



Executive Committee Meeting Agenda
April 26, 2023, at 12:00 p.m. to 1:00 p.m.

Please Note: Meeting will be held via videoconference call:

Link: <https://us02web.zoom.us/j/85230378863?pwd=OFVXM2pMRlZZTFErK3ZlbdFNWHorQT09>
Meeting ID: 852 3037 8863; Passcode: 322052; Phone #: +1 (669) 900-6833

General Information/Charter: The Executive Committee is responsible for overseeing the planning, execution and evaluation of the Strategic Plan goals and actions for the NOVA Workforce Board. The Executive Committee is also responsible for appointing a nominating committee for election of Board officers to be conducted at the last scheduled Board meeting of the calendar year. The Executive Committee has the authority to act on behalf of the full Board, and the responsibility of reporting those actions to the full Board at its next meeting. Membership on the Executive Committee includes the past Chairperson (1), Chairpersons (2), Vice Chairpersons (2), chairs of the committees, and other Board members appointed by the Chairs to complement the designated seats. A majority of the members represent the private sector, reflective of the full Board.

Welcome from Chair: New Committee Members Anita Manwani and Nate Williams

Action Items:

1. February 22, 2023, Meeting Minutes (enclosure)
2. Local Area Subsequent Designation and Local Board Recertification Application for PY 23-25 (enclosure)
3. High Performing Board Application and Business Services Plan (enclosure)
4. New Partnership with Western Digital (enclosure)

Discussion Items:

1. Update Young Adult Service Provider Performance; Procuring Young Adult Services in 2023
2. Board Meeting In-Person Format
3. Prospects for Innovation

Information Items:

1. Next Executive Committee Meeting: June 28, 2023, at 12 Noon



NOVAworks Workforce Board Executive Committee
February 22, 2023 Meeting
Draft Minutes

Executive Committee members present: R. Foust, A. Switky, D. Cima, S. Porter

NOVA staff: M. Sessions, G. Pham, L. Jackson

Meeting was held remotely via videoconference call.

1. **Call to Order:**

The meeting was called to order at 12:02 p.m.

2. **Action Items:**

a. Approval of October 19, 2022, Meeting Minutes: It was moved by A. Switky, seconded by D. Cima and carried by voice vote to approve the October 19, 2022, meeting minutes as submitted.

b. Approval of December 14, 2022, Meeting Minutes: It was moved by A. Switky, seconded by D. Cima and carried by voice vote to approve the December 14, 2022, meeting minutes as submitted.

3. **Discussion Items:**

a. Follow-up on Executive Committee Retreat. Updates on Youth Program and Connections Sites: To expand workforce services in both Santa Clara and San Mateo counties, NOVAworks is providing services in partnership with seven public libraries and is seeking additional partners. Considering consistently subpar performance by the JobTrain subrecipient, NOVAworks has launched corrective action activities to help address ongoing performance concerns. The proposed partnership with Roadtrip Nation is moving forward and will provide additional young adult programming and compelling career exploration and social capital tools.

b. CHIP'S Industry Initiative: Senator Feinstein's office encouraged NOVAworks to support the efforts of local semiconductor companies to fully leverage the resources available through the federal CHIPS Act. Both Western Digital and Applied Materials have contacted NOVAworks seeking assistance. In addition, NOVAworks and work2future co-convened a diverse group of stakeholders – regional colleges, local economic development, and regional public-private partnerships – to explore opportunities provide additional talent and training assistance for the regional industry. The regional industry is seeking technicians and individuals with mechatronics (industrial automation) skills.

c. Update Move to New City Center: NOVAworks is looking forward to moving to the new Sunnyvale City Hall, particularly after enduring low temperatures and other challenges at the existing location. The move to the new site is scheduled for March 17. NOVAworks will invite the Board to a ribbon cutting and grand opening in the fall of 2023.

d. Prospects for Innovation: NOVAworks, SAMCEDA, the San Mateo community college system and JobTrain have joined a design fellowship convened by Professor Mitchell Stevens at Stanford to build additional hiring and career pathways from regional communities to the university. Stanford has 3,000 jobs that do not require a 4-year degree.

e. Other Updates: Elaine Hamilton has retired from the board and executive committee and Stacey Porter has agreed to take Elaine's place as Finance committee chair. NOVAworks is still deciding whether the April meeting should be via Zoom or in person. Employment Development Department

(EDD) monitors recently gave NOVAworks a clean fiscal monitoring report. EEO monitoring is coming up soon. NOVAworks is looking to establish additional partnerships, including apprenticeship programs. A member cited NOVAworks' appearance at a leadership group meeting as another example of the organization amplifying its voice in the community.

4. **Information Item:**

The next Executive Committee meeting is scheduled for April 26, 2023 at 12 Noon.

5. **Adjournment:**

The meeting was adjourned at 1:01 p.m.

NOVAworks Workforce Board
Executive Committee Meeting
Date: April 26, 2023

SUBJECT: ACTION ITEM: Local Area Subsequent Designation and Local Board Recertification Application for PY 23-25

The federal Workforce Innovation and Opportunity Act (WIOA), State Board and EDD stipulate that Local Boards must apply for Local Area designation and Local Board certification every two years. The NOVAworks Workforce Board has complied with this requirement and has been granted approval in previous years. California Workforce Services Draft Directive WSDD-245 requires that Local Boards must again reapply for Local Area subsequent designation and Local Board recertification for PY 2023-25.

According to WSDD-245, the State's criteria for this application is based on the following factors. The Local Area: performed successfully with a score of at least 50% for the two indicators - Employment Rate 2nd Quarter After Exit and Median Earnings 2nd Quarter After Exit; engaged in regional planning; sustained fiscal integrity with no violations with audit findings and other reviews, gross negligence, and acceptable standards of administration; and adhered to "Local Area Assurances" and compliance with Uniform Guidance, financial and program reporting, funding expenditures, nondiscrimination provisions, priority of service requirements, and all applicable federal and state policies and laws.

In addition, Board recertification must meet WIOA and State membership requirements, including: a majority of members represent business; at least 20 percent are representatives of the workforce that include organized Labor, registered apprenticeship programs, and community-based organizations that serve individuals with barriers to employment (the State also requires at least 15 percent represent organized labor); there are representatives from adult education and higher education; and there are representatives from economic and community development that include State employment service and rehabilitation programs.

To review the application, please visit the following link: https://novaworks.org/documents/Ongoing/NOVALocalAreaDesignation_BoardRecertification2023.pdf. The application complies with all requirements outlined in WSDD-245, as stipulated by WIOA and the State. There were no changes recommended for the NOVA Workforce Development Area geographic composition.

Given the tight submission deadline and in lieu of a regular Board meeting in April, NOVA staff is seeking Executive Committee approval to submit the Local Area Subsequent Designation and Local Board Recertification application. This action will be forwarded to the Board at its May Board meeting as an information item.

Following Executive Committee approval, this request will be agendized for Sunnyvale City Council (Chief Elected Official) approval and submitted to the State by the May 26, 2023, deadline.

NOVA Workforce Board
Executive Committee Meeting
Date: April 26, 2023

SUBJECT: ACTION ITEM: High Performing Board Application and Business Services Plan

The Governor of California, through the State Board, establishes criteria for Local Boards to be certified as High Performing Boards. The State also stipulates that the recertification of High Performing Boards must occur midway through the implementation of the Local and Regional Plans. As part of the annual budget process, state law directs the Governor and Legislature to annually reserve a portion of the 15% discretionary funding under WIOA for incentive funds to Local Boards who are certified as High Performing Boards. The NOVAworks Workforce Board has applied for High Performing Board certification and been granted approval in previous years. California Workforce Services Draft Directive WSDD-243 requires that Local Boards must reapply for High Performing Board certification.

WSDD-243 stipulates that the State will evaluate Local Boards for High Performing Board certification according to the following criteria: met or exceeded WIOA performance indicators for Employment Rate 2nd Quarter after Exit and Median Earnings for PY 2021/22 for adults, dislocated workers, and youth; State approval of WIOA Regional and Local Plan Modifications (the State is not expected to approve plans until May 12, so this requirements has been temporarily waived); met WIOA training expenditure requirement that at least 30% of the combined total of WIOA adult and dislocated worker formula funding allocation has been spent on training services; met WIOA youth funding requirement that at least 75% of WIOA youth formula funding allocation has been spent on youth workforce development activities for out-of-school youth; and a business services plan has been established that integrates local business involvement with workforce initiatives.

Highlights of the **Business Services Plan** outlined in Section 5 of the application include:

1. The Local Board's efforts to partner with businesses and labor to identify the following:

• **Workforce training and educational barriers to attract jobs in the relevant regional economy.**

NOVAworks engages with local businesses and labor on an ongoing basis to identify needs and address barriers. Three examples of projects include Biocom California Institute for the life science sector; hospitality industry mobility grant through Irvine Foundation; and the semiconductor manufacturing industry and partnerships with Western Digital and Lockheed Martin. Additionally, NOVA stays in touch with business needs through the Executive Committee business representatives, chambers of commerce, economic development associations such as SAMCEDA and SVEDA, business/trade associations.

• **Existing skill gaps reducing the competitiveness of local businesses in the relevant regional economies.**

NOVAworks is engaged with local public sector organizations such as the County of San Mateo, Redwood City, City of Sunnyvale, SamTrans, to identify ways to address skill gaps and increase awareness about public sector career paths. NOVAworks is partnering with the County of San

Mateo Information Systems Department to create internship programs for young adults. NOVAworks Career Services and Business Services Teams have joined forces to form industry sector teams, focused on identifying career pathways and training opportunities for job seekers. Resulting Industry Trends reports posted on the NOVAworks website are regularly updated.

• Potential emerging industries which would likely contribute to job growth in the relevant regional economy if investments were made for training and educational programs.

NOVAworks is in discussions with the SEMI Foundation, which represents the electronics manufacturing and design supply chain with over 2,600 members, to enhance and develop local apprenticeship programs. Additionally, NOVAworks is working with the San Francisco International Airport (SFO) to recruit candidates and inform the local Community College and Adult Education consortium of skill and training needs, to develop local training programs and career entry points leading to high wage jobs. NOVAworks is working in partnership with Stanford University, pursuing ways to increase career mobility for workers in residential dining by upskilling for opportunities in their healthcare center. Construction is also an area for growth in terms of developing the local workforce. The region's Trades Introduction and Trades Orientation Programs have been successful in introducing individuals to these middle-skill jobs. NOVAworks intends to continue work on expanding these programs to be inclusive of non-traditional populations, such as justice-involved individuals.

2. The use of an electronic system for both businesses and job seekers to communicate about job opportunities.

NOVAworks hosts its own online job board where hiring employers are encouraged to post their openings, following screening by staff. The job board is available to the general public for viewing and for easy applications. NOVAworks shares these opportunities via weekly e-blasts to job seekers. In addition, NOVAworks regularly shares information about job fairs and other recruitment events with staff, job seekers, and our stakeholder partners.

3. The Local Board subcommittee or workgroup comprised of business representatives who represent both the leading industries in the relevant regional economy and potential emerging sectors which further develop and make recommendations for the business service plan.

NOVAworks Executive Committee, a subcommittee of the Board and comprised of key business representatives, outreaches to employers to gather feedback relating to employment trends in their industry, skills needed at their companies, and how NOVAworks can be involved with making connections to education and apprenticeship to enhance opportunities for job seekers. The committee brings its findings to the full workforce board, including its recommendations for prototype projects to address identified needs.

4. The Local Board's efforts to work with their regional planning units to align industry engagement and create regional career pathways.

The Board has been working closely with the Bay-Peninsula RPU (BPRPU) to ensure coordination across business services and to create regional career pathways. Under RPI 4.0, the BPRPU introduced skills-based hiring techniques to businesses across multiple industries throughout the Bay Area. A cohort of 12 business leaders representing chambers of commerce, industry associations, non-profits, workforce development agencies, training providers, and public sector employers were trained to deliver the Markle Foundation's Skillful skills-based hiring workshop series. These resources continue to be made available, as trainers have incorporated these into their regular offerings to Bay Area businesses. Bay Peninsula Regional Planning Unit (RPU) and four college partners have formed the Bay Area Equity Collaborative

(BAEC) to build bridges to accessible training and career opportunities in industry sectors that will drive the global economy for years to come. Target sectors include cybersecurity, cloud computing and mechatronics (industrial automation). Employer partners include two industry associations--Biocom California Institute and California Life Sciences—and employers who have been engaged in previous initiatives, including Amazon Web Services, Applied Materials, Tesla, LinkedIn and Twilio. Employers will provide real-time labor market intelligence, inform the training curricula, and participate in hiring activities.

To review the application, please visit the following link: https://novaworks.org/documents/Ongoing/2023_NOVA_HighPerformingBoardApplication.pdf. NOVAworks satisfied all the requirements as stipulated in WSDD-243, with one exception. NOVAworks, as with many Local Boards, did not meet the 30% training expenditure requirement. The NOVAworks model is designed to meet demand "in real time" synchronicity with labor market demand on both the job seeker and employer sides of the equation. Given the historic shifts in the labor market caused by the global pandemic, combined with historically low unemployment rates, NOVAworks was able to quickly and nimbly pivot its services to meet this "in real time" demand, which shifted greatly during this program year. During PY 2021/22, with the significantly low unemployment rates, there were fewer job seekers out of work or looking for work and interested in occupational skills training. In addition, for those individuals who could benefit from training, COVID-19 served as a deterrent for job seekers to participate in the more traditional "classroom" training. Instead, they chose the short-term, non-ETPL online skills training to close the skills gap.

The High Performing Board application is due April 28. In lieu of a Board meeting before the application deadline, NOVA staff is seeking Executive Committee approval of the High Performing Board application that includes the Business Services Plan. Following Executive Committee approval, the application will be submitted to the State and agendized for information at the May 24 Board meeting.

NOVAworks Workforce Board
Executive Committee Meeting
Date: April 26, 2023

SUBJECT: ACTION ITEM: New Partnership with Western Digital

The semiconductor industry faces unique challenges in recruiting and retaining qualified workers for different levels in the industry. This insufficient pipeline presents barriers for the industry to grow and thrive locally. The importance of expanding semiconductor manufacturing in this country has been identified through the new federal CHIPS and Science Act of 2022 initiative as pivotal to the country's economic competitiveness and survival. Workforce development has been recognized as a critical driver to the success of this effort.

NOVAworks is proposing a new partnership with Western Digital to attract, develop, engage, and retain diverse talent in the semiconductor industry, including underrepresented groups in the STEM fields, and military veterans, U.S. National Reservists, and the families of military and National Guard reservists. Western Digital proposes to launch a comprehensive training pilot for the head wafer fabrication facilities' operations, systems, engineering and maintenance, and process engineering areas of the company. Examples of the occupational career ladders targeted for training may include advancing from Operators to Line Managers and from Equipment Engineers to Advanced Analytics Engineers. The program will target cohorts of both incoming employees and incumbent employees, thereby increasing opportunities for current employees to advance within the company that will create new openings for entry level workers. As part of this pilot, full-time employment would be made available to participants. Western Digital would also subcontract with the SEMI Foundation, a 501(c)(3) arm of SEMI, a global semiconductor membership organization of 2,600 members, to recruit participants through the K-12 school districts, community colleges, 4-year universities, and armed services and talent source organizations. The total cost of the pilot project is expected to be up to \$300,000.

Founded in 1970, Western Digital, a U.S.-based data infrastructure and semiconductor company, is headquartered in San Jose, with approximately 8,000 employees nationwide and 7,000 employees in California. Its products include hard-disk drives, 3D NAND flash, solid-state drives, and related products and storage systems that are used in data centers and personal electronics. It is the only provider in the world of both hard-drive disk heads and tape heads, which are made in California.