



Local Plan Modification

PY2021–24

NOVA Workforce Board
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WIOA Core and Required Partner Coordination

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

WIOA Title II - Adult Education and Literacy

NOVAworks refers job seekers in need of basic education and literacy to local adult education providers. Several adult education providers are active members of the NOVAworks Stakeholders Group where they share service delivery strategies. (The Stakeholders Group consists of federal, state, county, and city partners as well as education partners and community-based organization partners.) The adult education providers also offer a number of career technical education certificate programs that are approved on the State Eligible Training Provider List. All ten WIOA Title II adult education providers in the NOVAworks workforce area participate in the MOU.

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

WIOA Title III - Wagner-Peyser

NOVAworks has regular meetings with EDD Wagner-Peyser staff to discuss service delivery ideas and issues. EDD staff also actively participates in the NOVAworks Stakeholder sGroup meetings. NOVAworks provides training to EDD staff relative to NOVAworks' MyPlan online career navigation platform. Wagner-Peyser and NOVAworks staff collaborate to deliver rapid response orientations to impacted workers. NOVAworks also partners with EDD to jointly serve customers enrolled in WIOA and the Trade Adjustment Assistance (TAA) program, with NOVAworks training advisors providing case management for the duration of TAA-funded training. NOVAworks, in partnership with EDD, is making daily presentations to Reemployment Services and Eligibility Assessment (RESEA) customers and following up with them by phone and email to assure that interested customers receive services.

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

WIOA Title IV - Vocational Rehabilitation

The California Department of Rehabilitation (DOR) is a member of the NOVAworks Stakeholders group. DOR representatives from both Santa Clara and San Mateo counties regularly participate in stakeholder group meetings. The Stakeholders Group provides a forum for coordinating referral of customers and cross training staff. NOVAworks representatives participate in DOR convenings in both San Mateo and Santa Clara counties through Local Partnership Agreements. In addition, the regional director of the DOR San Francisco District/Acting Regional Director of the San Jose District, joined the NOVAworks Workforce Development Board on August 30, 2022. She is bringing to the board an important connectivity and strong voice of advocacy.

Carl Perkins Career Technical Education

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

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

- Bay Area Community College Consortium—participation in planning for region
- Mountain View Los Altos Adult Education—WASC accreditation meetings
- ACCEL—participation in San Mateo County adult education and community college consortium
- South Bay Consortium for Adult Education—NOVAworks participates and has provided career navigation training on career assessment, resume development, networking and using LinkedIn
- Northern Santa Clara County Adult Education Consortium—NOVAworks has participated in the consortium's meetings

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

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

Title V Older Americans Act

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

Job Corps

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

Native American Programs (WIOA Section 166)

N/A – No Native American Programs provider in NOVAworks LWDA.

Migrant Seasonal Farmworkers (WIOA Section 167)

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

Veterans

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

Youth Build

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

Trade Adjustment Assistance Act

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

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

Community Services Block Grant

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

Housing and Urban Development

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

Unemployment Compensation

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

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

Second Chance

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

Temporary Assistance for Needy Families/CalWORKs

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

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

Prospective job seeker customers begin their NOVAworks experience through both remote Zoom and in-person orientation sessions by viewing a short orientation video and a presentation by NOVAworks registration staff.

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 in-person or Zoom meetings is critical for a successful job search. [SEP]

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

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

As a result of the COVID pandemic, NOVAworks revamped its service model to offer remote career coaching, workshops, networking meetings and employer presentations. The remote service model made NOVAworks services more accessible to regional job seekers and employers and AJCC partners. The model also enabled NOVAworks to convene presentations featuring labor market experts from around the country. In the past year, NOVAworks has adopted a hybrid service model featuring both in-person and virtual services.

The NOVAworks MyPlan career navigation platform (myplan.novaworks.org) serves as the hub of the organization's service delivery model. MyPlan allows job seekers to access topical videos, data, and job-search resources remotely. Information can be viewed as frequently as needed, and customers can visit the site from any location and at any time. This 24/7, remote access allows customers to become more familiar with relevant content

in support of their job-search efforts. NOVAworks actively shares MyPlan with all regional partners and promotes its use through the NOVAworks Stakeholders Group. MyPlan is also an open-source platform that can be replicated in other parts of the state, country and globe.

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

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

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

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

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

- Affordable Care Act information
- Public libraries in San Mateo and Santa Clara Counties
- Work Incentive Planning and Assistance (WIPA) appointments coordinated by NOVAworks staff through direct referrals to Center for Independence of Individuals with Disabilities
- California Department of Rehabilitation referrals
- VTA paratransit information
- Free income tax assistance referral

5. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with

Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in Nondiscrimination and Equal Opportunity Procedures (WSD17-01).

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

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

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

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

State Strategic Partner Coordination

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

Partnerships for service delivery

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

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

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

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

Braiding resources and expanding services

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

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

Sector pathway programs

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

Supportive services

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

Retention strategies

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

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

Comprehensive provision of services and service coordination

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

Supportive services to support job retention

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

Workforce services eligibility impact and obstacles to partnership

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

Tools to motivate and support participation

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

Retention in training programs and incentives to foster sustained participation

DCSS can suppress certain automated enforcement or perhaps suspend other types of enforcement activities including filing contempt actions against those obligors who are not paying towards their child support obligations. DCSS may also release licenses for obligors that are participating in the program. See above for information on tools that can be utilized to incentivize parents obligated to pay support to remain engaged in training and progress into livable wage jobs.

Engaging community-based organizations

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

Referral process and forms to track participants

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

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

DOR/AJCC connections for service coordination and outreach

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

NOVAworks staff are participating in meetings of the Local Partnership Agreement (LPA) partners. DOR and the regional centers in our area (San Andreas and Golden Gate) are leading the LPA efforts and can assist with development of and payment for internships with ID/DD customers. This provides a mechanism for employers to “try out” an individual and assess suitability for a long-term position. The regional centers can also provide support through job coaching.

AJCC staff training

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

In addition, NOVAworks’ career advisor staff have regular meetings that include professional development for working with special populations. Department of Rehabilitation staff members have provided their Windmills disability and diversity awareness training. Some NOVAworks staff have attended DOR’s training on disclosing disabilities and have presented to career advisor staff.

NOVAworks has coordinated Mental Health First Aid training for staff and partners.

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

Braiding resources and coordinating service delivery

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

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

NOVAworks also serves on the Workforce Services for Refugees and Immigrants Working Group that is convened by the California Employment Development Department.

WIOA Title I Coordination

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

NOVAworks is currently planning to leverage resources of the Heldrich Center for Workforce Development at Rutgers University to develop a plan for defining and measuring staff digital fluency proficiency gains. NOVAworks director Marléna Sessions serves on the Heldrich Center national advisory board. Rutgers professor Andrea Hetling is conducting research on the effectiveness of digital tools in increasing user comprehension of new information and will make the research results available to NOVAworks.

With funding through the U. S. Department of Labor CAREER dislocated workers grant, NOVAworks is enhancing its MyPlan remote career navigation platform to improve its usability and add additional features.

2. *Training and/or professional development to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.*

The SEED Collaborative, a national consulting group, has provided training for NOVAworks staff that deepens a collective sense of belonging while investing in low-income people and communities of color. NOVAworks manager Lelan Anders is a member of the Sunnyvale Employees for Equity and Diversity and has conducted staff trainings on diversity and inclusion topics, including micro-aggressions and use of personal pronouns.

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

Due to the volatile nature of the Silicon Valley economy, the COVID-19 pandemic and constant labor market churn, NOVAworks will experience continued regional dislocations well into the future. For the month of October 2022, for example, there were seven layoff events in the NOVAworks local workforce area that affected 1,048 individuals. There were 3,502 individuals affected by layoffs in the local area in 2022 through October 31. That compares with 7,522 affected for the same period in 2021.

NOVAworks has wide-ranging expertise in providing rapid response services. The process includes a 24-hour response goal to companies issuing WARN notices to assess needs and determine the best means of providing information on AJCC services to affected workers. NOVAworks coordinates the response with the local EDD Workforce Services division,

which provides staff to partner on rapid response orientations. NOVAworks continues to work with local outplacement firms to provide presentations on a regular basis to individuals receiving job search services through those firms. NOVAworks continues to explore opportunities for these firms to assist in recruiting for targeted grants.

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

NOVAworks partners with neighboring WDBs work2future, Alameda, and San Francisco when a layoff includes locations in multiple areas and/or when the impacted employees reside in neighboring areas so that workers may learn about AJCC services in their local area.

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

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

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

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

NOVAworks regularly surveys job seeker customers in the Sunnyvale and San Mateo locations to determine their level of satisfaction with Title I services. For the six months ending on June 30, 2022, 97 percent of Sunnyvale customers and 100 percent of San Mateo customers said they were either “very satisfied” or “satisfied” with the quality of services accessed through the NOVAworks Job Center.

Surveyed customers were enthusiastic about the services. One said, “everyone I have spoken to on the phone has been friendly, empathetic, professional, and knowledgeable. I feel really fortunate to have had the opportunity to use these services.” Another said, “outstanding experience from cheerful people every time. It is clear NOVAworks take care of their personnel.”

NOVAworks is constantly assessing and reinventing its services in response to customer feedback, market demand and changing economic and health conditions caused by the COVID-19 pandemic. NOVAworks sees all customers as assets and teaches networking as the key to career success. NOVAworks’ Connections program utilizes job seekers as networking resources for each other while they are seeking employment and as program alumni. NOVAworks’ capacity to customize its services to reflect local demand and its networking expertise including Connections are among the factors that differentiate NOVAworks among workforce agencies.

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

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

In addition, NOVAworks recognizes the need to expand access to apprenticeships and awareness of the apprenticeship model, including non-traditional apprenticeships. Examples include early childhood education and various tech careers. NOVAworks is also well connected to labor market intelligence and actively markets apprenticeship opportunities to both youth and adult job seekers.

NOVAworks also participates in two Multi-Craft Core Curriculum Construction pre-apprenticeship collaborative initiatives, in partnership with the Santa Clara and San Benito Counties Building & Construction Trades Council, San Mateo County Building & Construction Trades Council, Working Partnerships USA, work2future and College of San Mateo, funded in part through California Senate Bill 1. NOVAworks manager Luther Jackson

is a member of the SB1 regional steering committee and the Construction Careers Initiative Steering Committee.

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

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

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

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

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

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

The NOVAworks Job Center in Sunnyvale is the provider of youth services in the Santa Clara County portion of the LWDA, with services in San Mateo County contracted to JobTrain. The NOVAworks Youth Program is focused on providing or making available services for all 14 of the WIOA-mandated youth service elements to any eligible youth in our two-county service area, regardless of barriers. While there are many other programs available to the at-risk youth population throughout the NOVAworks area, there is a lack of

organizations that provide comprehensive services, especially to out-of-school youth. In general, the NOVAworks regional partners provide services to specialized target groups, such as foster or homeless youth. NOVAworks is continuously working to find ways we can work with these partner programs to ensure that WIOA's 14 youth program elements are offered, and ideally integrated, across the two-county area.

In a major effort to expand services to youth participants, NOVAworks is developing an initiative with Roadtrip Nation to produce a digital community hub for young adults to access a wide range of resources and mentors that will assist with their career exploration and to ultimately launch a regional road trip enabling participants to interview inspiring leaders and professionals about their career paths. Roadtrip Nation is a non-profit offering inspirational career journeys, career awareness videos and related material. Its programming reaches 85 million household annually on public television. Nationally, 14 million students have access to Roadtrip Nation tools.

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

NOVAworks serves youth who are not connected to the educational system through outreach to 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 several strong mentoring programs available in the LWDA, and NOVAworks has created an online guide to give mentors tools to use around career planning, job search/retention, and financial literacy. NOVAworks continues to have a successful grant partnership with LinkedIn to support youth employment in our community. Thanks to this partnership, hundreds of youths have had the opportunity for exposure to the LinkedIn staff and campus. Program services include career exploration, mentoring, and training on personal branding, networking, and developing a professional online presence. Additionally, NOVAworks hosts a Facebook page for employers to post job opportunities for youth in our area.

There are several quality services in our local area for individuals with disabilities. NOVAworks partners with local WorkAbility programs to support youth with disabilities in their transition from high school to post-secondary education, training, and/or employment. Many of these youth participate in work experience activities which include

tutoring, job retention skills, and exposure to educational and career options through field trips and guest speakers. Regional community colleges and San Jose State University have strong disability resource centers. NOVAworks youth appreciate all of the resources available to them and learn to self-advocate and obtain the best access to these services. NOVAworks is also closely connected to the Department of Rehabilitation, which provides counseling and financial support to help complete short-term training up to a four-year degree. We are working with DOR in San Mateo County and a high school district to provide career navigation and work experience opportunities for high school students with disabilities. In addition, NOVAworks partners with local non-profits focused on job placement including Goodwill of Silicon Valley.

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

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

NOVAworks follows local, state, and federal regulations governing its procurement of employment and training activities, services, and programs, including the selection of service providers when appropriate. All procurements are conducted through an open and competitive process and are documented with the rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract type. The City of Sunnyvale has the authority to enter into sub-grants, contracts, and other necessary agreements. In 2022, NOVAworks requested proposals for WIOA services to be provided in San Mateo County and contracted out to two providers. NOVAworks will continue to deliver career services at the NOVAworks Job Center in Sunnyvale.

7. A description of how the AJCC Operator and/or the Career Services Provider roles are fulfilled within the Local Area as outlined in Selection of AJCC Operators and Career Services Providers (WSD19-13). This should include the name (s) and role (s) of any entities.

For over thirty-five years, NOVAworks has been a career services provider for adults and dislocated workers through the NOVAworks Job Center in Sunnyvale. It has a stellar track record of delivering quality services, achieving performance measures, winning competitive funding, possessing a deep knowledge of the local labor market, enjoying a history of extensive collaboration with local partners and stakeholders, and exhibiting prudent efficiencies. In 2017, NOVAworks applied for and was approved by the State to serve as a Career Services Provider for the AJCC Job Center in Sunnyvale, a comprehensive AJCC Center. In 2021, NOVAworks reapplied and was approved by the State to continue to serve as a Career Services Provider for the AJCC Job Center in Sunnyvale. NOVAworks has contracted-out career services in San Mateo County to the Central Labor Council Partnership that operates an Affiliate AJCC Job Center. NOVAworks customers may access services at either AJCC.

As stipulated by the State, the role of the AJCC Operator is to coordinate the service delivery of required AJCC partners and service providers and ensure the implementation of partner responsibilities and contributions agreed upon in the Memorandums of Understanding. In 2018, following an unsuccessful competitive procurement, NOVAworks applied for and was approved by the State to serve as the AJCC Operator for the NOVAworks workforce development area through sole source procurement. In 2021, NOVAworks reapplied and was approved by the State to continue to serve as the AJCC Operator through sole source procurement. NOVAworks will continue to coordinate the service-delivery activities of the AJCC required partners and service providers by convening and facilitating quarterly partner meetings to ensure effective delivery of services to shared customers. In addition, NOVAworks will build relationships and serve as a hub for information sharing across partners to promote cohesiveness and continuity.

Appendices

Stakeholder and Community Engagement Summary

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<p>Email & Web notice and Zoom video conferencing</p>	<p>NOVAworks board executive committee and full board meetings. Research questions sent to all board members. Board reviewed the local and regional plan modification drafts.</p>	<p>20 board members attended the virtual NOVAworks board meeting on November 30, 2022.</p> <p>Research questions sent to 25 board members.</p> <p>25 board members reviewed the local and region plan modification drafts.</p>	<p>Board members responded to four questions regarding organizational, economic concerns, regional workforce challenges, organizational responses to equity, job quality and career advancement imperatives, and organizational visions for enhancing regional workforce and stakeholder collaboration. Responses expressed concerns around inflation, regional training capacity, tech layoffs, the high cost of living, especially housing, the technology divide and the job quality/diversity nexus.</p>

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Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email & Zoom video conferencing	NOVAworks LWDA stakeholders. 113 community partners representing a wide range of organizations from workforce development, education, rehabilitation, and community-based entities, among others.	<p>39 stakeholders attending November 9, meeting where local and regional plan modifications were discussed.</p> <p>Research questions sent to 113 community partners.</p> <p>113 stakeholders reviewed the local and regional plan modification drafts.</p>	Stakeholders responded to four questions regarding organizational, economic concerns, regional workforce challenges, organizational responses to equity, job quality and career advancement imperatives, and organizational visions for enhancing regional workforce and stakeholder collaboration. Urgent topics included teacher salaries and ability to live in the region, good jobs and internships for students, increasing regional layoffs, high cost of living, leveraging CBOs to advance training goals, and educating employers regarding the value of hiring individuals with disabilities.
Email & Web notice	Local and regional plan modification drafts sent to nearly 200 regional leaders.	Public notification period was from December 16, 2022, through January 16, 2023.	TBD

Public comments received that disagree with Local Plan

TO BE DETERMINED

Signature page

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

Local Workforce Development Board Chair

Local Workforce Development Board Chair

Signature

Signature

Jennifer Morrill

Andy Switky

Name

Name

NOVA Workforce Board Co-Chairperson

NOVA Workforce Board Co-Chairperson

Title

Title

Date

Date

Local Chief Elected Official

Signature

Honorable Larry Klein

Name

Mayor, City of Sunnyvale

Title

Date