NOVA WORKFORCE BOARD AGENDA
12:00 Noon to 1:30 p.m., WEDNESDAY, March 23, 2022

Please Note: Meeting will be held via videoconference call:
Link: https://us02web.zoom.us/j/87431865067?pwd=WFDyYXBTTERQeDRkeUNEzndPezF10dz09
Meeting ID: 874 3186 5067; Passcode: 663109; Phone #: +1 (669) 900-6833

1. CALL TO ORDER
2. PUBLIC ANNOUNCEMENTS
3. APPROVAL OF AGENDA
4. REPORT FROM THE CHAIR
   4A. Customer Success
   4B. Presentation from Board Member Nate Williams of LinkedIn
5. PUBLIC HEARING
   5A. Approval of Minutes:
      5A1. Approval of Minutes of December 1, 2021 Meeting (Enclosure)
      5A2. Approval of Minutes of January 26 Retreat (Enclosure)
   5B. GENERAL BUSINESS:
      5B1. Presentation on the Regional Plan Implementation Skillful Initiative to Promote Skills-based Equitable Hiring Practices
   5C. GENERAL INFORMATION:
      5C1. Grant Status/Status of Funds (Enclosure)
6. REPORT FROM THE EXECUTIVE DIRECTOR
   6A. Update Procurement of WIOA Adult, Dislocated Worker and Youth Services in San Mateo County
   6B. Renewal of WIOA MOUs
   6C. New Funding from San Mateo County Workforce Recovery Initiative
   6D. Update Move to New Sunnyvale Civic Center
   6E. WIOA Funding Review
   6F. Other Updates
7. ADJOURNMENT

SCHEDULED MEETINGS
NOVA Board Meeting, Wednesday, May 25, 2022 at 12 Noon

Pursuant to the Americans with Disabilities Act, NOVA will make reasonable efforts to accommodate persons with qualified disabilities. If you require special accommodation, please contact NOVA at (408) 730-7240 at least one day in advance of the Workforce Board Meeting. Auxiliary aids and services are available upon request to individuals with disabilities. TTY: 711 (CA Relay Service)
NOVA Workforce Board  
Draft December 1, 2021 Meeting Minutes


ALSO PRESENT: M. Sessions, J. Cheyer, D. Gamble, L. Jackson, C. Stahl and E. Stanly of NOVA staff; and guest C. Dunklee of Sunnyvale Public Library

Meeting was held remotely via videoconference call.

1. CALL TO ORDER
  Co-Chairperson A. Switky called the meeting to order at 12:00 p.m.

2. PUBLIC ANNOUNCEMENTS
  No public announcements.

3. APPROVAL OF AGENDA
  It was moved by A. Manwani, seconded by R. Foust and carried by voice vote to approve the agenda as submitted.

4. REPORT FROM THE CHAIR

4A. Welcome New NOVAworks Director Marléna Sessions: The director has a passion for workforce development and considers it a priority and her life’s work. She thinks of herself as a caretaker of what’s already been done at NOVA. She was trained by the former director and is committed to maintaining the financial infrastructure. She is interested in meeting this moment in time with a big sense of urgency, while looking ahead to the future and keeping an eye on what is coming. She values the Board’s guidance and input. Her priority is finding workers jobs and finding workers that are not returning to NOVA for services. She also views herself as a caregiver and supporter of staff.

4B. Presentation from Board Member Kirk Vartan on Employee Ownership and Worker Cooperatives: K. Vartan, General Manager, President and Founder of A Slice of New York presented on employee ownership and worker cooperatives. Highlights of the presentation included, but were not limited to:

- While each cooperative is unique, they all share seven cooperative principles: Voluntary Open Membership, Democratic Member Control, Cooperation Among Cooperatives, Autonomy & Independence, Member Economic Participation, Concern for the Community, and Education Training and Information.
• There are three kinds of Employee Ownership models: 1) Employee Stock Ownership Plan (representing >6,500); 2) Worker Cooperatives (representing <600 in the US) that will be the focus on the presentation; 3) Employee Ownership Trusts (almost none).

• Employee Stock Ownership Plans (ESOPs) are qualified retirement plans that transfer all or a portion of the company’s stock into a trust administered on behalf of the employees. It is highly regulated and not typically democratic. Worker-Owned Cooperatives (WC) are fully employee-owned businesses. The employees share in both the equity and the governance of the business. They have lower start-up costs and allow workers to make decisions as business owners. Governance is democratic. Employee Ownership Trusts (EOTs) safeguard EO by combining a trust with aspects of a worker cooperative. It ensures perpetual ownership by employees.

• There are different types of cooperatives: consumer cooperatives where members are buying together (REI co-op), producer cooperatives where members are selling together (California Dairies, Mission City Federal Credit Union), and worker cooperatives where members are working together (A Slice of New York, Niles Pie, Rainbow Grocery, and Arizmendi).

• A Worker Cooperative is member owned, member controlled and member benefiting. It is run by the democratic principle of “one member, one vote.” It is typically led by member-elected board of directors. By comparison, an investor-owned company operates with the principle of more shares, more votes and is led by outside shareholder-appointed management. Worker Cooperatives function similar to City government with the operating agreement as the charter, the general manager as the city manager, the elected board as the City Council, and members as the residents.

• There are four core reasons why businesses choose to convert to a worker cooperative: 1) As an exit strategy for the owner, whether leaving for retirement or other reasons 2) As a component of the business’ mission, recognizing the employees as an important stakeholder group 3) To create wealth-building opportunities for employees, especially in lower-wage sectors 4) Because it’s good business: employee-owned businesses have demonstrated their ability to be more financially successful than their peers, and to weather economic storms more effectively.

• In looking ahead, only 15% of businesses plan to pass their business on to the next generation; 6 out of 10 business owners plan to sell their business in the next decade; as most retire, our local business landscape is about to go through a dramatic shift; and Baby Boomers own almost half of all privately-held businesses in the Bay Area, so these companies will be in flux. They represent 63,640 businesses, 625,900 employees, $36.62 billion in payroll, and $149.5 billion in sales.

• The Main Street Employee Ownership Act (H.R. 5236) of 2018 was passed by Congress but not funded. Representative Ro Khanna is providing leadership on next steps. The bill provides directives to the Small Business Administration to finance the transition of existing businesses to worker-owned companies; training and education around worker cooperatives; and tracking lending and support provided to employee-owned businesses. Locally, this is good business for cities to support. The City of Santa Clara has created a worker cooperative initiative, with $100,000 in funding, to provide awareness and education for small business owners. It also serves to support small businesses remain in the local community.

This is an interesting moment for cooperatives. The new age of internet 3.0 is about democratizing access to the values that are created through cooperation. Creators as owners. Cooperatives are significantly ahead of the trend, yet there are barriers to adoption. The biggest obstacle is building awareness about it and addressing any issues that may arise. And government assistance is not needed to help with this. There are efforts being made to pass legislation to raise awareness about this model. The hesitancy of new or established businesses to embark on this endeavor is due to a lack of information/resources of what’s available to them. Worker-owned cooperatives may not be the best fit for every business, but employees should be asked and those who are interested need to start the conversation. Worker-owned cooperative models can work across any industry sector in products, manufacturing, marketing, childcare, landscaping, retail, etc.

4C. January 26, 2022 Board Retreat: The Board retreat is scheduled for Wednesday, January 26, 2022 (12:00 p.m. to 2:00 p.m.) and will be held remotely again this year using a condensed format. There will be presentations from the director and S. Levy, a keynote speaker with a focus on a data-driven perspective on equity and diversity, and breakout group discussions.

5. REPORT FROM THE EXECUTIVE DIRECTOR

Director M. Sessions reported out on the following item:
5A. Introductory Reflections: During the first few weeks, there are several areas that have risen to the level of importance that will be the focus of the organization’s work in the coming months: 1) adult and dislocated worker services in San Mateo County will be procured in the spring through an open and fair procurement process; 2) San Mateo County is exploring how best to design a workforce development program for its residents that utilizes the federal American Rescue Plan Act (ARPA) recovery funding. NOVAworks is participating in this process and is expected to receive future funding; 3) NOVAworks needs to continue to be competitive for future funding. It is exploring collaborating on a new initiative through the federal U.S. Economic Development Administration Good Jobs Challenge program as part of national “Build Back Better” efforts. And, thanks to support from the San Mateo County Economic Development Association, NOVAworks Foundation has been awarded a $250,000 Google grant to fill gaps in services and support new ventures that WIOA can’t fund. 4) Director will be reaching out to Board members individually to get to know them better and to learn more about their interests and goals for the Board’s work.
6. **PUBLIC HEARING**

6A. Approval of Minutes of September 22, 2021 Meeting: It was moved by J. Ruigomez, seconded by P. Guevara and carried by voice vote to approve the September 22, 2021 minutes as submitted.

6B. GENERAL BUSINESS:

6B1. Election of NOVA Workforce Board Officers for Calendar Year 2022: As stated in the Board Bylaws, the election of Board officers takes place at the last scheduled Board meeting of the calendar year. This year it will be held at this meeting. The Executive Committee determined the need for two chairperson seats at its October meeting because of the changes and opportunities facing the Board in the coming year. The Board officer seats include: two co-chairperson seats that WIOA requires represent business and two vice chairperson seats that the Bylaws specific one must represent business and one must represent the public sector. The term of office is for one year, although individuals currently holding office may run again. The slate of prospective candidates for the election of board officers for 2022 is: Co-chairpersons J. Morrill and A. Switky, and Vice Chairpersons R. Foust (private sector seat) and P. Guevara (public sector seat). There were no nominations from the floor. It was moved V. Dang, seconded by A. Manwani and carried by voice vote to approve the slate of candidates for 2022 Board officers.

6B2. Report-out from Finance/Audit Subcommittee: Acceptance of Year-End Financial Statement: The Finance/Audit Subcommittee of the Executive Committee is charged with reviewing the organization’s financial statements to ensure fiscal accountability and make recommendations, as appropriate, to ensure the sound fiscal health and sustainability of the organization. On November 8, the Subcommittee met and reviewed the financial and performance data and audit and monitoring reports for the past year. Every year, the challenge for staff is managing multiple funding sources and achieving WIOA performance goals and goals for each of the individual grants that NOVA receives. This has been consistently achieved for many years. For Program Year 2020 Year-End Financial Statement, available funding for NOVAworks was $11.010 million, with spending to date at $8.564 million and leaving a balance of funding of $2.446 million. For Program Year 2020, NOVAworks met or exceeded most of its WIOA performance goals. For example, NOVA achieved a 126.5% and 219.7% success rate on median earnings for adults and dislocated workers, and 111.1% and 120.1% success rate on credential attainment for adults and dislocated workers. There was just one indicator, employment quarter four for adults, that was scarcely .1% below the expected goal. Given the economic impacts of COVID-19, NOVAworks exceeded expectations and performed better than most local workforce boards facing similar challenges. The audit and monitoring reports were reviewed and had no significant findings. It was moved by R. Foust, seconded by V. Dang and carried by voice vote to accept the Program Year 2020 Year-End Financial Statement.

6B3. Approval of Continuous Improvement Plan; WIOA Comprehensive, Affiliate, and Specialized Certification: Every three years, WIOA and the State require that local workforce boards apply for recertification of America’s Job Center of California (AJCC) comprehensive, affiliate, and specialized job centers. While this is a compliance requirement, the intent is to ensure that the AJCCs effectively deliver and continuously improve services to job seekers and employers. For NOVAworks, the comprehensive job center is the Sunnyvale Job Center, the affiliate job center is operated by the Central Labor Council Partnership in San Mateo, and the specialized center for youth is operated by JobTrain in Menlo Park. This year, the application for recertification was due November 1. In lieu of a Board meeting, the Executive Committee approved the application at its October 20 meeting for submission to the State. The three AJCC centers comply with all WIOA and
State regulatory requirements and have demonstrated resilience during these unprecedented times to continuously improve services to customers. This action is being forwarded to the Board for information. Because NOVAworks is a one-stop operator, the State is responsible for final approval.

The second part of the AJCC certification requirement is the development of a Continuous Improvement Plan that is not part of the initial submission and must be approved by the local workforce board by December 31. The Continuous Improvement Plan incorporates elements included in application and changes that have occurred due to the pandemic that have been beneficial to customers. Highlights of the plan include: the launch of the hospitality industry initiative to address inequities in access and hiring; support for staff development through in-person and virtual trainings to enhance core competencies; engage stakeholders through virtual quarterly meetings to promote participation and build effective partnerships; provide tools to employers for skills-based hiring; host employer job fairs and forums both in-person and virtually; and utilize labor market intelligence and other resources to make informed decisions. It was moved by J. Morrill, seconded by B. Guidry-Brown and carried by voice vote to approve the Continuous Improvement Plan for the NOVA workforce area comprehensive, affiliate and specialized job centers. The Board will be updated on the progress achieved with this plan in the future.

6C. DISCUSSION:

6C1. Opportunity for Dialogue among Board Members and Director: A pilot program could be used to support feasibility analysis for worker-owned collaboratives before they become collaboratives. Peninsula Family Service (PFS) is partnering with Santa Clara County Board of Supervisor Joe Simitian to host a January 27 Zoom forum on aging and employment. This is a great opportunity to build awareness about the Mature Worker Program, a partnership of PFS and NOVAworks.

6D. GENERAL INFORMATION:

6D1. Grant Status/Status of Funds: The reports were included in the meeting packet.

6D2. 2022 NOVA Board Meeting Schedule: The schedule was distributed in the meeting packet.

7. ADJOURNMENT

The meeting was adjourned at 1:30 p.m.
NOVA Workforce Board
Draft January 26, 2022 Retreat Minutes


ALSO PRESENT: M. Sessions, L. Anders, J. Cheyer, L. Jackson, C. Stahl and E. Stanly of NOVAworks staff

GUEST: Shireen Malekaftzali, Chief Equity Officer, County of San Mateo

Meeting was held remotely via videoconference call.

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

2. FRAMING THE SESSION AND EXPECTATIONS

New Board members J. Lind and M. Nemits were introduced and welcomed to the Board retreat, which was followed by introductions from the other Board members present. Board co-chairs Morrill and Switky framed the meeting and expectations. It has been a year of transition. The community is still coping with the pandemic but has moved from running from it to learning to live with it and addressing the economic impacts. NOVAworks has been on the front lines through it all, helping job seekers and businesses recover and reset. Over the past two years, the pandemic has revealed great disparities in the community in equity and access that will be important to address. The retreat will provide an opportunity to chart a new course for the coming year that builds on the successes achieved through innovation and perseverance and challenges the Board to find a better way forward in serving a diverse community. The theme of the retreat is equity, diversity, and inclusiveness. The conversation that begins at this meeting will continue at future meetings.

3. PUBLIC ANNOUNCEMENTS

No public announcements.

4. APPROVAL OF AGENDA

It was moved by P. Guevara, seconded by R. Foust and carried by voice vote to approve the agenda as submitted.

5. NOVAWORKS DIRECTOR MARLENA SESSIONS’ PRESENTATION: 2021 YEAR IN REVIEW AND EXPECTATIONS FOR 2022

Director M. Sessions presented on the past year’s accomplishments and expectations for 2022. To review the slide presentation, please click here:
6. **ECONOMIC LANDSCAPE IN CALIFORNIA, BOARD MEMBER STEVE LEVY**

Board member S. Levy presented on the economic landscape in the “A Tale of Two Economies plus When Workforce Services are Not Enough.” To review the slide presentation, please click here: [https://novaworks.org/documents/Ongoing/2022BoardRetreatEconomicLandscape.pdf](https://novaworks.org/documents/Ongoing/2022BoardRetreatEconomicLandscape.pdf)

7. **KEYNOTE SPEAKER: SHIREEN MALEKAFZALI, CHIEF EQUITY OFFICER, COUNTY OF SAN MATEO**

Keynote speaker Shireen Malekafzali, Chief Equity Officer, County of San Mateo presented on “Journeying to Advance Equity.” To review the slide presentation, please click here: [https://novaworks.org/documents/Ongoing/2022BoardRetreatJourneyingtoAdvanceEquity.pdf](https://novaworks.org/documents/Ongoing/2022BoardRetreatJourneyingtoAdvanceEquity.pdf).

Following the presentation, comments included, but were not limited to: In beginning this journey, keep the process moving forward (keep the foot on the gas pedal.) There are different dimensions of this process: look at the internal system in the day-to-day operations (demographics of staff and Board), seek diverse points of view, identify who is bringing that true reality home and how do we incorporate that advice, determine if there are sentiments that are not being addressed, and explore trusted community partnerships. It will be important that there is a stated commitment to do the work and a metric of accountability. A living wage can be an indicator of equity with businesses. The County of San Mateo (an anchor institution) can partner with NOVAworks to build a pipeline that is sourced locally from disadvantaged communities. There is benefit in being intentional about the skills that are needed and placing value on these skills (e.g. child care). Given the significant transformations that need to occur, there was a recognition that the journey will not be achieved overnight and will take time. It will entail both systemic and programmatic interventions and shifting systems and structures that systems sit on. Thinking tactically and strategically will be important to this effort.

8. **BREAK-OUT GROUP DISCUSSION**

Following the presentations, Board members were asked to break into four virtual breakout groups to discuss the following questions: How do we reach job seekers in the community who are being left out of jobs & opportunities and NOVAworks is not currently serving? How do we dive deep into these diverse communities? How can we remove barriers created by systemic and structural racism in the workplace? How is your company/organization looking at the question of diversity, equity, and access, and how might NOVAworks move forward with this? Highlights of the discussion included, but were not limited to:

Job Seekers: Define who we are not reaching and then do targeted recruitment. (Is it a specific community or specific industry?) Possible target populations could be farm workers or hospitality workers impacted by the pandemic. What opportunities can we connect them to that provide self-sufficiency? We should increase training opportunities that align with the need and can overcome barriers that a target population may be facing (e.g. language, access to location of program and technology.) We need to do more outreach to make sure we are hearing from the Latinx community, where the gap in need got wider after the recession and then got worse during COVID-19. It will be important to serve the “whole” person that includes housing and food assistance. How do we connect to resources? How do we expand the information that people have access to? What other things should we inform people about? Access to workforce services would be beneficial in one’s day-to-day life. Workers who did not attend college or possess a college degree should not be stigmatized. There should be better access to apprenticeship opportunities (e.g. TIP, TOP). The old model has been to attract people to systems that were not built for them. We need to give them power and
agency to reshape the systems. If folks don’t feel they belong, invitations to join us will not work. We need to center the person, design for the person, and hear their voices. We have a lot of work to do toward creating environments where people feel like they belong. The first step in this direction is recognizing this. The education community has created “Learning Communities” for low-income, first-generation students with wrap-around services to ensure their success. Education can inform the path forward. Mentoring is another way to reach those we have not reached in the past.

Employers: We should take a step back and look at the employer needs and target an audience that could fill the need. We should provide training to employers on equity, inclusion, diversity, and access. Move employers away from job descriptions requiring college degrees. Workers are staying home because they are no longer willing to work for substandard wages. Employers need to address this with livable wages. We need to identify how to engage employers more effectively. Companies also need to share important information with their team to keep them informed. Consider extending outreach to small businesses that need help and who might employ people that need help? Share keynote speaker’s data with businesses to show the advantage of a diverse workforce.

Community Partnerships: We can learn from how the U.S. Census went out into the communities. Connect with the trusted individuals and organizations for each community. Ask who the trusted messengers are within communities. How is NOVAworks conducting important conversations with the community? How do we want to be accountable to our community? We are asking the community to come into our space. Why not meet them in other spaces? There are hurdles to entering our space. Could we consider asking an ethnographer to collect stories that we need to hear in our community? We need to share power and ensure that the voices of the diverse community members are heard and included in key decisions (budget, programs, new board members, etc.). Resources should be placed more in the hands of the people involved in the work, in the community. Form action committees to work on policy. Good resource: Jennifer Loving’s Lived Experience Advisory Board (https://destinationhomesv.org/centering-lived-experience/)

Systems: Current funding streams do not align with current needs. How are we leveraging funds to address the barriers we cannot address with the regular funding we receive? Make a “commitment to equity” (example, College of San Mateo https://collegeofsanmateo.edu/statements/solidarity.php). Education can inform the path forward. Review organization’s existing policies and procedures with an eye to inclusiveness. Measure progress toward equity. Some questioned whether social issues are the appropriate areas for which NOVAworks should be involved.

Board meetings: Agendize stories from a diverse community about their lived experiences and struggles. While some Board members are open to having these discussions and willing to be uncomfortable, we need to be sensitive to those who are not. How do we bring everyone on this journey? We want to have all voices.

9. **WRAP-UP**

Members were thanked for their contributions to the conversation. The information collected will be used to build on subsequent conversations that will take place during future Board meetings and guide the Board’s work going forward.

10. **ADJOURNMENT**

The meeting was adjourned at 2:05 p.m.
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<th>PY21 Spend - Plan</th>
<th>PTD Spend - Plan</th>
<th>% Act/Plan</th>
<th>Balance of Plan</th>
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<td>03/20 09/21</td>
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<td>WIOA</td>
<td>25% Additional Assistance - Reemployment &amp; Equity</td>
<td>07/21 09/22</td>
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<td>**RPI 4.0 Advanced Equity thru Skills Based Hiring</td>
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**Notes:**

Contract Pending $30,000

Prospect Silicon Valley - develop an action plan to enable training, education, and readiness for the local community workforce for ZEV (Zero Emission Vehicle) transition for two school districts in the Bay Area. $15,000 per school district.
<table>
<thead>
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<th>Source</th>
<th>Title</th>
<th>Period of Performance</th>
<th>GTD Budget</th>
<th>GTD Spend Actual</th>
<th>Balance of Plan</th>
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<td>P2E Direct Services (IDS)</td>
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