



**NOVAworks WORKFORCE BOARD AGENDA**

**12:00 p.m. to 12:30 p.m., WEDNESDAY, December 4, 2024**

**456 WEST OLIVE AVENUE, 1ST FLOOR, CONFERENCE ROOM #155 (MADRONE Rm), SUNNYVALE, CA**

**Meeting packet is also posted on the NOVAworks website: <https://novaworks.org/>.**

- 1. CALL TO ORDER**
- 2. PUBLIC ANNOUNCEMENTS: THANK YOU TO DEPARTING BOARD MEMBERS**
- 3. CONSENT AGENDA** **Action**

*All matters listed on the consent agenda are considered routine and will be acted upon by one motion. There will be no separate discussion of these items, unless requested by a Board member or a member of the public.*

  - 3A. Approval of Agenda
  - 3B. Approval of Minutes of September 25, 2024 Retreat (**Enclosure**)
- 4. PUBLIC HEARING**
  - 4A. GENERAL BUSINESS:
    - 4A1. Election of NOVAworks Workforce Board Officers for Calendar Year 2025 (**Enclosure**) **Action**
    - 4A2. Approval of Continuous Improvement Plan; WIOA AJCC Comprehensive and Affiliate Certification (**Enclosure**) **Action**
    - 4A3. Incorporating NOVAworks Foundation Board Structure into Executive Committee (**Enclosure**) **Information**
    - 4A4. WIOA Local and Regional Planning Process for PY 2025-28 **Information**
    - 4A5. Update Board Priorities: Sector Strategies and Access Points **Information**
  - 4B. GENERAL INFORMATION:
    - 4B1. Grant Status of Funds (**Enclosure**) **Information**
    - 4B2. Performance Report (**Enclosure**) **Information**
- 5. ADJOURNMENT**

Meeting adjourned to Conference Room #154 (Alder Room) for PBS Roadtrip Nation Road Trip Premiere

**SCHEDULED MEETINGS**

NOVAworks Board Meeting, Wednesday, January 22, 2025, at 12:00 p.m.

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



NOVAworks Workforce Board  
Draft September 25, 2024, Retreat Minutes

**PRESENT:** T. Baity, C. Berdiansky, G. Biggs, D. Dorsey, R. Foust, P. Guevara, N. Leonor, J. Lind, A. Manwani, M. Nemits, S. Porter, A. Switky, and M. Vittal

**ABSENT:** R. Brunson, D. Bini, J. Cohen, L. Lambert, S. Levy, J. Morrill, and B. Murphy, K. Vartan, and N. Williams

**ALSO PRESENT:** M. Sessions, L. Anders, C. Bernhardt, J. Cheyer, G. Pham, R. Pryor, and E. Stanly of NOVAworks staff, and guest consultant Kevin Perkey

**1. CALL TO ORDER**

Co-Chairperson R. Foust called the meeting to order at 9:05 a.m.

**2. PUBLIC ANNOUNCEMENTS**

NOVAworks was awarded a \$950,000 State Additional Assistance grant to serve the unprecedented number of layoffs impacting the local technology industry. The grant will also include funding for a community outreach person to target access and recruitment. NOVAworks also received a \$500,000 grant of unrestricted funding from a private foundation to build the Launch Lab capacity for innovative initiatives.

**3. CONSENT AGENDA**

It was moved by A. Switky, seconded by A. Manwani, and carried by voice vote to approve the consent agenda as submitted. For this meeting, the agenda items included the meeting agenda, July 24, 2024, meeting minutes, and Amended Biennial Conflict of Interest Code.

**4. GENERAL BUSINESS**

4A. Extension of Western Digital Initiative: Due to the success of this venture and continued demand for talent in the semiconductor industry, the Western Digital initiative has been extended for another year with an additional \$350,100 in funding. The funding will be used to build on the accomplishments of this past year. Given the time sensitive nature of this request and in lieu of a Board meeting, the extension was approved by the Board co-chairs.

**5. WELCOME AND INTRODUCE TIM KIRBY, SUNNYVALE CITY MANAGER**

The new Sunnyvale City Manager Tim Kirby was introduced and welcomed to the Board.

**6. RETREAT DISCUSSION**

Consultant Kevin Perkey presented on Envisioning the Future. To view the slides, click here, [https://novaworks.org/documents/Ongoing/9\\_25\\_24NOVAworksWorkforceBoardRetreat.pdf](https://novaworks.org/documents/Ongoing/9_25_24NOVAworksWorkforceBoardRetreat.pdf)

The retreat focused on grounding the Board's role, exploring innovation, and identifying future priorities for workforce development across the NOVAworks' region. It was framed around the Board's four strategic roles: Strategist, Convener, Influencer, and Optimizer.

Board members engaged in an interactive session to reflect on what NOVAworks does well, identify gaps, and brainstorm specific innovations that could enhance NOVAworks' impact. Innovation was explored through NOVAworks' three strategic pillars: Business Engagement & Sector Strategies, Access & Equity for Job Seekers, and Workforce System Integration & Partnerships. The discussion explored ways to reengage businesses, particularly in critical sectors like manufacturing or biotech/healthcare, potentially replicating the success of the Biocom California Institute partnership, and expanding services to underserved job seekers across San Mateo County. In addition, the discussion included:

- **Communication & Branding:** A recurring theme was the need for NOVAworks to enhance its communication and marketing efforts to better reach the broader community and its key customers. Board members stressed the importance of branding NOVAworks as a leader in workforce development, ensuring that businesses, job seekers and community partners understand the services and opportunities available to them. Precise, targeted messaging through digital platforms, social media, and partnerships will be essential in raising its profile and driving engagement.
- **Ongoing Board Development:** As part of NOVAworks' ongoing commitment to strengthening the Board's leadership and influence, Board members expressed a desire to continue developing the Board by strategically adding members from large employers and influential organizations across the region. This focus will enhance the Board's ability to build stronger partnerships, deepen its understanding of the workforce needs in critical sectors, and continue to drive innovation.

The discussion concluded with the identification of two critical strategic focal areas that will be developed through the NOVAworks Launch Lab:

1. **Develop and Execute New Sectoral Strategy:** NOVAworks will focus on creating a new sectoral strategy, prioritizing either manufacturing or biotech/healthcare. This strategy will involve engaging employers in targeted industries to develop workforce pipelines, addressing skills gaps, and fostering partnerships across these sectors. The Launch Lab will be the testing ground for piloting sector-specific initiatives arising from this new sectoral strategy.
2. **Expand Access to NOVAworks Services to Underserved Population Areas:** The Board will prioritize expanding NOVAworks' presence across San Mateo and Santa Clara Counties to serve underserved job seekers better. This includes creating new physical access points and forming strategic partnerships with local organizations. The goal is to ensure equitable access to workforce services for all communities.

The next steps in the coming year will include work in the following areas:

1. **Launch Lab Implementation:** NOVAworks will utilize the Launch Lab to pilot sectoral initiatives and access expansion strategies in the upcoming year, aiming to test, refine, and scale these initiatives.
2. **Engagement with Employers and Partners:** As the sectoral strategy takes shape, NOVAworks will deepen its engagement with employers in priority industries, ensuring alignment between workforce needs and training programs available across the region.
3. **Strategic Access Partnerships:** In partnership with community-based organizations, NOVAworks will roll out new access points across its service area, ensuring job seekers have greater access to NOVAworks resources and services.

## 7. ADJOURNMENT

The meeting was adjourned at 1:00 p.m.



**Date:** December 4, 2024  
**To:** NOVAworks Workforce Board  
**From:** Board Nominating Committee  
**Subject:** Election of NOVAworks Workforce Board Officers for Calendar Year 2025

**INTRODUCTION:**

The NOVAworks Workforce Board Bylaws stipulates that the election of Board officers shall occur at the last scheduled Board meeting of the calendar year. This year, the election of Board officers for Calendar Year 2025 will take place at the Dec. 4, 2024, Board meeting.

**DISCUSSION:**

As stated in the Board Bylaws, prior to the end of the calendar year, the Executive Committee must determine the need for one or two chairperson seats, with recommendations incorporated into the election of board officers. In 2025, the Board faces many challenges and opportunities, including: utilizing the Launch Lab to pilot sectoral initiatives and access expansion strategies; deepening engagement with employers and partners in priority industries; exploring strategic partnerships with community-based organizations through new access points; and continuing exploration of diverse sources of funding. In response, at the Oct. 23, 2024, Executive Committee meeting, the Committee approved continuing with the expanded leadership capacity of two Board chairperson seats in 2025.

As per Board Bylaws, the election for Calendar Year 2025 shall take place at the last Board meeting of the year, Dec. 4, 2024. The Board will elect two Co-Chairpersons (WIOA requires that they represent business) and two Vice Chairpersons. At least one Vice Chairperson must represent the private sector, and the other Vice Chairperson may represent either the private sector or the other organizations. The officers' terms of office are for one year, although individuals currently holding an office may run again.

The slate of prospective candidates for the election for Calendar Year 2025 is as follows:

Co-Chairpersons: Rosanne Foust and Andy Switky  
Vice Chairpersons: Julie Lind and Michelle Nemits

At the Dec. 4, 2024, Board meeting, there will be a report-out on the above candidates interested in the four offices. Nominations will also be taken from the floor at this meeting.

**ALIGNMENT WITH STRATEGIC PLAN:**

This is in alignment with the NOVAworks Workforce Board Vision, Mission, and Purpose Statement.

**RECOMMENDATION:**

The Board Nominating Committee recommends that the NOVAworks Workforce Board, at its Dec. 4, 2024 meeting, conduct an election of Board officers in compliance with its Bylaws.

Prepared by: Eileen Stanly  
Eileen Stanly, Analyst

Approved by: Marlena Sessions  
Marlena Sessions, Director





**Date:** December 4, 2024

**To:** NOVAworks Workforce Board

**From:** NOVAworks Staff

**Subject:** **Approval of Continuous Improvement Plan; WIOA AJCC Comprehensive and Affiliate Certification**

### **INTRODUCTION:**

The federal Workforce Innovation and Opportunity Act (WIOA) and the State requires that local workforce boards undergo recertification every three years for the America's Job Center of California (AJCC) comprehensive and affiliate/specialized centers. This will ensure that the centers effectively deliver and continuously improve services to jobseekers, workers, and employers. For the NOVAworks workforce area, the comprehensive AJCC is the Sunnyvale Job Center and the affiliate AJCC is operated by the Central Labor Council Partnership (CLCP) in San Mateo County. Currently, there is no specialized AJCC. State Directive WSD23-05 requires that the AJCCs apply for recertification by Nov. 1, 2024. In lieu of a Board meeting, the Executive Committee approved NOVAworks' application for AJCC certification of the two centers at its Oct. 23 meeting. This action is being forwarded to the Board for information.

The second part of this application process is the development and approval of a Continuous Improvement Plan that is not included in the initial application and is due by Dec. 31, 2024. The proposed Plan for the two centers can be reviewed by going to, [https://novaworks.org/documents/Ongoing/ContinuousImprovementPlan\\_AJCCCertification.pdf](https://novaworks.org/documents/Ongoing/ContinuousImprovementPlan_AJCCCertification.pdf). NOVAworks staff is asking the Board to approve the Continuous Improvement Plan for the NOVAworks area.

### **DISCUSSION:**

WIOA and the State require that local workforce boards undergo certification of comprehensive and affiliate/specialized AJCC centers, with the intent to ensure 1) effectiveness of the AJCC, 2) physical and programmatic accessibility for individuals with disabilities, and 3) continuous improvement. For the NOVAworks workforce area, the comprehensive AJCC is the Sunnyvale Job Center and the affiliate AJCC is operated by CLCP. Since the initial requirement in 2017/18, NOVAworks has completed several certification applications that have been approved by the Board and State.

State Directive WSD23-05 ([https://edd.ca.gov/siteassets/files/jobs\\_and\\_training/pubs/wsd23-05.pdf](https://edd.ca.gov/siteassets/files/jobs_and_training/pubs/wsd23-05.pdf)) stipulates that this certification process be renewed for the comprehensive and affiliate/specialized AJCCs. This year's certification requirement is very similar to the previous certification processes. Each AJCC is expected to complete a Baseline Criteria checklist that reflects WIOA statutory requirements necessary to operate an AJCC and an Indicator Assessment that highlights the AJCC's accomplishments and continuous improvement according to seven indicators. The seven indicators include: 1) AJCC ensures universal access, with an emphasis on individuals with barriers to employment. 2) AJCC actively supports the One-Stop system through effective partnerships. 3) AJCC provides integrated, customer-centered services. 4) 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) AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service

strategy that focuses on quality jobs. 6) AJCC has high-quality, well-informed, and cross-trained staffing, and 7) AJCC achieves business results through data-driven continuous improvement. A Continuous Improvement Plan for each of the AJCCs is not required as part of the initial submission due Nov. 1, but the local board must approve a plan separately by December 31. The certification will take effect Jan. 1, 2025, for three years.

In lieu of a Board meeting and the tight deadlines, the Executive Committee approved the initial AJCC certification application for the comprehensive and affiliate centers at its Oct. 23 meeting. Because NOVAworks is an AJCC Operator, the State will be responsible for final approval of the AJCC certification for the NOVAworks workforce area. This action is being forwarded to the Board for information.

The AJCC certification application for the comprehensive and affiliate job centers is, as follows:  
AJCC Comprehensive Center (Sunnyvale Job Center):

[https://novaworks.org/documents/Ongoing/AJCCCertification\\_Comprehensive\\_SunnyvaleJobCenter2024.pdf](https://novaworks.org/documents/Ongoing/AJCCCertification_Comprehensive_SunnyvaleJobCenter2024.pdf)

AJCC Affiliate Center (operated by CLCP in San Mateo County):

[https://novaworks.org/documents/Ongoing/AJCCCertification\\_Affiliate\\_CLCP2024.pdf](https://novaworks.org/documents/Ongoing/AJCCCertification_Affiliate_CLCP2024.pdf)

The AJCC centers comply with WIOA and State regulatory requirements and have demonstrated resilience during these unprecedented times as NOVAworks transitioned from the pandemic to responding to significant layoffs facing the region. We have capitalized on these challenges to continuously innovate services to jobseekers and employers. The State is expected to make a final determination by Dec. 15.

### **Continuous Improvement Plan**

As part of the AJCC Certification requirements, a Continuous Improvement Plan is required to be developed and approved by the local board by Dec. 31, 2024. This is a separate document from the initial application submission. The Continuous Improvement Plan for both AJCC centers that comprise the NOVAworks workforce area can reviewed by going to, [https://novaworks.org/documents/Ongoing/ContinuousImprovementPlan\\_AJCCCertification.pdf](https://novaworks.org/documents/Ongoing/ContinuousImprovementPlan_AJCCCertification.pdf). As required, the Plan must incorporate the recommendations outlined in the certification application that have been beneficial to the service-delivery system. NOVAworks staff is asking the Board to approve the Continuous Improvement Plan.

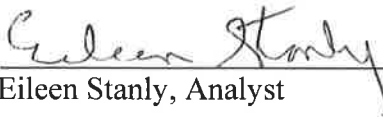
### **ALIGNMENT WITH STRATEGIC PLAN:**

This is in alignment with the NOVA Workforce Board Vision, Mission and Purpose Statement.

### **RECOMMENDATION:**

NOVAworks staff is asking the Board the approve the Continuous Improvement Plan as part of the AJCC Certification process for the comprehensive (Sunnyvale Job Center) and affiliate (San Mateo Job Center operated by CLCP) centers.

Prepared by:

  
Eileen Stanly, Analyst

Approved by:

  
Marléna Sessions, Director



**For Information Only**

**Date:** December 4, 2024  
**To:** NOVAworks Workforce Board  
**From:** Board Executive Committee  
**Subject:** **Incorporating NOVAworks Foundation Board Structure into Executive Committee**

**INTRODUCTION:**

In order to enhance strategic alignment, streamline governance, and leverage the strengths of both boards, staff proposed merging the NOVAworks Foundation Board and the Executive Committee. This merger would ensure a cohesive vision and strategy; strengthen fundraising efforts; enhance collaboration; streamline decision-making and administrative processes; bolster advocacy and influence; improve allocation and utilization of resources; and ensure consistent communication across the organization.

In lieu of a Board meeting, the Executive Committee approved incorporating the Foundation Board structure into the Executive Committee at its Oct. 23 meeting. This action is being forwarded to the Board for information only.

**DISCUSSION:**

To enhance strategic alignment, streamline governance, and leverage the strengths of both boards, NOVAworks staff proposed merging the NOVAworks Foundation Board with the Executive Committee. This merger aims to create a unified board structure that fosters efficient decision-making and amplifies NOVAworks' impact on workforce development.

The strategic advantages for merging include:

- **Unified Vision and Strategy:** Merging the boards will ensure a cohesive vision and strategy across NOVAworks and our Foundation, aligning efforts toward shared goals and maximizing the impact of our Launch Lab initiatives.
- **Strengthened Fundraising Efforts:** The alignment of our boards will bolster our fundraising capabilities by presenting a unified vision to philanthropic partners and donors, improving strategic alignment in our resource development, and enabling more effective engagement with potential funders.
- **Enhanced Collaboration:** A unified board will facilitate stronger collaboration, enabling more integrated discussions and strategic planning that leverage the diverse expertise of all of our board members.
- **Streamlined Decision-Making:** Consolidating governance structures will reduce redundancy, improving decision-making processes and enabling more agile responses to workforce development opportunities and challenges.
- **Strengthened Advocacy and Influence:** A unified board will increase our ability to advocate for policy changes and systemic shifts, drawing on the combined influence and networks of all members to drive change and innovation.

The operational advantages for merging include:

- **Efficiency in Governance:** Merging the boards will streamline administrative processes, reducing complexity and time spent on governance activities and allowing greater focus on our strategic priorities.
- **Resource Optimization:** A single board structure will enable better allocation and utilization of resources, ensuring that both financial and human capital are directed toward high-impact initiatives, particularly our Launch Lab efforts.
- **Consistent Communication:** Unified governance will ensure clear and consistent communication across all areas of NOVAworks, enhancing transparency and engagement among board members, staff, stakeholders, and external partners.

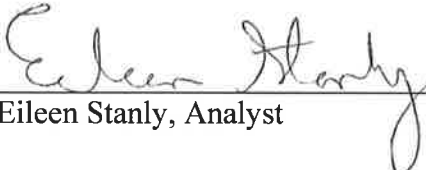
In lieu of a Board meeting, the Executive Committee voted to approve incorporating the Foundation Board structure into the Executive Committee at its Oct. 23 meeting. This action is being forwarded to the Board for information only. As a follow-up, staff will be reviewing and revising the cooperative agreement between the City of Sunnyvale and the Foundation Board to reflect the new governance structure.

**ALIGNMENT WITH STRATEGIC PLAN:**

This is in alignment with the NOVAworks Workforce Board Vision, Mission, and Purpose Statement.

**RECOMMENDATION:**

For information only.

Prepared by:   
Eileen Stanly, Analyst

Approved by:   
Marlana Sessions, Director



## NOVA Grant Status Report

Through First Quarter 2024 (October 1, 2024)

Source	Title	Period of Performance From	Period of Performance To	Total Available	Total Spent	Remaining Balance
WIOA	Adult - PY24	07/24	06/26	1,283,488	210,589	1,072,899
WIOA	Dislocated Worker - PY24	07/24	06/26	1,959,185	470,704	1,488,481
WIOA	Youth - PY23	04/23	06/25	1,246,037	807,703	438,334
WIOA	Youth - PY24	04/24	06/26	1,267,075	188	1,266,887
WIOA	Rapid Response - PY24	07/24	06/26	2,104,995	707,036	1,397,959
WIOA	RR Layoff Aversion - PY24	07/24	06/26	619,037	49,422	569,615
WIOA	Additional Assistance Grant	09/24	06/25	250,000	20,394	229,606
	<i>Allocation Subtotal</i>			8,729,817	2,266,037	6,463,780
RPU	Regional Equity and Recovery Partnerships (RERP)	12/22	12/25	1,600,000	173,226	1,426,774
	<i>RPU Subtotal</i>			1,600,000	173,226	1,426,774
Other	City and County of San Francisco - SFO	12/23	12/24	215,000	35,850	179,150
Other	City of Mountain View	07/24	06/25	50,000	9,615	40,385
	<i>Other Subtotal</i>			265,000	45,465	219,535
	<b>TOTAL</b>			10,594,817	2,484,728	8,110,089



## WIOA Performance PY2024

Q1 Report Period

<b>Adult Performance NOVA</b>	<b>Exit Timeframe</b>	<b># of Participants</b>	<b>PY 24 Actuals</b>	<b>PY 24/25 Goals</b>	<b>Success Rate</b>
Employment Q2	7/1/23 - 9/30/23	$\frac{113}{221}$	51.1%	60.0%	85.2%
Employed Q4	1/1/23 - 3/31/23	$\frac{98}{189}$	51.9%	58.0%	89.4%
Median Earnings	7/1/23 - 9/30/23		\$ 9,019	\$ 13,000	69.4%
Credential Attainment Rate	1/1/23 - 3/31/23	$\frac{5}{6}$	83.3%	63.0%	132.3%
Measurable Skill Gains*	7/1/24 - 9/30/24	$\frac{7}{31}$	22.6%	60.0%	37.6%
<b>Dislocated Worker Performance NOVA</b>	<b>Exit Timeframe</b>	<b># of Participants</b>	<b>PY 24 Actuals</b>	<b>PY 24/25 Goals</b>	<b>Success Rate</b>
Employment Q2	7/1/23 - 9/30/23	$\frac{88}{137}$	64.23%	68.0%	94.46%
Employed Q4	1/1/23 - 3/31/23	$\frac{41}{60}$	68.33%	68.0%	100.49%
Median Earnings	7/1/23 - 9/30/23		\$ 19,590	\$ 19,000	103.1%
Credential Attainment Rate	1/1/23 - 3/31/23	$\frac{9}{11}$	81.82%	72.0%	113.64%
Measurable Skill Gains*	7/1/24 - 9/30/24	$\frac{15}{131}$	11.45%	52.0%	22.02%
<b>Youth Performance NOVA</b>	<b>Exit Timeframe</b>	<b># of Participants</b>	<b>PY 24 Actuals</b>	<b>PY 24/25 Goals</b>	<b>Success Rate</b>
Employment Q2	7/1/23 - 9/30/23	$\frac{11}{11}$	100.0%	75.0%	133.3%
Employed Q4	1/1/23 - 3/31/23	$\frac{9}{9}$	100.0%	73.0%	137.0%
Median Earnings	7/1/23 - 9/30/23		\$ 6,497	\$ 6,000	108.3%
Credential Attainment Rate	1/1/23 - 3/31/23	$\frac{7}{7}$	100.0%	73.0%	137.0%
Measurable Skill Gains*	7/1/24 - 9/30/24	$\frac{1}{15}$	6.7%	54.0%	12.35%

\*This number includes customers currently in education / training. It will continue to grow in Q2, Q3, & Q4.



**WIOA Performance PY2024**

*CLCP Q1 Report Period*

Subcontractor: CLCP

<b>Adult Performance CLCP</b>	<b>Exit Timeframe</b>	<b># of Participants</b>	<b>PY 24 Actuals</b>	<b>PY 24/25 Goals</b>	<b>Success Rate</b>
Employment Q2	7/1/23 - 9/30/23	$\frac{29}{61}$	47.5%	60.0%	79.2%
Employed Q4	1/1/23 - 3/31/23	$\frac{26}{51}$	51.0%	58.0%	87.9%
Median Earnings	7/1/23 - 9/30/23		\$ 6,085	\$ 13,000	46.8%
Credential Attainment Rate	1/1/23 - 3/31/23	$\frac{2}{2}$	100.0%	63.0%	158.7%
Measurable Skill Gains*	7/1/24 - 9/30/24	$\frac{0}{5}$	0.0%	60.0%	0.00%
<b>Dislocated Worker Performance CLCP</b>	<b>Exit Timeframe</b>	<b># of Participants</b>	<b>PY 24 Actuals</b>	<b>PY 24/25 Goals</b>	<b>Success Rate</b>
Employment Q2	7/1/23 - 9/30/23	$\frac{15}{24}$	62.5%	68.0%	91.9%
Employed Q4	1/1/23 - 3/31/23	$\frac{10}{15}$	66.7%	68.0%	98.0%
Median Earnings	7/1/23 - 9/30/23		\$ 16,931	\$ 19,000	89.1%
Credential Attainment Rate	1/1/23 - 3/31/23	$\frac{1}{2}$	50.0%	72.0%	69.4%
Measurable Skill Gains*	7/1/24 - 9/30/24	$\frac{3}{22}$	13.6%	52.0%	26.22%