



Date: January 25, 2017
To: NOVA Workforce Board
From: NOVA Staff
Subject: **Approval of NOVA Strategic Local Workforce Development Plan**

REPORT IN BRIEF:

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards to submit a comprehensive four-year strategic WIOA plan to the California Workforce Development Board. The Local Plan must support the State Plan goals in addition to meeting WIOA requirements. This report provides a summary of NOVA's Strategic Local WIOA Plan for programs years 2017–2020 as well as the Plan process. It is recommended by staff that the NOVA Workforce Board approve the PY 2017–20 NOVA Strategic Local WIOA Plan.

BACKGROUND:

WIOA requires local boards in a planning region (Regional Planning Unit or RPU) to engage in a regional planning process resulting in the preparation and submission of a single regional plan that describes workforce development activities and service strategies and that incorporates local plans for each of the local areas within the planning region. The Bay-Peninsula RPU includes the workforce boards located in the counties of Santa Clara, San Mateo, San Benito, and San Francisco.

The State Plan is the controlling policy document for regional and local plans. It sets the State's policy direction for these plans and serves as a conceptual map for local boards and their partners as they jointly develop the regional and local plans. The State Plan also designates required regional partners, including industry sector leaders, economic development, community colleges, adult education, and the Department of Rehabilitation. The Plan encourages the participation of other organizations including community-based organizations and nonprofits. The primary purpose of the local plans and partnerships is to facilitate access to services at the local level.

The State issued guidance for preparation of the regional and local plans with a specific framework and content required. The local plans will be submitted concurrently with the regional plan; both the regional and local plans are due March 15, 2017.

DISCUSSION:

The State Plan sets out seven policy strategies: 1) Sector strategies, 2) Regional partnerships, 3) Career pathways, 4) Earn and learn strategies, 5) Cross-system data capacity, 6) Integrated service delivery, and 7) Supportive services. Local plans are required to provide detail on how they will align with and support these seven strategies.

As part of the local plan process, NOVA revisited the original ten priority strategies developed by the NOVA Workforce Board in 2013 as part of the strategic planning process. The strategies were updated to reflect the current environment and new WIOA requirements. All core partners were able to participate in this process, thus ensuring a full description and alignment of strategies that will be the center of relationship building and staff cross-training. The proposed priority strategies were approved by the NOVA Workforce Board at its September 28, 2016 meeting and are as follows:

- Align with sector strategies
- Form strategic partnerships
- Support career pathways
- Utilize earn and learn strategies
- Serve as lead for Information and Communication Technologies (ICT) and Health Care sectors
- Explore and disseminate real-time labor market intelligence strategies
- Promote business engagement
- Reimagine youth program
- Pursue and leverage resource development and braiding
- Assist with supportive services

The Local Plan includes an Executive Summary (see attached) providing an overview of our local environment and workforce strategy, followed by sections on vision for the local area, specific service delivery strategies, America's Job Center of California (AJCC) system and partners including employer engagement, information on specific programs and partners, training activities, performance goals, and details related to administration and procurement. NOVA's ten priority strategies form the basis of the plan, and examples of current and future initiatives are provided throughout. The full plan is available at files.novaworks.org/NOVA-2016Plan.pdf.

On December 22, NOVA's Local Plan was released for public input and comment to customers, partners, stakeholders, and the broader community. The Plan is available on NOVA's website and has also been advertised in the *San Jose Mercury News* and distributed through social media. NOVA is required to provide a summary of public comments received that disagree with the local plan and how the input was considered. There were no comments that disagreed with the plan.

Following approval by the Sunnyvale City Council (scheduled for February 28), the fully approved Plan will be submitted to the State as an attachment to the Regional Plan.

STAFFING IMPACT:

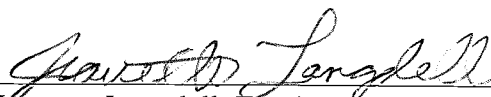
The staffing costs associated with the strategies and service levels proposed in the Plan are covered by the grant allocations.

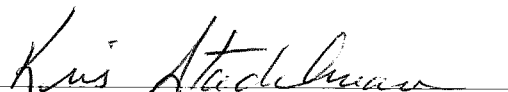
ALIGNMENT WITH STRATEGIC PLAN:

The NOVA Strategic Local Workforce Development Plan supports the NOVA Workforce Board's mission to provide strategic leadership to continuously improve the workforce investment system as well as its purpose to support workforce mobility by easing workers' transitions from opportunity to opportunity throughout their career cycles.

RECOMMENDATION:

Staff recommends that the NOVA Workforce Board approve the NOVA Strategic Local Workforce Development Plan.

Prepared by: 
Jeanette Langdell, Employment Training Manager

Approved by: 
Kris Stadelman, Director

Attachment

PY2017-20 NOVA Strategic Local WIOA Plan

Executive Summary

NOVA Workforce Consortium is the Workforce Development Board for San Mateo County and seven cities in northern Santa Clara County (Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale). NOVA is located in the Bay Peninsula Region along with workforce boards representing San Francisco, San Jose, and San Benito County, and geographically is in the center of Silicon Valley. The labor force for the NOVA area is 787,600, and the economy is led by information technology followed by health care. The region is characterized by low unemployment, scarcity of housing, high job turnover, and a high cost of living.

The modern tech company is lean, fast paced, and innovative with rapidly changing demands for skills and talent. Talent shortages are often at the highest skill levels with local companies like Apple, Google, LinkedIn, and Facebook competing globally with smaller companies and startups for top tech graduates. Mid-level workers face constant churn from the “creative destruction” caused by the pursuit of innovation. Lack of affordable housing drives middle-wage residents out of the greater Bay Area, while higher than average wages attract an onslaught of daily commuters.

Driven by this fast-evolving and diverse economy, the NOVA Workforce Development Board established a purpose statement to address the mobile nature of today’s workforce. How might we assist workers in an environment where employers need maximum flexibility to hire and shed workers in response to recent innovation and global competition?

NOVA’s purpose is to support workforce mobility by easing workers’ transitions from opportunity to opportunity throughout their career cycles. To address transitions and maintain economic sustainability in this volatile environment, NOVA provides:

- Real-time labor market information about in-demand skills;
- Skill-building and enhancements to match market demand;
- Navigation tools for the ever-changing and entrepreneurial new labor market;
- Advocacy for necessary infrastructure to support workers between opportunities, such as unemployment insurance for all and portable benefits; and
- Interconnected support system for multiple career pathways for youth.

This purpose guides our work every day. All of NOVA’s programs and initiatives are designed around these objectives and board strategies, and grant applications support this purpose or they are not pursued. Regardless of institutional challenges, NOVA is responsive to our local economy and our customers’ needs.

Under the Workforce Investment Act, NOVA fostered strong relationships with one-stop partners and other community stakeholders to bring meaningful tools to our shared customers. These efforts included quarterly meetings where we cross-trained staff and negotiated smooth referral processes. With the implementation of WIOA, San Mateo County joined the Consortium and new partners were identified and brought into the stakeholder group. Currently, through the Memorandum of

Understanding (MOU) process, these relationships are being formalized in order to specifically address the shared services and resources for our customers.

All of the core partners under WIOA are represented on the NOVA Workforce Board as well as many of the one-stop partners under WIA. Since the board was functioning well with a private sector majority and exceeding 10 percent representation from organized labor, the entire membership was grandfathered in under the new law. Open seats over the last year and a half have been filled with San Mateo County representatives in order to maintain our geographic and industry balance.

The NOVA Workforce Board 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 employers. The NOVA model provides a full menu of services to all customers who choose enrollment and has now been modified to add more individuals to the priority list, including recipients of public assistance and others who are low-income, and individuals who are basic skills deficient, along with veterans.

Through the Board, NOVA has learned to employ the tools prevalent in Silicon Valley culture, namely human-centered design and lean principles. This is how we deliver high quality, just-in-time service to a large number of customers across a broad spectrum of skills, education, and income. We continuously assess the wishes and satisfaction of our customers, both job seekers and employers, and constantly re-design and adjust accordingly with the active engagement and assistance of our Board members.

A key component to meeting the needs of our employer customers is access to real-time intelligence about our regional labor market gathered from Board members, job seeker customers, sector initiatives such as Slingshot and Regional Industry Clusters of Opportunity grants, business associations such as chambers of commerce and the Interactive Advertising Bureau (IAB), and partnerships with recruiters and outplacement firms. This focus on the local economy and our ability to quickly transfer knowledge about demand and career opportunities to our job-seeking customers is our primary value-add to our community as well as to our WIOA partners.

ProMatch embodies NOVA’s approach to connecting job seekers with demand careers. Designed for self-selected “professional” job seekers and operated in partnership with the Employment Development Department, ProMatch is a member-run networking program that enables job seekers to use and enhance their technical and leadership skills while unemployed. This program generally serves older, more educated customers whose talent attracts employers with higher skill demands and which also offers a deep bench of alumni willing to share their networks with current members.

The initiatives and goals set forth in this plan were developed with input from our partners and stakeholders and are designed to support the economic growth of the region as well as to promote self-sufficiency among the population we serve as a workforce system.

Customizing our services to meet market demand, winning grant funding to remain relevant despite decreasing formula allocations, and offering ProMatch for professional job seekers – these are the chief differentiators for NOVA among workforce agencies. Together with a professional staff, engaged board members, supportive elected officials, and over 30 years of satisfied customers and their networks, we remain a unique and vital asset to the Silicon Valley economy.