



Demand-Side Strategies Task Force
October 16, 2017 Meeting Summary
Draft Abbreviated Version

I. Welcome and Review Meeting Agenda

Task Force chair welcomed members to the meeting and reviewed the agenda.

II. WIOA Performance for PY 2016-17, Future Goals, Customer Satisfaction Survey Results, and Updates with San Mateo County Transition

Highlights of the discussion included:

- The NOVA Director reviewed a chart of the Program Year 2016-17 performance measures for enrollments in the NOVA workforce development system and Program Year 2017-18 Goals. NOVA met or exceeded its performance measures. The performance goals for PY 2017-18 reflect the move this year from the case-management model to the integrated service-delivery model for the San Mateo County service providers that the NOVA Job Center in Sunnyvale has been using for many years. For example, the goals last year for the Central Labor Council Partnership (CLCP) were 100 enrolled adults and 185 enrolled dislocated workers. For 2017-18, the goals for CLCP are 350 enrolled adults and 502 enrolled dislocated workers.
- The outcome performance measures (referred to as common measures) for the NOVA workforce development area were also reviewed and NOVA met or exceeded its goals. The common measures performance is only available for the last year of the Workforce Investment Act (WIA). The results of the common measures under the Workforce Innovation and Opportunity Act (WIOA) will not be available for another year as the performance system transitions to WIOA. The measures under WIOA will be slightly different than WIA: employment retention will be based on six months following employment, the average earnings has been changed to median earnings, and measurable skill gains and effectiveness in serving employers have been added. A request was made to include the definitions of these new measures when the task force reviews the WIOA common measures in the coming year.
- In response to a question, the performance goals established are negotiated with the State and are based on the previous year's goals plus an incremental increase. Also, for the contracted service providers, NOVA establishes additional goals through the contracting process.
- One of the key activities to ensure that NOVA has complete data on what happens to customers once they exit the program is following up with them. NOVA staff follows up with job seekers at the beginning of the job search process when they first file for unemployment insurance and after they exit the program. The form of communication is usually through emails, as phoning is very staff intensive. A recommendation was made to test to see if this

strategy is successful in tracking customers; for example, prototyping a strategy using a small group of customers to determine if the response rate is successful. NOVA is currently experimenting with a new texting platform and will also explore using this approach in the future.

- The results of the most recent customer satisfaction survey were reviewed. This survey is conducted twice a year. In addition, customers are surveyed when they complete workshops and computer classes. While the satisfaction rate was high, the number of responses received was disappointing. One reason for this may be the type of service that customers are accessing. The survey is based on one-stop services and in some cases customers may be primarily accessing training. In order to improve the response rate, NOVA is exploring a variety of options that include switching to a texting platform for the mobile phone to distribute surveys instead of via emails. NOVA also utilizes customer comments that are provided as part of the survey to glean additional information to continuously improve upon the services provided in those areas where the satisfaction rate is not as high.
- As a result of the recent procurement of service providers in San Mateo County, a new service provider was added for adult services to replace a former provider, who is now serving just youth with WIOA funding (and will continue to provide training for adults.) The transition has been slow for the new provider and now almost four months into the contract period that began July 1, new staff hasn't been hired yet to provide the services. NOVA staff has been working with the provider staff since the beginning to facilitate this transition. While WIOA has its own unique set of requirements that present challenges to providers who are not accustomed to its complexity and rapid pace, NOVA has WIOA performance measures that it must meet for statutory compliance. NOVA may have to explore other alternatives to address this issue that could include reducing the contract, among other options. A recommendation was made to contact the organization's leadership to discuss how this issue can best be resolved and to explore an alternative plan if this approach is unsuccessful.

III. Review Proposed AJCC Certification Process for NOVA Job Center

Highlights of the discussion included:

- As part of WIOA implementation requirements, NOVA is required to complete an AJCC certification process for the AJCC comprehensive center. The proposed process was agendized for Board approval at its September 27 meeting and submitted to the State for approval. According to the State directive, there are two parts to the certification process that includes a Baseline certification that demonstrates that the local AJCC comprehensive Job Center is complying with the minimal requirements of WIOA. This certification is due by December 31, 2017. The second part is called Hallmarks of Excellence, which has more extensive and cumbersome requirements with a focus on continuous improvement and is due by June 30, 2018.
- NOVA currently directly operates the AJCC comprehensive center for the NOVA workforce development area and that is the NOVA Job Center in Sunnyvale. According to the directive, it would be perceived as a conflict of interest if NOVA conducted its own certification review process, so in response, NOVA will be partnering with the San Benito County workforce development board with San Benito County conducting a review of the NOVA Job Center in

Sunnyvale and NOVA conducting a review of the San Benito County AJCC Job Center. San Benito County is one of four workforce boards that comprise the Bay Peninsula region. The other two workforce boards — San Jose-work2future and San Francisco — contract out their AJCC services and will be able to conduct their own certification.

- The first step in the process will focus on the Baseline certification review. NOVA is in the process of seeking clarification from the State as to whether the Hallmarks of Excellence certification process is required. If it is not required, there is a question as to whether it should be done at all or if there are some elements of the Hallmarks of Excellence that would be of value for NOVA to include as part of its Baseline certification process or as part of the second phase of the certification process. NOVA will also be discussing this with the other workforce boards within the region to see if there are elements of the Hallmarks of Excellence that can be identified to address by all of the local workforce boards in the region. The task force recommended that NOVA only choose those elements that NOVA is currently working on and is interested in improving upon. NOVA staff will keep the task force informed as more clarification is received and proposed new indicators are identified.

IV. Updates on Demand-Side Strategies Projects

- **Ready-to-Work Grant to Serve Long-term Unemployed Tech Workers**

Progress with the Ready-to-Work grant was reviewed. This is a four-workforce-board collaborative initiative. Work2future and Alameda County were experiencing challenges with meeting their goals due to the limited number of dislocated workers they serve. As a result, NOVA has recaptured some funds from these two workforce boards and reallocated to NOVA and San Francisco workforce board. We are on track to address the grant's goals, with the project ending October 31, 2018.

V. Wrap-up/Next Steps/Future Mission

- Concerns were expressed about the fires in Northern California. The California Workforce Association is reaching out to the counties that were impacted to see if the other local workforce boards in the state could assist. In the past, with the flooding that occurred during last year's winter rains, NOVA received a federal grant to provide job seekers with employment on projects cleaning up the damage in San Mateo County. A recommendation was made to ask EDD to set up a mobile app where individuals who have lost their jobs due to the fire can quickly sign up for Unemployment Insurance. Also, companies should be approached to help. (After the task force meeting, EDD released information about the Federal Disaster Unemployment Assistance (DUA) to assist those individuals impacted by the wild fires.)
- Over the past few years, the Demand-Side Strategies Task Force has taken on the role of overseeing the now expanded service-delivery system with the transition of San Mateo County to the NOVA consortium. Its mission has evolved and concerns have been expressed that it is moving away from its previous focus of demand-side strategies that support alignment with sectors and business to a more supply-side operations focus. Board committees sometimes fall into the unavoidable routine of working on either planning or operations, but there is no reason why they can't (and should) do both. This task force can serve as a current and future problem-solving group and explore stronger connections with business ensuring that we don't lose sight of the next generation industries in the local economy (e.g. Facebook, Google, LinkedIn, and Gig economy). There are also other leading sectors (e.g. nursing, transportation,

customer service, construction) where studies are showing a growing number of jobs that have been difficult to fill (e.g. RemX workforce study). Future Board committee/task force projects may also entail identifying study issues for discussion at meetings where task force members will go deeper into the data. In preparation for the Board retreat, NOVA staff will be reviewing and reimagining the Board committee and task force structure for discussion at the retreat.