

Request for Approval to be America's Job Center of CaliforniaSM Adult and Dislocated Worker Career Services Provider

Local Workforce Development Board

NOVA Workforce Board

Local Workforce Development Area

NOVA Workforce Development Area

The *Workforce Innovation and Opportunity Act* (WIOA) allows Local Workforce Development Boards (Local Boards) to be an Adult and Dislocated Worker Career Services Provider with the agreement of the Chief Elected Official (CEO) and the Governor.

This application will serve as the Local Board's or administrative entity's request for Governor Approval to be an Adult and Dislocated Worker Career Services Provider within a Local Workforce Development Area (Local Area) under WIOA. The application must be submitted to the California Workforce Development Board (State Board) by March 1, 2017, through one of the following methods:

Mail	California Workforce Development Board P.O. Box 826880 Sacramento, CA 94280-0001
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Overnight Mail/ Hand Deliver	California Workforce Development Board 800 Capitol Mall, Suite 1022 Sacramento, CA 95814
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If the State Board determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this request.

NOVA Workforce Board

Name of Local Board

505 West Olive Avenue, Suite 550

Mailing Address

Sunnyvale, CA

94086

City, State

Zip

Kris Stadelman

Contact Person

(408) 730-7233

Contact Person's Phone Number

March 1, 2017

Date of Submission

Request for Approval to be Adult and Dislocated Worker Career Services Provider

Local Chief Elected Official Statement

A Local Board or administrative entity that seeks approval to be an Adult and Dislocated Worker Career Services Provider within an America's Job Center of CaliforniaSM must provide a statement from the local CEO indicating his/her request as well as responses to the following questions.

1. What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?

NOVA, an administrative entity, is seeking approval to directly provide adult and dislocated worker career services at the NOVA Job Center in Sunnyvale. (WIOA-funded services in San Mateo County, part of the NOVA workforce development area, will be contracted out through a competitive procurement process.) There are several factors that guided NOVA's decision to apply to be an Adult and Dislocated Worker Career Services Provider within the NOVA workforce development area:

- 1) **Demonstrated Experience:** NOVA has over thirty years of demonstrated experience and expertise directly providing award-winning adult and dislocated worker career services at the NOVA Job Center in Sunnyvale to Silicon Valley's residents and employers. NOVA offers effective workforce development services that provide the most beneficial mix to all eligible residents and employers of the local workforce area and serves as a catalyst for active participation of all sectors in the community in the provision of such services. In 2015, NOVA's long-standing reputation for excellence resulted in San Mateo County asking to join the NOVA consortium.
- 2) **Effectiveness and Accountability:** NOVA has consistently met and exceeded its performance measures in delivering quality career services to adults and dislocated workers in the NOVA workforce development area. It has routinely received high scores in all of its customer satisfaction surveys in the services it provides to customers and in its approach and customer service it employs to deliver these services. NOVA complies with all local, state and federal policies and regulations and is accountable to its customers, partners, NOVA Workforce Board, City of Sunnyvale, and its funders.
- 3) **Efficiencies:** NOVA utilizes the integrated service delivery model that enables NOVA to serve more customers. This differs from other workforce areas and providers that apply

the case management model and serve fewer customers. The result is NOVA's cost per customer is significantly lower than other workforce areas. For example, based on the number of customers served and WIOA formula funding allocations last year, NOVA's cost per enrolled adult and dislocated worker was \$1,065, compared to three neighboring workforce areas that are 54% higher, 135% higher and 166% higher, respectively. The average cost per enrolled adult and dislocated worker for the State of California was \$2,140. Funding is also prudently expended according to regulatory requirements; NOVA has never had any disallowed costs in its thirty-year history. It is doubtful that any organization could come close to providing this level of quality services and achieve the same efficiencies that NOVA has achieved.

- 4) **Administrative and Fiscal Oversight:** The City of Sunnyvale serves as the Chief Elected Official for the NOVA consortium and the administrative and fiscal agent for NOVA. The City's fiscal structure is highly regarded throughout the state and nation and has won awards for its innovative and forward-looking approach to municipal finances. The Government Finance Officers Association administers the Certificate of Achievement of Excellence in Financial Reporting, which awards local governments who go beyond the minimum requirements of generally accepted accounting principles. The City of Sunnyvale has been a long time participant in the certificate program and has received the award for nearly thirty years. The NOVA Workforce Board, designated by the California Workforce Development Board as a high performing board, serves as the governing board for NOVA. In partnership with the City of Sunnyvale, the Board performs effective monitoring and evaluation of NOVA's services as defined under WIOA and through a written agreement between the City of Sunnyvale and NOVA Workforce Board. This administrative structure ensures internal controls and standards, enforcement of conflict of interest codes and policies, and necessary firewalls to uphold the highest integrity in the administration of NOVA's services. NOVA is one of very few organizations that have in place this high degree of exemplary oversight, with extensive internal checks and balances.
- 5) **City of Sunnyvale (Chief Elected Official) Policy:** The NOVA Job Center is staffed by City of Sunnyvale employees. The Sunnyvale City Council Policy Manual 7.3.6 establishes guidelines for considering alternative methods of service delivery according to superior service value and defines superior service value as better service at lower cost; better service at equal cost; or equal service at lower cost. In order to factor in the intangible benefit of providing services by City staff (the vested interest of employees working directly for the City, the speedier response to City concerns, direct control of employees, etc.), as well as an added cost of delivering services by contract (contract administration), the cost or service differential for an outsider bidder should exceed 10% in order to meet the test of superior value. Given NOVA's superior services provided at a significantly lower cost than comparable entities, the prudent decision is for NOVA to continue to directly provide adult and dislocated worker career services at the NOVA Job Center in Sunnyvale.

2. How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?

In this region, it would be difficult to find another administrative entity like NOVA with the track record of delivering quality services, achieving performance measures, winning competitive funding, deep knowledge of the local labor market, history of extensive collaboration with local partners and stakeholders, and prudent efficiencies that NOVA has demonstrated over many years. In addition, in the high cost environment of Silicon Valley, with low unemployment and poverty resulting in low WIOA formula funding allocations, the pool of potential contract providers interested in bidding would be relatively small. During the last round of procurement in San Mateo County there were only three bids, two from out of the area. In addition, multi-purpose community-based organizations often have difficulty meeting the complex requirements for documenting eligibility, services and spending, stipulated under WIOA. Finally out-of-area organizations have a steep learning curve when it comes to the local economy, local need and the high cost of space and staff. The lack of familiarity with the unique Silicon Valley economy, which requires adapting to rapid and continuous churn, would constitute a high barrier to performance and require a minimum of two years to ramp up to full operational capacity. Given the upheaval and devastation that unemployment can bring, customers don't have time to wait two years to get the help that they need to reenter the job market.

3. Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.

NOVA has provided adult and dislocated worker career services for over three decades. This past year, the NOVA Job Center in Sunnyvale received 41,707 visits and provided a total of 54,984 career services. NOVA offers the full portfolio of career services required under the federal Workforce Innovation and Opportunity Act that includes, but is not limited to: eligibility determination; outreach, intake and orientation to the services available; comprehensive and specialized assessment of skill levels including literacy, numeracy, English language proficiency, aptitudes, abilities and support service needs; job search and placement assistance; individual and group career advising and planning; individual employment plan development; labor market intelligence about in-demand occupations and industries, as well as non-traditional employment; short-term prevocational services; internships and work experiences linked to careers; performance and program cost information for eligible providers of training services; financial aid information; follow-up services; information about, warm handoff to and coordination with other programs and services including Unemployment Insurance claims; and business services for employers targeting recruitment, layoff assistance and aversion, labor market trends, resources about employee management and regulations, job fairs and sector partnerships.

In addition, NOVA offers innovative approaches to career services that aligns with the technology-driven economy and community that NOVA serves, including online career navigational tools, online job board for employers to post employment opportunities in real-time and for job seekers to match their skills with available job requirements, training in profile

development on LinkedIn, computer training classes on the latest technology, adaptive computer equipment for persons with disabilities, and career networking through its nationally recognized ProMatch program for job seekers from the professional fields. NOVA has also spearheaded sector-driven training initiatives in collaboration with business, education, and organized labor to target emerging demand-driven opportunities for job seekers in technology, advanced transportation, construction, digital advertising and green careers, and launched special projects assisting persons with disabilities, the long-term unemployed and disadvantaged workers.

4. Provide the Local Area's performance outcomes for each of the last three Program Years (PY 2013-14, 2014-15, 2015-16). Describe how these outcomes compare to other Local Areas in the Regional Planning Unit (RPU). For single Local Area RPUs, compare performance outcomes to other comparable Local Areas in the surrounding area.

Common Measure	Negotiated PY 2013-2014	Actual PY 2013-2014	Negotiated PY 2014-2015	Actual PY 2014-2015	*Negotiated PY 2015-2016	*Actual PY 2015-2016
Adult						
Entered Employment Rate	51.0%	54.8%	51.5%	48.3%	51.5%	51.0%
Employment Retention Rate	78.5%	83.7%	82.5%	85.7%	82.5%	86.0%
Average Earnings	\$18,000	\$23,180	\$20,650	\$22,340.46	\$20,650	\$22,385
Dislocated Worker						
Entered Employment Rate	58.0%	63.4%	57.5%	58.9%	57.5%	64.0%
Employment Retention Rate	80.0%	85.4%	83.0%	86.3%	83.0%	86.0%
Average Earnings	\$24,500	\$31,655	\$26,500	\$34,923.95	\$26,500	\$35,902

*San Mateo County joined the NOVA consortium effective July 1, 2015. The WIOA performance outcomes for PY 2015-2016 represent the combined performance for the NOVA Job Center in Sunnyvale and contracted WIOA service providers in San Mateo County.

It is difficult to compare NOVA's performance outcomes to other local workforce development areas in the Bay Peninsula Region as NOVA utilizes the integrated service delivery model that serves more customers, while the three other workforce development areas in the region use the case management model or hybrid model that serves fewer customers (even though their WIOA formula funding allocations may be more than NOVA's allocations.) This impacts the

performance outcomes. A better indicator for comparison is the number of customers served. For example, in PY 2015-2016, the number of customers served by workforce development area within the region was as follows:

Number of Customers Served	NOVA	Work2future	San Francisco	San Benito County
Adults	16,580	18,590	12,036	1,332
Dislocated Workers	1,993	1,144	398	24

- 5. Provide evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services. Attach supporting documentation.**

NOVA is qualified to provide innovative, effective and efficient career services to adults and dislocated workers in this community as evidenced by its exceptional track record in providing these services for over thirty years. Customers have consistently rated NOVA as an exemplary program. This past year, through the NOVA Job Center customer satisfaction survey that is distributed twice a year to all customers: 95% of respondents were satisfied with the level of customer service; 90% were satisfied with the availability/accessibility of career advisors; 93% were satisfied with the quality/helpfulness of the career advising; and 96% were satisfied with the overall quality of offerings at the Job Center. Attachment A provides customer testimonials and further evidence of NOVA effectiveness and efficiency in providing career services, assisting job seekers find employment and employers obtain the right talent to succeed.

- 6. Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved the request in a public meeting.**

Please refer to Attachment B.

Signature Page

By signing below, the local CEO and Local Board chair request approval from the Governor to be an Adult and Dislocated Worker Career Services Provider. Each party certifies that this application submission was reviewed and demonstrates that the Local Board or administrative entity will meet all the requirements as an Adult and Dislocated Worker Career Services Provider under WIOA law and regulations.

Local Workforce Development Board Chair

Signature

Christopher Galy
Name

NOVA Workforce Board Co-Chairperson
Title

Date

Local Workforce Development Board Chair

Signature

Jennifer Morrill
Name

NOVA Workforce Board Co-Chairperson
Title

Date

Local Chief Elected Official

Signature

Glenn Hendricks
Name

Mayor
Title

Date

Attachment A Customer Testimonials

Job Seekers:

"I am grateful to the staff at NOVA who work so hard for so many people - bringing the best out of those in stressful circumstances."

"The ProMatch Program was professionally managed and it is very effective."

"The quality of this program is astounding. Best use of tax dollars I have ever seen!"

"Great customer Service at NOVA - it is a stellar operation and exemplary resource niche for Job Seekers and those in Career Transition!"

"Customer Service is ABSOLUTELY THE VERY BEST you can get ANYWHERE."

"Consistent professionalism found in the workshops, and staff, e.g. front desk, computer use, and classroom."

"Really great advice in a quick way."

"There was always someone available when I ask for assistance."

"They do everything they can to work with you and your schedule."

"I have never had a problem in getting an appointment. The process has been smooth and easy."

"Advisors are very helpful, very knowledgeable and keeping abreast with the trend on careers."

"Coaching is important for individuals with special needs and disabilities like me. 1-1 coaching is the only way to truly address these custom needs."

"Always walked away with at least one take away. And always more energized in the job search."

"While I was still working a job, I really valued the ability to receive support from a Nova advisor. Their suggestions really useful and helpful."

"Because of the career advising, it helped me get my job."

"The career adviser really helped me clarify my direction going forward. I had been considering switching careers but that changed (for the better) after the session."

"Promatch was absolutely terrific. I took all the NOVA classes, then transitioned to Promatch where I got to practice what I've learned. The camaraderie at Promatch propelled me to be optimistic about my job future."

"I could use PC daily at NOVA for job seeking which I could totally focus on job seeking. I also used fax machine or scanning machine for job applications which were very important."

"Breadth of classes. Totally practical advice. Kind knowledgeable teachers."

"The services I received are better or equal to the services I received from career advisers provided by my former employer."

"The workshop instructors were outstanding!"

"It is a great help in finding ways to connect with other people and understanding the current job search market."

"I love NOVA and am so grateful they were there for me! Even though I found a job, (temp to perm), or so they say, I may be back, you never know in this valley!!"

Employers:

"We are very happy with the programs NOVA offers to assist small businesses like ours. NOVA will be an important part of any recruiting we do going forward."

"NOVA's ability to provide our company with qualified candidates for our most critical openings has been unbelievably beneficial...NOVA is our first, and often only, resource for recruitment due to their high quality service and candidates."

"NOVA has been an excellent partner in helping to meet our workforce needs...The NOVA staff has been very responsive and has quickly and effectively communicated our opportunities to their customers, worked with us to understand our business needs, and has consistently delivered qualified candidates for our review...We look forward to working with NOVA in the future and would recommend their services to other organizations looking for talented staff."

"I've been to many job fairs and this was the best by far."

"NOVA provides us with the opportunity to connect with intelligent, qualified, and diverse candidates in the Silicon Valley who have the potential to excel and contribute significantly to the success of our organization."

"I really cannot thank you enough for your work in getting the word out about [the Cisco SkillZone] program. We had quite a few students express interest in the program from NOVA. NOVA was a find! Again, thank you!"

"I highly recommend NOVA to any business, especially if they'd like to help someone see what it's like to work in an office. NOVA's interns are always great and I'm always glad to have them!"

"NOVA and EDD reps are trained to be knowledgeable with this information, but what set them apart is the way in which the info was presented. It was done with care, understanding, thoroughness, and they even took time to address those concerns from employees that have special circumstances. I would hands down recommend this team." (re: Rapid Response presentation)

"The information provided about job search assistance and skills development has helped reduce the stress to our employees. NOVA's career advising, ProMatch, social networking, training and job search workshops are great services. Thank you for all your support!" (re: Rapid Response presentation)

"Great organization/layout. Excellent opportunity for local candidates to interact with employers." [re: job fair]

Attachment B

Dear California Workforce Development Board:

NOVA has been approved to submit the enclosed application to be America's Job Center of California Adult and Dislocated Worker Career Services Provider, as described in the attached application, by the NOVA Workforce Board at its September 28, 2016 Board meeting and by the Sunnyvale City Council, as the Local Chief Elected Official for the NOVA consortium, at its February 28, 2017 City Council meeting.

Local Workforce Development Board Chair

Local Workforce Development Board Chair

Signature

Signature

Christopher Galy

Jennifer Morrill

Name

Name

NOVA Workforce Board Co-Chairperson

NOVA Workforce Board Co-Chairperson

Title

Title

Date

Date

Local Chief Elected Official

Signature

Glenn Hendricks

Name

Mayor

Title

Date