



**NOVA WORKFORCE BOARD AGENDA**  
**12:00 NOON to 1:30 p.m., WEDNESDAY, May 23, 2018**  
**LOS ALTOS ROOM, 505 W. OLIVE AVE., SUITE #767, SUNNYVALE, CA**

- 1. CALL TO ORDER**
- 2. PUBLIC ANNOUNCEMENTS**
- 3. APPROVAL OF AGENDA**
- 4. REPORT FROM THE CHAIR** **Motion Information**
  - 4A. Presentation from Dennis Cima on Foothill-De Anza Community College District Community Outreach Initiative
- 5. REPORT FROM THE EXECUTIVE DIRECTOR** **Information**
  - 5A. 2018 Progress Seminar San Mateo County
  - 5B. Regional Updates: Regional Planning Unit lead, regional business engagement initiative, regional allocations
  - 5C. Update State CalJOBS Direct Data Entry Directive
- 6. PUBLIC HEARING**
  - 6A. Approval of Minutes of March 28, 2018 Meeting (**Enclosure**) **Motion**
  - 6B. GENERAL BUSINESS:
    - 6B1. Approval of Application for NOVA to be WIOA AJCC Operator for NOVA Workforce Development Area (**Enclosure**) **Motion**
    - 6B2. Approval of WIOA AJCC Hallmarks of Excellence Certification for NOVA Job Center (**Enclosure**) **Motion**
    - 6B3. Transition of SMCCCD Contract to In-House Services and Extension of CLCP and JobTrain Agreements (**Enclosure**) **Information**
  - 6C. DISCUSSION:
    - 6C1. Opportunity for Dialogue among Board Members and Director
  - 6D. GENERAL INFORMATION:
    - 6D1. Grant Status/Status of Funds (**Enclosure**) **Information**
- 7. ADJOURNMENT**

**SCHEDULED MEETINGS**

NOVA Board Meeting, Wednesday, September 26, 2018 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.**



**NOVA WORKFORCE BOARD  
Draft MINUTES  
March 28, 2018**

**PRESENT:** V. Dang, R. Foust, C. Galy, P. Guevara, E. Hamilton, K. Harasz, L. Labit, M. Lucero, A. Manwani, M. Merrick, J. Morrill, J. Ruigomez, A. Switky

**ABSENT:** T. Baity, S. Borgersen, J. Chu, C. Cimino, L. Dalla Betta, L. de Maine, B. Field, J. García, B. Guidry-Brown, H. Goodkind, J. Hill, B. Knopf, Steve Levy, J. Miner, and J. Sugiyama

**ALSO PRESENT:** K. Stadelman, C. Stahl, E. Stanly

**1. CALL TO ORDER**

Co-Chairperson C. Galy called the meeting to order at 12:05 p.m.

**2. PUBLIC ANNOUNCEMENTS**

Cisco Systems has just contributed \$50 million to Destination Home to fight homelessness and will be used to build housing for those most in need, to support homeless prevention programs, and improve technology and data collection for homeless organizations. This donation will make a difference in addressing the housing crisis in Silicon Valley and narrowing the gap between the haves and have-nots. Given the high cost of housing in this community, it has been a struggle not just for low-income workers but for middle-income workers, as well. This sizable donation is believed to be the largest donation made by a company to address the housing crisis and the hope is that it will encourage other companies in the tech sector to follow Cisco's lead and contribute to this issue.

**3. APPROVAL OF AGENDA**

It was moved by A. Switky, seconded by J. Morrill and carried by voice vote that the agenda be approved as submitted.

**4. CHAIRPERSON'S REPORT**

4A. Introduction of New Board Member Micah Merrick of Emerald Cloud Lab Inc.: New Board member Micah Merrick was introduced, which was followed by introductions from Board members present.

4B. Presentation from Open Access on Tech Apprenticeships and Slingshot Initiative: Karen Fullerton and Kay O'Neill from Open Access presented. Highlights of the presentation included:

- Several years ago, NOVA took a leadership role on a multi-year State initiative called Slingshot to address the talent shortage in high-skill, high-demand and fast-evolving occupations in the region. Its vision: Better coordination to address the demands of a regional marketplace. The target populations were under-skilled workers, dislocated workers, first generation tech workers, and incumbent workers. One solution was to launch a proof-of-concept collaborative pilot targeting the emerging DevOps (software development/operations) occupation with guided pathways and on-the-job training apprenticeships.
- The timeline for the development of the DevOps concept included:
  - Winter 2017: Industry Champions Eric Robertson at CollabNet and Karen Fullerton at The Castanet Group identify DevOps as a target occupation
  - Spring-Fall 2017: Open Access conducts research with community colleges and community-based organization (CBO) training partners.
  - July 2017: Kapor Center convening with community college faculty and CBOs. Collabnet offers free Agile/Scrum training to eight faculty members (CCSF & Merritt College.) Faculty updates curriculum.
  - August 2017: NOVA convenes meeting with Senator Dianne Feinstein's staff that is attended by Flint Brenton of Collabnet and Chris Galy of Ten-X. Employers say they have a need for experienced workers, while at the same time there is a pool of talent with skills but insufficient experience. Apprenticeships can fill this gap by offering discrete learning environments.
  - November 2017: Open Access conducts real-time LMI survey of employers at DevOps Summit in San Francisco, with 42 employers surveyed and 65% stating a willingness to hire DevOps talent with 2-year A.S. degrees...skills over education pedigree
- Ten-X DevOps Apprenticeship Pilot: This program has the following components: IT/Operations + Development training resulting in portable, high-demand, high-wage skills; apprenticeships from the community college system & CBO training partners; inclusive learning cultures that will attract, train and retain locally sourced talent; and optimizes time-to-productivity with customized, personalized on-the-job training learning environments from employer teams where apprentices can apply what they have learned and receive mentoring. The agency sponsoring the apprenticeships does all the work in setting this up and providing the structure.
- DevOps is at the center of a long-term global IT evolution towards a digital transformation; it is a major force driving IT job growth in the Bay Area.
- Open Access is in the process of registering a first-in-the-nation DevOps Apprenticeship with the California Department of Apprenticeship Standards (DAS) and the U.S. Department of Labor so that employers will have access to funding and resources provided by federal and statewide apprenticeship agencies to support apprenticeship programs.
- On March 27, TalentEvolve convened 35 mid-size, growth-stage companies and over 50 participants to explore proven models in inclusive learning cultures to attract and retain top talent, increase productivity, foster inclusivity and belonging, incentivize

workplace learning, and combat hiring practice bias.

- The goal is regional guided career pathways linked to apprenticeship programs in the heart of the digital economy.

## **5. EXECUTIVE DIRECTOR'S REPORT**

Director Kris Stadelman reported out on the following items:

5A. Follow-up to Board Retreat: The Board retreat was a success based on the evaluations that were received. One of the highlights was the customer panel. Since the retreat, NOVA has started implementing a recommendation that came out of the panel discussion and that is to invite customers to join NOVA staff at networking events. Already, customers have been invited to three events: Joint Venture's State of the Valley conference, Sunnyvale Chamber's Murphy Awards event and the Housing Trust Silicon Valley Investor Briefing Luncheon. Board members were encouraged to consider inviting NOVA customers to future networking events they are planning to attend in the community. Additional follow-up to the retreat will be discussed under General Business.

5B. Updates WIOA Implementation: AJCC Certification Hallmarks of Excellence & Proposed Application for NOVA to be AJCC Operator: As part of WIOA requirements, the local workforce development system is mandated to complete an AJCC certification process. The first part, Baseline Certification, was completed last fall and approved by the Board. Work on the second part, Hallmarks of Excellence, is currently in process and it is anticipated that it will be brought back to the Board for approval at its May meeting.

In 2016, the State clarified the role of the AJCC Operator in more narrow terms that entailed coordinating the service delivery of required one-stop partners and service providers. In 2016, at the recommendation of staff, the Board approved of NOVA procuring this AJCC Operator function to an outside agency to convene quarterly stakeholder meetings to coordinate the one-stop partner services. The agency that received the contract for this service has since notified NOVA that, due to other commitments, it will no longer be able to continue to provide this service effective June 30, 2018. NOVA staff is recommending that it directly provide this AJCC Operator function and will be bringing back to the Board, at a future meeting, approval to submit an application to the State to be the AJCC Operator.

5C. Update State Additional Assistance Grant: After nearly six months since the application for funding was first submitted, NOVA was finally awarded a \$1.5 million State Additional Assistance Grant. Board member Steve Levy was thanked for assisting with facilitating the review process on NOVA's behalf with the State. In response to a question, Congress just approved an omnibus bill that represents a 1 percent increase in funding for workforce development programs.

## **6. PUBLIC HEARING**

6A. Approval of Minutes:

6A1. Approval of Minutes of November 29, 2017 Meeting

6A2. Approval of Minutes of January 24, 2018 Retreat

It was moved by P. Guevara, seconded by K. Harasz and carried by voice vote to approve the November 29, 2017 and January 24, 2018 Board meeting minutes as submitted.

**6B. GENERAL BUSINESS:**

6B1. Commissioning 2018 Board Committees and Task Forces: As a follow-up to the Board retreat, a proposed structure for this year's Board committees and task forces was presented at the February Executive Committee meeting that would incorporate the identified work that came out of the afternoon discussion. A handout was distributed at the Board meeting with the proposed structure and work: the Expanding Reach Task Force, chaired by K. Harasz, would replace the former Regionalism Task Force, with the charter to explore methods and best practices in order to reach a greater geography and under-served target groups without additional resources from WIOA; and the Emerging Trends Task Force, chaired by A. Switky, would replace the Demand-Side Strategies Task Force, with the charter to examine strategies to prepare for the future of work in order to translate that vision into opportunities for the current operation of programs and service-delivery. The Youth Committee would be disbanded as WIOA requires a focus on serving more older out-of-school youth, with its work rolled into the work of the other Board committees and task forces. The remaining Standing Committees/subcommittees — Executive Committee, Legislative Committee, and Finance and Membership subcommittees — would continue with future work assigned as needed. This new committee/task force structure will be sent out to the Board for review and to solicit interest in joining one (or more) of these groups.

**6C. DISCUSSION**

6C1. Opportunity for Dialogue among Board Members and Director: Given the limited amount of time remaining, there were no additional topics identified.

**6D. GENERAL INFORMATION**

6D1. Grant Status/Status of Funds: This is a standard agenda item. The report was included in the Board meeting packet and Board members were invited to contact the Director with any questions.

6D2. Correspondence/News Article/Publications: A copy of the letter from the Board Co-chairs asking for additional funding for WIOA programs during the House appropriations debate was included in the Board member packet.

6D3. 2018 Board Meeting Schedule: A copy of the 2018 Board meeting schedule was included in the Board meeting packet.

**7. ADJOURNMENT**

Co-Chairperson C. Galy adjourned the meeting at 1:35 p.m.



**Date:** May 23, 2018

**To:** NOVA Workforce Board

**From:** NOVA Staff

**Subject:** **Approval of Application for NOVA to be WIOA AJCC Operator for NOVA Workforce Development Area**

**INTRODUCTION:**

The federal Workforce Innovation and Opportunity Act (WIOA) and State Directive WSD16-14 stipulate the roles of the one-stop operator for the local workforce service-delivery system. State Directive WSD16-14 further defines the role of the one-stop as: coordinating the service delivery of required one-stop partners and service providers, and ensuring the implementation of partner responsibilities and contributions agreed upon in Memorandums of Understanding-Phase I and II. For many years, under previous legislation, NOVA served as both the one-stop operator, as well as the career service provider.

WIOA, unlike previous legislation, requires that the one-stop operator be competitively procured. However, the Uniform Guidance allows for very limited instances in which alternate procurement methods may be allowed, if substantial justification is provided. In order to respond to the intent and requirements of WIOA, the Board approved of NOVA competitively procuring the one-stop operator last year. Due to insufficient bidders during the first procurement, the procurement needed to be repeated twice. The consultant who was awarded the contract after the second procurement is completing the service for FY 2017-18, but is unable to continue providing this service in the future due to other competing commitments.

NOVA staff has reviewed different options for approaching the AJCC Operator and is recommending that it directly serve as Operator for the NOVA workforce development area through sole source procurement that will entail coordinating the service delivery activities of the AJCC required partners and service providers by convening and facilitating quarterly partner meetings. This recommendation is based on the following factors: 1) insufficient qualified sources to provide the AJCC Operator function; 2) City of Sunnyvale service-delivery policies; and 3) NOVA would be the superior choice to serve as the Operator, based on its history of exemplary performance.

NOVA staff is asking for Board approval to submit the application (Attachment I) to the State to be the AJCC Operator for the NOVA workforce development area through sole source procurement. Following the Board's approval, this request will be forwarded to the Sunnyvale City Council for approval and then submitted to the State.

**DISCUSSION:**

The federal Workforce Innovation and Opportunity Act (WIOA) stipulates the roles and responsibilities of the one-stop operator for the local workforce service-delivery system. While Local Boards have the authority to tailor the functions of the one-stop operator, WIOA has outlined its various roles and limitations. The role of the one-stop operator is to coordinate the activities of the Job Center partners and service providers within the local workforce area and may, if the Local Board chooses, include: implementation of the WIOA MOUs; managing daily operations in coordination with the local fiscal agent and hours of operation of Job Centers; reports to the Board on operations, performance, and continuous improvement; implements policies established by the Local Board; and adheres to federal and state guidance. One-stop operators may not: prepare and submit the local plan; be responsible for oversight of itself; manage the competitive selection process for Job Center one-stop operators; negotiate performance measures; and develop and submit the budget for activities of the Local Board. The Operator may serve in different capacities within the workforce development system and, as such, can fulfill some or all of the functions listed above with Board approval, as long as there are established firewalls/conflict of interest policies in place. This includes serving as a career service provider. For many years, under previous legislation, NOVA served as both the one-stop operator, as well as the career service provider. However, unlike previous legislation, WIOA requires competitive procurement of the one-stop operator.

State Directive WSD16-14, [http://www.edd.ca.gov/Jobs\\_and\\_Training/pubs/wsd16-14.pdf](http://www.edd.ca.gov/Jobs_and_Training/pubs/wsd16-14.pdf), further clarifies the role of the AJCC Operator and procurement requirements in more narrow terms. The directive stipulates that the function of the One-Stop Operator includes: coordinating the service delivery of required one-stop partners and service providers, and ensuring the implementation of partner responsibilities and contributions agreed upon in Memorandums of Understanding-Phase I and II. The directive also specifies that although the intent of WIOA is for Local Boards to procure their AJCC Operators through an open competitive process at least once every four years, the Uniform Guidance allows for very limited instances in which alternate procurement methods may be allowed, if substantial justification is provided. If the local workforce board or administrative entity serves as the one-stop operator through a competitive bid process or by sole source procurement, the local workforce board/administrative entity is expected to seek approval from the Chief Elected Official (Sunnyvale City Council for NOVA) and the Governor, must comply with the Chief Elected Official's local procurement policies and procedures, and ensure that firewalls are in place to address any potential conflict of interest.

In order to respond to the intent and requirements of WIOA and State Directive WSD16-14, the NOVA Board, at its November 30, 2016 meeting, approved of competitively procuring the AJCC Operator function to an organization or individual/consultant that would be responsible for coordinating activities of the one-stop partners by hosting stakeholder meetings four times a year. The first Request for Qualifications (RFQ) was released in the spring of 2017 and no bids were received, which necessitated the release of a second RFQ. The Cenetri Group was awarded the bid in response to this second RFQ, which was approved by the Executive Committee, on behalf of the Board, at its April 19, 2017 meeting. The Cenetri Group consultant, Hilary Goodkind, is completing the requirements of the contract for FY 2017-2018, but is unable to continue providing this service in the future, due to other competing commitments.

NOVA staff has reviewed different options for approaching the AJCC Operator and is recommending that it directly serve as Operator for the NOVA workforce development area through sole source procurement. This proposed approach was discussed at the March 28, 2018 Board meeting and during previous Executive Committee meetings over the past few months. As the AJCC Operator, NOVA would serve as the facilitator and coordinator of the NOVA workforce development area's AJCC partner-shared services, as follows:

- 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 including but not limited to all of the following:
    - Establishment of a charter for the group if necessary
    - Facilitation of establishment of shared goals (e.g. cross-referral system, training needs, etc.)
    - Preparation of meeting agendas
    - Development of a write-up following each meeting summarizing discussions, agreements, and next steps.

There are several factors that have contributed to this recommendation: 1) insufficient qualified sources to provide the AJCC Operator function; 2) City of Sunnyvale service-delivery policies; and 3) NOVA would be the superior choice to serve as the Operator, based on its history of exemplary performance:

1) Insufficient qualified sources: In the high cost environment of Silicon Valley, with low unemployment and poverty resulting in low WIOA formula funding allocations for the NOVA workforce area, the pool of potential organizations interested in bidding on the small amount of funding that is available for this service (\$15,000/per year) would be relatively small and insufficient for a competitive procurement. This was seen in last year's competitive procurement for this service. In addition, the complex mandates under WIOA often discourage potential bidders from applying to operate WIOA-funded services. There are insufficient qualified sources to provide AJCC Operator activities and, as such, it is recommended that NOVA apply to directly provide this service through sole source procurement.

2) City of Sunnyvale service-delivery policies: Sunnyvale City Council Policy Manual 7.3.6 establishes guidelines for considering alternative methods of service delivery according to superior value and defines superior value as better service at lower cost; better service at equal cost; or equal service at lower cost. In order to factor in the intangible benefit of providing services by City staff (the vested interest of employees working directly for the City, the speedier response to City concerns, direct control of employees, etc.), as well as an added cost of delivering services by contract (contract administration), the cost or service differential for an outsider bidder should exceed 10% in order to meet the test of superior value. Given NOVA's superior services provided at a significantly lower cost than comparable entities, the prudent decision is for NOVA to directly serve as the AJCC Operator for the NOVA workforce development system.

3) Performance: NOVA has over thirty years of demonstrated experience and expertise meeting and exceeding its performance measures in delivering the highest quality and most beneficial



**Approval of Application for NOVA to be WIOA AJCC Operator  
for NOVA Workforce Development Area**

**May 23, 2018**

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mix of career services at the NOVA Job Center in Sunnyvale to Silicon Valley's residents and employers. It has routinely received high scores in all of its customer satisfaction surveys in the services it provides to customers and in its approach and customer service it employs to deliver these services. It also works closely with and encourages active participation of all sectors in the community in the provision of such services. NOVA is knowledgeable of and complies with WIOA and other local, state and federal policies and regulations. Funding is prudently expended and NOVA has never had any disallowed costs. It is doubtful that any organization could come close to providing this level of quality services and achieve the same efficiencies that NOVA has achieved.

Additionally, NOVA has in place an administrative structure to ensure internal controls and standards, enforcement of conflict of interest codes and policies, and necessary firewalls to uphold the highest integrity and accountability in serving as the AJCC Operator, as demonstrated in the City of Sunnyvale (CEO)'s exemplary and award-winning administrative and fiscal performance, the high-performing designated NOVA Workforce Board and the documents: Joint Powers Agreement for the NOVA consortium, WB/CLEO Agreement between the Board and Sunnyvale City Council, Board Conflict of Interest Code, Board Bylaws and Board Standard of Conduct.

As per Directive WSD16-14, the State requires that NOVA submit an application to the State for approval to be the AJCC Operator through sole source procurement. Please refer to Attachment I, Request for Approval to be America's Job Center of California that provides more detailed information about NOVA's justification to be the AJCC Operator.

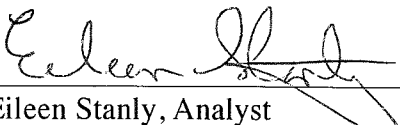
NOVA staff is asking for Board approval to submit the application (Attachment I) to the State to be the AJCC Operator for the NOVA workforce development area through sole source procurement. Following the Board's approval, this request will be forwarded to the Sunnyvale City Council at its June 26, 2018 Council meeting for approval and then submitted to the State.

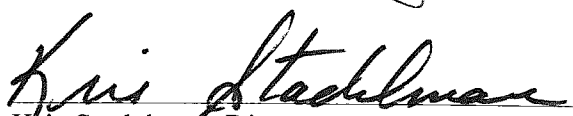
**ALIGNMENT WITH STRATEGIC PLAN:**

This is in alignment with the NOVA Workforce Board's vision, mission and purpose statement and all ten of the priority strategies from its 2017-2020 Strategic Plan.

**RECOMMENDATION:**

NOVA staff is seeking approval from the Board to submit the application (Attachment I) to the State to be the AJCC Operator for the NOVA workforce development area through sole source procurement.

Prepared by:   
Eileen Stanly, Analyst

Reviewed and Approved by:   
Kris Stadelman, Director

**Attachment I**

**Request for Approval to be  
America's Job Center of California<sup>SM</sup>  
Operator**

**Local Workforce Development Board**

**NOVA Workforce Board**

**Local Workforce Development Area**

**NOVA Workforce Development Area**

The *Workforce Innovation and Opportunity Act* (WIOA) allows Local Workforce Development Boards (Local Boards) to be an America's Job Center of California<sup>SM</sup> (AJCC) Operator, with the agreement of the Chief Elected Official (CEO) and the Governor. In order to be considered, the Local Board or administrative entity must have successfully participated in a competitive process, or provide substantial documentation that they meet one of the exceptions for sole source procurement.

This application will serve as the Local Board's or administrative entity's request for Governor's approval to be an AJCC Operator within a Local Workforce Development Area (Local Area) under WIOA. The application and required supporting documentation must be submitted to the California Workforce Development Board (State Board) through one of the following methods:

Mail	California Workforce Development Board P.O. Box 826880 Sacramento, CA 94280-0001
Overnight Mail/ Hand Deliver	California Workforce Development Board 800 Capitol Mall, Suite 1022 Sacramento, CA 95814

If the State Board determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your Regional Advisor for technical assistance or questions related to completing and submitting this request.

**NOVA Workforce Board**

Name of Local Board

505 West Olive Avenue, Suite 550

Mailing Address

Sunnyvale, CA

94086

City, State

Zip

Kris Stadelman

Contact Person

(408) 730-7233

Contact Person's Phone Number

June 28, 2018

Date of Submission

**Request for Approval to be  
America's Job Center of California<sup>SM</sup> Operator**

**Type of Procurement**

- 1. What type of procurement was used by the Local Board or administrative entity?**  
☐ Competitive                      ☒ Sole Source
- 2. If Sole Source, did the Local Board or administrative entity offer an open, competitive procurement prior to Sole Source?**  
☒ Yes                      ☐ No
- 3. If Sole Source, identify the reason(s) for using this procurement method:**  
☐ The AJCC Operator services are only available from a single source.  
☐ A public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation.  
☒ After solicitation of a number of sources, competition was determined inadequate.

**Documentation Requirements for Competitive Procurement**

- 1. A description of the AJCC Operator.**
  - a. Will the Local Board or administrative entity be the only AJCC Operator or act as a member of a consortium? If part of a consortium, include a list of the other consortium members.**

NOVA, the administrative entity, will be the only AJCC Operator for the NOVA workforce development area.
  - b. Is there more than one comprehensive AJCC in the Local Area? If so, will the Local Board or administrative entity act as the operator for all of them? If not, list which ones the Local Board will act as operator for and who will be the operator for the others.**

There is only one comprehensive AJCC in the NOVA workforce development area and that AJCC is the NOVA Job Center in Sunnyvale operated by NOVA. NOVA procures career services in San Mateo County to a service provider that operates an affiliate site.
- 2. Documentation of local internal controls, conflict of interest, and firewalls policies adhered to during the AJCC Operator procurement process.**

Last year, NOVA embarked on a competitive procurement process for the AJCC Operator with the intent of contracting out this service to another organization. NOVA follows

procurement policies and procedures that incorporate federal, State and the City of Sunnyvale procurement requirements. The City of Sunnyvale is the Chief Elected Official (CEO) for the NOVA workforce development area and is the administrative and fiscal agent for NOVA. Please refer to the attached NOVA Procurement Policies & Procedures document.

NOVA Procurement Policies & Procedures: <https://novaworks.org/documents/2023q1/ProcurementPolicy.pdf>

- 3. Documentation of the procurement process, including but not limited to, preparation of the request for proposal, public notices, receipt of bids/letter of intent, public bid/proposal meetings, evaluation, comparison, protest letters, and award notice/contract. In addition, provide a timeline that includes the date and staff name, organization, and title involved in each step of the selection process.**

The Request for Qualifications document for the AJCC Operator was developed using the requirements stipulated in State Directive WSD16-14 and NOVA's Procurement Policies & Procedures. The Request for Qualifications was distributed twice seeking an AJCC Operator to conduct the scope of work that included the coordination of the service-delivery activities of the required AJCC partners and service providers by convening and facilitating quarterly partner meetings to ensure effective delivery of services to shared customers. Qualifications sought included: facilitation experience; ability to be flexible, collaborative and resourceful in working with multiple organizations; and familiarity with local workforce development partners, in particular, in San Mateo County in order to ensure San Mateo County agencies were represented on the stakeholders' group. (The County of San Mateo had recently joined the NOVA now eight-jurisdiction consortium in 2015.) Proposals were evaluated according to the following qualifications criteria: depth of workforce-related knowledge and relationships beneficial to the project, facilitation experience, experience on projects of similar size and scope, capability to deliver timely and high quality services, references from previous projects, and professional fee schedule. The first procurement failed because no proposals were received. The second procurement received three proposals with one bidder selected and the remaining two bidders eliminated. The selected bidder was awarded a contract to perform AJCC Operator activities for two years. At the end of the first year, the organization has elected not to renew the contract effective June 30, 2018.

**Process/Timeline for Procurement of One-Stop Operator**

Activity	Staff Person	Date
First Request for Qualifications (RFQ) is issued; RFQ advertised as follows: <ul style="list-style-type: none"><li>• Posted online on NOVA website</li><li>• Posted online via DEMANDSTAR distribution system utilized by the City of Sunnyvale</li><li>• Distributed to NOVA stakeholders that</li></ul>	Jeanette Langdell, Manager, NOVA	January 11, 2017 with proposals due February 3, 2017

included business, government, education, community-based organizations and community leaders <ul style="list-style-type: none"> <li>• Distributed to NOVA Board members to distribute to its networks</li> </ul>		
Due to the failed procurement of the first solicitation (no proposals received), a second Request for Qualifications was issued (see distribution list above)	Jeanette Langdell, Manager, NOVA	February 16, 2017 with proposals due March 3
Three proposals were received by the March 3 deadline for the second Request for Qualifications solicitation	Jeanette Langdell, Manager, NOVA	March 3, 2018
Proposals were reviewed and scored by a review team who recommended a bidder, which was approved by the NOVA Workforce Board and the Sunnyvale City Council (CEO); no protest letters were received	Jeanette Langdell, Manager, NOVA	Approved at April 19, 2017 and May 23, 2017 meetings
Selected organization vetted through the System for Award Management (SAM) and approved for federal funding; Contract approved for AJCC Operator in the amount of \$15,000 for the first year	Jeanette Langdell, Manager, NOVA	On June 26, 2017, for the period of July 1, 2017 through June 30, 2019
Notification received from the AJCC Operator contractor that it would not be renewing the contract effective June 30, 2018.	Kris Stadelman, Director, NOVA	January 2018

**4. Identification of other entities in the Local Area that could be the AJCC Operator and the rationale for not selecting them.**

In this region, it would be difficult to find another entity like NOVA with the track record of delivering quality services, achieving performance measures, winning competitive funding, possessing a deep knowledge of the local labor market and WIOA, collaborating extensively with local MOU partners and stakeholders, and demonstrating prudent efficiencies over many years. In addition, there are also few organizations in this area who would be qualified for or interested in providing AJCC Operator activities. It is hard for organizations to conduct business in Silicon Valley with the high cost of living coupled with the limited funding that is available for WIOA services in the NOVA workforce development area. It is also challenging for organizations to understand and navigate the complex WIOA-funded workforce system and mandates. With the second Request for Qualifications procurement for the AJCC Operator (the first one failed due to lack of bidders), NOVA received just three proposals. One bidder was awarded the contract and the other two bidders were eliminated. The organization that was awarded the contract has chosen not to renew the

contract effective June 30, 2018. As to the other two bidders who submitted proposals, one bidder has become the regional organizer for the four local workforce boards that comprise the Bay Peninsula Regional Planning Unit, which would pose a potential conflict of interest if this same provider serves as the AJCC Operator for the NOVA Workforce Board. The third bidder is no longer with the organization that submitted a proposal. As per NOVA Procurement Policies and Procedures, an adequate number of qualified sources are required for a successful procurement. It is for this reason that NOVA is applying to be the AJCC Operator through sole source procurement.

**5. Copy of the Local Board's or administrative entity's bid/proposal.**

Neither NOVA nor the NOVA Workforce Board submitted a proposal for the Request for Qualifications AJCC Operator procurement process because the intent was to contract out this service to another organization, which was unsuccessful. Given the insufficient number of qualified sources, NOVA is applying to be the AJCC Operator through sole source procurement.

**6. A written description of the following operational topics.**

- a. Specify the role(s) of the Local Board or administrative entity as the AJCC Operator(s) (i.e., coordinating service providers, primary provider of services, and coordinating activities throughout the AJCC system). If the Local Board or administrative entity is part of a consortium, provide each assigned role and the related responsibilities for each entity in the consortium.**

NOVA, the administrative entity, as the AJCC Operator will serve as the facilitator and coordinator of the NOVA workforce development area's AJCC partner-shared services, as follows:

- 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 including but not limited to all of the following:
    - Establishment of a charter for the group if necessary
    - Facilitation of establishment of shared goals (e.g. cross referral system, training needs, etc.)
    - Preparation of meeting agendas
    - Development of a write-up following each meeting summarizing discussions, agreements, and next steps.

- b. How will the Local Board or administrative entity distinguish its roles and responsibilities between serving as the AJCC Operator and governing body over the Local Area?**

The NOVA Workforce Board is the governing body for the NOVA workforce development area, with the roles and responsibilities stipulated under WIOA. NOVA,

the administrative entity, will be the AJCC Operator with a distinct role as outlined in 6a, above. NOVA is jointly governed by the NOVA Workforce Board and the City of Sunnyvale (CEO), with established internal controls, firewalls and agreements that further delineate roles and responsibilities. This is outlined in greater detail under #4, below.

- c. How does this structure demonstrate the Local Board's or administrative entity's ability to successfully operate the AJCC system while also providing leadership for the entire Local Area and AJCC system?**

NOVA, the administrative entity, has been providing career services for the AJCC comprehensive job center for over 30 years with demonstrated success and performance excellence. It has worked collaboratively with partners in the community for many years and appreciates the value of these partnerships and their benefit to job seekers and employers. With the new structure of NOVA serving as the AJCC Operator, the NOVA Workforce Board will be freed up to provide leadership to the entire NOVA workforce development area and AJCC system.

- d. How will this structure deliver the highest performance outcomes for the Local Area?**

The NOVA service-delivery system has had a longstanding and demonstrated history of meeting and exceeding all of its WIA/WIOA performance outcomes. In addition, NOVA has worked collaboratively with a variety of partners in the community representing government, education, labor and community-based organizations. With this structure, NOVA will be able to focus on the day-to-day operations of the AJCC comprehensive center, as well as coordinate the collaborative network of one-stop partners supporting the highest performance standards and a more seamless service-delivery system among partners across the region. The NOVA Workforce Board will provide oversight of the entire workforce development system and be the catalyst for overcoming obstacles and raising the bar on quality services and performance excellence, continuously improving services to job seekers and employers across the workforce area.

- e. How will the Local Board or administrative entity maintain focus on strategic planning and accountability?**

With NOVA focusing on the local service-delivery coordination, the NOVA Workforce Board will be freed up to devote its expertise and vision to strategic planning, collaborating with the neighboring workforce boards that comprise the Bay Peninsula region, building critical partnerships to support the implementation of the strategic plans at the local and regional levels, and holding NOVA and its partners accountable for performance.



**1. A justification for whichever exemption mentioned above the Local Board or administrative entity feels they fall under in order to use Sole Source.**

NOVA is requesting approval for sole source procurement to provide AJCC Operator activities because after solicitation of a number of sources, as outlined in the above competitive procurement process, it was found that there are insufficient agencies that would be qualified to provide this service making a competitive procurement process inadequate.

**2. A description of the AJCC Operator.**

- a. Will the Local Board or administrative entity be the sole AJCC Operator or act as a member of a consortium? If part of a consortium, include a list of the other consortium members.**

NOVA, the administrative entity, will be the sole AJCC Operator for the NOVA workforce development area.

- b. Is there more than one comprehensive AJCC in the Local Area? If so, will the Local Board or administrative entity act as the operator for all of them? If not, list which ones the Local Board or administrative entity will act as operator and who will be the operator for the others.**

There is only one comprehensive AJCC in the NOVA workforce development area and that AJCC is the NOVA Job Center in Sunnyvale operated by NOVA. NOVA procures career services in San Mateo County to a service provider that operates an affiliate site.

**3. An analysis of market conditions and other factors that lead to the determination for utilizing Sole Source.**

There are several factors that lead to the determination of utilizing sole source procurement for the AJCC Operator: insufficient qualified sources after several attempts to solicit bidders; City of Sunnyvale (CEO) service-delivery policies; and that NOVA would be the superior choice to serve as the AJCC Operator, based on its history of exemplary performance.

**Insufficient Qualified Sources:** In the high cost environment of Silicon Valley, with low unemployment and poverty resulting in low WIOA formula funding allocations for the NOVA workforce development area, the pool of potential organizations interested in bidding on the small amount of funding that is available for this service (\$15,000 for the previous AJCC Operator first year of contract) would be relatively small and insufficient for a competitive procurement. In addition, organizations often have difficulty understanding WIOA mandates that govern the local workforce development system and its partner agencies, which often discourages potential bidders from applying to operate WIOA-funded services and would require a steep learning curve to effectively perform identified responsibilities.

NOVA contracts out its career services in San Mateo County and during the last procurement, the process had to be repeated twice: the first solicitation received just three bids and only one was acceptable for a small part of the service system; and the second solicitation received just two bids and only one was determined acceptable. During the procurement for the AJCC Operator, the process also had to be repeated twice: the first solicitation received no bidders and failed; and the second round received just three bidders, with one bidder selected who has chosen not to renew its contract. There are insufficient qualified sources to provide AJCC Operator activities and as such NOVA is applying to be the AJCC Operator through sole source procurement.

City of Sunnyvale (CEO) Policy: NOVA is a department of the City of Sunnyvale and is staffed by City employees. The Sunnyvale City Council Policy Manual 7.3.6 establishes guidelines for considering alternative methods of service delivery according to superior service value and defines superior service value as better service at lower cost; better service at equal cost; or equal service at lower cost. In order to factor in the intangible benefit of providing services by City staff (the vested interest of employees working directly for the City, the speedier response to City concerns, direct control of employees, etc.), as well as an added cost of delivering services by contract (contract administration), the cost or service differential for an outsider bidder should exceed 10% in order to meet the test of superior value. Given NOVA's superior services provided at a significantly lower cost than comparable entities (101% lower than the average cost per enrolled adult customer for the state), the prudent decision is for NOVA to directly serve as the AJCC Operator for the NOVA workforce development system.

Performance: NOVA has over thirty years of demonstrated experience and expertise meeting and exceeding its performance measures in delivering the highest quality and most beneficial mix of adult and dislocated worker career services at the NOVA Job Center in Sunnyvale to Silicon Valley's residents and employers. It has routinely received high scores in all of its customer satisfaction surveys in the services it provides to customers and in its approach and customer service it employs to deliver these services. It also works closely with and encourages active participation of all sectors in the community in the provision of such services. NOVA is knowledgeable of and complies with WIOA and other local, state and federal policies and regulations. It is accountable to its customers, partners, NOVA Workforce Board, City of Sunnyvale, and its funders. Funding is prudently expended and NOVA has never had any disallowed costs in its thirty-year history. It is doubtful that any organization could come close to providing this level of quality services and achieve the same efficiencies that NOVA has achieved.

#### **4. Copies of internal controls, conflict of interest, and firewall policies.**

The City of Sunnyvale serves as the Chief Elected Official (CEO) for the NOVA consortium and the administrative and fiscal agent for NOVA. The City's fiscal structure is highly regarded throughout the state and nation and has won awards for its innovative and forward-looking approach to municipal finances. The Government Finance Officers Association administers the Certificate of Achievement of Excellence in Financial Reporting,

which awards local governments who go beyond the minimum requirements of generally accepted accounting principles. The City of Sunnyvale has been a long-time participant in the certificate program and has received the award for over thirty years. The NOVA Workforce Board, designated by the California Workforce Development Board as a high performing board, serves as the governing board for NOVA. In partnership with the City of Sunnyvale, the Board performs effective monitoring and evaluation of NOVA's services as defined under WIOA and through an agreement between the City of Sunnyvale and NOVA Workforce Board. This administrative structure ensures internal controls and standards, enforcement of conflict of interest codes and policies, and necessary firewalls to uphold the highest integrity in the administration of NOVA's services. NOVA is one of very few organizations that have in place this high degree of exemplary oversight, with extensive internal checks and balances.

In order to ratify these internal controls, conflict of interest compliance and firewalls, written agreements have been established between the City of Sunnyvale, acting as the Chief Elected Official (CEO), and the NOVA Workforce Board and between the eight jurisdictions that comprise the NOVA Job Training Consortium through a Joint Powers Agreement (JPA). These agreements together with the NOVA Workforce Board Conflict of Interest Code and financial disclosure requirements and the NOVA Board Bylaws and Standard of Conduct constitute the essential checks and balances and firewalls.

The JPA is an agreement between the eight jurisdictions that comprise the NOVA consortium and include the cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara and Sunnyvale and the County of San Mateo. The JPA designates the City of Sunnyvale with the authority to administer NOVA Workforce Development Services (serving in the capacity of CEO), on behalf of the eight jurisdictions, with responsibilities that include: subgrant recipient; develop procedures for governance, planning, operation, assessment and fiscal management of the one-stop service-delivery system; and evaluate program performance based on measurable outcomes and customer satisfaction and determine resulting needs and reallocation of resources. NOVA is a department of the City of Sunnyvale, under the direction of the City Manager.

The WB/CLEO Agreement delineates the roles and responsibilities between the City of Sunnyvale as the CEO and the NOVA Workforce Board as stipulated by WIOA. It is the joint authority and responsibilities of the City and the NOVA Board to ensure effective programs and to stimulate active, effective participation of all sectors of the community. The City's responsibilities pertinent to internal controls/firewalls include serving as grant recipient and administrative entity, Chief Elected Official, appointing NOVA Board members, providing the appropriate level of staff support to the Board, and carrying out all administrative functions necessary to ensure sound management of programs and program funds. The NOVA Board's responsibilities pertinent to internal controls/firewalls include: selecting a one-stop operator(s), with the agreement of the Sunnyvale City Council, annually reviewing the operations and, when warranted, terminating for cause the eligibility of such operator(s); evaluating proposals submitted to the NOVA WB for funding, and select service providers, with the agreement of the City, consistent with its adopted criteria; and annually evaluating

program effectiveness of programs funded by the Workforce Development Area, based on negotiated performance measures, and the performance of the Workforce Development Area itself.

The NOVA Workforce Board Bylaws operationalizes the duties of the board including the development of standards, measurement of effectiveness, oversight of revenues, expenditures and success, and conduct at meetings. In addition, the Board has an established Standard of Conduct and Conflict of Interest Code that prohibits any member from voting on any issue that could be perceived as creating any conflict of interest and requires annual financial disclosure statements (Form 700) to be filed with the County.

To review the entire documents, please click on the following links:

NOVA Consortium Joint Powers Agreement: <https://novaworks.org/documents/2023q1/SignedJPAAIJurisdictions2.pdf>

NOVA Board/City of Sunnyvale WB/CEO Agreement: <https://novaworks.org/documents/2023q1/WB-CLEOAgreement.pdf>

NOVA Board Bylaws: <https://novaworks.org/documents/2023q1/BoardBylaws.pdf>

NOVA Board Conflict of Interest Code: <https://novaworks.org/documents/2023q1/NOVACOI.pdf>

NOVA Board Standard of Conduct: <https://novaworks.org/documents/2023q1/WBstandardofconduct.pdf>

**5. Provide a written description of the following operational topics:**

- a. Specify the role(s) of the Local Board or administrative entity as the AJCC Operator(s) (i.e., coordinating service providers, primary provider of services, and coordinating activities throughout the AJCC system). If the Local Board or administrative entity is part of a consortium, provide each assigned role and the related responsibilities for each entity in the consortium.**

Please refer to #6a, above. NOVA, as the AJCC Operator, will serve as the facilitator and coordinator of NOVA's workforce development area's AJCC partner-shared services, as follows:

- 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 including but not limited to all of the following:
    - Establishment of a charter for the group if necessary
    - Facilitation of establishment of shared goals (e.g. cross referral system, training needs, etc.)
    - Preparation of meeting agendas
    - Development of a write-up following each meeting summarizing discussions, agreements, and next steps.

- b. How will the Local Board or administrative entity distinguish its roles and responsibilities between serving as the AJCC Operator and governing body over the Local Area?**

Please refer to #6b, above. The NOVA Workforce Board is the governing body for the NOVA workforce development area, with the roles and responsibilities stipulated under WIOA. NOVA, the administrative entity, will be the AJCC Operator, with a distinct role as outlined in 5a, above. NOVA is jointly governed by the NOVA Workforce Board and the City of Sunnyvale (CEO), with established internal controls, firewalls and agreements that further delineate roles and responsibilities. This is outlined in greater detail under #4, above.

- c. How does this structure demonstrate the Local Board's or administrative entity's ability to successfully operate the AJCC system while also providing leadership for the entire Local Area and AJCC system?**

NOVA, the administrative entity, has been providing career services for the AJCC comprehensive job center for over 30 years with demonstrated success and performance excellence. It has worked collaboratively with partners in the community for many years and appreciates the value of these partnerships and their benefit to job seekers and employers. With the new structure of NOVA serving as the AJCC Operator, the NOVA Workforce Board will be freed up to provide leadership to the entire NOVA workforce development area and AJCC system.

- d. How will this structure deliver the highest performance outcomes for the Local Area?**

Please refer to #6d, above. The NOVA workforce development system has had a longstanding and demonstrated history of meeting and exceeding all of its WIA/WIOA performance outcomes. With this structure and NOVA's expertise, NOVA will be able to focus on the day-to-day operations of the AJCC services, as well as coordinate the collaborative network of one-stop partners supporting the highest performance standards and a more seamless service-delivery system among partners across the region. The NOVA Workforce Board will provide oversight of the entire workforce development system and be the catalyst for overcoming obstacles and raising the bar on quality services and performance excellence, continuously improving services to job seekers and employers across the workforce area.

- e. How will the Local Board or administrative entity maintain focus on strategic planning and accountability?**

Please refer to #6e, above. With NOVA focusing on the local service-delivery coordination, the NOVA Workforce Board will be freed up to devote its expertise and vision to strategic planning, collaborating with the neighboring workforce boards that comprise the Bay Peninsula region, building critical partnerships to support the implementation of the strategic plans at the local and regional levels, and holding NOVA and its partners accountable for performance.

- 6. Evidence that the request for approval of the Local Board or administrative entity to be an AJCC Operator through Sole Source was made available to the public for at least 30 days. Submit copies of comments received.**

Notification of NOVA's intent to be the AJCC Operator was released to the public on April 5, 2018 through a variety of methods that included posting on the NOVA website and through emails utilizing databases that represent a vast number of individuals and organizations, with comments/responses requested by May 7, 2018. No official comments were received.

- 7. Views expressed by the local WIOA mandatory AJCC partner programs. Submit copies of any letters of support, disagreement, or other views received.**

Please refer to Attachment A for letters of support from AJCC partner programs.

- 8. Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved its contents in a public meeting.**

Please refer to the attached Signature Page signed and dated by the NOVA Workforce Board and the Sunnyvale City Council (CEO).

### Signature Page

By signing below, the local CEO and Local Board chair request approval from the Governor to be designated as an AJCC Operator. Each party certifies that this application submission was reviewed and demonstrates that NOVA met all the requirements to be designated as the AJCC Operator of the NOVA Workforce Area under WIOA law and regulations.

NOVA has been approved to submit the enclosed application to be America's Job Center of California Operator by the NOVA Workforce Board at its May 23, 2018 meeting and by the Sunnyvale City Council, as the local Chief Elected Official for the NOVA consortium, at its June 26, 2018 meeting.

**Local Workforce Development Board Chair**

**Local Workforce Development Board Chair**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Christopher Galy

\_\_\_\_\_  
Jennifer Morrill

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

\_\_\_\_\_  
NOVA Workforce Board Co-Chairperson

\_\_\_\_\_  
NOVA Workforce Board Co-Chairperson

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Local Chief Elected Official**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Glenn Hendricks

\_\_\_\_\_  
Name

\_\_\_\_\_  
Mayor, City of Sunnyvale

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

## **Attachment A**

### **Letters of Support from AJCC Partner Programs**

*[Support letters were received from California Department of Rehabilitation, California Employment Development Department, Central Labor Council Partnership, Foothill-De Anza Community College District, JobTrain, Peninsula Family Service, Sacred Heart Community Service, Santa Clara County Housing Authority, Sequoia District Adult School, and Sunnyvale-Cupertino Adult Education. Additional letter is expected from the County of San Mateo-TANF program. All letters received will be inserted into this application as part of the submission to the State.]*





**Date:** May 23, 2018  
**To:** NOVA Workforce Board  
**From:** NOVA Staff  
**Subject:** **Approval of WIOA AJCC Hallmarks of Excellence Certification for NOVA Job Center**

### **INTRODUCTION:**

The Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-128, Section 121(g)) requires that the local workforce boards assess at least every three years the effectiveness, physical and programmatic accessibility, and continuous improvement of the American Job Center one-stop centers and service-delivery system. State Directive WSD16-20 provides the specific process for implementing the America's Job Centers of California (AJCC) certification requirements. This directive targets just the AJCC comprehensive centers and entails two parts to the certification process: AJCC Baseline and Hallmarks of Excellence certifications.

The NOVA workforce development system has just one AJCC comprehensive center, the NOVA Job Center in Sunnyvale, which is the focus of the certification process for this workforce area. For NOVA's AJCC Baseline Certification process, the evaluators concluded that NOVA was in full compliance, which was approved by the Board at its November 29, 2017 meeting.

The second (and final) phase of the AJCC certification process — the Hallmarks of Excellence Certification — has now been completed and the evaluator has concluded that NOVA has achieved compliance in all eight Hallmarks of Excellence. At the May 23 Board meeting, the Board will be asked to approve the completed AJCC Certification Matrix for the Hallmarks of Excellence, in addition to a Continuous Improvement Plan (Attachment II) for submission to the State by the June 30, 2018 deadline.

### **DISCUSSION:**

WIOA (Public Law 113-128) emphasizes the importance of providing customers with access to high-quality one-stop centers, referred to in California as America's Job Centers of California (AJCC), which connect them to the broad array of workforce development services in the community. WIOA Section 121(g) — Certification and Continuous Improvement of One-Stop Centers — requires that local workforce boards assess at least once every three years the effectiveness, physical and programmatic accessibility, and the continuous improvement of one-stop centers and the one-stop service-delivery system, according to specified criteria and procedures developed by the State Board in consultation with chief elected officials and local boards.

The State has taken an ambitious approach to implementing the AJCC certification requirements as specified in Directive WSD16-20 — Certification Process for Comprehensive AJCCs, [http://www.edd.ca.gov/Jobs\\_and\\_Training/pubs/wsd16-20.pdf](http://www.edd.ca.gov/Jobs_and_Training/pubs/wsd16-20.pdf), as follows:

This directive pertains to just AJCC comprehensive centers. The NOVA workforce development system has one AJCC comprehensive center, the NOVA Job Center in Sunnyvale, which is the focus of this certification process. The certification for the AJCC comprehensive centers will be in effect for three years starting July 1, 2018.

The State requires that the certification evaluations be conducted by an objective entity and local workforce boards may choose to use staff, the AJCC Operator (unless it's the Local Board), a subcommittee, or a neutral third-party to complete the onsite, open, and independent evaluation of the comprehensive center. In order to avoid potential conflicts of interest, the evaluator cannot be an AJCC program partner or a career service provider. It is also important that there are firewalls in place, if appropriate. The State has encouraged workforce development regions to work together to provide a vehicle for conducting the evaluations of each center.

The certification process is divided into two parts: AJCC Baseline and Hallmarks of Excellence certifications. The Baseline certification is based on four elements: 1) implementation of signed Memorandums of Understanding under Phase I and Phase II; 2) implementation of Local Board's defined roles and responsibilities of the AJCC one-stop operator and career services provider; 3) compliance with all regulatory requirements to be a comprehensive AJCC one-stop center; and 4) assurance of equal opportunity for individuals with disabilities. The comprehensive center must meet all four of these elements in order to be certified and move to the next level of certification — Hallmarks of Excellence.

For NOVA's Baseline Certification process, the Regional Organizer, contracted by NOVA on behalf of the Workforce Boards in the region to coordinate regional activities, and an administrator from the San Benito County workforce board conducted an onsite visit on November 15, 2017 at the NOVA Job Center in Sunnyvale. The evaluators completed their assessment and concluded that NOVA had achieved compliance in all four elements, with no required corrective action plan. At the November 29, 2017 Board meeting, the Board approved of the evaluation team's completed Baseline Certification matrix, which was then submitted to the State by the December 31, 2017 deadline.

#### AJCC Hallmarks of Excellence Certification:

The Hallmarks of Excellence certification is much more comprehensive than the Baseline Certification and is based on eight elements: 1) physical location and facility enhances customer experience; 2) universal access, with an emphasis on individuals with barriers to employment; 3) supports the one-stop system through effective partnerships; 4) provides integrated, customer-centered services; 5) is an on-ramp for skill development and the attainment of industry-recognized credentials for targeted regional sectors and pathways; 6) engages industry and labor and supports regional sector strategies through an integrated business service strategy focusing on quality jobs; 7) has high-quality, well-informed, and cross-trained staff; and 8) achieves data-driven continuous improvement. Each Hallmark of Excellence element is ranked on a scale of 1-5 and the center must achieve a ranking of at least 3 in each of the eight elements in order to be certified. A continuous improvement plan is also required as part of this process.

For NOVA's Hallmarks of Excellence certification process, NOVA staff began the process by conducting a self-evaluation of the NOVA Job Center that entailed reviewing the criteria, compiling documents that demonstrate compliance with each of the eight hallmarks, and brainstorming on opportunities for improving services and partnerships within the NOVA workforce development area. While this certification evaluation was mandated, NOVA staff utilized this process as a chance to raise the bar in delivering exceptional services to job seekers and employers in the community. NOVA asked the Regional Organizer to again provide an objective evaluation of the NOVA Job Center, which was approved by the State as complying with necessary conflict of interest requirements. On May 8, 2018, the Regional Organizer conducted an onsite evaluation at the Job Center. Given the breadth and depth of the eight hallmarks that comprise the Hallmarks of Excellence certification process, this visit was more extensive than the Baseline Certification visit and entailed a comprehensive review of documents and processes that address each of the Hallmarks of Excellence and meeting with NOVA staff. At the end of the visit, the evaluator concluded that NOVA was in compliance with the Hallmarks of Excellence and had achieved a ranking of at least 3 for each of the hallmarks required for certification. A letter from the evaluator has been attached (Attachment I). In fact, the NOVA Job Center exceeded this minimum requirement in seven of the eight hallmarks, with two receiving the highest ranking of 5, defined as achieving and excelling at the hallmark. Please refer to Attachment II for the completed matrix and scores for each of the eight hallmarks.

As part of the Hallmarks of Excellence certification process, the Local Board is required to approve a Continuous Improvement Plan to address areas for improvement identified in the matrix. Attachment II also includes the proposed Continuous Improvement Plan for the NOVA Job Center in Sunnyvale, with identified target dates.

At the May 23 Board meeting, the Board will be asked to approve the AJCC Certification Matrix for the Hallmarks of Excellence and proposed Continuous Improvement Plan (Attachment II) for the NOVA Job Center in Sunnyvale. Following the Board's approval, the signed matrix and Continuous Improvement Plan will be submitted to the State by the June 30 deadline.

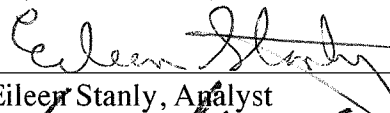
#### **ALIGNMENT WITH STRATEGIC PLAN:**

This is in alignment with the Board's vision, mission and purpose and all ten of the priority strategies.

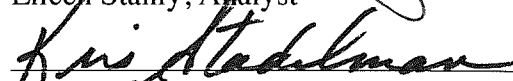
#### **RECOMMENDATION:**

The Board is being asked to approve the completed AJCC Certification Matrix for the Hallmarks of Excellence and Continuous Improvement Plan (Attachment II) for the NOVA Job Center in Sunnyvale.

Prepared by:

  
Eileen Stanly, Analyst

Reviewed and Approved by:

  
Kris Stadelman, Director

- Attachment I: Letter from Racy Ming, Evaluator for NOVA's AJCC Hallmarks of Excellence Certification
- Attachment II: Comprehensive AJCC Certification Matrix: Hallmarks of Excellence for NOVA Job Center in Sunnyvale and Continuous Improvement Plan

**Attachment I**  
**Letter from Racy Ming, Evaluator for NOVA's AJCC Hallmarks of Excellence Certification**

May 8, 2018

Kris Stadelman  
Director  
NOVA Job Center  
505 W. Olive Avenue, Suite 550  
Sunnyvale, CA 94086

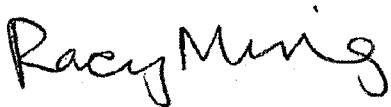
Dear Ms. Stadelman:

This letter is to verify that on May 8, 2018, I completed an onsite evaluation for the WIOA Hallmarks of Excellence AJCC Certification for the NOVA Job Center in Sunnyvale. Following review of extensive materials, relevant documents, and discussions with staff, the NOVA Job Center received a ranking of at least a 3 in each of the eight hallmarks and, as such, has been certified.

As you know, I have personally evaluated five other comprehensive AJCCs in California and provided advice and guidance on the certification for 16 others. NOVA's work, particularly in the areas of targeted sectors/career pathways and business services, are the strongest that I have seen in my numerous reviews. You and your staff are to be commended for a job well done.

Please do not hesitate to let me know if you have any questions or if I can be of any additional assistance.

Sincerely yours,

A handwritten signature in black ink that reads "Racy Ming". The signature is written in a cursive, flowing style.

Racy Ming  
Principal  
Racy Ming Associates, LLC

**Attachment II**  
**Comprehensive AJCC Certification Matrix:**  
**Hallmarks of Excellence for NOVA Job Center in Sunnyvale and**  
**Continuous Improvement Plan**

Name of Local Board NOVA Workforce Board  
Name of AJCC NOVA Job Center in Sunnyvale

**Hallmark of Excellence #1**  
**The AJCC physical location and facility enhances the customer experience.**

**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

The NOVA Job Center in Sunnyvale provides a clean, professional and accessible environment for all customers seeking services that include those with disabilities, with adequate parking and public transportation within close proximity to the center. The NOVA Job Center is fully staffed to provide the extensive portfolio of customer services, in an integrated customer-focused way. There is a front desk and staff to greet customers when they first arrive at the Job Center, register them for services, provide materials and resources, and answer any questions they may have about the campus and programs. The campus contains seven workshop rooms where staff holds workshops and classes throughout the day and where employers hold their job fairs to recruit customers. There is substantial computer equipment (20 computers+) located at the computer center to accommodate the needs and demands of customers, with staff available at all times for computer assistance. Additional cubicles are available for customers to use as private workspaces, as well as a private break room with vending machines and picnic tables outside for lunch and social gatherings. Signage and directories are posted throughout the campus to guide customers as they navigate the campus. Fire extinguishers and defibrillators are on site and are clearly marked for easy access. Emergency evacuation procedures are in place in the NOVA Evacuation Plan as required by the City of Sunnyvale and according to the City Policy "Employee Safety and Emergency Preparedness" to ensure a safe environment for customers and staff. Staff participates in citywide safety committees and safety trainings/discussions during staff meetings. A NOVA safety committee was recently reestablished and practice evacuation drills are soon to be implemented. The City of Sunnyvale is embarking on the construction of a new civic center that will include the NOVA Job Center in new and improved state-of-the-art facilities that will improve the overall appearance and functionality of the Center.

**Hallmark of Excellence #1 Ranking (1-5):** 4

**Rationale for This Ranking:**

While NOVA has maximized its facility space to provide customers with a positive, beneficial and productive experience, the buildings are old and unattractive which makes it difficult to achieve a ranking of 5 at this time. A ranking of 4 is appropriate as the NOVA Job Center is significantly meeting this hallmark with room for improvement. With the new civic center constructed that will include NOVA, a ranking of 5 is expected at the next evaluation period.

**Hallmark of Excellence #1**

**Continuous Improvement Goals and Recommendations:**

- 1) Work with the City of Sunnyvale as the new civic center facility is designed and built for the new NOVA Job Center in City Hall.
- 2) Reestablish NOVA staff safety committee that will include regular meetings and coordination with the City of Sunnyvale regarding safety drills.

**Hallmark of Excellence #2**

**The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

The NOVA Job Center utilizes an integrated service-delivery model where all customers have full access to services. The staff that provide the services are multi-cultural and bilingual, are comfortable serving the unique needs of diverse customers with cultural differences, disabilities and barriers to employment, and are equipped to make the necessary accommodations as needed. However, there are some languages that staff does not speak and access to language services would be valuable. NOVA has also developed a Limited English Proficiency Plan. Several staff have specific expertise serving veterans and the formerly incarcerated. Veterans receive preference and priority of service as described in the NOVA policy, Priority of Service for Veterans and Eligible Spouses. Staff trainings are provided to enhance core competencies in serving target populations, but more ongoing trainings would be beneficial. The NOVA Job Center undergoes regular monitoring from the State EEO office and EEO information is posted and regularly updated on NOVA's intranet (wiki) for staff to review and reference. As a result of a special grant, NOVA has acquired substantial adaptive equipment capitalizing on the latest technology for persons with disabilities to ensure they have a comparable experience to those without disabilities. In addition to the center-based services, NOVA's online MyPlan provides access to services outside of regular business hours, so that customers may utilize NOVA services virtually, at a time that is more convenient for them. NOVA recently launched a new website that has been tested to ensure accessibility and compliance with Google's audit check according to Progressive, Performance, Accessibility and Best Practices metrics, with no outstanding changes required.

**Hallmark of Excellence #2 Ranking (1-5): \_\_\_\_\_4\_\_\_\_\_**

**Rationale for This Ranking:**

NOVA staff has acquired the experience and expertise to provide the full portfolio of services to all customers, regardless of disability, cultural differences or barriers to employment. NOVA has also fully utilized technological advances to provide better access to customers through adaptive equipment and virtual services. The NOVA AJCC is ranked with a 4 as it has significantly met this hallmark with room for improvement. Through additional ongoing trainings and access to language services for languages that NOVA staff doesn't currently speak, a ranking of 5 is expected to be achieved at the next evaluation period.

**Hallmark of Excellence #2**

**Continuous Improvement Goals and Recommendations:**

- 1) Develop a plan for the ongoing training of staff to ensure equal opportunity and accessibility for all customers, with information from training made available on NOVA's intranet (wiki).
- 2) Explore a plan for accessing additional language services for languages that current staff does not speak, such as through a language bank.



**Hallmark of Excellence #3****The AJCC actively supports the One-Stop system through effective partnerships.****Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

For many years, NOVA has worked with a wide range of partners in the community to effectively serve the needs of job seekers and employers and launch innovative ventures to tackle emerging trends and industries. Since San Mateo County joined the NOVA consortium, NOVA has reached out to partners in this area to form the now regional Stakeholders group. The Stakeholders group is comprised of all of the AJCC partners in the NOVA workforce development area. This group meets on a quarterly basis to discuss the current service system that includes recruitment events and job boards, each partner's invaluable contributions to the NOVA workforce system, opportunities for partners to work better together, and ways the system can continuously improve. Stakeholders were recently surveyed on their level of satisfaction with the partnership, what were their top three workforce development challenges when serving shared AJCC customers, and how the partnership and service-delivery system can be improved. The areas identified for improvement will be explored further through this Stakeholders group and implemented locally. One area that the Stakeholders group will be tackling is formalizing a referral structure and process for referring customers between partners. Currently, there is an informal process in use. Partners will be surveyed on an annual basis going forward to ensure progress has been achieved in addressing recommendations. While partners that comprised the former seven-jurisdiction NOVA workforce development area have been meeting together for many years, with the addition of San Mateo County, they have been meeting as a larger service area for just one year, which will offer new opportunities for continuous improvement. However, as with all new groups, time and more productive interactions will be needed in order for all partners to become better acquainted with each other's services within the region and approach for serving shared customers.

**Hallmark of Excellence #3 Ranking (1-5): \_\_\_\_\_3\_\_\_\_\_****Rationale for This Ranking:**

The groundwork for establishing a cohesive and seamless one-stop system has been laid with ongoing and productive communication among all partners, regular customer referrals between programs, and quarterly Stakeholders meetings held to identify ways of improving services to shared customers. There is more work to be done but the work has already begun with very positive results. It is for this reason that the NOVA Job Center has been ranked a 3, as it has achieved a satisfactory level for this hallmark.

**Hallmark of Excellence #3**

**Continuous Improvement Goals and Recommendations:**

- 1) Continue to engage all AJCC partners in the AJCC-based services, such as workshops and recruitment events through the quarterly Stakeholders meeting with the addition of San Mateo County partners.
- 2) Formalize a referral structure and process for referring customers between AJCC partners through the Stakeholders meeting.
- 3) Survey all AJCC partners on an annual basis to assess satisfaction and review feedback with stakeholders.

**Hallmark of Excellence #4****The AJCC provides integrated, customer-centered services.****Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

NOVA Job Center curriculum and service flow is customer-centered, tailored to the job search and training needs of its customers. The Job Center effectively greets customers at the front desk where staff provides information about registering for services, navigating the campus and the programs and services offered at the Job Center and elsewhere. Customers then move seamlessly through the integrated service-delivery system in response to customer needs. NOVA staff has received customer service training, as well as customer-centered design (CCD) training as part of the Bay Peninsula Region with San Francisco, San Jose-based work2future and San Benito County workforce boards. Information from the CCD training has been incorporated into the service system, a new career navigation initiative serving disadvantaged youth, and in the creation of a regional social network of workforce and education organizations to improve outcomes for job seekers and businesses. The NOVA Job Center has been proactive in co-enrolling customers in more than one program when there is value to the customer, such as co-enrollment in TAA and WIOA and in the Mature Worker program, funded by the County of Santa Clara, and WIOA. The AJCC partners are an integral part of the service system and NOVA meets with them on a regular basis through the Stakeholders group meetings where the group receives training and discusses opportunities to improve services to shared customers. Partner programs and services enrich the opportunities and resources that are available to shared customers across the NOVA workforce development area. Partners identify programs that their customers could benefit from and make referrals to these programs to leverage their current services. The services that are provided by the two colocated partners are in alignment with and are integrated into the NOVA Job Center services. The NOVA workforce development system has been further enhanced with the addition of San Mateo County that will support an expanded cohesive system and spark opportunities for continuous improvement. Additional shared education of AJCC partners would be of value to improve the system's capacity to more effectively and seamlessly serve shared customers and fully utilize the breadth and depth of services that are available across the workforce system.

**Hallmark of Excellence #4**

**Hallmark of Excellence #4 Ranking (1-5):** \_\_\_\_\_ **4** \_\_\_\_\_

**Rationale for This Ranking:**

NOVA has been providing integrated, customer-centered services for many years. This has been further enhanced by training received on customer service and customer-centered design. Through the NOVA workforce development area Stakeholders meetings, the AJCC partners are working together to better integrate services provided by partners into a more seamless and customer-focused service-delivery system. However, there is still more work to be done on additional education for staff on each partner program's eligibility and services and integrating San Mateo County into an expanded AJCC workforce development system. It is for this reason that a ranking of 4 is being given as the NOVA Job Center has significantly met this hallmark with room for improvement.

**Continuous Improvement Goals and Recommendations:**

- 1) Through the Stakeholders meetings, partners will coalesce as a region with the addition of San Mateo County and begin to identify as an AJCC system that is comprised of individual programs.
- 2) Through the Stakeholders meetings, all AJCC staff will be able to access shared education in partner program eligibility and services to more effectively serve shared customers.

**Hallmark of Excellence #5**

**The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.**

**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

NOVA Job Center staff values the importance of skill development leading to employment, as described in its purpose statement, and is knowledgeable of the career pathways, skill development, training and credentialing required to gain access to and succeed in demand-driven sectors and occupations in Silicon Valley. Comprehensive labor market trends and industry reports are produced in real-time that support and guide staff and customers on the emerging and growing occupations that can offer new opportunities for employment and career advancement. NOVA has also partnered with industry on several regional sector initiatives over the years targeting growing and emerging sectors that include digital advertising, DevOps, advanced transportation and ICT sectors and through these projects has offered a gateway to training opportunities, apprenticeships and networks invaluable to customers seeking to gain entree to employment in these fields. NOVA staff is competent in preparing customers for skill development and training leading to employment, which is embedded in the skills assessment materials, workshops, training resources, and services provided at the Job Center, including the skills matrix as part of the Career Exploration Guide, "Prove It" skills proficiency assessment, What Are My Training Options?, and Am I Marketable?. NOVA assists customers by providing the on-ramp in navigating through the numerous skill development and training opportunities that are made readily available to customers at all levels and experience through a streamlined process and include work-based learning/earn & learn opportunities (e.g Internship to Employment Program). Industry-recognized certificate programs offered include: biotech/biodevice skills, engineering skills, financial, HR Management, Energy Management, Early childhood education, IT skills, Marketing, Medical Skills, Office Skills, Project & Program Management, Property Management, Salesforce and Truck Driver. Referrals are also made to the AJCC education partners for low-cost or no-cost vocational training to provide other skill development, as needed, to enhance customer success that includes English as a Second Language (ESL). Supportive services are offered to those who may need additional assistance in order to access and succeed in these training programs. The Bay Peninsula Regional Planning Unit has identified five priority sectors for this region and, as such, the NOVA Job Center is informed about these sectors, as well as additional sectors and occupations and shares this information with staff, AJCC partners and customers. The success of NOVA's approach has resulted in NOVA customers finding employment in high-wage jobs with major employers in demand-driven sectors that include: Amazon, Apple, Applied Materials, Cisco Systems, EBay, Google, Intel, Intuit and Kaiser Permanente, among many others. With the newly formed regional business engagement team, comprised of the four local workforce boards in the region, a mechanism for sharing information across the four workforce areas is being explored.

**Hallmark of Excellence #5**

**Hallmark of Excellence #5 Ranking (1-5): \_\_\_\_\_5\_\_\_\_\_**

**Rationale for This Ranking:**

The NOVA Job Center exercises extensive expertise in skill development, training, credentialing, and career pathways in order for customers to access and advance in sector-driven industries and occupations in this region. Customers are provided with the tools to easily access these resources that will lead to employment. Information about sector and occupational requirements are shared with staff, partners, neighboring workforce boards and customers. As a result of this approach, NOVA customers have found employment in high-wage jobs with major employers in demand-driven sectors in Silicon Valley. With a new regional focus on workforce development services, the newly formed regional business engagement team is working to enhance the sharing of information across the entire region. The NOVA Job Center is being ranked a 5 as it is achieving and excelling in this hallmark.

**Continuous Improvement Goals and Recommendations:**

- 1) Through the regional business engagement team, a mechanism for understanding and sharing demographic information about customers and available training resources across the four local workforce boards in the region will be developed to assist both job seekers and businesses.

**Hallmark of Excellence #6**

**The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

NOVA Job Center staff is well informed about the regional labor market and industry sectors and occupations that ensures that information that customers use in their job search is the most up-to-date and in alignment with their career pathways and employment goals. New information is shared with staff on a regular basis at career advisor meetings and via email. Labor market and industry-specific information comes from a variety of sources that include: California Employment Development Department, U.S. Department of Labor, LinkedIn (economic graph), employer panel presentations and symposiums, industry-specific publications, regular and ongoing feedback from employers through the business services team that is then conveyed to career advisors to share with customers, and other sources. In addition, NOVA subscribes to a service, JobsEQ, where current labor market and industry data and reports can be downloaded in real-time. NOVA utilizes an integrated business service strategy to ensure that job seekers have access to quality jobs and that employers have access to qualified candidates. NOVA hosts an electronic job board where employers looking for qualified candidates may post jobs online at any time and NOVA customers may view these listings and respond by applying online. NOVA staff also works closely with businesses to assist them with identifying qualified candidates for available positions, offers a paid Internship to Employment program as an opportunity to train workers in a risk-free environment, and utilizes the assessment tool "Prove It" to provide skill verification to enhance a candidate's portfolio that is often required by staffing agencies and employers. In addition, NOVA hosts job fairs, holiday fairs and other on-site recruitment opportunities on campus for employers interested in recruitment. NOVA has also partnered on a variety of programs and initiatives in the community to promote access to quality, well-paid jobs that include the labor-sponsored Trades Introduction Program (TIP) and Trades Orientation Program (TOP) pre-apprenticeship courses, HacktheHood TechLadder Academy, the Autism Advantage internship program with tech employers, advanced transportation project with the employer group Prospect Silicon Valley, and the digital advertising and DevOps training programs in collaboration with the Interactive Advertising Bureau, Open Access, CollabNet and Ten-X that were part of the Slingshot initiative. Information about employer needs and quality jobs is also shared regionally and integrated through the newly formed business engagement team and expanded Stakeholders group. Additionally, through the business engagement team, developing integrated strategies for serving high road employers that cross workforce area boundaries will be explored that will streamline services to businesses while minimizing duplication of effort. Business satisfaction is surveyed following rapid response activities and after special events such as job fairs. Regular surveying of businesses for non-Rapid Response activities would be beneficial and will be pursued in the future.

**Hallmark of Excellence #6**

**Hallmark of Excellence #6 Ranking (1-5): \_\_\_\_\_5\_\_\_\_\_**

**Rationale for This Ranking:**

The NOVA Job Center actively engages with business and labor in regional sector-driven strategies through integrated business services to ensure job seekers have access to demand-driven quality jobs and that businesses have access to qualified talent. NOVA is being ranked a 5 as it is achieving and excelling in this hallmark.

**Continuous Improvement Goals and Recommendations:**

- 1) Employer customers will be regularly surveyed on their level of satisfaction with non-Rapid Response services to businesses.



**Hallmark of Excellence #7****The AJCC has high-quality, well-informed, and cross-trained staffing.****Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

NOVA Job Center staff are knowledgeable, well trained and considered experts in effectively providing a portfolio of workforce development services to job seekers and employers that include understanding relevant labor market, industry and occupational trends, sector-driven strategies, effective job search strategies and approaches, career pathways, training resources, industry-recognized credentials and quality jobs. Training is achieved through job shadowing, monthly career advisor meetings, front desk staff meetings, "all staff" general meetings, employee performance plans, through delivering customer workshops that include "Am I Marketable?" and "What Are My Training Options?", career advising appointments and quarterly Stakeholders meetings. Staff is also trained in helping customers register for CalJOBS and utilizing the Career Exploration Guide that assists job seekers identify skills and credential gaps and career pathways. Staff has received training on serving the needs of persons with disabilities and barriers to employment during monthly career advisor meetings that are sometimes lead by partner agencies. A recent training utilized the Effective Communication: Disability Awareness & Etiquette Guide. In addition, NOVA staff has received customer service training, as well as customer-centered design (CCD) training as part of the regional network with San Francisco, San Jose-based work2future and San Benito County workforce boards. Information from the CCD training has been incorporated into the service system, among other uses to improve outcomes for job seekers and businesses. AJCC Partners are committed to educating other partner agencies about their services and how to access them and, through the Stakeholders meetings, this information has been disseminated to broaden staff's understanding of the breadth and depth of services that are available to customers across the workforce system. However, with the addition of San Mateo County to the Stakeholders group, more training in this area would be beneficial. Also, through the Stakeholders meetings, updates about partner activities are discussed, with opportunities for continuous improvement of the workforce system explored.

**Hallmark of Excellence #7**

**Hallmark of Excellence #7 Ranking (1-5):** \_\_\_\_\_**4**\_\_\_\_\_

**Rationale for This Ranking:**

NOVA Job Center staff and partners are well informed and trained, so that customers may conduct an effective and successful job search armed with the most current and relevant labor market, industry-specific, occupational and training information. The NOVA Job Center has significantly met this hallmark with room for improvement and it is for this reason that it is receiving a ranking of 4. There is more work to be done in providing enhanced training for the expanded Stakeholders group with the addition of San Mateo County that will include information about each of the partner's services, eligibility requirements and process for referring customers.

**Continuous Improvement Goals and Recommendations:**

- 1) Engage in more capacity building through a professional development plan for NOVA staff and partners that will be created by the expanded Stakeholders group with the addition of San Mateo County.
- 2) Through the Stakeholders group, more training will be conducted on the AJCC partner services, eligibility for services, and process for referring customers (that will soon be formalized -see Hallmark #3, Goal 2).

**Hallmark of Excellence #8****The AJCC achieves business results through data-driven continuous improvement.****Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

NOVA manages according to a data-driven system. Decisions made about service delivery are based on a continuous review of customer and service data that is easily accessible and available in real-time. When changes occur with service demand and input received from customers, the flow and process for delivering services is evaluated with adjustments made to ensure that the customer experience is positive and that customers receive the services they need when they need them, maximizing staff resources that are available. Information about the number of customers served, the services that are provided, and the WIOA performance outcomes are also shared with the NOVA Workforce Board through its Executive Committee, Demand-Side Strategies Task Force (renamed Expanding Reach Task Force) and the Finance/Audit Subcommittee. Additional information distributed to the Board includes results from the bi-annual customer satisfaction survey, results of WIOA monitoring reports, and financial statements for the disbursement of funds. This ensures that decisions are made in a timely manner and before they become problematic. A bi-weekly Friday Report from the Director is also distributed to the Board with updates on programs and services. The NOVA Job Center operates an effective and efficient service-delivery system utilizing the integrated service delivery model where all customers are served. This past year, the NOVA Job Center served 4,193 and provided 48,538 services. In addition, the cost per adult customer is significantly lower than its neighboring workforce areas and the state. NOVA has met or exceeded all of its WIA/WIOA performance measures making funding for the NOVA Job Center prudently invested. Customer feedback is solicited through numerous methods that include: bi-annual customer satisfaction surveys, regular surveys of workshop attendees, employer surveys, career advisor appointments and Yelp. In addition, with the new NOVA website, a feedback link will be posted where customers will have a more user-friendly format in which to provide feedback in real-time. Through the management, operations and team meetings, business operations are continuously reviewed using a variety of data-driven reports to improve upon the service-system's effectiveness and efficiency. Feedback from AJCC partners through surveys and the quarterly Stakeholders meetings is also received to improve operations, system-wide.

**Hallmark of Excellence #8 Ranking (1-5):** \_\_\_\_\_**4**\_\_\_\_\_

**Rationale for This Ranking:**

NOVA operates a data-driven system where its strengths and weaknesses are identified early on and in real-time so that any issues are quickly addressed and areas for improvement are continuously implemented. This approach benefits job seekers, employers, partners and staff. NOVA is being ranked 4 as it significantly meets this hallmark with some room for improvement. With the newly expanded Stakeholders group that includes San Mateo County, there is more work to be done in supporting partners' performance, system-wide. In addition, more feedback from customers will be solicited in real-time through an online feedback link that will be posted on the new NOVA website.

**Hallmark of Excellence #8**

**Continuous Improvement Goals and Recommendations:**

- 1) With the launch of the new NOVA website, a new “feedback” link will be added to provide a more accessible vehicle for customers to provide input and feedback in real-time.
- 2) Utilize the Stakeholders meeting for reviewing performance of all core programs across the entire NOVA workforce development system in order to support the continuous improvement of partners’ performance, ongoing.

Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	4
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	4
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	3
4. The AJCC Provides Integrated, Customer-Centered Services	4
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	5
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	5
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	4
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	4
<b>Total Ranking for Hallmarks of Excellence:</b>	<b>4 (33 points)</b>

	Yes	No
Did the AJCC meet all Baseline Criteria requirements?	X	
Did the AJCC receive a "3" ranking or better on each Hallmark of Excellence?	X	

☒ Hallmark AJCC Certification

☒ Baseline AJCC Certification

☐ Not Yet Able to Certify

The Local Board Chair must attest the Local Board's certification decision by signing below.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Christopher Galy

\_\_\_\_\_  
Name

\_\_\_\_\_  
Board Co-Chair

\_\_\_\_\_  
Title

\_\_\_\_\_  
May 23, 2018

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Jennifer Morrill

\_\_\_\_\_  
Name

\_\_\_\_\_  
Board Co-Chair

\_\_\_\_\_  
Title

\_\_\_\_\_  
May 23, 2018

\_\_\_\_\_  
Date



**NOVA Job Center Hallmarks of Excellence Certification  
Continuous Improvement Plan  
July 1, 2018 through June 30, 2021**

**Hallmark #1: The AJCC physical location and facility enhances the customer experience.**

- 1) Work with the City of Sunnyvale as the new civic center facility is designed and built for the new NOVA Job Center in City Hall. *Target Date for Completion: 6/30/21*
- 2) Reestablish NOVA staff safety committee that will include regular meetings and coordination with the City of Sunnyvale regarding safety drills. *Target Date for Completion: 6/30/19*

**Hallmark #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

- 3) Develop a plan for the ongoing training of staff to ensure equal opportunity and accessibility for all customers, with information from training made available on NOVA's intranet (wiki). *Target Date for Completion: 6/30/20 - ongoing*
- 4) Explore a plan for accessing additional language services for languages that current staff does not speak, such as through a language bank. *Target Date for Completion: 6/30/21*

**Hallmark #3: The AJCC actively supports the One-Stop system through effective partnerships.**

- 5) Continue to engage all AJCC partners in the AJCC-based services, such as workshops and recruitment events through the quarterly Stakeholders meeting with the addition of San Mateo County partners. *Target Date for Completion: 6/30/21*
- 6) Through the Stakeholders meetings, all AJCC staff will be able to access shared education in partner program eligibility and services to more effectively serve shared customers; formalize a referral structure and process for referring customers between AJCC partners. (This goal also addresses Hallmarks #4 and #7.) *Target Date for Completion: 6/30/20 - ongoing*
- 7) Survey all AJCC partners on an annual basis to assess satisfaction and review feedback with stakeholders. *Target Date for Completion: 6/30/19*

**Hallmark #4: The AJCC provides integrated, customer-centered services.**

- 8) Through the Stakeholders meetings, partners will coalesce as a region with the addition of San Mateo County and begin to identify as an AJCC system that is comprised of individual programs. *Target Date for Completion: 6/30/20*

**Hallmark #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials, which meet the needs of targeted regional sectors and pathways.**

- 9) Through the regional business engagement team, a mechanism for understanding and sharing demographic information about customers and available training resources across the four local workforce boards in the region will be developed to assist both job seekers and businesses. *Target Date for Completion: 12/31/21*

**Hallmark #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

- 10) Employer customers will be regularly surveyed on their level of satisfaction with non-Rapid Response services to businesses. *Target Date for Completion: 6/30/19*

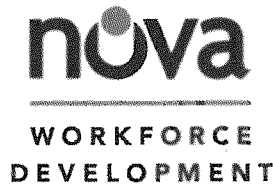
**Hallmark #7: The AJCC has high-quality, well-informed, and cross-trained staffing.**

- 11) Engage in more capacity building through a professional development plan for NOVA staff and partners that will be created by the expanded Stakeholders group with the addition of San Mateo County. *Target Date for Completion: 6/30/20*

**Hallmark #8: The AJCC achieves business results through data-driven continuous improvement.**

- 12) With the launch of the new NOVA website, a new “feedback” link will be added to provide a more accessible vehicle for customers to provide input and feedback in real-time. *Target Date for Completion: 6/30/19*
- 13) Utilize the Stakeholders meeting for reviewing performance of all core programs across the entire NOVA workforce development system in order to support the continuous improvement of partners’ performance, ongoing. *Target Date for Completion: 6/30/21*





Information Only

**Date:** May 23, 2018

**To:** NOVA Workforce Board

**From:** NOVA Staff

**Subject:** **Transition of SMCCCD Contract to In-House Services and Extension of CLCP and JobTrain Agreements**

**INTRODUCTION:**

By mutual agreement, NOVA terminated the contract with the San Mateo County Community College District (SMCCCD) to provide adult and dislocated worker services at Skyline College, effective April 30, 2018. The Executive Committee approved of the action, including a plan to transition to in-house services provided by NOVA staff at the Skyline site. This report also notifies the Board that NOVA is exercising its option to extend its agreement with Central Labor Council Partnership (CLCP) for adult and dislocated services through June 30, 2019, and with JobTrain for youth services through June 30, 2019.

**DISCUSSION:**

On May 24, 2017, the NOVA Workforce Board approved the selection of the San Mateo County Community College District (SMCCCD), through a partnership between Career Services at Skyline College and the SparkPoint Center, as one of two WIOA service providers for adult and dislocated worker services in San Mateo County. The contract with SMCCCD specified that the NOVA service model be implemented. In three of the past Executive Committee meetings since the contract began on July 1, 2017, staff provided updates to the committee on the status of the contract and implementation of the NOVA model.

The other providers of NOVA services in San Mateo County are Central Labor Council Partnership (CLCP) for adult and dislocated services and JobTrain for youth services. Both providers were selected through a Request for Proposal process and approved by the NOVA Workforce Board in May 2017 and the Sunnyvale City Council in June 2017.

Preparation and start-up of services at Skyline College took much longer than anticipated. During meetings with staff, we initially agreed on the need to modify the contract to reflect what we had hoped to be more realistic goals that could be accomplished through the end of the initial contract term of June 30, 2018. Following discussions in March of 2018, it became apparent that the proposed service model developed was not the best way to accomplish our goal to extend NOVA's

ability to reach and provide services to dislocated and low-income adult job seekers in the northern portion of San Mateo County.

By mutual consent, NOVA and SMCCCD agreed to terminate the contract, effective April 30, 2018. Our mutual commitment is that this termination will have no negative impact on the customers currently enrolled. NOVA and Skyline College staff have been discussing alternatives to enhance career services available to local residents, as well as Skyline students. This includes shared space for NOVA staff at the current location.

At its meeting of April 18, the NOVA Workforce Board Executive Committee, on behalf of the full Board, gave approval to transition the Skyline College (San Mateo County Community College District) contract to in-house services effective May 1, 2018.

The procurement process last year to select adult and youth providers in San Mateo County included an option for NOVA to extend current contracts for up to three additional years, assuming available funding and successful performance. NOVA recently received its Workforce Innovation and Opportunity Act (WIOA) allocations for program year 2018-19 and met with the providers to review performance and discuss funding for the upcoming year. NOVA will extend the contract for CLCP through June 30, 2019 with funding of up to \$805,800. The contract with JobTrain will also be extended, with funding up to \$420,000. Both awards are decreases from PY 17-18, reflecting NOVA's decreased allocations.

#### **ALIGNMENT WITH STRATEGIC PLAN:**

The strategy for adult services in San Mateo County and adult contract extension align with NOVA's purpose of supporting workforce mobility by easing workers' transitions from opportunity to opportunity. The extension of the youth contract addresses NOVA Workforce Board Strategic Plan Priority Strategy 8: to engage key partners in a strategy that best utilizes NOVA's expertise and leverages other community resources to efficiently reach more youth with combined services.

#### **RECOMMENDATION:**

This report is for information only.

Prepared by: Jeanette Langdell  
Jeanette Langdell, Employment Training Manager

Approved by: Kris Stadelman  
Kris Stadelman, Director

NOVA Grant Status Report							
For the Period from July 1, 2017 thru April 21, 2018				Accounting Period 11			
Source	Title	Period of Performance From To	PY17 Avail Total	PY17 Avail Spend - Plan	PTD Spend Actual	% Act/Plan	Balance of Plan
WIOA	Adult	07/17 06/19	2,056,506	1,776,437	1,103,530	62%	672,907
WIOA	Dislocated Worker	07/17 06/19	2,448,962	2,085,567	1,598,080	77%	487,487
WIOA	Youth	04/17 06/19	2,033,007	1,754,461	1,158,308	66%	596,153
WIOA	Rapid Response	07/17 06/18	1,207,912	1,207,912	882,641	73%	325,271
WIOA	RR Layoff Aversion	07/17 06/18	187,223	187,223	141,357	76%	45,866
	<i>Allocation Subtotal</i>		7,933,610	7,011,600			
WIOA	25% Addtnl Assist-SV Network	03/18 02/19	1,450,000	392,500	58,763	15%	333,737
DOL NDWG	Silicon Valley DW	01/16 12/18	1,626,145	1,626,145	1,273,547	78%	352,598
*NDWG	Storm 2017	04/17 05/18	3,795	3,795	3,795	100%	-
**H1-b	Ready-to-Work	11/14 10/18	2,032,707	1,500,000	711,324	47%	788,676
Private	LinkedIn Engageln 2	06/16 05/18	35,589	35,589	9,483	27%	26,106
Private	Google	06/17 08/18	248,790	220,000	70,451	32%	149,549
CWDB	Slingshot 2016	03/16 04/18	867,177	867,177	853,809	98%	13,368
CWDB	Slingshot Addtnl Grant	06/17 12/18	100,000	72,000	7,533	10%	64,467
***CWDB	RICO IV	01/17 6/18	239,717	239,717	106,155	44%	133,562
CEC	Prospect SV - VTA Project	10/17 12/20	50,000	10,000	2,458	25%	7,542
CWDB	WF Accel 3.0	06/16 03/18	97,970	97,970	97,970	100%	-
EDD	Disability Employment	06/16 12/17	65,264	65,264	65,264	100%	-
CWDB	ELL Navigator	06/17 03/19	490,552	333,000	243,759	73%	89,241
Prop 39	SMC-TIP	01/17 12/18	13,363	13,363	8,683	65%	4,680
WIOA	Regional Organizer	03/17 03/19	85,714	52,500	28,957	55%	23,543
****WIOA	Regional Plan Imp	01/18 06/19	500,000	155,000	-	0%	155,000
WIOA	CalJOBS Enhance	03/17 09/18	5,000	5,000	-	0%	5,000
	<b>SUBTOTAL</b>		15,845,393	12,700,620	8,425,867	66%	4,274,753
	NOVA Foundation		44,846	44,846	6,963	16%	37,883
	<b>Total NOVA</b>		15,890,239	12,745,466	8,432,830	66%	4,312,636
<b>Budget w City Revised 5/8/18</b>				<b>11,306,295</b>			

Notes:

- \* NDWG Storm: Funds released back to State
- \*\* H1-B Ready-to-Work: Late Subcontractor invoices
- \*\*\* CWDB RICO IV: Recently modified contract
- \*\*\*\* WIOA Regional Plan Implementation: Subcontracts recently signed