

## Executive Summary

This five-year plan for the NOVA workforce investment area builds on collaboration in the present to envision a workforce system integrated around sound business practices, dedication to quality, and a focus on customer outcomes. The system incorporates the model planning and management systems of the City of Sunnyvale, whose City Council serves as the Chief Local Elected Official for the workforce investment area. The system also manifests a commitment to the quality principles of the Malcolm Baldrige National Quality Award. NOVA exemplifies this commitment, having won the Baldrige-based 1998 National Award for Performance Excellence for workforce development organizations.

A current total of 30 agencies and organizations have joined this workforce system under the name CONNECT! Workforce & Business Solutions for Silicon Valley. Many of these agencies, such as NOVA and the Sunnyvale EDD field office, have collaborated for many years. Others have joined more recently. All of them have made commitments to building an integrated, regional workforce development system that is accountable to its customers and produces measurable results. All partners have gone through a strategic alliance process to determine what they give to the partnership, what they want to get back from the partners, and how they measure the success of the partnership efforts. Together these organizations provide an impressive range of services. From customized training to specialized retention services for welfare to work participants, from CalJOBS training and facilitation to intellectual property and patent services, CONNECT! brings a wealth of resources to the community.

Many of these resources are centralized at the CONNECT! Business & Career Campus, the main one-stop center of the workforce investment area. The campus structure is based around investing partners NOVA and the Sunnyvale EDD office and is located near rail, light rail, and bus lines. Other on-campus partners include Employment Connection (a CalWORKs office), National Council on the Aging, Department of Rehabilitation, Sunnyvale Public Library, and the Sunnyvale Center for Invention, Innovation, and Ideas, a patent and trademark library. WIA Title I services for adults and dislocated workers, Wagner-Peyser services, veterans assistance, labor market information and industry reports, customized corporate training, TAA/NAFTA assistance, Employment Training Panel services, rapid response, and welfare to work services are all available on this campus. The CONNECT! campus also features a universal access career resource center and job search workshops that are either free or have a nominal cost.

Services to youth are based out of the NOVA Youth Employment Office. WIA youth services, EDD youth programs, City of Sunnyvale volunteer opportunities, Job Corps, and Youth@Work are all available to young job seekers at this "satellite one-stop." Youth@Work ([www.youthatwork.org](http://www.youthatwork.org)) is an award-winning Internet system that links youth with career exploration and job opportunities as well as information on education, training and financial aid.

Internet access is a key feature of CONNECT!'s strategy. Youth@Work is one website that has been developed in partnership with many agencies. The LearnNet website is a searchable directory of training options in Santa Clara County and was also developed by CONNECT!. An easy to use central CONNECT! website (<http://connect.one-stop.org>) provides information on partner services and events and links to individual partner sites. Taking Internet access one step further, the partners have

developed a unique Information and Referral touch-screen kiosk system which provides information on employment training, community services, and services for employers in English, Spanish, and Vietnamese.

Over the period of the plan, the system will move towards increased integration of processes and services among core partners. A common data sharing system for intake and case management and a partnership-wide Intranet are already being researched to aid in this process. Data on customer outcomes and satisfaction will be used to determine how customer should flow into and through the different services available on the CONNECT! campus and throughout the one-stop system. Collaborative marketing, job development, and partner training are already a part of CONNECT!'s processes. The partners will move towards making more and more basic information and services available online and on the Internet, while increasing the number and effectiveness of kiosks throughout the region.

The NOVA Workforce Investment Board, has defined a vision for the future, which supports and drives the system's development. This vision statement has been adopted by the CONNECT! stakeholders:

**Vision:** We are a regional catalyst shaping and influencing the Silicon Valley workforce development system to promote economic opportunity and shared prosperity.

The local system is well designed to support this vision. The long history of collaboration and innovation among key partners means that core employment and training services which have been successful in meeting customers' needs in the past will continue to thrive while still evolving to meet the requirements of WIA and the changing demands of the workplace and the workforce. The commitment to the Baldrige principles and continuous partner training requires all partners to learn what their customers value and how to deliver it effectively. This commitment is really the key to becoming the employment and training option of choice in a region where many individuals and businesses have a lot of choices.

The variety of resources and markets served by the CONNECT! partnership provide a solid basis for unleashing community energy around growing Silicon Valley's workforce. Strong ties to local business, high-quality training options, and links to diverse populations give partners the means to devise new ways of finding good jobs for people and good people for jobs. A prime example of the power of this collaboration is a recently awarded Department of Labor grant which joins WIA services with technical training through public and non-profit providers; and equipment and expertise from high-tech giants Sun Microsystems, Cisco Systems and Oracle. The collaborative planning of this project is an illustration of how CONNECT! partners come together quickly, form a network of competencies, contacts, and ideas, and have a positive impact in the community.

## **I. PLAN DEVELOPMENT PROCESS**

### *A. What was the role of the Chief Elected Official(s) in developing the plan?*

The chief elected official (CEO) for the North Valley (NOVA) workforce investment area is the full 7-member Sunnyvale City Council. The CEO currently is the administrative and fiscal agent for the Job Training Partnership Act funds and will likewise be for the Workforce Investment

Act funds. The CEO, through a joint powers agreement, administers these funds for a seven-city consortium, expanded under the Workforce Investment Act (WIA).

The one-stop partnership, of which NOVA and Sunnyvale EDD are the primary investing partners, is called CONNECT!, Business and Workforce Solutions for Silicon Valley. There are 30 partners in CONNECT! (listed in Section I.F, page 5).

The CEO has been involved in the development of CONNECT! and its subsequent one-stop planning efforts, right from the beginning. In 1996, the CEO authorized NOVA to apply for Department of Labor (DOL) funds for beginning to build the One-Stop system and, in particular, a collaborative marketing campaign. In 1998, the CEO supported the proposals and authorized the acceptance of State of California JTPA one-stop funds for three technical grants: expanding our connectivity between partners; improving the online Training Directory for Santa Clara County; and developing an informational and referral kiosk system. In 1999, the CEO authorized the acceptance of State one-stop implementation funds to provide training for partners, develop the one-stop campus, and continue improving our use of technology. In December of 1999, the CEO held a Council Study Session to better understand the JTPA to WIA transition and, at that time, authorized staff to pursue a more regional approach to providing services to Silicon Valley. And in January of 2001, the CEO has authorized WIA implementation including the one-stop governance process that is outlined in Section IV, pages 17-18.

*B. What local workforce investment board, transition board or existing body had oversight for the development of this local plan?*

The CEO authorized the NOVA Private Industry Council to evolve into the NOVA Workforce Investment Board, with its membership being expanded during calendar year 2000 to meet all of the Federal and State requirements. During the transition time, the NOVA PIC was commissioned to serve as the interim NOVA WIB, including overseeing the development of the local 5-year plan.

*C. Describe the process used to provide an opportunity for public comment, including comment by the CEO; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission.*

All CONNECT! partners, which include educators, vocational rehabilitation, service providers, welfare agencies and community-based organizations, have been active in the development of the local plan. These agencies have worked through established committees to define the CONNECT! one-stop system, its goals, and its governance. Committee work recommendations are taken to quarterly Stakeholders Meetings for consensus. Labor and small business are represented on the PIC/WIB and, in particular, on its JTPA to WIA Transition Task Force, which has been thoroughly involved in the planning process. An Interim Youth Council was approved by the PIC/WIB to develop the local youth plan. Agencies providing education and other services for youth are well represented on the Youth Council. The County Department of Social Services has been very active in framing and designing programs and services to individuals

receiving public assistance. NOVA does not serve any agricultural areas, therefore there is no representation of migrant seasonal farmworkers in the planning process.

*D. How were comments considered in developing the local WIA plan?*

One comment was received. In February, the City Manager of Milpitas called NOVA to pursue the feasibility of requesting membership in the NOVA consortium of cities. On March 15, the City of Milpitas staff informed NOVA that they were going to recommend this action to their council, and the item was agendaized for March 21. At that meeting, the Milpitas City Council unanimously approved requesting membership in the consortium and notifying the Governor of its intent. The Mayor of Sunnyvale, acting on behalf of the consortium cities, formally requested that the Governor suspend NOVA's area designation request until the end of March. This timeframe enabled both the NOVA Private Industry Council and the Sunnyvale City Council to consider the request and, if necessary, amend the WIA Five-Year Plan to reflect any changes.

On March 22, the NOVA Private Industry Council considered the request from Milpitas, and after considering the pros and cons, unanimously recommended that the City of Sunnyvale approve the request of the City of Milpitas. This recommendation was brought to the Sunnyvale City Council on March 28, and the Council unanimously voted to authorize the Mayor to request designation from the Governor of California for a seven-city consortium (Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara and Sunnyvale) to serve as a Workforce Investment Area under the 1998 Workforce Investment Act.

*E. Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet.*

Public Notice of a Public Hearing and public review and comment period was published in the San Jose Mercury News on Wednesday, February 9, 2000. A Public Hearing was held at the PIC/WIB's regular meeting on Wednesday, February 23, 2000. In preparation for the Hearing, copies of the plan were mailed out to interested parties along with an agenda packet for the meeting. Also on February 23, the plan was made available to the public at the Sunnyvale City Clerk's Office, Monday through Friday, 8:30 am to 4:30 pm. The plan was also made available on the NOVA/CONNECT! website.

*F. What other organizations were involved in the development of the local plan? How were they involved?*

The following CONNECT! partners were involved in the development of the local plan:

Business & Industry Institute

California Department of Rehabilitation

Center for Applied Competitive Technologies

Central County Occupational Center

Columbia Neighborhood Center

DPI

Employment Connection of Santa Clara County Department of Social Services

EDD/Job Services Division

Foothill-De Anza Community College District

Institute for Business Performance at San Jose/Evergreen Community College

Interim Personnel  
 Mission Community College Corporate Training  
 Mountain View-Los Altos Adult Education  
 Mountain View Community Service Agency  
 The National Council on the Aging  
 Next Step Center  
 North Santa Clara County Regional Occupational Center  
 NOVA Private Industry Council  
 Occupational Training Institute at Foothill-DeAnza CCD  
 Project HIRED  
 Santa Clara Unified School District, Adult Education  
 SCI3 Patent and Trademark Library  
 Silicon Valley Small Business Development Center  
 Springboard  
 Sunnyvale-Cupertino Adult/Community Education  
 Sunnyvale Public Library  
 West Valley Mission Community College District  
 University of California Extension, Santa Cruz

Since February, 1997, CONNECT! partners have attended Stakeholders Meetings where the design and processes of the partnership and, more recently, the one-stop system have been developed and agreed on through a consensus model. Recommendations that require PIC/WIB and/or City of Sunnyvale (CEO) approval have been submitted appropriately.

CONNECT! work is done through active task forces. Currently, they are: Marketing, Job Development, Partner Training, Technology, Business Practices, and Campus one-stop. Nearly all of the partners are represented on one or more of these task forces. Goals are established yearly by each task force, and recommendations are brought to the Stakeholders Meeting for final approval. Marketing has developed collaborative marketing materials targeting employers, provided information on CONNECT! services at job fairs and trade shows, and is working on a brochure targeting job seekers. Job Development had come up with a system for sharing job leads and training and extensively using CalJOBS as our primary collaborative job bank. Partner Training has led the partners through a self-assessment process based on the Baldrige Principles of quality management, and has set up training seminars in areas where the partners felt they could use some assistance. They are also working on some of the cross-training issues. Technology has had specific funding for specific projects such as the CONNECT! information and referral kiosk system, a training provider e-directory, an intranet system for at least the campus one-stop partners, and the CONNECT! website. Business Practices established an application process for prospective new partners, works on continuous improvement including a process for measuring the success of the partnership, and an individual partner alliance agreement which has become an integral attachment to each partner's MOU. The Campus one-stop task force has combined efforts with Business Practices to design our MOU, including our governance structure and levels of partnership (see Section IV, pages 17-18).

## **II. LOCAL VISION AND GOALS**

*A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by the plan?*

The vision and mission of the NOVA Workforce Investment Board state a strong commitment to integration, partnership, and measurable results for all its customers:

Vision: NOVA Workforce Investment a regional catalyst shaping and influencing the Silicon Valley workforce development system to promote economic opportunity and shared property.

Mission: NOVA Workforce Board provides strategic leadership to continuously improve the Workforce Development system by:

- Providing guidance to the One-Stop delivery system;
- Being responsive to what our customers value
- Being accountable to our investors and
- Holding service providers accountable for results

The Vision has formally adopted by the stakeholders in the CONNECT! collaborative to guide the actions of the partnership. In addition, the CONNECT! stakeholders created their own Mission statement describing how CONNECT! fits into this workforce development system:

CONNECT! Mission: CONNECT! –a customer-driven regional collaborative– links employers and job seekers with human resources, training and career and business development services to further economic growth and vitality for Silicon Valley.

Stakeholders are committed to seeking funding and resources to support this mission, rather than being driven by available allocations.

At the end of this five-year plan period, the system will have made measurable progress in the strategic areas of growing Silicon Valley's workforce and bridging the Digital Divide in the region. Employers will have access to a diverse, local pool of workers who are educated and trained to participate fully in the information economy. Job seekers from all backgrounds will have access to opportunities of all kinds: opportunities to learn, opportunities to use technology, and opportunities to shape their work lives and their communities. Partner agencies in a broad region will have access to relevant local labor market information that highlights trends, portable skills, and industry-based studies, helping job seekers and employers to make good decisions about the workplace.

*A1. In five years, describe how your local system will integrate services.*

Integration is a major goal of the CONNECT! One-stop system. The NOVA Workforce Investment Board will oversee the increasing integration of the services offered at the CONNECT! Business & Career Campus. All affected agencies will collaborate to develop goals, milestones, and timelines that will guide a complete integration strategy. This strategy will aim to eliminate duplication of services, ensure that the customer's experience of the one-stop is seamless, and set up processes that will respond to customers' changing needs.

The CONNECT! Steering Committee is working with partner agencies to establish goals and timelines for integration. Five major milestones are anticipated along the road to integration.

Phase 1: Staff at the one-stop and staff members of CONNECT! affiliates have in-depth knowledge about all programs and services available through the system. This process will begin with the cross training of "answer point" staff and the intensive training of two "Help Desk" specialists at the CONNECT! main office.

Phase 2: Processes are developed to share relevant information among all partners in the system who need it. This will involve dealing with the confidentiality issues and reporting requirements of all agencies concerned, as well as the process by which customers flow from one agency to another.

Phase 3: An information technology infrastructure will be put into place to share relevant customer information as well as news and events, training information, performance measurement results and partner data.

Phase 4: Management and staff of participating partner agencies design new, integrated workflow processes for the CONNECT! Business & Career Campus and for referrals and projects that include affiliate, off-site partners.

Phase 5: Operations and services at the Business & Career Campus are transparent from the customer's perspective.

CONNECT! partners have already begun some of these processes. As part of the collaborative's one-stop Implementation Grant, the hiring process for Help Desk specialists is underway, as is the development of a training component that will introduce the staff of partner agencies to the CONNECT! collaborative and to the goals and processes of the CONNECT! Business & Career Campus. A database for effective information and referral services has been gathered and will be available to all partner staff by July 1, 2000. A quarterly CONNECT! newsletter makes information on partner services and events available to all the staff of each participating organizations. The CONNECT! Web site (<http://connect.one-stop.org>) offers summaries of partner services for job seekers and employers, as well as links to partner home pages.

Standing CONNECT! committees have been meeting since 1998 to examine key issues, set goals, and carry out tasks for the collaborative. The goals of the six task forces are discussed in Section I (F). In addition to task force meetings, the CONNECT! liaison staff person also works one-on-one with partners to ensure that they understand the goals of the collaborative, their role as partners, and the range of services offered.

NOVA, as an investing partner in the CONNECT! Business & Career Campus, brings to the table a wealth of experience in effective collaboration and integration. The CONNECT! partnership arose out of a long history of collaboration among partners, in some cases reaching back into the mists of time, predating JTPA. In the days of CETA (1975-1983), the Sunnyvale employment and training program worked closely with De Anza Community College to form the Occupational Training Institute and collocate it with CETA programs. EDD also opened a field office on the Sunnyvale campus. The Sunnyvale EDD office and NOVA joined forces in 1989 to create and operate ProMatch, a nationally recognized job club for professionals. In the 1980's, NOVA started organizing services to job seekers around a one-stop principle, incorporating intake, assessment, skills testing, and reemployment services in the STAR (Skills Testing,

Assessment and Re-employment) Center. The STAR Center won the Presidential Award in 1992 for Best Job Training Program.

This history of effective collaboration gives NOVA and its partners a firm understanding of both the great power and the potential pitfalls that can occur when agencies share their resources, budgets, and staff.

*A2. What programs and funding streams will support service delivery through the one-stop system?*

We anticipate, through the MOU, incorporating a financial element and a physical presence in the one-stop with each of the following programs: Adult, Dislocated Worker and Youth Activities under WIA Title I (including programs funded from Veterans Workforce Investment Programs and Job Corps), Welfare-to-Work, Employment Service, Rapid Response, TANF, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Trade Adjustment, NAFTA Transitional Adjustment Assistance, Veterans Employment and Training Programs, Employment and Training activities under HUD, Unemployment Insurance, and Stuart B. McKinney Homeless Assistance Act. The Sunnyvale Public Library and the Sunnyvale Center for Innovation, Invention and Ideas, a patent and trademark library, are also affiliate partners of CONNECT!. Additionally, NOVA will provide training in H1-B visa occupations through special funds from the Department of Labor and augmented with Governor's discretionary funds.

*A3. Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved?*

Universal access services have been available on campus since 1995, when NOVA's CONNECT! Job Seeker Center opened to the public. In September 2002, NOVA in partnership with EDD opened the CONNECT! Job Seeker Center. The Center a state-of-the-art career resource center, with free, fast Internet access, online databases to assist in company research, training and job search videos, Disability Access workstations, a resource room with a library of career development materials, job listings, and more. Customers can also access workshops on general and specialized job search topics offered by a variety of CONNECT! partners.

Customers can access CalJOBS and America's job bank at the CONNECT! Job Seeker Center.. They are also able to access Internet and hard copy job postings from local, regional, state and national employers.

In order to assist customers to make informed choices in their search for jobs and training, CONNECT! partners NOVA and EDD also collaborate to make a wide variety of current labor market information available to the public. NOVA's LMI+ (Labor Market Information Plus) reports offer in-depth studies of emerging and growth industries as well as public forums for dialogue among employers, students, job seekers, and educators. These reports are a valuable resource in developing career options and curricula in local communities. EDD's Labor Market Information Division (LMID) also makes local labor market information available in a variety of formats. NOVA contracts with CCOIS to produce Occupational Outlook Handbooks which are available to all customers. Career Ladders, described in greater detail in Section III, page 18,

offers information in print and electronic form on viable entry-level jobs and subsequent career paths.

The CONNECT! collaborative also produces LearnNet, a searchable Internet-based training directory for Santa Clara County. LearnNet is available to job seekers at the CONNECT! Job Seeker Center, the Sunnyvale Public Library, and any other site with Internet access. LearnNet also has the capacity to display report cards on training providers, which show the records of successful completions and job placements from these schools.

ProMatch, a job club for professionals, is also located on the CONNECT! Job Seeker Center. With a rotating membership of up to 200 members, ProMatch offers workshops, networking services, one-on-one assistance, and hands-on experience in running the ProMatch organization itself. A partnership between NOVA and EDD, ProMatch is open at no fee to any individual who self-identifies as a professional.

More intensive job search services will be provided to those who are determined to be in need of them. The services may include individual counseling, career assessment, basic and specialized job search workshops, and support services as available. In selected cases, individuals will be referred to educational remediation and vocational training in demand occupations.

In addition to on-campus services, CONNECT! has developed a system of information and referral kiosks that will be available to job seekers and employers throughout the region. These touch-screen, multilingual kiosks are Internet-based and feature a wide range of information about jobs, job search services, training opportunities, and services that are available to employers. The prototype kiosk had been deployed on the CONNECT! campus and is being used enthusiastically by customers. An additional ten kiosks have been deployed in public access sites around Santa Clara County. Kiosk users will also be able to pick up a telephone handset on the kiosk and be connected toll-free to the CONNECT! Help Desk, where an operator can assist them in using the kiosk or answer other questions about employment and community services.

Customers will also be able to access employment-related services through partner agencies located off-campus, such as the community colleges, adult education centers, and the Neighborhood Self-Sufficiency Centers which are an integral part of the County's Welfare-to-Work strategy. All the primary "answer points" for each partner will be staffed by individuals who have been thoroughly cross-trained in CONNECT!'s resources.

The system will also devote resources to raising public awareness of CONNECT! and the one-stop resources that are available. A major Open House event is planned for June 2000, with a concurrent campaign of public service ads, media publicity, and other marketing and outreach. Partners have also committed resources to reaching out to their customers as well as those individuals who have not yet accessed partner services.

*A4. How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system?*

All Wagner-Peyser Services will be available through the one-stop system. The Sunnyvale EDD field office houses the CONNECT! Job Seeker Center as well as CONNECT! partners. EDD

will make job listings available through CalJOBS and America's Job Bank. EDD will also cross train CONNECT! partner staff in using CalJOBS with their clients. Although UI claim filing will be primarily accomplished via the telephone for centralized call centers, basic information about the UI program will be made available at the CONNECT! campus. EDD staff has been trained to assist clients requiring or preferring in-person services with specific UI program needs including assistance with claim filing if necessary.

*A5. How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy?*

With the transition from the Job Training Partnership Act to the Workforce Investment Act, NOVA is proposing a significant change in its youth service delivery model. While NOVA's services under JTPA were based on many of the important principles proposed under WIA, the new youth program plan focuses more intently on working collaboratively with local agencies to provide comprehensive services coupled with on-going support. Based on a survey of successful youth service providers, NOVA's Interim Youth Council has proposed that NOVA act in a coordinating role and use WIA monies to leverage WIA mandated services, which are already offered by many agencies in our local area. Services would be based on a case management model in which counselors work individually with youth through all program phases from recruitment through follow-up. Counselors would work to link youth with resources that best meet their needs as defined in their service strategy. The Youth Council believes this model will best utilize NOVA's limited funds while expanding youth access to resources and ultimately helping them succeed as a part of Silicon Valley's workforce.

*B. Describe how your local vision and workforce development strategy is consistent with the Governor's workforce development priorities.*

NOVA's Vision: To be an effective partner in providing innovative, high quality, customer-focused workforce development services to build a better community

NOVA's Mission: To be a leader in delivering employment and training services that:

- Facilitate skill development and career mobility
- Align with and are of value to our business community
- Enhance people's ability to live and work in Silicon Valley

Several initiatives of the NOVA Workforce Board Strategic Plan echo the Governor's priorities for California's workforce system. The Adult Workforce Investment strategic initiative is to provide opportunities for increased skill levels and career mobility of the workforce in order to be able to live and work in the Silicon Valley. Goals in this area include increasing opportunities for workers to increase their knowledge and skill level through training, and increasing opportunities for job seekers and incumbent workers to pursue advancement along career ladders. Specific objectives include enhancing Career Technical Education and literacy programs. NOVA also seeks to take a leadership role to ensure workforce delivery systems are available to address workforce gaps.

Industry Clusters and Sector Strategies - For 2009-10, Sector Identification and Demand-Side Strategies was identified as a high priority for the Board to focus on in the Board's issues survey. The charter for the Sector Task Force will be to initially focus on high tech, healthcare and

energy industry sectors, and oversee the work of the public sector replacement jobs study that was started in 2009. Specifically, the task force will further define what each of these sectors are and develop a vehicle for understanding and addressing the current and projected workforce needs that are unique to that sector. The strategies developed will be demand-side strategies. One approach may entail the launch of sector panels comprised of representatives from companies, education, workforce development experts, economists, etc.

Green Workforce Initiative - NOVA offers job seekers a "green jobs" career exploration workshop. In addition, we have on staff an analyst dedicated to the energy industry whose responsibilities include seeking out sources of information related to green jobs and determining how to best educate staff and job seekers relative to identified opportunities. NOVA remains current on sources of funding for green jobs training and has partnered with other local organizations to prepare relevant grant proposals.

California New Start – See California New Start Project Service Plan attached.

The Business Community initiative is to enhance our relationship with and relevance to the business community. Various objectives will further our goal of better understanding local business needs. The Board also seeks to build and support strategic alliances with industry drivers in our local economy. For 2009-10, the Board will focus efforts on advancing the solar/clean tech industries in Silicon Valley as well as on healthcare workforce issues.

The goal of the Performance Accountability strategic initiative is to design a results-oriented measurement and feedback system to identify shortcomings, performance gaps, and improvement opportunities in the local workforce development system. Currently accountability measurement is embedded in the City of Sunnyvale's annual performance outcome agreement and audit process. In addition, the Board's Workforce System Review Committee reviews the CONNECT! Annual Report for performance gaps in the system.

*C. Provide a description of your local strategies, based upon your local board's vision for business services, to improve the services to employers, and include in your description*

- 1. Your vision and strategic planning efforts for business services.*
- 2. How you use industry partnerships and other employer contacts to validate employer needs.*
- 3. What actions the local board has taken, or plans to take, to ensure that local business services are not redundant and coordinated with partner programs such as Wagner-Peyser and Economic Development Corporations.*
- 4. How the local board measures the satisfaction of business services and how the data are used to improve services.*

1. The NOVA Workforce Board has long held the Business Community as a primary customer and has long held the vision of seeking ways to enhance the Board's relationship with and relevance to the business community. At the annual NOVA Workforce Board retreat, the Board members come together and update the Strategic Plan for the year. For 2006 the Board identified three goals: (1) to better understand and evaluate local business needs, (2) to build and support strategic alliance with industry drivers in our local economy that the NOVA Workforce Board can influence, and (3) to increase business awareness of NOVA/CONNECT! (CONNECT! is our one-stop collaborative). Several objectives under each goal have been

identified and are currently being addressed. In addition to the NOVA Workforce Board's Strategic Plan, operationally NOVA @ CONNECT! Business Services has a Business and Industry Strategic Plan 2004-2007. The stated vision is "To be relevant to the business community in Silicon Valley by being an effective collaborator in building relationships with private and public institutions to meet the needs of the Silicon Valley workforce." The strategic plan provides a framework to fulfill the Mission: "To develop relationships with businesses, public and non-profit entities, and government to: deliver cost-effective solutions to meet workforce requirements of employers and industry; enhance growth and development opportunities for Silicon Valley workers; strengthen a web of partners to address workforce demands; generate investment opportunities from our strategic partners that further the goals of the NOVA Workforce Board. Goals and objectives in the areas of (1) Business & Industry in Silicon Valley, (2) CONNECT!, (3) Government, (4) NOVA have been identified and implemented, revised and updated as needed since the inception of the strategic plan.

2. Industry partnerships and contacts with our local businesses assist us in identifying needs and with determining courses of action. Goal #2 of the NOVA Workforce Board Strategic Plan includes an objective that considers industry partnerships. In order to meet the goal of "Build and support strategic alliance with industry drivers in our local economy that NOVA Workforce Board can influence," the NOVA Workforce Board has chosen to explore opportunities to advance the solar tech/cleantech industries in Silicon Valley and the development of increased employment opportunities for adult workers. Approaches may include exploring alignment between the economic and workforce development communities, identifying current and projected workforce shortages, and developing a plan to address them. Through the NOVA Business Liaisons, needs assessment for individual businesses or industry trends is a constant. Membership, attendance, and active participation at Chamber of Commerce events and Industry Associations (such as the Northern California Human Resources Association or Institute of Electrical and Electronics Engineers) are requirements of the staff role. Through Rapid Response, interaction with company human resource professionals provides valuable information on the state of the valley with regard to employment and needs that employers may have for both layoff and hiring trends. Information is shared organizationally through weekly meetings and current strategies validated or revised according to real-time data.

3. A number of efforts are made to build upon the work and resources of organizations that have similar interests and investment in workforce development. For example, a NOVA Board member and a NOVA staff member are active members of the Silicon Valley Economic Development Alliance (SVEDA), a regional partnership of economic development professionals. Through SVEDA, several economic development managers are part of the Small Business Labor Market Steering Committee (also comprised of neighboring WIBs and Chambers of Commerce from both San Mateo and Santa Clara counties) and provide oversight, direction and support for NOVA's Small Business as Big Employer LMI study (funded through Rapid Response Special Project Funds). NOVA coordinates with EDD regarding use of Wagner Peyser funds with regard to Rapid Response. Through the quarterly Bay Area Rapid Response Roundtable, a regional partnership of workforce investment areas in the greater Bay Area and the State of California (Regional Advisors for the WIBs), activities for companies facing lay-off or closure are discussed and collaborated. On a more local level, a quarterly local Rapid Response meeting which includes SVWIN, NOVA, and EDD occurs to coordinate on active accounts and streamline services with the ultimate goal of meeting business customer needs quickly, effectively, and efficiently.

4. The NOVA Workforce Board completed an extensive exercise to listen to the “Voice of the Customer” for both job seekers and business customers. Through this exercise, the NOVA Board learned that our business community perceived NOVA as too complex and not easy to understand when it came to available services; that NOVA needed to broaden employers’ images of available services; that personal relationships with the employers improved their understanding of individual business needs and that we could provide valuable assistance, especially to small business, through some of our partners’ services; and that having a single point of contact for employers established and strengthened the personal relationships and removed some of the mystery, confusion, or suspicion about receiving services from a public agency. As a result, NOVA reorganized the way work was being accomplished from the management level to the direct service level. Staff roles and responsibilities shifted across the organization, as did the entire structure of how day-to-day business is conducted.

There are also tools in place to continuously measure the pulse of business satisfaction. For example, a survey was developed in conjunction with EDD that is given to human resources personnel after an initial HR meeting for layoff assistance planning (Rapid Response) and after presentations are given to affected employees. Results are shared between the two agencies and discussed at the quarterly local Rapid Response meeting with NOVA, SVWIN, and EDD. Information is considered for continuous improvement purposes.

*D. Describe how the local board is addressing lifelong learning in the context of workforce development, through collaborative policy and planning. Specifically, describe how the local board will improve and promote access to lifelong learning in the next year. Include existing or planned efforts to leverage resources with local lifelong learning partners, including business and education.*

The concept of lifelong learning is and has been fundamental in the philosophy of NOVA and its Workforce Board. The nature of the economy and employment in Silicon Valley requires individuals to often revamp their skills, learn new technology, and even change careers. The approach we use is based on individuals understanding the necessity of managing their own employment/reemployment efforts and, depending upon where there are in the professional development continuum, putting their efforts on the “ABCs” of getting A job, a Better job, and a Career. To make lifelong learning a reality, one has to not only understand the important of its pursuit but have reasonable access points and time frames for the required skill and knowledge enhancements.

In its 2007 Strategic Action Plan, the NOVA Workforce Board has included two goals related to lifelong learning:

a. Career Technical Education (CTE): Enhance Career Technical Education programs to increase access for adults to higher wage jobs in existing and/or emerging industries (new technologies) possibly through certification programs, degrees, etc. Approaches may include collaboration with labor unions, the educational system, community-based organizations and private industry.

b. Literacy: Enhance literacy programs to increase access for lower income and immigrant adults to higher wage jobs in existing and/or emerging industries. Program components may

include ESL, math, computer-aided distant learning opportunities and finance (e.g. budgeting and personal asset building.)

*E. Identify organizations involved in the development of your local vision and goals.*

The entire CONNECT! partnership has been involved in developing the vision and strategic goals formulated by the NOVA WIB. Through stakeholders' meetings, task forces, and in many cases participation in the NOVA WIB, partners have been involved in voicing priorities and setting goals. A complete list of the CONNECT! partners involved in the development of the local plan is listed in Section I (F), page 4.

### III. LABOR MARKET ANALYSIS

#### *A. What are the workforce investment needs of businesses, jobseekers and workers in Silicon Valley?*

There is no question that Silicon Valley is a model of economic success: The region is home to an extraordinary number of innovation-driven technology companies, which are responsible for a diverse array of products and services marketed worldwide; the region generates a disproportionate share of patents and receives an astounding amount of venture capital, further fueling the cycle of innovation. With this success, however, comes a burden that is often unseen to those on the outside.

One of the trademarks of a highly innovative economy is the degree of churn inherent within its workforce. As technology evolves—at an increasingly faster rate—the types of skills required of workers evolve as well. The greater the concentration of technology-related employment, the greater the degree of worker dislocation, even in times of economic growth.

This churn can be viewed on a grander scale through the cyclical nature of industrial focus. From its founding as an agricultural center in the early 1900s through to the current emphasis on cleantech research and development, Silicon Valley has experienced at least four evolutions: from agriculture to industrial to information to innovation. Earlier shifts were mild enough—the difference in skill requirements between the old industries and the new were relatively inconsequential and the transition time much more lengthy—that it was not exceptionally difficult for a dislocated worker to successfully transition. With the exponential complexity of technological innovation, the skill needs of today’s companies are drastically different from those of the recent past, resulting more often than not in longer periods of unemployment, significant decreases in pay and benefits, and a decline in job security.

Because companies are trimming down to increase profit margins in an increasingly competitive global market, training—whether informally provided on the job or made as a formal investment of human capital—is more often the exception than the rule. This workplace reality places the burden of lifelong learning and workplace relevancy on the job seeker and forces workers and the workforce development community to put much greater emphasis on skills development and re-training.

What is often overlooked in all of this industry-driven churn is the fact that localized dislocation events have a way of increasing from the positions indicated on a formal WARN notice to a greater number of unseen support positions—cafeteria workers, custodial crews, even such specialized fields as human resources or accounting, who are often hired on a contract basis—thereby increasing the negative effect of any single event.

Add to this inherent instability of an innovation economy the dawning reality of an aging workforce and the vast number of Baby Boomers nearing retirement and you have a situation that borders on calamitous. Not only does the region have a growing need for specialized skills of a technological nature and a drought-stricken talent pool, but we are now beginning to experience the loss of workers from the vast segment of middle-skill or “foundational” jobs (those jobs that serve as a foundation for an economy and maintain a stable quality of life), which accounts for a great share of all industry employment.

According to economist Stephen Levy, “Many jobs in this tidal wave of replacement openings require specialized training after high school but not a four-year degree.” It is often the case that high school or college students are seen as the sole resource for a prepared future workforce. Levy states that many candidates for these foundational positions are adults already in the workforce. “We need to focus on adults as well as students” to meet the demand before it becomes a crisis.

*BusinessWeek* (4/30/09) published an article commenting on the growing dichotomy between the current needs of employers and the available skills of the nation’s workforce.

In the midst of the worst recession in a generation or more, with 13 million people unemployed, there are approximately 3 million jobs that employers are actively recruiting for but so far have been unable to fill. ... [I]t's evidence of an emerging structural shift in the U.S. economy that has created serious mis-matches between workers and employers. People thrown out of shrinking sectors such as construction, finance, and retail lack the skills and training for openings in growing fields including education, accounting, health care, and government. At the same time, the worst housing bust in decades has left the unemployed frozen in place. They can't move to get work because they can't sell their homes.

[http://www.businessweek.com/print/magazine/content/09\\_19/b4130040117561.htm](http://www.businessweek.com/print/magazine/content/09_19/b4130040117561.htm)

The nature of the labor market has changed and the dislocated workers of Silicon Valley must adapt to these changes or continue to face challenges to their employability within the region. Until these issues can be addressed within the public education system, the local workforce investment boards must provide a greater array of services to allow workers whose jobs no longer exist to succeed in their re-employment efforts. The challenges that we are experiencing first hand in Silicon Valley can be seen in less-concentrated form throughout the rest of California. Efforts made here to find viable solutions for the effects of living and working in an innovation economy will allow the State to better position itself to respond effectively and immediately as other regions show signs of these same challenges. To this end, much greater focus will be put toward the task of providing dislocated workers with skills development, from their first experience with NOVA through to the time that they become successfully employed.

### *B. How will the needs of employers be determined in Silicon Valley?*

Historically, NOVA has focused on meeting the needs of business not only through the ongoing outreach and responsiveness of its Business Services team, but also through such unique features as its Workforce Publications unit and their research of workforce issues within the community. The most recent research project undertaken, funded by WIA 25% funds in 2006, was an in-depth look at the overall health of Silicon Valley’s small businesses by going directly to the source and interviewing a broad cross section of the region’s employers with fewer than 100 employees—by far, the vast majority of total companies within this or any other region. This examination provided NOVA’s staff—career counselors and business liaisons alike—a deeper understanding of the challenges and opportunities available to small businesses, to their employees, and to job seekers interested in exploring this considerable sector. The ultimate report was shared with regional stakeholders at a community forum and with all 50 workforce boards throughout the state.

NOVA’s business services strategic plan has goals to “build and support strategic alliances with industry drivers within the local economy...” This is supported by objectives to annually select

priority industries to target and to determine strategies to support targeted industries with services required by sector businesses.

The development of the SolarTech initiative in late 2006 brought representatives from the solar-energy industry together with public sector-based organizations to focus specifically on sharing industry's needs and to work together to identify and implement viable solutions. This coalition has been meeting monthly now for several months and has identified workforce development as one of its six primary initiatives. A focus group of eight industry executives was recently convened by NOVA to share specific occupational needs—both current and projected—to allow the workforce boards to pinpoint the critical priorities and to begin work to create resolutions.

NOVA is also involved in ongoing partnerships with economic development and other regional initiatives, such as Joint Venture: Silicon Valley Network and the Silicon Valley Leadership Group.

*C. What are the current and projected employment opportunities in Silicon Valley?*

According to Joint Venture: Silicon Valley's 2010 *Index of Silicon Valley*, the driving industry clusters in Silicon Valley are Information Products & Services, Life Sciences, Community Infrastructure, Innovation & Specialized Services, Other Manufacturing, and Business Infrastructure. From Q2 2008 to Q2 2009, all of these clusters experienced declines in employment. When employers stop hiring, people look for other means of employment such as temporary services or consulting. In the San Jose area, jobs in Employment Services have increased 23 percent since April 2009. The number of nonemployer firms has grown by 25 percent from 2002 through 2007. Green jobs expanded by 8 percent between January 2007 and 2008.

The Employment Development Department Labor Market Information Division has issued projections of the fastest growing occupations in the San Jose-Sunnyvale MSA for 2006-2016. The largest of these include many in health care and computer software:

<b>Occupation</b>	<b>Projected % Increase</b>
Network Systems and Data Communication Analysts	50%
Personal & Home Care Aides	37%
Computer Software Engineers, Applications	34%
Network and Computer Systems Administrators	23%
Computer Software Engineers, Systems Software	22%
Pharmacy Technicians	26%
Database Administrators	27%
Medical Assistants	21%
Respiratory Therapists	17%

*What skills are necessary to obtain such employment opportunities?*

As noted above, health care and computer software occupations are increasingly in demand. The vast majority of these positions will require training. While individuals with previous computer

experience may be able to upgrade their skills in the software area, local training capacity in health care is currently lacking, and individuals wishing to transition into this field may face waiting lists for training.

High school curriculum needs to place more emphasis on courses in the “hard science” subjects like math, chemistry, and physics. Adult job seekers often require access to training programs in order to upgrade basic skills and acquire new skills. Ideally this is a continuous process, as the technical skills required in the job market change quickly and often unpredictably. A workforce with strong basic skills in math and the English language is invaluable to businesses.

Soft skills, the knowledge of how to work in the contemporary business environment where teamwork, communication and problem solving can be as important as technical skills, is increasingly important. There is less specialized division of labor and much more teamwork in the new economy of Silicon Valley. Both work and learning are increasingly project-based. In this environment soft skills or people skills become as critical as technical skills to succeed. One of NOVA's most popular programs is called the Professional Effectiveness Program or PEP. In this program, assessment and skill building occur in areas such as facilitation, influencing people, commitment to quality outcomes, orientation to customer value and service, problem solving, and listening skills. These classes are equally effective with the older workers reentering the workforce and with new entrants.

#### **IV. LEADERSHIP**

*A. If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation be transferred to the new local WIB?*

The current PIC has been authorized by the CEO to evolve into the WIB, with its membership being expanded during calendar year 2000 to meet all of the Federal and State requirements. The PIC's WIB recruitment task force is actively recruiting the appropriate new membership. They are also working on an orientation package for all new members, which will include an introduction to the 5-year plan. As soon as each new member has been approved by the CEO, s/he will be given the authority, along with the other members, to oversee the implementation of the plan. Current PIC members will resubmit applications to be on the final WIB. In May, 2000, the PIC along with any new WIB members will hold its annual all-day strategic planning retreat. One of the agenda items for the day is to "pass on the culture of the current NOVA PIC" as well as the responsibility.

*B. What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member?*

No member, officer, employee or consultant at any level of the PIC/WIB shall make, participate in making, or in any way attempt to use his or her official position to influence a governmental decision in which s/he knows or has reason to know that s/he has a financial interest. PIC/WIB members may not vote or participate in the discussion of a matter under consideration by the Board regarding the provision of services by such member (or by an entity that such member represents) or that would provide direct financial benefit to such member or of the immediate family of such member. WIB members also may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

*C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? Include in this discussion a description of your local board composition.*

The North Valley PIC/WIB sees its role as being a systems builder, as confirmed by its Vision statement (see Section II (A), p.5). The NOVA PIC established the vision statement with its first business/strategic plan in 1996. At that time, the PIC created a working document that included Vision, Mission, Strategic Goals, Tactics, an Action Plan, and Measurements. The measurement system includes a quarterly report to the PIC on the status of some of the strategic goals, and an annual PIC/WIB Retreat to assess the progress of the strategic plan and redefine the strategies for the coming year. The next retreat is scheduled for May 2000, and will include all of the new WIB members that have been recruited to date, PIC members who are staying on as WIB members, and PIC members who will be retiring from the board but want to pass on the wisdom and culture of the current NOVA PIC.

The PIC/WIB will continue its current method of developing and implementing policy, and overseeing the workforce investment system through its various committees. Committees are chartered by the PIC/WIB and take a task-based management approach to the charter. Some

committees have a short-term, single task agenda while others are on-going. The Youth Council will create policies relating to youth services and programs. All committee action is subject to ratification and approval by the full Board.

As required by recent changes to the UI Code, the NOVA WB is examining the composition of the WB to ensure compliance with the new requirements for labor representation. Presently, out of 24 WB members, there are 3 representatives from labor, one of whom also represents an apprenticeship program. Also, we have contacted the Director of Workforce and Economic Development, California Labor Federation, AFL-CIO for additional candidates.

*D. How will the local board assure the local system contributes to the achievement of the State's strategic goals?*

Once the State plan is adopted and approved, the WIB will review the plan along with the WIB's strategic goals and will assure that no WIB policy will be inconsistent or in conflict with any State adopted goals. Any proposed action found in conflict with adopted State policy will be amended or modified so as to be consistent with the State Plan.

*E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor?*

Neither the NOVA Workforce Investment Board nor its staff will provide training services.

*F. How will the local board assure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes?*

Pursuant to the Americans with Disabilities Act, board meetings are handicap accessible and special accommodations can be made available upon request. The board meeting's agenda is posted in Sunnyvale City Hall on the Public Notice Board, mailed to a list of interested parties, and will be placed on the NOVA website along with the minutes of the previous meeting, for easy access by the public.

## **V. LOCAL ONE-STOP SERVICE DELIVERY SYSTEM**

*A. Describe the one-stop delivery system in your local area. Include a list of the comprehensive one-stop centers and the other service points in your area.*

The CONNECT! Business & Career Campus one-stop service center is located in Sunnyvale, in the heart of Silicon Valley. This campus can be described as the prototype one-stop, having received a Presidential Award in 1992 for organizing services around the needs of customers in a one-stop model. Since then, the campus has continued to reinvent itself, growing and changing as new challenges and ideas arise.

Campus Partners: Campus partners are physically based or collocated at the CONNECT!

Business & Career Campus, which occupies one square block in Sunnyvale and includes:

- Employment Connection (CalWORKs)
- EDD – Sunnyvale Field Office includes:

## Labor Market Information Division

Job Services

Veterans Employment

Unemployment Insurance

- NOVA Workforce Investment Board programs include
  - Title IB Adults
  - Title IB Dislocated Workers
  - Rapid Response
  - TAA/NAFTA
  - Labor Market Information and LMI+
- Employment Training Panel
- ProMatch
- Sunnyvale Center for Innovation, Inventions, and Ideas (SC[I]3)
- Sunnyvale One-Stop Permit Center
- Sunnyvale Public Library
- Vocational Rehabilitation

NOVA and the Employment Development Department are the investing partners in this one-stop.

In addition, the CONNECT! one-stop system features several satellites one-stops serving targeted populations. These satellite centers are strategically located so that the people they serve can easily access the services offered:

- The Next Step Center: located at the Veterans Administration Hospital in Menlo Park, Next Step offers a one-stop for homeless veterans. Services include shelter vouchers, housing, drug rehab, counseling, job training, placement and retention services.
- The NOVA Youth Employment Office: operated by NOVA, includes representation from EDD, the City of Sunnyvale, Job Corps and Next Step. The YEO also serves as the headquarters for [Youth@Work](#), the award-winning Internet system that matches youth with career development and job opportunities. Services include job search and work readiness workshops, volunteer opportunities, career research resources, job listings, WIA Title I Youth employment and training services, and Job Corps opportunities.
- Neighborhood Self-Sufficiency Centers: These centers feature a complete range of services to CalWORKs recipients. Educational Options, the Santa Clara Adult Education program, is operating three of these centers in the northern part of Santa Clara County, in conjunction with a variety of community-based organizations.
- Sunnyvale Multi-Purpose Senior Center: employment, education, training, health, and recreation services for seniors. The center houses the Proven People program, a highly successful job placement service, as well as senior employment services through the National Council on the Aging, who have staff co-located at the Senior Center.

In addition to the core one-stop at the CONNECT! Business & Career Campus and the satellite one stops, CONNECT! customers can access the system's considerable information resources through the CONNECT! Web site at <http://connect.one-stop.org>. The system also features the Information and Referral Kiosks, discussed in section II (A3) on page 8, which will be located at strategic points throughout Santa Clara County.

Finally, the many thousands of individuals who access the local community colleges, adult education centers, and community-based organizations affiliated with CONNECT! will have

access to CONNECT! services. The CONNECT! collaborative is developing and coordinating a training process for all the main "answer points" at each CONNECT! partner office. So, for example, the Career Center at DeAnza Community College is also an entry point to the CONNECT! one-stop system.

*B. Describe the process used for selecting the one-stop operator(s) including the appeals process available to entities that were not selected as the one-stop operators.*

There is a single one-stop system in the North Valley workforce investment area that serves the adults and youth in a seven-city consortium, and has been evolving for many years. The system includes a main campus with satellite sites for youth, older workers, and veterans, as well as many partners connected electronically as well as through representation at Stakeholders Meetings and through committee work. The one-stop system includes all of the partners of CONNECT! as listed in Section I (F), page 4. The NOVA WIB works with the CONNECT! collaborative to assure its consistency with WIA. The CONNECT! Steering Committee (see Governance in Section IV, pages 17-19) will act as the one-stop operator for the one-stop system. The NOVA WB will annually review the performance of the one-stop operator and may terminate its eligibility for cause.

*C. Are each of the required WIA partners included in your One Stop delivery system? How have they contributed to your planning and implementation efforts? If any required partner is not involved, explain the reasons.*

At the time of writing, the only required partners that are not yet represented on campus are Employment and Training activities under HUD. Conversations have begun with the Santa Clara County Housing Authority to bring a representative of their employment and training program into CONNECT! and onto the campus.

*D. How will services provided by each of the one-stop partners be coordinated and made available in the local one-stop system?*

All one-stop partners have filled out an Alliance Agreement, which is an addendum to their MOU. In the agreement, they have outlined the services and resources they bring the one-stop partnership. Additionally, one-stop campus partners have separately delineated which core and intensive services they might provide. A one-stop manager will be hired to coordinate campus services as well as those connected electronically. Additionally, a one-stop CONNECT! Steering Committee, made up of representatives of NOVA, EDD and five at-large seats from investing or contributing partners, will oversee the coordination of one-stop services. A more detailed narrative of our governance structure can be found in our MOU, Attachment 1.

*E. What is your plan for delivery of core and intensive services?*

Core and intensive services will be provided primarily by the one-stop partners located on the CONNECT! Business and Career Campus. A general outline of approved core and intensive services follows.

Universal Core Services include eligibility determination; initial needs assessment; current local labor market information; information on all one-stop partners; information on supportive

services; consumer reports on programs and services; and information on filing Unemployment Insurance claims, and an orientation to the CONNECT! one-stop Campus.

In cooperation with CONNECT! partners, the CONNECT! Job Seeker Center on campus provides individuals with free, fast Internet access, online databases to assist in company research, training and job search videos, a resource room with a library of career development materials, workshops, job search workshops, job listings, and more. While these activities are primarily self-directed, Center staff will be available to assist individuals in using the computers and accessing the Internet.

The Center features both PCs and Macintosh computers, all with CD-ROM drives, and all networked for Internet broadband access. Job seekers can also use Center computers to work on resumes and cover letters. The Center is open four evenings a week to accommodate customers' needs and time schedules. The CD-ROM collection at the Center includes a number of business reference materials, including Insight 2, a database of magazine articles, company profiles, and investment reports that job seekers can use to research companies and industries; and CorpTech, a comprehensive database of U.S. technology companies. Participants also use CD-ROM tutorials in the use of application software such as Netscape Navigator, Microsoft Word and Microsoft Excel.

The Job Seeker Center has an extensive website, featuring resources such as:

- Labor market information for Santa Clara County, and San Mateo County;
- In-depth studies of leading industries (NOVA's LMI+ reports);
- A directory of services for employers, both within NOVA and from its one-stop partners;
- A directory of services for job seekers, both within NOVA and from its one-stop partners;
- Links to job banks, including the Department of Labor's America's Job Bank;
- Links to job search assistance pages, such as JobSmart, with information on job search skills;
- The Santa Clara County Education & Training Services Directory, a searchable database of training options; and
- Career Ladders at [careerladders.org](http://careerladders.org), coming on-line in 2000.

Also available to participants through the Center are general reference materials; books, newspapers and magazines selected for their applicability to job seekers; college catalogs; company information such as annual reports and articles; other community resource data; copy machine, printer and fax accessibility; and a help desk staffed to provide individual assistance in finding the appropriate resources. The CONNECT! Job Seeker Center is a vital, active center, and will be the hub for the one-stop campus's core and intensive services.

Additional services also being considered are: assistance in establishing Welfare-to-Work and non-WIA training eligibility, on-site job fairs, on-line career research assistance, and non-WIA funded interactive group job search assistance.

Universal core services provided by partners in the CONNECT! Job Seeker Center include:

- EDD: operating and providing services to both job seekers and employers through the State labor exchange system (CalJOBS) which is an Internet-based job opening and resume

listing system which allows employers to list job openings free of charge and search for employees from a database of resumes and enables job seekers to self-enroll, search job listings and produce resumes; basic Job Service Workshops on job search techniques, resume writing, assessment and interviewing strategies; labor market information and referrals to community services and resources; employment statistics information (local, regional, national), job vacancies, and information on required job skills, local demand occupations, earnings and skills required (through assistance of onsite LMID staff); information on all EDD programs and services including Unemployment Insurance, Disability Insurance, Labor Market and Tax Information; assistance with the Campus orientation; assistance with Rapid Response presentations; and provide ProMatch services, a job club for professionals in transition, providing resume-profile listing on website, access to contact network of ProMatch alumni, resources such as computers, phones, FAX, copiers, Internet access, interactive networking with peers, guest speakers, special workshop opportunities led by peers, and referral to core registered services.

- Santa Clara County Social Services Department's Employment Connection (on Campus): job search workshops open to the public, and job leads coordinated with the CONNECT! Job Development Committee and CalJOBS.
- Department of Rehabilitation: initial assessment for determining eligibility and priority for rehabilitation services; guidance and referral services; job leads coordinated with the CONNECT! Job Development Committee and CalJOBS.
- Sunnyvale City Library and SCI3 Patent and Trademark Library: provides tremendous resources for researching employers and the local labor market.

Registered Core Services requires that the individual is registered and tracked throughout his/her participation in core, intensive and/or training services, as well as follow-up activities. At this time, all WIA-required information and statistics will be documented. Movement from universal core services to registered core services will occur when an individual requires more than minimal assistance from staff in taking the next step towards self-sufficient employment.

Core registered services may include: job retention skills; PEP Workshops; screened referrals; job clubs; and job search workshops. At this level, NOVA's onsite Education Learning Lab may also be available to registered participants. The lab utilizes self-paced, computerized curricula which are designed for the adult learner. A program coordinator is available to assist participants with the computer operations and/or the selected curriculum. The intent of the self-paced lab is to assist individuals in achieving: the pre-requisite basic skills level needed for their job goals; a review of their individual educational skills; GED preparation; basic skills and/or upgrading other skills such as math or business English; computer skills: Word, Excel, PowerPoint, Access.

Intensive Services are provided when a participant needs more individualized services. These services will assist participants in identifying and overcoming barriers to employment. Intensive services include: comprehensive and specialized assessment; development of an individual re-employment plan (IRP); advanced job search workshops; individualized counseling and career planning; case management; and short-term pre-vocational services.

Individuals needing assistance with the “soft skills,” may go through NOVA’s Professional Effectiveness Program (PEP) Assessment. PEP assesses and assists individuals in enhancing many of the critical personal communication and business skills needed in today's flatter, more team-oriented workplace. The assessment process has a twofold purpose. Using situational videos, it involves testing for information regarding the relative strengths and weaknesses of each individual’s personal skills, and it increases the individual's awareness of employer expectations. Follow-up feedback is generated in a report format that details the skills, strengths and weaknesses of the individual. A PEP counselor will review the report with each participant. Remediation then takes place primarily through interactive workshops, with additional support through CD ROM and multi-media approaches.

Services to Employers provided through the one-stop system may include: rapid response and plant closure assistance; employer services directory; tax credit information and processing; research in businesses, industries and technologies; local labor market information; staffing recruitment and job matching; interviewing facilities; video conferencing; job specification development; fee or licensing information; business and technical assistance; technology transfer to small business; patent and trademark services; and customized training and workshops. An Employer Services Center on the CONNECT! campus houses a broad array of services and coordinates access to all the CONNECT! employer services.

*F. What is your plan for administering Individual Training Accounts (ITAs) as defined in WIA, Section 134(d)(4)(G), including any limitations you plan to impose on ITAs established in your local area. If your local board is providing training services that are made as exceptions to the Individual Training Account process, describe the process you used to procure and justify these exceptions. This process must include a 30-day public comment period for interested providers.*

NOVA administers its Individual Training Account (ITA) system, used for all WIA-funded training, with an emphasis on customer choice. ITAs will be issued to eligible adult and dislocated workers who have been assessed and determined to have specific skill-related barriers to employment. ITAs will be used to obtain occupational skills training leading to a degree, certificate, or employer recognized skill certification. The customer must have the skills/qualifications necessary to complete the selected program. This determination occurs through a comprehensive assessment and career exploration process.

NOVA’s Career Advisor will help guide the customer to the training programs that meet local labor market demands. The Career Advisor will provide customers with a broad array of available program information and performance statistics concerning the eligible training providers. The customer, in consultation with the Career Advisor, will use this information in addition to onsite visits to multiple training vendors, when possible, to make an informed decision as to which training provider can best meet his/her needs.

Training assistance will be provided for training programs that are typically short-term, with a usual maximum length of one year (exceptions to this may occur where special grant funding allows for more flexibility). The maximum ITA amount will not exceed \$6,000 per customer. Exceptions may be considered on an individual basis and require approval by the Program Manager. Funding for participant services may come from one or more workforce programs.

*G. Describe how the WIA funds will be used to leverage other federal State, local and private resources. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers, and individuals? Include a brief discussion if your local board has entered into an agreement with another area (including another local board that is a city or county within the same labor market) to pay or share the cost of educating, training, or placing individuals participating in programs assisted under Title I of WIA, including provision of supportive services, provide copy of your approved agreement.*

NOVA has traditionally leveraged its allocated JTPA dollars to obtain additional funds from federal, State, City, private foundation and private industry resources, and will continue this practice with its WIA funds. With an annual budget of approximately \$12 million, NOVA's JTPA allocated funds have been around \$2 million. The additional \$10 million in leveraged funds have allowed NOVA and its CONNECT! partners to expand the scope of services provided to the community.

For FY 2003-2004, leveraged funds included State WIA funds for NOVA's STAR services to dislocated workers; a grant for rapid response activities and NOVA's popular LMI+ research projects on emerging industries in the Valley, and a grant for the new Technology-to-Teaching initiative to re-train laid-off hi-tech workers to become teachers. Non-WIA funds have included Stewart McKinney Homeless Assistance Act funds for a Homeless Veterans Reintegration Project; EDD/LMID funds for a labor market study of 25 occupations in our area; Packard Foundation funds for Welfare-to-Work Neighborhood Self Sufficiency Centers, Career Ladders (an LMI study on occupations appropriate for transitioning clients) and **Youth@Work** (an interactive job match program for youth); a Nurses Workforce Initiative aiding the growth of trained nurses in the State; H-1B Visa funds for training in skills and occupations for which employers are having to use visas to bring in workers from outside this country; TechForce, an Employment Training Panel project to train incumbent workers from small business in technology; and funds from fees charged to companies requesting NOVA's innovative Professional Effectiveness Program (testing and remediation of the "soft skills" in demand by employers) and other services for their employees.

The NOVA Workforce Board held its latest all-Board member, strategic planning retreat in January 2002. The retreat established new and continuing directions for NOVA. One of the ongoing strategic goals of the Board is to "grow our own workforce," and it is to this end that both NOVA and the CONNECT! partners leverage, and will continue to leverage, their funds to provide the services and activities needed by our local job seekers, workforce and employers.

*H. Describe how the local system will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farm workers, public assistance recipients, women, minorities; individuals training for non-traditional employment, older individuals, people with limited English-speaking ability, and people with disabilities.*

As dislocated workers have historically made up the bulk of NOVA's JTPA clients, the delivery of core and intensive services under WIA is designed to be flexible and individualized enough to meet these individuals' needs. Rapid Response services, coordinated and provided through the One-Stop, bring dislocated workers into the mainstream of service quickly and effectively. Displaced homemakers will be eligible for individualized assessment, counseling, support, and

training services that can place them back in the workforce. Public assistance recipients can be served on campus through the Employment Connection, WIA Title I services, and the countywide Welfare to Work program coordinated by NOVA with the Santa Clara County Social Services Agency. A system of satellite one-stops at Neighborhood Self-sufficiency Centers helps meet the needs of CalWORKs recipients, as do the retention services provided by NOVA and the community colleges.

The wide array of resources available through the one-stop system means that services are readily available for all the populations mentioned above. Assistance and instruction for individuals with limited English is available through the Adult Education partners and the Columbia Neighborhood Center. NOVA's Proven People program and the National Council on the Aging offer services for older individuals at the Sunnyvale Senior Center. CONNECT! partner Springboard assists low income individuals in finding quality employment. Another partner, DPI, offer services and resources for individuals with disabilities to help them succeed on the job. The Department of Rehabilitation will also be on the CONNECT! Business & Career Campus to provide vocational training when appropriate to people with disabilities. When services are not directly available through the CONNECT! One- Stop system, the Help Desk will make referrals to agencies that can assist a given individual with their needs. A CONNECT! campus Open House in June, 2000 will be a networking opportunity to bring specialized agencies to campus and establish effective referral relationships. CONNECT! staff will be reaching out to community-based agencies wherever there is a gap in service availability. If customer demand warrants, additional partners may join CONNECT! on an MOU basis to enhance the resources available.

The Mission of the NOVA WIB states that the system under development needs to be accessible to customers and responsive to the changing needs of the workplace and workforce. The CONNECT! collaborative, therefore, is committed to bringing the resources into the partnership that will best serve our customer base, however the customers' needs change.

*I. When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low income individuals for intensive and training services?*

We do not currently anticipate limited adult funds for core and intensive services. In the event that training funds are limited, NOVA uses a system that takes into consideration barriers to employment and other factors to determine priority to access training services.

*J. How will the local system assure nondiscrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act?*

The WIB has adopted the following policies covering the programs and activities under its purview: "No individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in Connection with any program or activity because of race, color, religion, sex, national origin, age, disability, political affiliation or belief."

All staff offices, one-stop centers and organizations and agencies receiving funding from the WIB will conform and comply with the Americans with Disabilities Act.

*K. Describe how employer services (e.g. systems to determine general job requirements and job listings, including Wagner-Peyser Act services) will be delivered through the One-Stop system in your area.*

The Sunnyvale EDD is training one-stop partners in the use of CalJOBS, and will offer Program Activity Support System, Employer Contact Management System (ECMS), and the Activity Calendar and Event Scheduler to the partners. The ECMS may be used to coordinate employer outreach for job identification contacts and solicitation of entry-level and other job listings made by the one-stop system.

The CONNECT! Job Development Committee coordinates employer contact for job openings to minimize a duplication of efforts. The committee has developed a template for listing employers' jobs that matches the information needed for CalJOBS, so that no matter which partner the position is listed with, it can be included in CalJOBS as well as shared with appropriate partners. NOVA's award-winning Youth@Work interactive, Internet-based job match for employers and youth allows employers to directly input their job openings and youth to peruse the job listing from anywhere they have Internet access. Youth must first attend a pre-employment workshop and talk with a staffperson before they are referred to an employer.

NOVA's labor market information staff does extensive research and provides both written reports and public forums on the job requirements for selected occupations in Silicon Valley; for career opportunities in emerging industries in the Valley; and for career ladders appropriate for welfare-to-work clients.

*L. What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act?*

All basic core services are, and will continue to be, available to Worker Profiling and Reemployment Service claimants through the one-stop system. If necessary, a contract for additional services will be provided to the appropriate agency.

*M. What local policies and strategies are in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)? Include in your discussion how this policy is shared with all of the One-Stop Career Center partners and if/how you conduct outreach to veterans and veteran organizations to encourage use of One-Stop Career Center services. How will you ensure that veterans receive priority in the local one-stop system for Wagner-Peyser funded labor exchange services?*

The following is NOVA's policies and procedures relative to priority of service for veterans:

## **1. POLICY**

A "covered person" is entitled to priority of service under all WIA Title I-B funded programs, including the Youth, Adult, and Dislocated Worker Programs, 10% funded projects, and National Emergency Grant (NEG) projects. "Veterans priority of service" means that any covered person shall be given priority of service over non-covered persons for the receipt of training, employment and placement services provided under any WIA Title I funded programs,

notwithstanding any other provision of law. Available funds will not change nor are local areas required to set aside funds to serve veterans. The priority for veterans is mandated by law and cannot be waived.

Covered persons (defined below) must first meet the program's eligibility requirements, and those determined eligible will receive priority over non-covered persons, with the exception of the priority of service established by law for the WIA Adult Program. The priority of service for the WIA Adult Program is:

1. Eligible covered persons who are recipients of public assistance or are low-income;
2. Eligible non-covered persons who are recipients of public assistance or are low-income;
3. Eligible covered persons who are not low-income;
4. All other eligible individuals.

## **2. PROCEDURE**

Covered persons and non-covered persons all have equal access to be determined appropriate for, in need of, and enrolled into the WIA Adult, Older Youth (19-21 years of age) or Dislocated Worker program, 10% funded projects, and National Emergency Grant (NEG) projects as part of an overall service design to meet contractual and performance outcomes.

**HOWEVER**, when both a covered persons and non-covered person:

- Are unable to retain/obtain employment through Core Self-Directed Services,
- Meet all of the Eligibility Criteria for enrollment: Residency (if applicable), Age, Right-to-Work, Selective Service and Dislocated Worker status (if applicable).
- Require Intensive or Training services to obtain/retain employment; **AND**
- There are limited funds available or the grant contractual goals are almost met,

**THEN:** The covered person will be given priority over the non-covered person.

Box numbers 65 through 70 on the WIA Application Form will be used to capture information regarding Veteran/Spouse of Certain Veteran status. Since the purpose of WIA programs is to assist people who are having difficulty finding employment and it is not the intention of WIA programs to discourage participation by imposing burdensome documentation and verification procedures, documentation and verification of Veteran/Spouse of Certain Veteran status will not be collected until the need for prioritization is determined.

## **3. ACCEPTABLE DOCUMENTATION**

- *Veteran – DD214*
- *Eligible spouse - documentation from the Office of Personnel Management, the Veterans Administration, or the specific military branch stating the spouse was eligible for such benefits*

## **4. DEFINITIONS**

A "covered person" is defined as one of the following:

1. A veteran who is an individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable; or
2. A recently separated veteran, that is any veteran who applies for participation under this title within 48 months after the discharge or release from active duty in the military, naval, or air service; or
3. The spouse of:
  - a. A veteran who died as a result of a service-connected disability.
  - b. A service member on active duty who for a period of at least 90 days (at time of spouse's application) has been missing in action, captured by a hostile force, forcibly detained, or interned by a foreign government.
  - c. A veteran with a total disability from a service-connected disability or one who died while being evaluated for it.

The WPA-funded staff of the Sunnyvale EDD will continue to provide universal access and priority of service for veterans for our one-stop system, in accordance with applicable provisions of federal law and regulations. These services will include Intake, Assessment, and Enrollment in available one-stop programs for qualified veterans. One-stop partners will be encouraged to provide the same level of priority of service to veterans as WPA-funded staff. EDD's CalJOBS has a 24-hour Veteran Priority Hold on all new and reopened job orders. During the 24-hour hold period, resume searches by employers, staff, and/or employment and training partners will return only the resumes of Veterans meeting the job listing requirements. Use of CalJOBS by one-stop partners is noted in our MOU and will ensure that veterans receive priority for WPA labor exchange services.

*N. What role will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER?DVOPS) have in the local one-stop system? How will you ensure adherence to the legislative requirements for veterans' staff?*

As the Sunnyvale EDD office is an "anchor tenant" at the CONNECT! Business & Career Campus, Local Veterans Employment Representative/Disabled Veterans Outreach Program Services are already providing services in the one-stop system. Both staff at the central CONNECT! Help Desk and answer points of off-campus CONNECT! partners will be trained and directed to refer appropriate individuals to LVER/DVOPS representatives. Additional services can be provided to veterans through the CONNECT! campus and other partners as appropriate.

Qualified veterans will be given priority in all WPA services provided under the WIA. After veteran customers are assessed as being job ready, they will be provided with priority access to labor market information, job development contacts, and job referrals. The LVER staff, located at our one-stop campus site, will provide program oversight for veterans' services and will provide technical assistance, staff training, and quarterly reports concerning veterans' services provided by one-stop staff. If clients are in need of additional services, LVER staff be cross-trained and familiarized with other services throughout the one-stop system to which their clients can be directed. At the request of partners, dedicated veterans staff may provide intake services at other sites that serve a large veteran population. Additionally, LVER staff will make

recommendations to local one-stop partners for improvements in services to veterans and may, with partner agreement, provide assistance with non-WPA funded veteran programs and services.

*O. How will you provide Wagner-Peyser Act-funded services to the agricultural community specifically, outreach, assessment and other services to migrant and seasonal farm workers, and services to employers? How will you provide appropriate services to this population in the one-stop system?*

Services to the agricultural community are not applicable since the North Valley Workforce Investment Area is not an agricultural community.

*P. How will be local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities?*

NOVA hopes to continue to contract with the State of California to provide rapid response activities in its Workforce Investment Area. Rapid response services in the NOVA Workforce Investment Area will be provided by a rapid response team located at the CONNECT! Business & Career Campus. The rapid response team will work closely with the WIB in order to coordinate more effectively with the entire CONNECT! collaborative as well as neighboring Workforce Investment Areas for a regional response. The team will include representatives from EDD and other CONNECT! and DOL Pensions and Welfare TAA/NAFTA & ETP partners as appropriate for the circumstances of the closure or mass layoff.

NOVA's rapid response team has the ability to respond in a timely manner to information regarding a layoff or closure obtained through the WARN process, the local EDD, public information or personal contact. The team is prepared to contact the employer immediately to arrange a time for explaining NOVA's services. With early notification, the team is able to provide information to the affected employees on-site. Additionally, NOVA has the capability to provide assessment, referral, intake and job search instruction on-site or at NOVA's central office. NOVA and other CONNECT! partner agencies as appropriate may also co-locate staff at employer transition centers.

*Q. What rapid response assistance will be available to dislocated workers and employers and who will provide them?*

NOVA places high value on pre-layoff/early intervention services. Whenever sufficient notice is given, NOVA's rapid response team meets with the affected company well in advance of the layoff dates and arranges for planning meetings with the employer, worker representatives and the community. Typically, NOVA staff are on site, working with affected employees several weeks before their jobs come to an end. The development of a service plan for the affected workers involves rapid response staff and management and labor representatives and management from the closure company.

The rapid response team, along with the affected company's transition team, develops a plan for moving the greatest possible number of affected workers smoothly into new jobs wherever possible before the layoff or closure actually occurs. This plan might include workshops on managing transition and change, preparing a resume, interview skills, researching companies and

industries, and other basic job search workshops. This would also include making relevant labor market information available to affected workers. In cases where the services are not sufficient to transition the workforce into reemployment, the rapid response team is able to fully engage a wide array of resources for dislocated workers to help people move into new careers as smoothly as possible.

Using rapid response monies, discretionary WIA monies where available, and potentially direct payment from affected companies, the rapid response team may set up a career transition center on-site with the employer. This full-service model has been extremely effective throughout NOVA's many years of providing rapid response service with companies such as Lockheed Martin Missiles & Space, Amdahl, Applied Materials, National Semiconductor, and others.

Typically, a center would be staffed by full-time employment counselors, who specialize in intake, eligibility determination, and assessment of skills, interests, career goals and values as well as facilitating a client's career exploration and enrollment into customized classroom training based on his/her individualized reemployment plan. A center, which may also serve clients from other closure companies, will feature a combination of transition workshops, orientation to one-stop services, specialized labor market information workshops, and access to a computer bank with Internet access, if appropriate resources are available.

Although each individualized plan for an affected company is different, each employer will be offered the full array of services provided by NOVA, EDD and the CONNECT! collaborative. Part of the pre-layoff service menu is information on the one-stop universal access services, such as the CONNECT! Job Seeker Center and additional services provided by CONNECT! partners. Clients can access these resources even before their WIA services are underway, or by those clients who do not sign up for WIA.

Rapid Response planning activities, orientations, meetings and initial workshops have been extremely effective in assisting affected workers to become re-employed. However, when an individual requires additional resources to find a new job because of changes in the industry or labor market, the rapid response team facilitates a seamless handoff to the dislocated workers system. Because NOVA coordinates rapid response activities locally, the rapid response group has complete knowledge of both rapid response and dislocated worker services. NOVA believes, and the CONNECT! partnership concurs, that the most effective way to serve workers from closure companies is to continue to integrate them into the service mainstream under WIA.

As a high level of trust has been established with many Silicon Valley companies, most companies establish a transition team and have the rapid response team work directly with the affected employees to determine the content and direction of their reemployment services. The NOVA WIB expects to continue this practice, subject to the approval of the affected employers and workers. The one-stop system offers its full range of reemployment services to all closure companies, and each affected worker who receives WIA intensive dislocated worker services will work one-on-one with his or her WIA assessment counselor to develop a customized plan for reemployment.

Another extremely important component of local rapid response services is the LMI+ initiative (Labor Market Information Plus), discussed in more detail in Section III (B), page 15. LMI+ reports on growing and emerging industries provide a valuable snapshot of the labor market in

all areas and levels of an industry. The reports discuss entry-level jobs, career paths, the skills it takes to be a star performer in a given occupation, and issues faced by employers who are looking for qualified workers. Businesses have found these reports to be extremely valuable tools, as have educators and job seekers, and NOVA and its partners have a strong interest in continuing and even expanding LMI+.

Additional services to employers may include specialized outplacement services, TAA/NAFTA assistance coordination with the Employment Training Panel for training of workers who will remain on the job, and possible ESOP assistance.

The Rapid Response services provided by NOVA and its partners have been highly valued by both employers and dislocated workers. By funding Rapid Response locally, the State of California has enabled systems to emerge that are responsive to specific local conditions and alert to emerging opportunities, such as the LMI+ initiative. The NOVA WIB believes that continuing this service model would be extremely beneficial to the community as a whole and hopes that the State will continue to invest in Rapid Response on the local level. The Rapid Response team will apply for any discretionary monies that may be available to assist employers and affected workers when rapid response funds and other WIA funds are exhausted.

*R. How will your local board ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants? Describe and assess the adult and dislocated worker employment and training services that will be available in your local area.*

The NOVA Workforce Board's Workforce System Review Committee was created to ensure a results-oriented workforce investment system by monitoring, evaluating, and improving the system and its programs and services. The Committee's activities include 1) reviewing the CONNECT! Annual Report (report on the CONNECT! Collaborative and partners) and existing measurement and feedback process for performance gaps in the system and recommend improvements and enhancements; and 2) perform a semi-annual review of NOVA's vendor performance and improvement process.

For program year 03-04, the NOVA WIB received an increase in allocated funds for Adults and Dislocated Worker Services. For every start-up, there is a downsizing or closure of an antiquated product division. Over 85% of NOVA's current WIA clients are dislocated workers. In the past, NOVA has supplemented limited allocated JTPA and WIA funds with discretionary monies for dislocated workers. These STAR grants (Skills-Testing-Assessment-Reemployment) have been the linchpin of NOVA's services to dislocated workers since 1989. The most recent STAR grant enables over 850 individuals to receive services – but may even be insufficient for the demand for training and job search assistance from dislocated workers. Combining in-depth assessment and skills testing with individualized referral to training and job search assistance, the integrated, user-friendly STAR system has been cited as the model for one-stop service delivery and won a Presidential Award in 1993.

NOVA requested Governor's discretionary WIA funds to serve dislocated workers. The request was granted, STAR XII will enable NOVA and its partners to continue serving the

substantial population of dislocated workers in the NOVA Workforce Investment Area. If future STAR funding does not come through, it would be a significant hardship for the hundreds of individuals who need to acquire technical skills in order to compete in the current job market. As many of the technical skills that employers are looking for require a substantial investment in training, the limited training dollars available under allocated WIA funds will mean that many people will be left unserved.

The CONNECT! partners will also design projects that will include training money and submit applications for funding to relevant entities both public and private. The urgency of the workforce in Silicon Valley means that businesses are open to partnering with schools and public agencies to create results oriented programs. The collaborative's H-1B visa grant, described below, is a prime example of this kind of project.

In February, 2000, the Department of Labor announced a \$1.3 million grant to be awarded to a consortium of partners, coordinated by NOVA in conjunction with the Silicon Valley Private Industry Council and the City of San Jose. This grant includes funds for training 200 individuals in skills leading to employment in high-tech jobs in a variety of industries where jobs are often filled now by foreign workers on temporary H-1B visas. Sun Microsystems, Cisco Systems and Oracle have already provided significant assistance for the program, including donating the training labs to be used in the project. Many local programs and organizations are providing training and related services, including Mission and Evergreen Valley community colleges, the University of California Santa Cruz Extension, California Employment Development Department, Opportunities Industrialization Center West (OICW) and Joint Venture: Silicon Valley Network.

The training will follow two main tracks. Individuals who show basic aptitudes will be enrolled in STEP (Systems administration Training and Employment Program). Designed by a team including representatives of Sun Microsystems, Cisco Systems, NOVA and local community colleges STEP enables an individual to become a certified systems administrator in less than one year. Available through the local community colleges, STEP is a valuable resource not only for this grant project but also for job seekers throughout the region.

Other eligible participants with bachelor's degree or equivalent experience in a technical field will be referred to training, primarily at UCSC Extension, which offers open-entry, open-exit certificate programs in Network Management and Engineering, Semiconductor Engineering, Systems Administration, and Software Technologies (including C++ and Java). Other participants may be referred to private training vendors through NOVA's individual referral system. Under WIA, when the amount of training dollars available is expected to decrease sharply for NOVA's service delivery area, the training funds will be an essential resource for the reemployment of dislocated high-tech workers.

This H-1B grant project is a good example of how CONNECT! partners collaborate and will continue to collaborate to make relevant and effective employment and training services available. The determination of the kinds of training that would be most necessary under the H-1B grant was made in conjunction with many CONNECT! partners (Mission and Evergreen Community Colleges, UC Extension, community-based OICW and others) as well as other organizations in Silicon Valley specializing in research and analysis of the labor market and

economy of the region. NOVA's LMI+ reports on growing and emerging industries were also a valuable tool for designing this project.

This is the kind of process that has been extremely successful for NOVA and its partners in the past. Research, consultation, and collaboration all go into determining the needs of local employers and job seekers. Then the partners design a program to meet those needs, rather than basing a program designed on what is available at the time. The decision on where to focus resources is driven by the customer.

This customer-driven approach will continue to inform the development of effective services for adult and dislocated workers in the NOVA Workforce Investment Area. The CONNECT! partnership is committed to using the Baldrige Principles to continuously improve service delivery and administrator processes. This commitment will be demonstrated in many ways:

- CONNECT! will develop stringent performance standards for training providers who wish to be on an eligible provider list. The partnership will provide guidance to providers who wish to improve their business practices and therefore their performance.
- The partners will also create an integrated process for measuring customer satisfaction and responding to feedback, both by responding directly to the customer and making process or service improvements. Feedback will be sought from both employers and job seekers, through surveys, focus groups, electronic data gathering, and individual contact.
- In addition to customer satisfaction measurements, meaningful performance standards will be developed that give relevant information about how well the CONNECT! partners are doing their business. These will include all mandatory WIA performance standards and may also include additional measurements that are relevant to the CONNECT! partners do not required by WIA.
- Strategic planning and goal setting will become an integral part of the CONNECT! governance system. This process, which will include an analysis of the internal and external environment in which CONNECT! operates, will ensure that the system develops and provides services to all its customers, including adult and dislocated workers, that are responsive to the needs of the community .
- Training and development opportunities will continue to be made available to the CONNECT! partners, as well as appropriate agencies and organizations or not formally part of the CONNECT! collaborative. Training development will focus on the Baldrige principles and how to improve business processes and results in the workforce system.

The CONNECT! collaborative will continue to develop employment and training services that contribute to a thriving community. Training in areas from basic skills and ESL to high-level software development are available through CONNECT! partners. One of the key tasks for the one-stop system is to ensure that individuals are connected with training that matches their needs, abilities, and resources. The Foothill DeAnza Community College District, the Mission-West Valley Community College District, the UCSC Extension, the adult education providers, community-based organizations, and many other partners have developed a wide range of

curricula, from office assistant courses to C++ and Java programming that meet the needs of businesses and job seekers in the area.

With technology causing so much change in the workforce and the workplace, the need for lifelong learning is apparent. Well over 100,000 adults in this Valley each year go back to public school to upgrade their skills. Some examples: The University of California at Santa Cruz Extension offers several campuses in the NOVA region. Ten years ago their enrollment was 500 students; this year they have over 35,000 students taking over 50,000 classes. The average student at UC Extension is 40 years of age, and 75% of these students enroll with college degrees. DeAnza Community College's enrollment is approximately 23,000 and the Foothill DeAnza District has over 35,000 students. The average age of their student body is about 35.

The CONNECT! Job Developers Committee has been working to create a streamlined process for filling employers' job orders. Job developers throughout the system will work to ensure that the best matches are made between employers and job seekers.

Post-employment services will be available to WIA clients through NOVA as well as through specialized partner agencies wherever appropriate. We may refer individuals to organizations to provide housing, health, mental health, domestic violence services, substance abuse treatment, and childcare and related children's services.

#### *S. Memorandum of Understanding*

A copy of each signed MOU is attached. To date, there have been no failed negotiations with required partners, either to participate in the one-stop system or to sign an MOU. The MOUs contain a description of methods of referral of individuals among the one-stop partners. The NOVA MOU has just been updated and contains language relative to identifying individuals who, because of their skills or experience, should be referred immediately to training services.

## **VI. YOUTH ACTIVITIES**

### *A. Describe your local area's efforts to construct a youth council, and what the role(s) of the Youth Council will be.*

In our local area, the Private Industry Council formed a task force of interested members to specifically address the transition of youth programs from the Job Training Partnership Act to the Workforce Investment Act. The task force established a nomination process for the Youth Council and formulated initial topics for the Council to address. Because the Workforce Investment Board had not been formed at that point in time, the task force decided it would be more appropriate to form an Interim Council with the WIB ultimately identifying the final composition of a permanent Council. Staff solicited nominations for the Interim Council from members of the PIC and the community at large including individuals representing education, business, local government, and community-based organizations.

The Interim Youth Council provided input and feedback throughout the process of developing the youth plan. The Council's ideas on needs of local youth, service priorities, and ways in which a service delivery system can link agencies are reflected in the model.

The work of the Interim Youth Council was completed and the WB appointed a permanent Youth Council. The Youth Council will report to the WIB and its four major activities will include: 1) recommending eligible service providers; 2) coordinating existing youth services; 3) directing the enhanced resources of our satellite youth one-stop office; and 4) other duties as assigned by the WIB.

*B. How will youth services be connected with your one-stop delivery system?*

NOVA's Youth Office will be relocating to its Main campus in September 2003. Co-located with NOVA staff in the youth office will be:

- Job Corps; Social Advocates for Youth --a community based organization providing counseling and supportive services for youth;
- the local Employment Development Department's Youth Employment and Opportunities Program.

Together these agencies offer an array of services out of a single, youth one-stop office.

In addition to these agency representatives, there is a job search and career information center for youth ("Hire Learning") and a bank of computers with internet access. Other services such as labor market information and career exploration information can be accessed through NOVA's interactive, internet database of work-experience opportunities and career information site, [Youth@Work](#). Referrals are also made to the CONNECT! Job Seeker Center for specific services that may be appropriate for older youth. Finally, in terms of governance, youth programs will be represented on NOVA's one-stop governing board.

*C. Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career.*

The Youth Council identified specific local agencies that offer allowable activities under WIA. The Council then developed a process by which NOVA can link with these agencies to offer a comprehensive service plan for youth. Job Corps and our school-to-career entity are included in the coordinated service plan along with numerous other youth programs. As mentioned above in Section VI (B), staff from Job Corps are co-located in our youth office.

No Youth Opportunity Grants operate in our local area.

NOVA was active in our local School-to-Career initiative, Workforce Silicon Valley, now completed. NOVA will assist out of school youth in identifying career goals and enrolling them in schools to have an opportunity to gain the skills to pursue those goals. We will also work with the "learning collaboratives" within the high schools and community colleges to assist youth who are having troubles which interfere with their ability to complete their programs and Connect them with resources that will support their success.

*D. Describe your area's eligible youth population and needs in general. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities.*

The area's eligible youth population represents the diversity of Silicon Valley. Although on average students in the Valley score at or above the national median on standardized tests, there

is still a sharp difference in achievement based on race and ethnicity. More students are also completing courses for college entrance, but only 22% of African-American students completed these courses in 1998, compared with 66% of Asian students and 47% of white students.

From October, 1998 through September, 1999 NOVA served 202 youths in Title IIC year-round and Summer Youth Employment and Training programs. In the summer program, 53% of the participant youths, ages 14-21, had multiple barriers to employment, including a lack of basic skills, in particular reading skills below the 7<sup>th</sup> grade level, emotional, developmental, learning and physical disabilities, and a lack of significant work history. Other circumstances, including limited English proficiency and teen pregnancy are additional hurdles for local youth.

The Interim Youth Council felt that creating a map of the local service providers who address the range of issues faced by local youth was a high priority. The following survey reflects a broad range of successful youth providers and activities currently in operation, and the categories correspond to mandated program elements under WIA. The ultimate outcome from identifying these providers is to leverage WIA monies to utilize agency services.

#### WIA Mandated Services and Current Service Providers

Tutoring, Study Skills: School Districts, Job Corps, Community Colleges, Americorp, School District ESL Programs, Cultural & Ethnic Community Based Organizations, Libraries

Alternative Secondary School Services: School Districts, Job Corps, Regional Occupational Program

Summer Employment: YMCA, California Conservation Corps, [Youth@Work](#), Mountain View Youth Corps, Employment Development Department, City Parks & Recreation Programs, Workability Programs

Paid and Unpaid Work Experiences: Apprenticeship Programs (including Building & Construction Trades Council), Job Corps, Workforce Silicon Valley (School-to-Career Organization), Mountain View Conservation Corp Program, Workability Programs, Regional Occupational Programs

Occupational Skill Training: Apprenticeship Programs, Job Corp, YWCA & YMCA, Community Colleges, Regional Occupational Programs, Vocational Schools, Employers & On-the-Job-Training

Leadership Development: School Districts, YMCA & YWCA, California Conservation Corp, Workforce Silicon Valley, Mountain View Conservation Program, City Park & Recreation Programs, Girl Scouts/Boy Scouts, Jewish Community Centers, Job Corps

Supportive Services/Transportation: Social Advocates for Youth (Foster Youth), Restorative Justice, YWCA, Social Services Department: CalWORKs (Guaranteed Ride Home), Eco Pass Program

Mentoring: Youth Employment Opportunity Program, Volunteers in Parole, La Puente Program

12-Month Follow-up Services: Youth Employment Opportunity Program, San Andreas Regional Program, Social Services Department: CalWORKs, Community Colleges, Job Corps

Guidance and Counseling: School Districts, Community Colleges, Diversion Programs, Social Services Department: CalWORKs, Job Corps, Non-custodial Parent Programs

*E. What is your local area's strategy for providing comprehensive services to eligible in-school and out-of-school youth, including any coordination with foster, care, education, welfare, and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities.*

The basis for NOVA services is a case management approach. In this model, a case manager works individually with a participant to recruit, determine eligibility, administer an assessment, draw up an individual service strategy, share local resource information, assist in finding the most appropriate service provider based on the individual assessment and service strategy, support the participant as she works through her service program, augmenting available services with such activities as paid work experience and job development as appropriate, and provide follow-up services after exit from the program.

The Youth Council decided that this model provided youth with the most meaningful services possible based on the needs of youth in our local area as well as local funding considerations.. There are numerous service providers who offer activities mandated under WIA. What seems to be missing is a coordinating system that links youth with the most appropriate services.

As NOVA entered into fiscal year 2003-2004, it was a time to re-examine how and where services will be offered to youth throughout the consortium cities. NOVA's WIA Youth allocation for FY 03/04 had been increased from \$304,406 to \$991,720. NOVA used this influx of money to create a stronger youth services system in the North County. NOVA proposed a decentralized model to providing youth services by locating staff in the high schools and youth centers within the seven cities. A smaller NOVA youth office still exists for youth not tied to the schools (i.e. older youth and high school dropouts) and may also target services to college students. As required under the Workforce Investment Act, youth eligible for more intensive services and in need of individualized case management also receive assistance at the NOVA Youth Office.

As required in the WIA regulations, NOVA has locally defined the eligibility criteria of *Requires additional assistance to complete an educational program, or to secure and hold employment* as:

*Requires additional assistance to complete an educational program* shall be defined as+ an individual who: (a) is at risk of dropping out of school, as identified by a referral from a school staff person, probation officer, or other responsible person documenting chronic attendance or discipline problems, or educational underachievement, and/or other indications which have been adopted by the Local Education Agencies (LEAs); or (b) is attending an alternative school / education program; or (c) is credit deficient; or (d) whose educational achievement is below expected levels; or (e) who has unstable living conditions; or (f) lacks familial support to complete an educational program.

*Requires additional assistance to secure and hold employment* shall be defined as an individual who: (a) has never held a job; or (b) has been fired from a job within the 12 months prior to application; or (c) has never held a full-time job (30+ hours per week) for more than 13 consecutive weeks; or (d) lacks familial support to secure or hold employment.

The program will provide the following to young job seekers in each area:

- Assessment of skills and interests, both in-person and online at [www.youthatwork.org](http://www.youthatwork.org)
- Rev. 9/30/04
- Pre-employment and career exploration workshops that prepare first-time workers for the application and interview process, and provide information about workplace expectations.
- A Youth Job Fair, connecting area youth to local employment opportunities would occur in the Spring, in preparation for summer employment.

Additionally, staff will work closely with the service learning organizations, chambers of commerce, parks and recreation departments and other youth service agencies to add value to existing alliances and/or assist in the development of a customized, comprehensive and sustainable youth services model within their territory. NOVA's main goal will be to use this year's funding to leverage resources and create a service delivery model that will be sustainable should funding return to its pre-03/04 levels. We will also develop and pursue an aggressive strategy to obtain non-WIA funding.

Youth not tied to the comprehensive high schools (i.e. older youth and high school dropouts) and WIA eligible youth would continue to receive educational and employment services at the main NOVA youth office. This location would also offer a job fair, possibly in the Winter and Spring, providing the same opportunity for these individuals to connect with local employment opportunities.

Within the proposed service model, the following is an example of how a youth would progress through the program path. A case manager recruits a young parent who has dropped out of school. The counselor determines eligibility, completes a thorough educational and vocational assessment, and develops a service strategy for the participant. Perhaps the most appropriate activities are enrollment in an alternative education program and completion of a diploma or equivalent, career exploration and exposure to work experience opportunities, supportive services, and ultimate enrollment into occupational skills training. The counselor works with the youth to keep the youth on target in terms of achieving a diploma/GED, enrolls the participant in NOVA's summer, work-experience program, links the participant with a local apprenticeship or training provider in the area, and provides supportive services throughout this process. Possible outcomes could include skills attainment, diploma/equivalent attainment, and retention in training.

This basic case management model could be applied to out-of-school youth in order to connect participants with school and community programs or youth enrolled in special school programs, including youth with special needs.

As part of the provision of services, multiple points of entry for participants and an effective tracking process are essential. The Council advocates the idea of no wrong door. In the

recruitment phase, counselors will aggressively outreach to youth at schools, community-based organizations, and community locations popular with youth. In addition, counselors will need to consistently stay in contact with staff at multiple agencies that are working with potential WIA participants. Traditionally, tracking refers to the monitoring of participants once they have entered a program. However, tracking of potential participants as they come into contact with any one of the multiple agencies working in collaboration with NOVA is also important. Because many of the youth who would most benefit from services under WIA are in changing or unstable living situations, the communication and tracking of activities by NOVA counselors with partnering agencies before enrollment, during program participation, and during the follow-up phase is important to initiate and maintain meaningful services.

In the development of this youth services model, the Interim Youth Council felt very strongly that their work was only an initial step in part of a longer planning process that the permanent Youth Council would continue to develop. This service model reflects a first step in defining new programs with fewer WIA monies. The Interim Council's recommendation to the permanent Youth Council is to incorporate this initial model into a longer-range plan that includes an emphasis on broader outreach, the use of technology, and continued collaboration.

*F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements:*

1. Preparation for post-secondary educational opportunities;
2. Strong linkages between academic and occupational learning;
3. Preparation for unsubsidized employment opportunities;
4. Effective linkages with intermediaries with strong employer Connections
5. Alternative secondary school services;
6. Summer employment opportunities;
7. Paid and unpaid work experience;
8. Occupational skills training;
9. Leadership development opportunities;
10. Comprehensive guidance and counseling;
11. Supportive services; and
12. Follow-up services

The case management model meets the Act's provisions regarding the required youth program design elements. In Silicon Valley, post-secondary educational opportunities are essential to achieve self-sufficiency. As part of the individual assessment and service strategy development, the counselor introduces the participant to the [Youth@Work](#) internet system and general internet research methods to help the participant identify education necessary for an identified career goal. Through [Youth@Work](#) the participant can also access on-line educational and training directories. Part of the service plan would include a work experience opportunity related to a specific industry to help participants identify necessary educational levels for their career goals.

A strong link between academic and occupational learning has been the basic premise of NOVA's JTPA youth programs and will continue to be the basis for programming under WIA. All youth will be involved in the school-to-career model of school based learning tied to work based learning, and this integration of academic and occupational learning will be emphasized in the assessment, service strategy, and implementation phases. The link between academic and

occupational learning and opportunities for subsidized employment constitute preparation for unsubsidized employment opportunities.

**Youth@Work** with work experience listings by hundreds of employers is an exceptionally strong resource and base to continue to build effective linkages with intermediaries with strong employer Connections. The selection of service providers with strong employer relations, and members of both our Youth Council and WIB will also contribute to strong employer outreach.

Under JTPA, alternative secondary school services were strong service providers and partners in program outreach. Under WIA, NOVA will continue these partnerships.

**Youth@Work** currently has hundreds of unsubsidized jobs, volunteer opportunities, internships, and apprenticeships, which provide summer employment opportunities. In addition, during the summer NOVA counselors will continue to work with participants who are enrolled in WIA school-year programs to provide them with a summer experience that integrates classroom learning with work-experience opportunities. As part of the summer, work-experience program, counselors will develop subsidized opportunities within appropriate career fields. NOVA also participates in a larger, countywide effort in Santa Clara working to link employers and youth for a positive summer experience. This collaborative effort, Summer Jobs for Youth, is based on the work of the local Employment Development Department offices, the Private Industry Councils/Workforce Investment Areas, and community-based organizations. In combination, these efforts represent paid and unpaid work experiences.

Our existing JTPA service providers, community colleges, and vocational schools are resources for occupational skills training.

The Youth Council provided extensive thoughts on WIA mandated services and current service providers who are potentially able to provide leadership development opportunities, comprehensive guidance and counseling, and supportive services (see VI. D).

Under our case management model, counselors will work individually with participants through recruitment, assessment, implementation of service plan, and follow-up service phases.

As a result of the State's replacement of the statutory performance measures with the common performance measures, we have spent a significant amount of time adjusting services and strategies to be in compliance with the new measures and to assure that we are on track with program goals. The three Common Measures that the youth program is responsible for include: Placement in Employment or Education, Attainment of a Degree or Certificate, and Literacy and Numeracy Gains. Our initial response in meeting common performance measures has included re-establishing the 7-week Summer Youth Employment Program. The program provides in-school youth with assigned work experience sites, workshops and technical training to develop their job skills for future employment. while reinforcing the importance of completing high school and creating a gateway to college enrollment in the Fall.

The focus on increasing participant's literacy and numeracy skills is the most significant change impacting our program. NOVA staff have become certified in CASAS Life Skills administration and we are working to capitalize on our partnerships with educational programs to address skill deficits.

## VII. ADMINISTRATIVE REQUIREMENTS

*A. What competitive process will be used to award grants and contracts for youth services in your local area?*

Because the City of Sunnyvale will be serving as the local grant recipient and is responsible for disbursing grant funds, NOVA will be using the competitive process delineated in the Purchasing Ordinance of the City of Sunnyvale (see "Purchases of Goods and Services," attachment 2). As required in WIA Section 667.200, these policies meet the requirements of the Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments (29 CFR part 97).

*B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts?*

Because the City of Sunnyvale will be serving as the local grant recipient and is responsible for disbursing grant funds (see C below), NOVA will be using the competitive process delineated in the Purchasing Ordinance of the City of Sunnyvale (see "Purchases of Goods and Services," attachment 2). As required in WIA Section 667.200, these policies meet the requirements of the Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments (29 CFR part 97).

The Purchasing Ordinance addresses how potential bidders are made aware of the availability of grants and contracts in Section 2.08.090, Advertisement of bidding opportunities. It states: "A notice inviting sealed formal competitive bids or proposals shall be advertised using one or more methods designed to provide reasonable public notice in a manner which will permit current information to be disseminated widely. At the bidder's request, and where the city deems feasible, bid documents may be transmitted to the bidder over the Internet."

*C. What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official?*

The City of Sunnyvale will be the grant recipient and will be responsible for the disbursement of funds as determined by the Sunnyvale City Council, acting together as Chief Local Elected Official.

*D. What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers?*

As the funding allocation for youth programs is anticipated to be extremely limited, the Interim Youth Council does not foresee that any grants will be awarded for youth activities. Should the funding situation change; the WIB will seek the recommendations of the Youth Advisory Council in developing criteria to identify youth programs that will effectively serve the targeted

population. These criteria will take into consideration previous experience and successful performance of the proposing providers.

*E. What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment").*

The Interim Youth Council recommends that the sixth youth eligibility criterion be defined as "Identified as 'at risk' by the local education agency." Local educational agencies will communicate their definition of 'at risk' to NOVA and refer potential participants for WIA services based on their definition of 'at risk' youth.

*F. What process will be used to allow public review and comment for specific performance outcomes and measures when these have been negotiated?*

NOVA has traditionally published a quarterly report available to the public. This report includes both fiscal and operational performance goals/measures and outcomes. After the fourth quarter, the entire year's goals and outcomes are reviewed and given a "report card" by the NOVA PIC/WIB. Additionally, all CONNECT! Partners have established goals, measurements and a review and evaluation process in regards to their collaborative efforts in the one-stop environment. The NOVA WIB will discuss any additional methods for public review and comment on performance outcomes when those measures have been negotiated with the State.

## **VIII. ASSURANCES**

A. The North Valley Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]

B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that is has:

1. Implemented the uniform administrative requirements referred to in WIA, Section 184(1)(3);
2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(1)(4); and
3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(1)(5).

C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).

D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(B)(7)]

- E. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The local workforce Investment Board certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- I. The Local Workforce Investment Board certifies that Wagner –Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI.13.]
- J. The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFT part 651.111, to develop and submit affirmative action plans for migrant and seasonal farm worker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.
- K. The Local Workforce Investment Board has developed this Plan in consultation with local elected officials, the business community, labor organizations and other partners. [WIA Section 118(a)]
- L. The Local Workforce Investment Board assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).
- M. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.
- N. The Local Workforce Investment Board assures that veterans workforce investment programs funded under WI, Section 168 will be carried out in accordance with that Section.
- O. The Local Workforce Investment Board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.