

Vision: "Full Employment for All Southern Nevadans"  
 Mission: "Connecting Employers to a Ready Workforce"

## Strategic Work Plan Goals Matrix

### Goal 1: Implement Effective Policies for Management and Oversight of the One-Stop Delivery System

Strategy	Tactic	Timeline	Measurement	Status
1.1. Effectively transition system service delivery from WIA to WIOA.	1. Use Gantt Chart as central repository and tracking for all WIOA implementation activities.	Jun-16	<ul style="list-style-type: none"> <li>Completed items "checked off" on the Gantt chart.</li> </ul>	<ul style="list-style-type: none"> <li>25% complete</li> </ul>
	2. Revise, modify and/or develop Workforce Connections' policies and associated contracts to ensure WIOA compliance.	Ongoing	<ul style="list-style-type: none"> <li>Updates and recommendations to Board and Committees quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>Policies 20% complete</li> <li>Contracts with One-Stop Operator and Affiliate Sites 100% complete</li> </ul>
	3. Communicate the implementation plan and all necessary changes to necessary stakeholders through training and technical assistance.	Ongoing	<ul style="list-style-type: none"> <li>Updates and recommendations to LEOs, Board and Ex-Com quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>Gantt chart is updated monthly and presented to LEOs, Board and Ex-Com</li> </ul>
	4. Evaluate implementation and transition plan for effectiveness and modify as necessary.	Ongoing	<ul style="list-style-type: none"> <li>Updates and recommendations to Board and Committees quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>No modifications this quarter</li> </ul>
1.2. Maximize return on investment and manage resources responsibly with the highest standards.	1. Hire, retain and develop well qualified staff talent and encourage ongoing management and oversight training.	Ongoing	<ul style="list-style-type: none"> <li>Strategic staff recruitment and training program.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted: Ethics, Safety</li> <li>Scheduled: WIOA, True Colors, RAYS-Cust. Serv.</li> <li>Evaluating: Workforce 180</li> </ul>
	2. Lend strong technical assistance support to awarded programs along with comprehensive fiscal oversight and accountability for productive outcomes.	Ongoing	<ul style="list-style-type: none"> <li>Unqualified fiscal auditing financial statements and less than ten noted monitoring findings identified by the State of Nevada and/or U.S. Department of Labor.</li> </ul>	<ul style="list-style-type: none"> <li>Trainings conducted: OSOS, Fiscal, Programmatic</li> <li>Scheduled: Desk reviews</li> </ul>

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1.3. Correct any noted auditing and monitoring findings.	1. Develop and document sound corrective action measures with permanent fixes to prevent noncompliance recurrence.	Ongoing updates by WC management team	<ul style="list-style-type: none"> <li>• Corrective action validated along with findings closure notice from auditing/ monitoring agency.</li> </ul>	<ul style="list-style-type: none"> <li>• Submitted response to DETR with corrective actions regarding US DOL monitoring report</li> </ul>
	2. Provide technical assistance to staff and/or funded partners/service providers and ongoing training initiatives associated with awarded programs and funding.	Within 3 months of program/funding award	<ul style="list-style-type: none"> <li>• Published training and technical assistance reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings conducted: OSOS, Fiscal, Programmatic</li> <li>• Technical assistance to follow</li> </ul>
	3. Modify/update policies as necessary to avoid repeat auditing and monitoring findings.	Ongoing throughout each program year	<ul style="list-style-type: none"> <li>• Quality assurance process.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal SOP manual was updated to mitigate future repeat findings</li> </ul>

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## **Strategic Work Plan Goals Matrix**

### **Goal 2: Champion Youth Education, Training and Employment**

Strategy	Tactic	Timeline	Measurement	Status
2.1. Address the educational and vocational needs of Out-of-school Youth.	1. Deliver holistic, wraparound youth services by partnering with educators, employers and community based organizations to identify and leverage resources.	Ongoing each program year	<ul style="list-style-type: none"> <li>Youth Panel Meetings.</li> <li>Receipt of formal presentations and inputs from funded partners including the number of youth successfully served.</li> </ul>	<ul style="list-style-type: none"> <li>First Youth Panel mtg. scheduled for Q2 PY15</li> <li>Formal presentation scheduled for Q3 PY15</li> </ul>
	2. Target hardest-to-serve youth identified by Programs Committee and Youth Panel.	Ongoing each program year	<ul style="list-style-type: none"> <li>Published Request for Proposals and award and execute contracts to qualified/certified partners and service providers to serve the identified populations.</li> </ul>	<ul style="list-style-type: none"> <li>100% complete</li> </ul>
2.2. Engage and connect youth with career path and employment training opportunities relevant to the identified industry sectors.	1. Fund workforce development programs that prepare youth for successful entry into employment and lifelong learning opportunities in the identified industry sectors.	Ongoing each program year	<ul style="list-style-type: none"> <li>Publish Request for Proposals and award and execute contracts to qualified/certified partners and service providers.</li> </ul>	<ul style="list-style-type: none"> <li>100% complete</li> </ul>
	2. Partner with local employers to promote youth career preparedness and exposure through work-based learning opportunities.	Ongoing each program year	<ul style="list-style-type: none"> <li>Number of youth participating in work-based learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>In planning stage</li> </ul>
	3. Secure local public/private partners with focus on youth education and training opportunities leading to promising careers.	Ongoing each program year	<ul style="list-style-type: none"> <li>Executed MOUs/contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Existing MOUs/contracts with: DJJS, CCSD, DRHS, AmeriCorps, Habitat for Humanity</li> </ul>
	4. Establish a Youth One-Stop Career Center.	Ongoing	<ul style="list-style-type: none"> <li>Executed contract with a One-Stop operator.</li> </ul>	<ul style="list-style-type: none"> <li>Pursuing free space at local libraries and/or community centers</li> </ul>

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### Strategic Work Plan Goals Matrix

Goal 2: Champion Youth Education, Training and Employment				
Strategy	Tactic	Timeline	Measurement	Status
2.3. Expose youth to STEM skill sets, occupations, training and career pathways.	1. Partner with educators, employers and community organizations to increase exposure for youth to the necessary skills of the future workforce.	Ongoing throughout each program year	<ul style="list-style-type: none"><li>• Increase system youth initiatives/activities, making sure they are both engaging and local industry-relevant.</li></ul>	<ul style="list-style-type: none"><li>• Launched new Interactive Career Exploration tools: Woofound Assessment and Industry Sector Animated Characters</li></ul>
	2. Increase the STEM exposure for youth served by funded partners.	Ongoing throughout each program year	<ul style="list-style-type: none"><li>• Include STEM requirements in service provider contracts with clear measurables.</li></ul>	<ul style="list-style-type: none"><li>• 100% complete</li><li>• Activity reports to follow throughout the year</li></ul>

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## **Strategic Work Plan Goals Matrix**

### **Goal 3: Promote Quality Employment and Training Services for Adult and Dislocated Workers**

Strategy	Tactic	Timeline	Measurement	Status
3.1. Leverage resources to provide more comprehensive service delivery by soliciting partnership agreements from both required and non-required partners.	1. Establish and maintain resource-sharing agreements with required and non-required One-Stop System partners.	Ongoing and throughout program year.	<ul style="list-style-type: none"> <li>Executed MOUs.</li> </ul>	<ul style="list-style-type: none"> <li>Draft completed</li> <li>Final MOU to be completed Q2 PY15</li> </ul>
	2. Facilitate system-wide dialogue for the purpose of collaborating with partners and addressing the needs of job-seekers including targeted populations.	Ongoing	<ul style="list-style-type: none"> <li>One-Stop System Panel meetings.</li> <li>Special Populations Panel meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Panels currently being composed</li> <li>First meeting scheduled for Q3 PY15</li> </ul>
3.2 Build system capacity in order to increase quality of service.	1. Continually evaluate system requirements and implement training activities as needed for system partners.	Ongoing	<ul style="list-style-type: none"> <li>Give quarterly updates of system-wide training activities.</li> </ul>	<ul style="list-style-type: none"> <li>Staff evaluating training options for further system-wide capacity building</li> </ul>
	2. Through the Workforce Development Academy (WDA), continue to build capacity throughout the system.	Ongoing and throughout program year	<ul style="list-style-type: none"> <li>Give quarterly updates of WDA enrollments.</li> </ul>	<ul style="list-style-type: none"> <li>Skipped Q1-Q2 PY15 due to WIOA implementation</li> <li>Cohort to begin Q3 PY15</li> </ul>
3.3. Transition and maintain a WIOA compliant One-Stop operator in alignment with the State Plan.	1. Initiate a competitive procurement process and execute a contract for a One-Stop operator.	Jun-15	<ul style="list-style-type: none"> <li>Executed contract.</li> </ul>	<ul style="list-style-type: none"> <li>100% complete</li> </ul>
	2. Execute WIOA-compliant MOU's with mandated System partners and facilitate the implementation through the One-Stop operator.	Jun-15	<ul style="list-style-type: none"> <li>Executed MOUs.</li> </ul>	<ul style="list-style-type: none"> <li>Draft completed</li> <li>Final MOU to be completed Q2 PY15</li> </ul>
	3. Develop and implement a OSCC transition plan detailing potential barriers to an effective and timely transition to WIOA compliant operator.	Jul-15	<ul style="list-style-type: none"> <li>Executed plan.</li> </ul>	<ul style="list-style-type: none"> <li>100% complete</li> </ul>

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## **Strategic Work Plan Goals Matrix**

<b>Goal 4: Attract, Grow and Retain Businesses</b>				
<b>Strategy</b>	<b>Tactic</b>	<b>Timeline</b>	<b>Measurement</b>	<b>Status</b>
4.1. Create a workforce system that champions business, education, training and workforce development.	1. Grow a strong network of business partners/local employers that looks to Workforce Connections' One-Stop Delivery System and Career Center(s) as their first choice for employment and training services.	Annually	<ul style="list-style-type: none"> <li>• At least 25 new employer customers per year.</li> <li>• At least 6 employers returning for additional services.</li> <li>• Host at least 2 hiring events with a minimum of 50 positions available per event.</li> <li>• Host 2 training events with a minimum of 100 attendees per event.</li> </ul>	<ul style="list-style-type: none"> <li>• 19 new employer customers this quarter, total employer customers being served is currently 166</li> <li>• 12 return employer customers this quarter, total return employer customers is 64 (39% retention)</li> <li>• Annual Nevada Super Hiring Event was cancelled*</li> <li>• Holiday Hiring and Training Events scheduled for November 5th</li> </ul>
	2. Keep the Board informed of Business Engagement activities and initiatives.	Quarterly	<ul style="list-style-type: none"> <li>• Give quarterly updates of Business Engagement activities.</li> <li>• Give updates of Business Engagement Panel activities (# of members, # of meetings, actionable items, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly updates have been given to the Board</li> <li>• First Panel mtg. in August, second one in Oct.</li> <li>• Panel has at least 44 members so far</li> </ul>
4.2. Create a dynamic supply of trained, skilled workers to meet workforce demands of regional and industry sectors.	1. Partner with local businesses and training providers (colleges, universities, and apprenticeship trades) to gather business intelligence.	Ongoing as driven by business demands	<ul style="list-style-type: none"> <li>• Number of new Compact members.</li> <li>• Publishing and distributing Business Intelligence Reports to One-Stop operator and other system partners.</li> </ul>	<ul style="list-style-type: none"> <li>• 12 new compact members, total membership at 44</li> <li>• Currently developing business intelligence reports for One-Stop operator and other system partners</li> </ul>

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Goal 4: Attract, Grow and Retain Businesses				
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	2. Develop and coordinate training activities based on business intelligence.	Ongoing as driven by business demands	<ul style="list-style-type: none"> <li>• Response by One-Stop operator and other funded partners, including a description of actions taken/not-taken in response to Business Intelligence Reports.</li> <li>• Number of new trainings added to the ETPL based on business intelligence.</li> <li>• Number of participants placed in employment based on new trainings (measurement dependent on completion of new ETPL process).</li> </ul>	<ul style="list-style-type: none"> <li>• Business intelligence reports currently being developed</li> <li>• EMS training was added to the ETPL</li> <li>• Will monitor participant EMS training for follow-up reports</li> </ul>
4.3. Align workforce development resources to be anchored by the following industry sectors: <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Aerospace &amp; Defense</li> <li>• Information Technology</li> <li>• Clean Energy</li> <li>• Health &amp; Medical Services</li> <li>• Logistics &amp; Operations</li> <li>• Manufacturing</li> <li>• Mining &amp; Materials</li> <li>• Tourism, Gaming &amp; Entertainment.</li> </ul>	1. Team up with the Economic Development agencies to support business retention and expansion in the local area.	Ongoing	<ul style="list-style-type: none"> <li>• Appropriate representation on board, committees and/or panels.</li> </ul>	<ul style="list-style-type: none"> <li>• One LVGEA Board member</li> <li>• Two LVGEA Panel members</li> <li>• One City of Las Vegas Panel member</li> <li>• Still actively recruiting</li> </ul>

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<b>Goal 4: Attract, Grow and Retain Businesses</b>				
Strategy	Tactic	Timeline	Measurement	Status
	2. Continue to support DETR's sector councils.	Ongoing	<ul style="list-style-type: none"> <li>• Consistent attendance and participation by WC staff and board members at DETR sector councils.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff assigned to each Industry Sector Council</li> </ul>
	3. Allocate resources yearly to support sector initiatives.	Ongoing	<ul style="list-style-type: none"> <li>• Funded partners contracts include resource requirement. support to industry sectors.</li> <li>• Fund system-building initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Funded partner contracts 100% complete</li> <li>• Developing additional system-building initiatives</li> </ul>
	4. Develop career pathway initiatives focused on the highest growth/highest wage industry sectors in the local area.	Jun-16	<ul style="list-style-type: none"> <li>• Develop specialized pathways for IT, Healthcare and Manufacturing.</li> </ul>	<ul style="list-style-type: none"> <li>• Healthcare and Manufacturing pathways in place</li> <li>• IT pathway in planning</li> </ul>
	5. Streamline board membership application and approval process to identify and document strong credentials for membership.	May/June 2015	<ul style="list-style-type: none"> <li>• New Board members appointed to all required positions.</li> <li>• Board re-certification.</li> </ul>	<ul style="list-style-type: none"> <li>• Both 100% complete</li> </ul>
4.4. Maintain a compliant, engaged, effective and efficient board.	1. Implement a recruitment strategy that builds a pool for potential board, committee and panel members.	Oct-15	<ul style="list-style-type: none"> <li>• Recruitment strategy in place.</li> <li>• Pool of ready candidates.</li> </ul>	<ul style="list-style-type: none"> <li>• Both 100% complete</li> </ul>
	2. Implement a continual Board Member development program.	Dec-15	<ul style="list-style-type: none"> <li>• On-board orientation.</li> <li>• Board member training.</li> <li>• NAWB conference attendance.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted Orientation, Ethics and Open Meeting Law Trainings</li> <li>• NAWB conference attendance being scheduled</li> </ul>

\* Per direction from U.S. Department of Labor and DETR, our previous Management Information System (MIS), NV Trac was shut down to avoid sanctions. Current MIS, One-Stop Operating System (OSOS) does not produce quality data reporting and analysis.