional job fairs, personal and electronic communications and online technology. Examples: Slingshot initiative; advanced transportation initiative (ATOI) with Prospect Silicon Valley; IAB digital advertising project; Ready to Work initiative with Silicon Valley Leadership Group; collaborate with the San Mateo County Economic Development Association (SAMCEDA) to identify business needs in San Mateo County and partner with businesses to address these needs; partner with State agencies EDD and DOR to leverage business engagement activities that promote best practices; minimize duplication and contribute value-add to businesses	(8) Reimagine Youth Program: with the advice of the NOVA Youth Committee, engage key partners in a strategy that best utilizes NOVA's expertise and leverages other community resources to efficiently reach more youth with combined services.
				(9) Reimagine its youth program: with the advice of the Youth Committee to engage key partners in a strategy that best utilizes NOVA's expertise and leverages other

	community resources to efficiently reach more youth with combined services.		
(6) Integrated Service Delivery: braiding resources and services to meet client needs	(10) Pursue additional resources: to continue to provide case management, in addition to career advising, for target populations that need more individualized services.	Resource Development/ Leverage: State Plan #6 and NOVA Priorities #10	(9) Pursue and Leverage Resource Development and Braiding: pursue additional resources to address outsized demand from customers highlighted in WARN notices (NOVA ranked #2 in state for number of impacted individuals) and to provide case management services, career advising and training for target populations that include those with special needs and barriers to employment, specifically, persons with disabilities, low-income disadvantaged, long-term unemployed, and formerly incarcerated who may require more individualized services. Explore braiding/leveraging resources across the workforce development system to maximize services to best meet the diverse needs of job seekers.
(7) Supportive Services: provide ancillary services like childcare, transportation, and counseling to facilitate program completion			(10) Assist with Supportive Services: provide assistance to job seekers with accessing ancillary services such as childcare, health care, transportation, financial services and counseling to facilitate program completion and reemployment. Collaborate with organizations that specialize in these services to support shared customers.

## Appendix B: Stakeholders' Group List

### Santa Clara County

City of Sunnyvale  
 Department of Rehabilitation  
 EDD  
 Employment & Community Options  
 De Anza College Occupational Training Institute  
 Goodwill Silicon Valley  
 HOPE Services  
 Mission College  
 Momentum for Mental Health  
 Money Management International  
 Mountain View-Los Altos Adult School  
 NOVA  
 Project Hired  
 San Jose Job Corps Center  
 San Jose State University  
 Santa Clara Adult Education  
 Services for Brain Injury  
 Silicon Valley Independent Living Center  
 Santa Clara County Dept. of Social Services  
 Sunnyvale-Cupertino Adult Education  
 UC Santa Cruz  
 Veterans Administration  
 Vets in Tech  
 West Valley Community College

### San Mateo County

EDD  
 HIP Housing  
 Department of Rehabilitation  
 Next Step Center  
 JobTrain  
 Central Labor Council Partnership  
 Canada College  
 Skyline College  
 College of San Mateo  
 San Mateo County Office of Education  
 Bay Area Entrepreneur Center

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## Appendix C: Contact List

Representing	Agency
Title I Adults and Dislocated Workers (SMC)	Central Labor Council Partnership
Title I Adults and Dislocated Workers and Youth (SMC)	JobTrain
Title II Adult Education and Literacy & Carl Perkins Career Tech Ed (CTE)	Mountain View-Los Altos Adult Education
Title II Adult Education and Literacy & Carl Perkins Career Tech Ed (CTE)	Sunnyvale-Cupertino Adult & Community Education
Title II Adult Education and Literacy	Palo Alto Adult School
Title II Adult Education and Literacy	Milpitas Adult Education
Title II Adult Education and Literacy	Santa Clara Adult Education
Title II Adult Education and Literacy & Carl Perkins CTE (SMC)	Sequoia District Adult School
Title II Adult Education and Literacy (SMC)	San Mateo Adult School
Title II Adult Education and Literacy (SMC)	South San Francisco Adult Education
Title II Adult Education and Literacy (SMC)	Jefferson Union High School District Adult Education
Title II Adult Education and Literacy (SMC)	La Costa Adult School
Title III Wagner-Peyser, Veterans, and TAA (SCC)	EDD (SCC & SMC)
Title IV Vocational Rehabilitation	CA Department of Rehabilitation (SJ District)
Title IV Vocational Rehabilitation	CA Department of Rehabilitation (SF District)
Title V Older Americans Act (Senior Community Service Employment Program)	Peninsula Family Service
Job Corps	San Jose Job Corps
Community Services Block Grant and Migrant Seasonal Farmworkers Program	Center for Employment Training
Community Services Block Grant (CSBG)	Sacred Heart Community Service
Housing & Urban Development (SMC)	Housing Authority of the County of San Mateo
Housing & Urban Development (SCC)	Housing Authority of the County of Santa Clara
Temporary Assistance for Needy Families/CalWORKs (SCC)	County of Santa Clara Social Services Agency
Temporary Assistance for Needy Families/CalWORKs & CSBG (SMC)	County of San Mateo Human Services Agency
Community Colleges (SCC)	Foothill-De Anza Community College District
Community Colleges (SCC)	Mission College
Community Colleges (SMC)	San Mateo County Community College District
Community Colleges (SMC)	College of San Mateo
Community Colleges (SMC)	Skyline College
Community Colleges (SMC)	Skyline College-Bay Area Entrepreneur Center
Community Colleges (SMC)	Cañada College
Education	San José State University
Education	UC Santa Cruz
Labor	South Bay Labor Council
Labor	Pipe Trades Training Center
Labor	SC and SB Counties Building & Construction Trades Council

Representing	Agency
Labor	San Mateo County Building & Construction Trades Council
Economic Development	San Mateo County Economic Development Association
Economic Development	Silicon Valley Leadership Group
Economic Development	Joint Venture Silicon Valley
Economic Development	Bay Area Council
Economic Development	SPUR
Economic Development	Interactive Advertising Bureau
Economic Development	Center for Continuing Study of the California Economy
Economic Development	Prospect Silicon Valley
Economic Development	City of San Mateo
Economic Development	County of Santa Clara
Elected Officials (SMC)	Congresswoman Jackie Speier's Office
Elected Officials (SMC)	CA Assemblymember Kevin Mullin's Office
Elected Officials (SMC & SCC)	CA State Senator Jerry Hill's Office
Elected Officials (SMC & SCC)	CA State Assemblymember Rich Gordon's Office
Elected Officials (SCC)	CA State Senator Jim Beall
Elected Officials (SCC)	CA State Assemblymember Kansen Chu
Elected Officials (SCC)	Congressman Mike Honda's Office
Elected Officials (SCC)	CA State Assemblymember Nora Campos
Elected Officials (SCC & SMC)	Congresswoman Anna Eshoo
Elected Officials (SCC)	CA State Senator Bob Wieckowski
Elected Officials (SCC)	CA State Assemblymember Evan Low
Elected Officials (SCC)	Congresswoman Zoe Lofgren's Office
County Office of Education (SMC)	San Mateo County Office of Education
County Office of Education (SCC)	Santa Clara County Office of Education
Small Business Development Center (SCC)	Silicon Valley Small Business Development Center
Small Business Development Center (SMC)	San Mateo County Small Business Development Center
NOVA/City of Sunnyvale	City of Sunnyvale
Community-based Organization	Employment & Community Options
Community-based Organization	Goodwill Silicon Valley
Community-based Organization	HOPE Services
Community-based Organization	Momentum for Mental Health
Community-based Organization	Project Hire
Community-based Organization	Services for Brain Injury
Community-based Organization	Silicon Valley Independent Living Center
Community-based Organization	Next Step Center
Community-based Organization	Vets inTech
Community-based Organization	U.S. Veterans Administration



## Appendix D: Memorandums of Understanding

*[47-page attachment follows Appendix E]*

## Appendix E: NOVA Workforce Board Roster

*As of 1/31/2017*

Mr. Christopher Galy, **Co-Chairperson**  
Chief People Officer  
Ten-X

Ms. Jennifer Morrill, **Co-Chairperson**  
Vice President  
LinkedIn

Mr. Julian Chu, **Vice Chairperson**  
Director, Global Customer Services  
Google

Mr. Poncho Guevara, **Vice Chairperson**  
Executive Director  
Sacred Heart Community Service

Ms. Van Dang, **Past Chairperson**  
Investor, Entrepreneur and Legal Advisor

Mr. Thomas Baity  
Regional Sales Development Manager  
RemX Specialty Staffing

Ms. Sinéad Borgersen  
Principal, Human Resources Business Partner  
CA Technologies

Mr. Carl Cimino  
Director of Training  
Pipe Trades Training Center

Ms. Ladan S. Dalla Betta  
Management System Manager  
Amazon

Mr. Lionel de Maine  
Chief Operations Officer  
Sequoia District Adult School

Ms. Janeen Dittrick  
Employment Program Manager  
CA Employment Development Department

Mr. Ben Field  
Executive Officer  
South Bay Labor Council

Ms. Rosanne Foust  
President & CEO  
San Mateo County Economic Development Association

Mr. Josué García  
Chief Executive Officer  
Santa Clara and San Benito Counties  
Building and Construction Trades Council

Dr. Hilary Goodkind  
Founder and Consultant  
Cenetri Group

Ms. Brenda Guidry-Brown  
Director, Second Careers Employment Program  
Peninsula Family Service

Ms. Elaine Hamilton  
Vice President and COO  
MM Hamilton Financial Group

Ms. Katherine Harasz  
Executive Director  
Housing Authority of the County of Santa Clara

Dr. James Hill  
CEO  
Proofpoint Systems

Mr. Bruce Knopf  
Director of Asset and Economic Development  
County of Santa Clara

Ms. Linda Labit  
Staff Services Manager  
CA Department of Rehabilitation

Mr. Stephen Levy  
Director  
Center for Continuing Study of the CA Economy

Ms. Anita Manwani  
Founder and Principal  
Carobar Business Solutions

Mr. Michael Marlaire  
Consultant

Dr. Judy Miner  
Chancellor  
Foothill-De Anza Community College District

Mr. James Ruigomez  
Business Manager  
San Mateo County Building & Construction  
Trades Council

Ms. Judy Sugiyama  
Sr. Director, Talent Acquisition & Diversity/Inclusion  
Applied Materials

Mr. Andy Switky  
Healthcare Strategy and Design Consultant  
Code Name Collective

---

## **Workforce Innovation and Opportunity Act Memorandum of Understanding**

### **Preamble/Purpose of MOU**

The Workforce Innovation and Opportunity Act (WIOA) requires that a Memorandum of Understanding (MOU) be developed and executed between the NOVA Workforce Board (NWB) and the America's Job Center of California<sup>SM</sup> (AJCC) Partners (AJCC Partners, as described under section "AJCC Partners to the MOU"), to establish an agreement concerning the operations of the AJCC delivery system.

This MOU establishes a cooperative working relationship between the AJCC Partners and defines their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

California's delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

These objectives will be accomplished by assuring access to high-quality AJCCs that provide a full range of services for all customers seeking assistance with any of the following:

- Looking to find a job.
- Building basic educational or occupational skills.
- Earning a postsecondary certificate or degree.
- Obtaining guidance on how to make career choices.
- Seeking to identify and hire skilled workers.

### **Local/Regional Vision Statement, Mission Statement, and Goals**

**Our Vision:** We are a regional catalyst shaping and influencing the Silicon Valley

workforce development system to promote economic opportunity and shared prosperity.

**Our Mission:** We provide strategic leadership to continuously improve the workforce development system by:

- providing guidance to the One-Stop delivery system;
- being responsive to what our customers value;
- being responsible to our investors; and
- being accountable for performance results.

**Our Purpose/Goals:** We support workforce mobility by easing workers' transitions from opportunity to opportunity throughout their career cycles. To advance transitions with economic sustainability, we provide:

- real-time labor market information about in-demand skills;
- skill-building enhancements to match market demand;
- navigation tools for the ever-changing and entrepreneurial new labor market;
- advocacy for necessary infrastructure to support workers between opportunities; and
- interconnected support system for multiple career pathways for youth.

### **AJCC Partners to the MOU**

This MOU is entered into between NWB and the AJCC Partners named below, with consent of the local Chief Elected Official, the Mayor of the City of Sunnyvale, hereafter, the CEO.

Required AJCC Partners include local/regional representatives of the following programs:

- WIOA Title I-Adults, Dislocated Workers and Youth: NOVA, Central Labor Council Partnership and JobTrain;
- WIOA Title II-California Department of Education Adult Education/Literacy: Jefferson Union High School District Adult Education, Milpitas Adult Education, Mountain View-Los Altos Adult Education, Palo Alto Adult School, Santa Clara Adult Education, Sequoia District Adult School, San Mateo Adult School, South San Francisco Adult Education, and Sunnyvale-Cupertino Adult & Community Education;
- WIOA Title III-California Employment Development Department on behalf of Wagner-Peyser, Veterans, Trade Adjustment Assistance, Unemployment Insurance and labor market information;
- WIOA Title IV-California Department of Vocational Rehabilitation;
- Title V-Older Americans Act: Peninsula Family Service;
- Temporary Assistance for Needy Families/CalWORKs-California Department of Social Services: County of Santa Clara (through its Social Services Agency) and San Mateo County (through its Human Services Agency);

- Community Services Block Grant: Sacred Heart Community Service and Center for Employment Training;
- Migrant and Seasonal Farm Workers: Center for Employment Training;
- Housing & Urban Development: Housing Authority of the County of Santa Clara;
- Community Colleges/Post-Secondary Education: Foothill-De Anza Community College District and Mission College; and
- Job Corps: San Jose Job Corps.

In addition, AJCC Partners may include other agencies approved by the NWB and CEO.

### **AJCC System Services**

AJCC's services as required by WIOA and to be provided by the AJCC Partners to this MOU are outlined in Attachment A, AJCC System Services.

### **Responsibility of AJCC Partners**

The AJCC Partners agree to the responsibilities outlined below.

1. The AJCC Partners will participate in joint planning, plan development, and continuous improvement of activities to accomplish the following:
  - Continuous partnership building.
  - Adherence to state and federal program requirements.
  - Monitor and respond to local and economic conditions, including employer needs.
  - Adherence to strategic planning principles adopted by the Act for long-range planning, including the requirement for continuous improvement.
  - Adherence to common data collection and reporting principles, including need for modification or change.
  - Diligence in developing coordinated local leadership in workforce development through:
    - a. Responsiveness to participant/customer needs;
    - b. Maintenance of system infrastructure;
    - c. Shared technology and information, according to confidentiality requirements in the Confidentiality section of this MOU below;
    - d. Performance management to measure the success of the local One-Stop system overall and to enhance performance in a spirit of quality management and continuous improvement.
2. Make the AJCC system and services available to customers that are applicable to the Partner's programs.
3. Participate in the operation of the AJCC, consistent with the terms of the MOU



and requirements of authorized laws.

4. Participate in capacity building and staff development activities in order to ensure that all AJCC Partners and staff are adequately cross-trained and that AJCC Partners with customers accessing the system have the tools to promote and support such access.

#### **Funding of Services and Operating Costs**

All relevant AJCC Partners to this MOU, those partners who are co-located at the AJCC campuses, agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by co-located AJCC Partners through a separately negotiated cost sharing agreement.

Co-located AJCC Partners will assure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in a separate cost-sharing agreement.

All AJCC Partners agree to participate in the development of a final cost-sharing plan by December 31, 2017, even if there is no cost sharing associated with that partner.

#### **Methods for Referring Customers**

The AJCC Partners will refer customers using the inter-partner and inter-agency referral process as required by WIOA and described in Attachment B, AJCC System Services Referral Agreement.

#### **Access for Individuals with Barriers to Employment**

Access points for residents in the NWB AJCC service area include:

NOVA Job Center  
505 W. Olive Avenue, Suite 550  
Sunnyvale, CA 94086

Central Labor Council Partnership Job Center  
1777 Borel Place, Suite 500  
San Mateo, CA 94402

JobTrain Job Center  
1200 O'Brien Drive  
Menlo Park, CA 94025

The AJCC Partners are committed to providing priority of services to recipients of public assistance, other low-income individuals, or individuals who are basic skills-deficient

when providing individualized career services and training services funded with WIOA adult funds.

The AJCC will ensure access for all individuals that qualify as an “individual with a barrier to employment.” The term defined under WIOA means, an individual, of one or more of the following populations:

- Displaced homemakers
- Low-income individuals
- Individuals on TANF
- Indians, Alaska Natives, and Native Hawaiians, defined in section 166 in WIOA Law
- Individuals with disabilities, including youth
- Older individuals
- Ex-offenders
- Homeless individuals, defined in section 41403(6) in the Violence Against Women Act of 1994, or homeless children and youths, defined in section 725(2) of the McKinney-Vento Homeless Assistance Act
- Youth who are in or have aged out of foster care
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- Eligible migrant and seasonal farm workers
- Individuals within 2 years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act
- Single parents, including pregnant women
- Long-term unemployed individuals
- Such other groups as the Governor involved determines to have barriers to employment

The AJCC Partners’ policies, procedures, programs, and services will be in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities.

### **Shared Technology and System Security**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including customer tracking, common case management, reporting and data collection. To support the use of these tools, each AJCC Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology, according to the confidentiality requirements in the Confidentiality section of this MOU below.

- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers including, but not limited to, applications, eligibility and referral records, or any other individual records related to services provided under this MOU in the strictest confidence, and use them solely for purposes directly related to such services.
- All AJCC Partners shall agree upon system security provisions, according to the confidentiality requirements in the Confidentiality section of this MOU below.

### **Confidentiality**

The AJCC Partners agree to comply with the provisions of WIOA, as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement that may apply to one or all of the AJCC Partners to assure that:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC Partners agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC Partners must adhere, and shall share information necessary for the administration of the program as allowed under WIOA law and regulation. The AJCC partner, therefore, agrees to share customer information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes upon the written permission from a participant outlined in Attachment C, AJCC Authorization for Release of Information/Records Form.
- AJCC Partners shall share customer information, according to the confidentiality requirements stipulated in this section, solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each Partner shall respect and abide by the confidentiality policies of the other Partners.

### **Non-Discrimination and Equal Opportunity**

The AJCC Partners shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry religion, national origin, veteran status, physical disability, mental

disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

### **Grievance Procedure**

The AJCC Partners agree to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and Partners. The procedures will allow the customer or entity filing the complaint a fair and complete hearing and resolution of their grievance. The Partners further agree to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

### **Americans with Disabilities Act and Amendments Compliance**

The AJCC Partners' policies and procedures as well as the programs and services provided at the AJCC will comply with applicable federal, state and local law including, but not limited to, the Americans with Disabilities Act and its amendments, the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

### **Effective Dates and Term of MOU**

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, effective from July 1, 2016 through June 30, 2019, unless otherwise terminated, as provided in the Termination section below. The MOU will be reviewed, at a minimum, every three years, to identify any substantial changes that have occurred and shall automatically renew, unless otherwise terminated, as provided in the Termination section below. Any revisions needed prior to the automatic renewal shall be documented in a written amendment or other modification according to the Modification and Revisions section below. The MOU will also be reviewed and, if necessary, renegotiated after Local Workforce Development Plans and Regional Workforce Development Plans have been developed.

### **Modifications and Revisions**

This MOU constitutes the entire agreement between the AJCC Partners and the NWB and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

## **Termination**

The AJCC Partners understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The AJCC Partners also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more AJCC Partners to cease being a part of this MOU, said entity shall notify the other Partners and the NWB, in writing, 30 days in advance of that intention.

## **Administrative and Operations Management**

### *Supervision/Day to Day Operations*

For those co-located AJCC Partners, the day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the Job Center site supervisor(s). The original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s), the supervisor of the original employer if on site and the management of the original employer. The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each Partner will take appropriate action.

Each Partner shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally required employee compensation and benefits, including compliance with all employment laws. In addition, each party to this Agreement shall indemnify and hold all other parties harmless from all damages, claims, liability, administrative proceedings or matters relating to compensation of the indemnifying Partner's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing employment.

### *Dispute Resolution*

For those co-located AJCC Partners, the parties agree to try to resolve policy, practice disputes or other problems at the lowest level, starting with the supervisor of the respective staff's employer if on site, and, if not, the Job Center site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff's employer and the operator, for discussion and resolution.

### *Press Releases and Communications*

AJCC Partners shall have the option to be included in any communication with

the press, television, radio or any other form of media when the AJCC Partner's specific duties or performance under this MOU is addressed. Unless otherwise directed by the other AJCC Partners, in all communications, each party shall make reference to the AJCC as a single system and only call out individual AJCC Partners as appropriate to the topic or issue being covered.

The AJCC Partners agree to utilize the AJCC logo developed by the State of California and the NWB for AJCC usage.

*Hold Harmless/Indemnification/Liability*

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

**Multiple Originals; Counterparts**

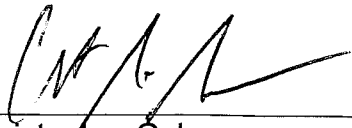
This Agreement may be executed in multiple originals, each of which is deemed to be an original, and may be signed in counterparts.




## SIGNATURES

In WITNESS THEREOF, the parties to this MOU hereby agree to the terms and execute this agreement, and Attachments A, B, and C.

Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/1, 2016

By: 

Name: Kris Stadelman

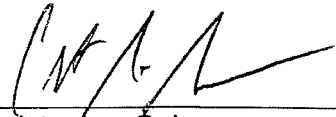
Title: Director

Organization: NOVA


## SIGNATURES

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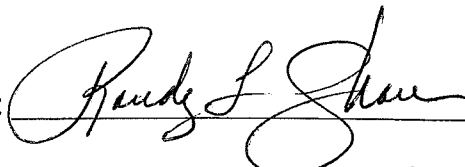
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6-1-16, 2016

By:   
Name: RANDY L. GAAN

Title: Director

Organization: CHC-P

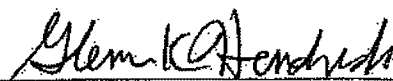
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Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: June 1, 2016, 2016

By: 

Name: Nora Sobolov

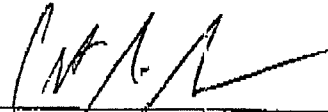
Title: CEO

Organization: JobTrain

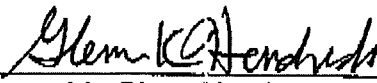
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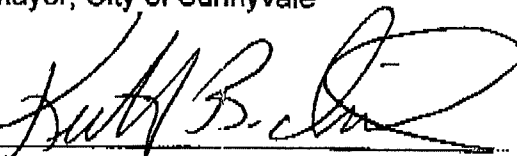
Dated 25 May, 2016

By:   
 Christopher Galy  
 Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
 Honorable Glenn Hendricks  
 Mayor, City of Sunnyvale

Dated: June 3, 2016

By: 

Name: Keith B. Tels

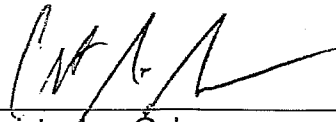
Title: Acting Superintendent

Organization: Jefferson Union  
High School  
District

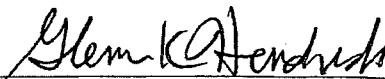
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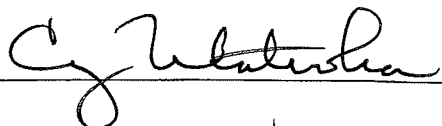
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6-14-2016, 2016

By: 

Name: Cary Matsuka

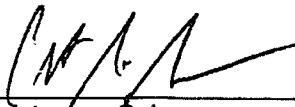
Title: Superintendent

Organization: Milpitas Unified School District


## SIGNATURES

In WITNESS THEREOF, the parties to this MOU hereby agree to the terms and execute this agreement, and Attachments A, B, and C.

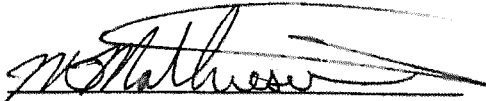
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: June 27, 2016

By: 

Name: Mike Mathiesen

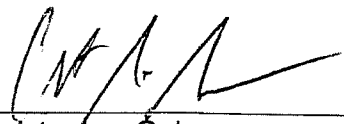
Title: Associate Superintendent

Organization: Mountain View Los Altos  
High School District

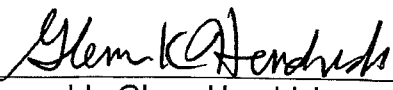
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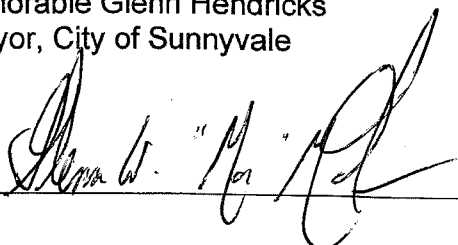
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/29/16, 2016

By: 

Name: Glenn W. "Max" McGee

Title: Superintendent

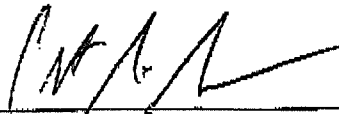
Organization: Palo Alto Unified School Dist.




## SIGNATURES

In WITNESS THEREOF, the parties to this MOU hereby agree to the terms and execute this agreement, and Attachments A, B, and C.

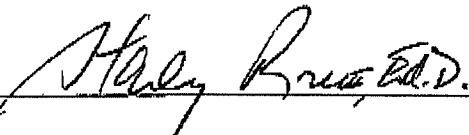
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6-3-16, 2016

By:   
Name: Stanley Rose III, Ed.D.

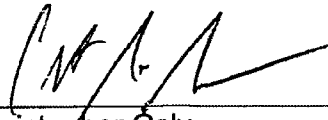
Title: Superintendent

Organization: Santa Clara Unified School District

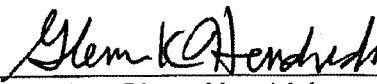
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By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/13/16, 2016

By: 

Name: James Lianides, Ed.D.

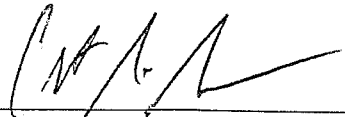
Title: Superintendent

Organization: Sequoia Union High School  
District

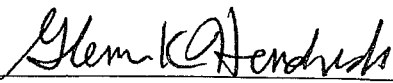
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Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/23, 2016

By: 

Name: Kevin Skelly, Ph.D

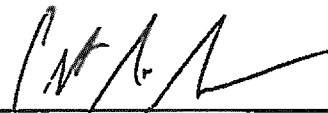
Title: Superintendent

Organization: S.M.U.H.S.D.

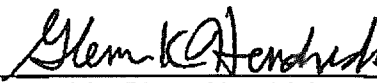
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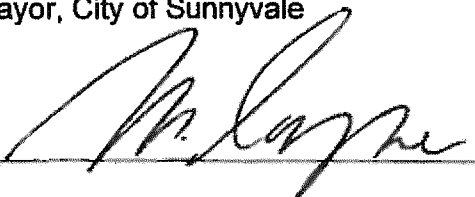
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: June 17, 2016

By: 

Name: Michael Coyne

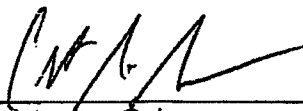
Title: Principal

Organization: SSF Adult School

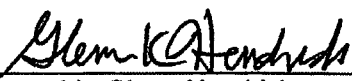
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Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: JUNE 24, 2016

By: 

Name: PEGGY RAUN-LINDE

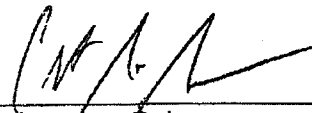
Title: PRINCIPAL

Organization: FUUSD Adult School

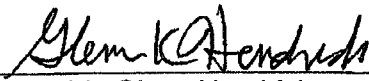
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Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/15/2016, 2016

By: 

Name: Rick Deraiche

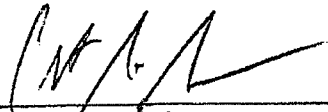
Title: Deputy Division Chief

Organization: EOJ

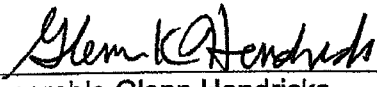
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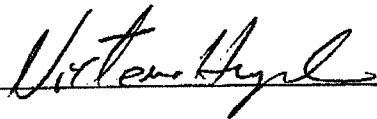
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/15/16, 2016

By: 

Name: VICTORIA HUYNH

Title: Employment Development  
administrator

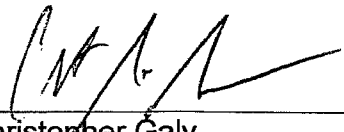
Organization: Ukrainian American  
Branch



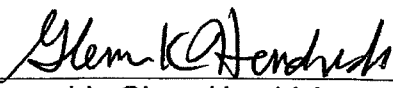
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Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: June 1, 2016, 2016

By: 

Name: Donna Hezel

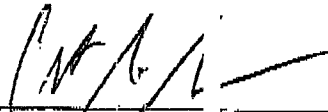
Title: District Administrator

Organization: CA Department of Rehabilitation

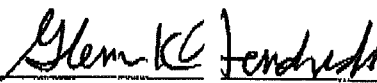
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Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/3/16, 2016

By: 

Name: Therese M. Woo

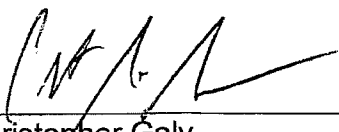
Title: District Administrator

Organization: Department of Rehabilitation

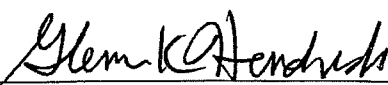
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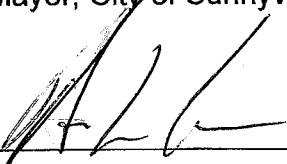
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6-2, 2016

By: 

Name: Arne L. Croce

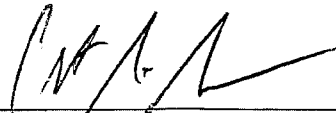
Title: Executive Director

Organization: Peninsula Family Service

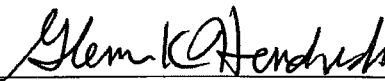
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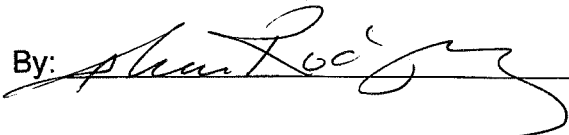
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: June 6, 2016

By:   
Name: Iliana Rodriguez

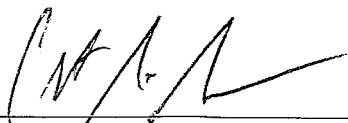
Title: Agency Director

San Mateo County  
Human Services Agency  
Organization: \_\_\_\_\_


## SIGNATURES

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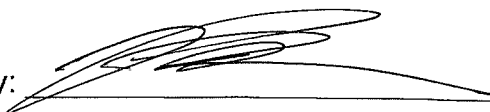
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: JUNE 15, 2016

By: 

Name: PONCHO GUEVARA

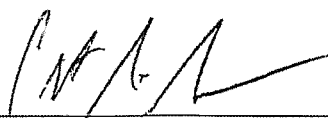
Title: EXECUTIVE DIRECTOR

Organization: SALCEDO HEART  
COMMUNITY SERVICE

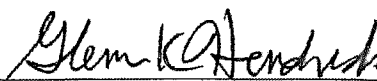
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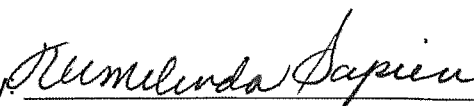
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: June 8, 2016

By: 

Name: HERMELINDA SAPIEN

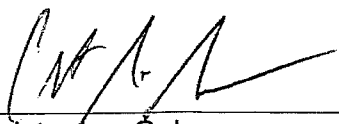
Title: PRES/CEO

Organization: CENTER FOR EMPLOYMENT TRAINING

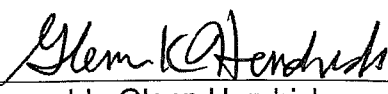
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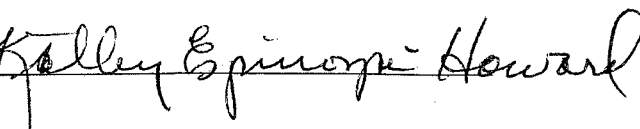
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: june 28, 2016

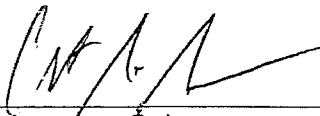
By:   
Name: KATHY ESPINOZA-HOWARD  
Title: Chairperson  
Organization: Housing Authority  
Santer Clara County



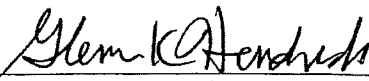
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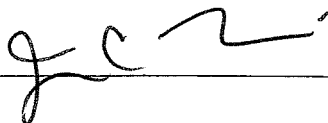
Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: June 3, 2016

By: 

Name: Judy C. Miner, Ed.D.


Title: Chancellor

Organization: Foothill-De Anza  
Community College District


## SIGNATURES

In WITNESS THEREOF, the parties to this MOU hereby agree to the terms and execute this agreement, and Attachments A, B, and C.

Dated 25 May, 2016

By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/20/16, 2016

By: 

Name: Daniel Peck

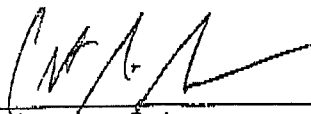
Title: President

Organization: Mission College

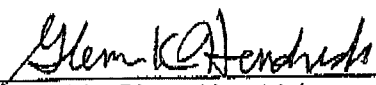
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By:   
Christopher Galy  
Chair, NOVA Workforce Board

Dated: MAY 26 2016, 2016

By:   
Honorable Glenn Hendricks  
Mayor, City of Sunnyvale

Dated: 6/2/16, 2016

By: 

Name: Leslie Gilroy

Title: Center Director

Organization: San Jose Job Corps Center

Attachment A  
**AJCC SYSTEM SERVICES**

**WIOA TITLE I ADULTS, DISLOCATED WORKERS, and YOUTH: NOVA, JobTrain and Central Labor Council Partnership**

**Description of Services:**

Career Services:

- Outreach, intake and orientation;
- Eligibility determination;
- Comprehensive assessments and in-depth interviewing and career advising to help customers determine suitable employment goals and career pathways;
- Job search workshops and access to job postings and job fairs (including out of area job search and relocation assistance);
- Labor exchange services;
- Information about and referrals to AJCC partner programs, supportive services and other programs as appropriate;
- Development of Individual Employment Plan (IEP);
- Access to online career navigation tool "My Plan";
- Performance and cost information;
- Information on unemployment insurance;
- Financial aid information;
- ProMatch networking program in collaboration with EDD (NOVA only);

Training Services:

- Provision of training program funds if available and performance information;
- Establishment of an individual training account;
- Short-term pre-vocational services;
- Computer classes;
- Internships and work experience placements if available;
- On-the-Job training placement if funding available;
- English language acquisition;
- Financial literacy;

Follow-up services:

- Make available for customers continued career and retention advising for up to 12 months following employment.

**Referral Process:**

- Title I Partners agree to follow the AJCC System Services Referral Agreement. In addition, they will provide other AJCC partners with the address, phone numbers, and contact information for the job centers and the required documents in order to enroll in partner services. Customers will be asked to visit the job centers in order to enroll in services there. Following enrollment/eligibility determination, customers will be oriented to the services that are available.

- Title I Partners agree to also refer customers to other partner agencies in the AJCC system, as appropriate.

### **WIOA TITLE I RAPID RESPONSE/EMPLOYER SERVICES: NOVA and Central Labor Council Partnership (CLCP) where noted**

#### **Description of Services:**

- Access to workforce and labor market statistical information including labor market information regarding wages, job classifications, employment rates and in-demand industry sectors; job posting assistance; and recruitment assistance including job fairs, resume searches, and job announcements across the AJCC system. (CLCP);
- Business assistance with employer-related questions including: resources related to employee management and regulations, small business and self-employment, employment-related tax credits, and wage subsidy programs; information on hiring and making accommodations for employees with disabilities; and assistance with job descriptions. (CLCP);
- Business assistance with averting layoffs or layoff/rapid response events including: business analysis and assistance to avoid employee layoff or closures, assistance with layoff and provision of information to dislocated workers, and assistance with talent transfer to minimize unemployment;
- Training resources for business owners and/or incumbent workers including customized training for a specific company or industry sector;
- Sector partnerships including: developing relationships with employers and intermediaries and developing, convening, or implementing industry or sector partnerships.

#### **Referral Process:**

- AJCC Partners may contact NOVA and CLCP business services staff directly.
- Partners will refer customers to other AJCC Partners that serve employers.

### **WIOA Title II ADULT EDUCATION and CAREER and TECHNICAL EDUCATION (CTE) (Carl Perkins) for applicable agencies only: Jefferson Union High School District Adult Education, Milpitas Adult Education, Mountain View-Los Altos Adult Education, Palo Alto Adult School, San Mateo Adult School, Santa Clara Adult Education, Sequoia District Adult School, South San Francisco Adult Education, and Sunnyvale-Cupertino Adult & Community Education**

#### **Description of Services:**

- Lifelong educational opportunities to help individuals meet their educational and career goals necessary to effectively participate as productive community participants, workers and family members;
- Intake, eligibility determination, and identification of service need;
- Comprehensive assessment of skills, aptitudes, abilities and support services needed;
- Orientation of services available including support services and funds that are available to facilitate success;

- In-depth interviewing and career counseling to help customers determine suitable employment goals and career path;
- Classes to enhance future employment opportunities and personal growth through adult basic skills (literacy), citizenship, English as a Second Language (ESL), high school diploma and HSE test preparation for those who have not completed high school, career technical education, parent education, and specific services to CalWORKs recipients;
- Career training in certificate programs in demand occupations;
- Job search and placement assistance including job preparation, resume writing, and job interview coaching;
- Assistance with career navigation that may entail preparing for continuing education and improving career possibilities;
- Provision of referrals to and coordination of activities with appropriate partners based on customer interests and needs;
- Participation in sector partnerships to align employer needs with workforce preparation.

#### **Referral Process:**

- Individuals needing adult education services will be referred to the appropriate local center contact person.
- Adult Education partners will make available their flyers about programs and catalogues of class offerings to the other AJCC partners.
- Adult Education partners will refer participants to other AJCC partners as appropriate.

#### **WIOA TITLE III STATE WORKFORCE SERVICES (Wagner-Peyser, Unemployment Insurance, Labor Market Information, Veterans and Trade Adjustment Assistance programs): CA Employment Development Department (EDD)**

#### **Description of Services:**

- Core services that may include, but are not limited to: Employment Services, Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Assistance. A description of services within each of these categories of core services is provided below:
  - Employment Services:  
Universal access to the registration process and, based on required identification, may receive one or more of the following services:
    - Access to basic labor exchange, CalJOBS<sup>SM</sup> and various printed and electronic materials for preparing resumes and improving interviewing skills;
    - Public access to computer stations; Labor Exchange (job seekers & employers) using the State CalJOBS<sup>SM</sup> system;
    - Workshops (employment and job search preparation);
    - Staff assistance per program eligibility may receive the following:
      - Determination of employment related skills, abilities, and knowledge;
      - Assignment of specific occupational codes and titles;

- Determination of employment barriers;
- Matching of applicant profile with existing opportunities;
- Referrals to employers where qualifications and requirements match;
- Documentation of referrals and results through employer follow-up;
- Referral to other partners when barriers indicate a need for intensive services;
- Initiation of job development activities; and
- Provision of Fidelity Bonding information;
- Facilitated self-help may include but not be limited to the following services:
  - Assistance and guidance in using CalJOBS<sup>SM</sup>;
  - Assistance in placing resumes on EDD;
  - Assistance to individual job seekers in full utilization of any resource center materials and equipment.
- Youth Employment Opportunity Program (YEOP) access; Case management for eligible youth participants;
- Experience Unlimited program chapter (ProMatch) with NOVA;
- Assistance to employers in recruiting, hiring, and retaining the best qualified persons for positions at all skill and education levels as follows:
  - Active outreach to employers to inform and educate on services and resources available through EDD;
  - Assistance in posting job orders into CalJOBS<sup>SM</sup>;
  - Availability of facilities for employers to conduct interviews and other recruiting activities when accommodation is feasible;
  - Provision of information on services and resources available through other units of EDD and governmental entities.

○ Unemployment Insurance (UI) Services:

- **Program Eligibility**

The EDD provides UI claim information online to customers on UI Online<sup>SM</sup> and by mailing the following documents that can be utilized when determining eligibility for the local Title I programs:

- Notice of Unemployment Insurance Award (DE 429Z)
- Notice of Unemployment Insurance Claim Filed (DE 1101CLMT)

If the customer is unable to provide sufficient information, the Data Consent Authorization Form (DCAF) is available for AJCC staff to complete and fax/mail to the EDD. The form is signed by the claimant authorizing the partner to have access to confidential UI claim information (such as, basic claim info and wages reported in previous quarters) for one year.



The EDD UI Program responds within three business days upon receipt.

- **UI Claim Filing Assistance and Information**

The WIOA outlines the 10<sup>th</sup> Basic Career Service as providing meaningful assistance in filing a UI claim in the one-stop delivery system.

The UI program is committed to providing AJCC staff with training on resources available on the EDD website for filing a UI claim, accessing UI Online, viewing tutorials, and FAQs.

The AJCC staff should be guiding customers through the online methods for filing a UI claim available on the EDD website. If the individual is considered irate/disruptive or all other means to provide meaningful assistance have been exhausted, the AJCC staff can direct the customer to the PSP line.

The UI program is committed to making the PSP line available in the offices to provide the real-time technology for providing meaningful access after all in-person attempts by cross-trained AJCC staff have been exhausted.

- **California Training Benefits (CTB)**

Participate in consistent and meaningful collaboration and communication pathways within the California Training Benefits (CTB) programs, including a streamlined and expedited response time to determining requests sent to UI for CTB eligibility received from the local areas.

- **Trade Adjustment Assistance (TAA)/ Trade Readjustment Allowance (TRA)**

(UIB) Contribute to consistent and meaningful collaboration and communication pathways within the Trade Adjustment Assistance (TAA) program, specific to the Trade Readjustment Allowance (TRA).

(WSB) Commit to writing Petitions, Case Management, Raid Response Presentations, Lay Off aversion (eg. workshare)

- **Rapid Response**

Participate in the planning of a rapid response event.  
Participate as a member of the rapid response team.  
Participate as a member of the Rapid Response Roundtable.

Provide information on EDD programs and services at orientation:  
Work Share Program,  
Partial Program,  
TAA/TRA,  
UI services, and CTB.  
NOTE: UI resources determined by event.

- **Reemployment Services and Eligibility Assessment (RESEA), Personalized Job Search Assistance (PJSA), and Initial Assistance Workshop (IAW) Workshops**

Committed to profiling and scheduling job seekers to IAW, PJSA, and RESEA workshops.

Committed to collaborating with the local areas to establish one reemployment workshop that includes all core components for IAW, PJSA, and RESEA while retaining individual tracking and reporting for each respective workshop.

Committed to collaborating on feedback loops for reporting UI eligibility issues that may arise during interaction with the customer during the reemployment workshops.

- **Work Share**

Committed to providing lay off aversion information to Employers.

- **MSFW**

Committed to continued collaboration to provide specialized UI claim filing services in specific locations for migrant and seasonal farmworkers.

- **Veteran's Services:**

Veterans will receive priority of service as mandated by law. The following services may be offered, per the Jobs for Veterans Grant:

- Registration for conducting employment services;
- Public access to computer stations; labor exchange using the State CalJOBS<sup>SM</sup> system;
- Veteran services navigator intake/assessment; initial employability assessment;
- Referral to intensive services and/or appropriate training opportunities, if eligible under program criteria:
  - Case management/counseling regarding employment and potential barriers to employment.
- Staff assistance may include:
  - Assessment of veterans' needs and making referrals to agencies and programs which may meet those needs;

- Veterans still on active duty status may receive information and guidance to assist in their re-entry to civilian employment;
  - Job referrals and job development;
  - Staff will strive to meet all mandated veterans standards per updated Veteran Program Letters and EDD Directives.
- Labor Market Information:  
 Labor market information may be provided to jobseekers under the universal access principal adopted by the EDD. Services may be delivered through self-help or facilitated self-help. Self-help may include but not be limited to:
- Labor Market Information for regional economies, local areas, and California;
  - Self-service website: accessible to all customers with our LMI products & data;
  - Occupational Guides/Profiles;
  - Wage data;
  - Skills info & skills transference;
  - In-demand occupations;
  - Education and licensing requirements;
  - Crosswalk occupation and education program offerings;
  - ETPL certified training organizations;
  - Commute pattern data;
  - Evaluating in-demand industries/occupations;
  - Using LMI in your policy/decision-making;
  - How to use LMI;
  - How to navigate through our LMI info website;
  - LMI training for WIOA partners; and
  - Training through various mediums.
- Employer Information Services may include the following:
- Assistance with CalJOBS<sup>SM</sup> registration and navigation;
  - Assistance and information on how to post job orders into CalJOBS<sup>SM</sup>;
  - CalJOBS<sup>SM</sup> assistance, training, and education;
  - Help-Desk employer assistance through assigned central site;
  - Assistance to employers by providing information on hiring incentives and programs such as Work Opportunity Tax Credit, which provides tax incentives for hiring certain classifications of workers;
  - Employer Advisory council (EAC coordination & activities) seminars and employer resource information;
  - Targeted Recruitment, job fairs, and hiring events;
  - Employer outreach;
  - Rapid Response presentations and lay-off aversion information;

- Trade Adjustment Assistance (TAA):  
Approval of a petition for benefits by the U.S. Department of Labor for individuals displaced under the laws governing TAA may result in those eligible individuals receiving the following services:
  - TAA benefits equal to most recent weekly benefit amount of unemployment insurance;
  - Trade Readjustment Allowance (TRA) benefits while enrolled in approved training if enrollment meets timing criteria;
  - Financial assistance with transportation, living expenses, job search travel expense, and/or relocation expenses may be available;
  - Rapid Response presentations;
  - Training or re-training assistance and allowance;
  - Co-enrollment with Title I partners for individual assessment;
  - Writing of training contracts and doing invoicing;
  - Case management for eligible participants throughout training period;
  - Employment Services

#### **Referral Process:**

- If EDD services are not available at an AJCC job centers, the following procedures will be used to refer persons needing assistance:
  - Referral to appropriate person or unit who can provide information or service; and
  - Provision of printed materials containing the necessary contact information.
- EDD agrees to refer customers to other AJCC partners for services as appropriate.

#### **WIOA TITLE IV VOCATIONAL REHABILITATION: CA Department Of Rehabilitation (DOR)**

##### **Description of Services:**

- Services offered include: employment, training and education services for eligible individuals seeking jobs or wishing to enhance their skills and technical assistance for employers.
- Vocational Rehabilitation (VR) services determined by eligibility, economic need, and individual need as authorized by the Rehabilitation Act of 1973 to include:
  - Medical and psychological exams and trial work experiences as necessary for determination of eligibility;
  - Vocational evaluations as necessary for program services planning;
  - Physical/mental restoration services (not covered by other comparable benefits);
  - Physical aids (orthotic/prosthetic devices, wheelchairs, hearing aids, low vision aids);
  - Academic, vocational, and work adjustment training;

- Special services for the deaf and hard of hearing and the blind and visually impaired;
- Counseling and guidance;
- Job development and job placement services;
- Rehabilitation technology (adaptive equipment and workplace accommodations not provided by the employer);
- Supported employment, independent living, and post-employment services (within 12 months following case closure);
- Temporary assistance with transportation and living expenses (if appropriate) while participating in the VR program; and
- Evaluation, training, and placement.
- Provision of training and technical assistance to AJCC partners on topics that may include auxiliary aides and services, and rehabilitation technology for individuals with disabilities.

#### **Referral Process:**

- Contact the VR counselor in person, by phone, by email, or through AJCC standard referral process. Provide the individual's name, address, phone number, and known or suspected disabling condition. If the VR counselor is not available for immediate assistance or is out of the office, provide the customer with VR informational sheet (provided in regular print, large print, or Braille) and a VR application. All referrals of all disability groups will be provided information about DOR services at the AJCC orientation. The VR counselor will make arrangements for a specialty counselor if necessary.
- Provide training and technical assistance to AJCC partners on eligibility for and scope of VR services.
- Provide technical assistance to employers on disability etiquette, recruitment and selection, reasonable accommodations, accessibility to programs and services, physical access surveys, publications, referrals, and resources. DOR agrees to refer customers to other AJCC partners as appropriate.

### **TITLE V OLDER AMERICANS ACT: Peninsula Family Service (PFS)**

#### **Description of Services:**

- Services to older workers most in need, ages 55 or older, who meet the federal guidelines for low-income (defined as an income at or below 125% of the Federal Poverty Level) and are legal residents;
- Classroom training and on-the-job training/work experience in nonprofit and public agencies for 20 hours per week of paid wages;
- Provision of eligibility determination for work experience, medical exams, etc.;
- Employability skills training and placement assistance;
- Resource to other AJCC partner agencies serving older workers that may include: benefits for older workers, recruitment of qualified older workers, creating a user-friendly work environment for older workers, and establishing guidelines for designing flexible work hours and realistic expectations of outcome.

**Referral Process:**

- PFS will provide the contact information for making referrals. AJCC partners may refer customers directly to PFS that potentially meet eligibility requirements.
- PFS will refer customers to other AFCC partners as appropriate.

**COMMUNITY SERVICES BLOCK GRANT: Sacred Heart Community Service (SHCS) and Center for Employment Training (CET)****Description of Services:**

- Provision of a wide range of services to disadvantaged individuals and families that will lead to long-term self-sufficiency that include: employment assistance program connecting job seekers to peer networks, skill development in the area of resume review, interview preparation and job placement, and resources to achieve long-term employment;
- Public benefits screening and financial coaching;
- Food and clothing distribution;
- Rental and housing deposit assistance to prevent homelessness.

**Referral Process:**

- Low-income individuals needing assistance will be referred to SHCS and CET.
- SHCS and CET will refer participants to other AJCC partner programs as appropriate.

**MIGRANT AND SEASONAL FARM WORKERS: Center for Employment Training (CET)****Description of Services:**

- MSFW Outreach, intake and orientation;
- MSFW Eligibility Determination;
- Comprehensive Assessment;
- Development of Individual Employment Plans (IEP);
- Performance and cost information;
- Financial Aid;
- Financial Literacy;
- Follow-up services;
- Adult Education Career Pathways (ESL/ABE/GED) program concurrent with occupational training;
- Priority services to Veterans
- Computer literacy;
- Skills-related basic education and Vocational English as a Second Language integrated with occupational skills training in demand and emerging occupations;
- Human development skills;
- Basic and individualized career services;

- “Wrap around” supportive services such as intake, assessment, career exploration, life skills, case management support, job preparation and job placement assistance, job retention services and follow-up services; and
- In-house emergency supportive services, including weekly stipends for MSFWs as well as referrals to partners in the area of child care, transportation, housing, legal, financial literacy and tax preparation assistance.

**Referral Process:**

- AJCC Partners may refer the appropriate customers directly to CET.
- CET will refer customers to other AJCC Partners as appropriate.

**HOUSING AND URBAN DEVELOPMENT: Housing Authority of the County of Santa Clara**

**Description of Services:**

- Provision of the most up-to-date information about the Housing Authority’s programs and services on Housing Authority website(s);
- Presentation of information to AJCC partner staff on housing search and share information about affordable housing and how to locate it.

**Referral Process:**

- The Housing Choice Voucher Program (Section 8 rental assistance) wait list is only open periodically and information regarding the wait list is available online. Other affordable housing options are posted at the Housing Authority’s office and are available online at the Partner’s website.
- The Housing Authority agrees to refer customers to other AJCC Partners as appropriate.

**COMMUNITY COLLEGES/POST-SECONDARY EDUCATION: Foothill-De Anza Community College District and Mission College**

**Description of Services:**

- Provision of instruction and experience to equip individuals with the education and skills necessary to enter a four-year degree program and/or demand occupations;
- Full-time, part-time, and online degree and certificate programs;
- Vocational training and customized training;
- Employment services including counseling, job skill development, career education, job placement, and retention services;
- Assistance to employers by referring qualified talent.

**Referral Process:**

- Community college partners to provide information regarding performance, catalogs of courses offered, costs, sources of financial assistance, transportation and other information to AJCC partners to refer to potential customers.
- Community college partners agree to refer customers to AJCC partners for services as appropriate.

## **JOB CORPS: San Jose Job Corps (SJJC)**

### **Description of Services:**

- Education and vocational training program to assist low-income young adults, ages 16 through 24, launch their careers;
- Alternative secondary school services, assistance with earning a high school diploma equivalency, guidance and counseling, tutoring and study skills, occupational skills training, school-to-work internship/work experience development (paid and unpaid), mentoring, leadership development, job placement assistance, career development and follow-up services;
- Residential/nonresidential living component and medical and dental care;
- Facilitates job search workshops with youth at other partner agencies.

### **Referral Process:**

- SJJC brochures/flyers will be made available at the AJCC job centers.
- AJCC partners can refer customers that would be appropriate for the SJJC programs directly to Job Corps' intake staff.
- SJJC agrees to refer customers to other AJCC partners as appropriate.

## **CALWORKs/TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF): County of Santa Clara Social Services Agency and San Mateo County Human Services Agency**

### **Description of Services:**

- Provision of cross-training to AJCC partners on the services available through this program;
- Addition of a link to services available through the AJCC service system on the County's website, with a link to the County's website posted on NOVA AJCC Job Center website and other AJCC partner websites as appropriate;
- Provide information on public benefits to AJCC Partners as requested.

### **Referral Process:**

- AJCC partners interested in referring customers to this program will follow the referral process developed by this partner, which will be provided to all AJCC partners.
- Refer customers who are seeking employment services to AJCC Partners as appropriate.



## Attachment B

# AJCC SYSTEM SERVICES REFERRAL AGREEMENT

The parties and required partners encompassed in the NWB AJCC service system acknowledge the requirement for referrals and possible co-enrollment of customers between partnering agencies. They recognize referrals may be indicated at any point or stage of service during a customer's use of the system and have therefore agreed to the following processes to ensure referrals are made promptly and clearly between agencies. The Partners agree to maintain and modify these processes and any related forms as necessary.

### **Agency and Program Informational Reference**

Each party to this agreement will provide a summary of one-stop services provided by their agency as it pertains to the workforce system. This will be provided in a summary outline, in a format to be agreed to by partners, that will include a brief description of the service followed by bullets for each service provided and any required application form and process that may be unique to that partner. Any eligibility requirements to a specific program or service are also to be provided as reference to assist partner staff in making correct referrals based on need and an understanding of basic eligibility. These program descriptions and applications for service will be compiled into a desk reference for the staff of each agency. Through the initial orientation, customers will also be informed about the partner agencies and services that are available.

### **Staff Cross-Training between Partner Agencies**

Staff involved in direct customer services from each agency will be provided the above desk reference and cross-trained in the programs and services as outlined therein. They will further be trained on when and how to make a referral to the indicated agency or service.

### **Notice of New Program Opportunities, Services or Events**

The partners of the AJCC service system agree to share information about new services, workshops, activities or events between one another in a timely manner as they may relate to the system mission and/or benefit system customers. Such announcements can be forwarded to NOVA Job Center staff as a single point of contact. Flyers and handouts will be posted as appropriate, forwarded via mass email to appropriate partner staff, and/or placed on the NWB website as requested.

### **Service Request Referral Process**

Because the different partners of this agreement use unique databases or other systems for customer tracking, no common database platform is currently available in which partner agencies can interact. For this reason, partners have agreed to develop several vehicles for directly assisting customers being referred for services using a "warm handoff" to promote greater access to services. Approaches may include assisting the customer complete the application for services and offering to make the call on behalf of the customer to the partner agency to schedule an appointment. The use of shared technology to facilitate the referral process will also be explored.

Attachment C  
**AJCC AUTHORIZATION FOR RELEASE OF  
INFORMATION/RECORDS FORM**

Date: \_\_\_\_\_

To: \_\_\_\_\_

I, \_\_\_\_\_, am hereby authorizing the release of information and/or records, pertaining to myself/contacts, which may relate to my eligibility and/or participation in a specific government funded program or activity. Please forward the requested information to the agency and individual listed below:

\_\_\_\_\_  
Name of Individual

\_\_\_\_\_  
Agency Name

\_\_\_\_\_  
Agency Mailing Address, City, State, Zip

\_\_\_\_\_  
Agency Phone Number

\_\_\_\_\_  
Agency Fax Number

A copy or facsimile of this Authorization shall be valid as the original.

\_\_\_\_\_  
My printed, full name

\_\_\_\_\_  
My last four numbers of  
Social Security Number

\_\_\_\_\_  
My Signature

\_\_\_\_\_  
Today's Date

Please note that the disclosure of your social security number is voluntary. However, since most official records are maintained according to your social security number, your information may not be accessible without its disclosure.