1. CALL TO ORDER
2. PUBLIC ANNOUNCEMENTS
3. STUDY SESSION

**Discussion Topic:** Workforce Retirement Crisis:
- Considering the aging of the present workforce, how might we turn the coming retirement wave into an opportunity?
- How might we enable the effective transfer of knowledge from mature workers to the remaining workforce?
- Could we encourage later retirement or a blend of work/retirement (a middle step)?
- Is there a model for partnering experience with new labor market entrants (master/apprentice)?

4. ADJOURNMENT

**SCHEDULED MEETINGS**
NOVA Board Meeting, Wednesday, September 25, 2019 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.