

WORKFORCE CONNECTIONS
SPECIAL STRATEGIC PLANNING SESSION
MINUTES

October 12, 2017

10:00 am

Windmill Library
Meeting Rooms 2-3-4
7060 W. Windmill Ln.
Las Vegas, NV 89113

Board Members Present

Jack Martin	Charles Perry	Eric James
Janice John	Jerrie Merritt	Jill Hersha
Leo Bleznitsky	Liberty Leavitt	Louis Loupias
Michael Gordon	Rob Mallery	Seth Waite

Programs Committee Members Present

Nicole Hudson Roper	Ricardo Villalobos
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Staff Present

Jaime Cruz	Suzanne Benson	Jim Kostecki
Kenadie Cobbin Richardson	Brett Miller	Chris Shaw
Tom Dang	Jeramey Pickett	Carol Polke
Norma Fernandez	Jeannie Kuennen	Debra Collins
Shawonda Nance	Byron Goynes	

Others Present

Stephanie Garabedian, Legal Counsel	Bonita Fahy, KRA
Nield Montgomery, The Learning Center	Alysa Orehowsky, Olive Crest
Jeff Vaughn, Nevada Partners, Inc.	Angela Brooking, HOPE for Prisoners
James Allen	Amy Licht, Olive Crest
Bill Stanley, Southern Nevada Building Trades Union	Willis Walker, KRA

(It should be noted that not all attendees may be listed above)

1. Call to order, confirmation of posting, roll call, and pledge of allegiance

Programs Committee Chair Jack Martin welcomed everyone and explained that this is a public meeting intended to discuss strategic planning and what the programs committee should be looking at regarding recommendations. There are no actionable items on the agenda and there may be subsequent meetings at some point. He called the meeting to order at 10:00 a.m. Staff confirmed the meeting had been properly noticed and posted in accordance with the Nevada Open Meeting Law; roll call was taken and a quorum was not present. Additional members arrived later, constituting a quorum.

2. FIRST PUBLIC COMMENT SESSION

Nield Montgomery, advisor to The Learning Center and Cyberworld Institute, applauded the agency for having what he believes is its first strategic planning meeting and spoke briefly regarding the number of open job postings in IT and cybersecurity.

3. INFORMATION:

- a. Workforce Innovation and Opportunity Act (WIOA) system integration efforts
- b. Leveraging resources across multiple funding streams
- c. Wrap-around service strategies
- d. Defining what “successful outcomes” means in Southern Nevada
- e. Quality versus quantity
- f. Resource development
- g. Supply and demand alignment

Mr. Martin provided an overview of the items to be discussed.

Discussion ensued (see attached).

4. SECOND PUBLIC COMMENT SESSION

Mr. Cruz thanked everyone for coming together.

5. Adjournment

The meeting adjourned at 3:00 p.m.

A. Workforce Innovation and Opportunity Act (WIOA) System Integration Efforts

Jack Martin: How do we address the whole person through leveraging resources. Law is always going to require the minimum. What does the whole person need? How do we make apprenticeships a partner? How do we get housing, wraparound services?

Charles Perry: Where are the barriers?

Jaime Cruz: Silos form, not just a Nevada barrier. Some states – Texas or Florida – have addressed at the legislative level.

Charles Perry: Are those states better systems than what we have, should we work with our legislature to get Nevada laws change?

Jaime Cruz: That's a matter of personal opinion. We presented how things are now to the Nevada legislature, and Texas did as well. Legislators could see the vast difference, so they're thinking about it.

Eric James: Develop relationship with DETR, address balance between DETR and WC, look at strength and weaknesses (duplication of services). Also, look at dropout recovery through CCSD.

Ricardo Villalobos: Elephant is who controls. Not just the money but the functions. Until there's integration we won't be able to control duplication of service. Way to push is through State legislation.

Jack Martin: We need to get people in the room and talk this out. Duplication of services is ridiculous. May need to look at finding a legislator who wants to drive integration at the State federal level. Concentrate on how we will focus our integration efforts.

Ricardo Villalobos: Look at four core partners. Individuals don't need to know where the services come from, they just got what they needed at a One-Stop, meaningful access.

Janice John: Restricted by lack of information sharing. New performance indicators mean just getting a job isn't enough, needs to be sustainable.

Jaime Cruz: There are examples of where we're coming together. In other states they're all on the same computer system, not Nevada. Unlikely to be solved without legislative mandate.

Ricardo Villalobos: On a practical level, a universal intake form.

Janice John: Same issue with assessments/testing. Need to evaluate across system.

Jack Martin: Low hanging fruit – universal intake form, someone needs to take the lead. Also assessments, same thing, someone needs to take the lead then partners need to be willing to make the changes.

Ricardo Villalobos: Attempt was made with Department of Health and Human Services (DHHS).

Jeannie Kuennen: All titles have different rules and regulations – eligibility is different for all agencies – need to work on education so everyone understands all partner eligibility. That might help

the streamlining of the process. The intake form you mention, it got held up because it seemed like we were making it longer rather than shorter.

Jack Martin: Sometimes it's better to do something longer once than shorter five times. Is it possible to get that intake form and send to some folks and maybe get something worked out?

Jill Hersha: We're under the DOE, we aren't going to be on the same assessment because we're not under DETR. If we're going to have a universal intake we should probably be under the same umbrella, so that would add to the need for legislation.

Jack Martin: When I hear legislation, I think subcommittee. Will be a big pull although valuable.

Ricardo Villalobos: Take a look at the most restrictive form, always believe that if you qualify for Title I you'll qualify for all of them. Look at what eligibility and documentation requirements are.

Jim Kostecki: If we have a universal intake and we have 14 data systems to enter them into, how's that going to work?

Jack Martin: If we get a universal intake and we're working on integration I think the system will come.

Jim Kostecki: Could be 10 years down the road to get a universal system.

Jack Martin: We need to move forward as though we can get it done. We need to go to State legislators and present problems. Looking at legislation under "no wrong door" approach – universal intake, assessments, data system, timeliness (our clients don't have the wherewithal to wait). Can we have staff request forms from each partner? I'll need help on assessments (Janice John offer her assistance). Duplication of services – sit down with DETR and core partners and get out of our silos.

Ricardo Villalobos: From legislative perspective – universal intake, shared data system, universal assessments.

Shawonda Nance: Also look at assessments that we're not currently using that could be valuable. We might be missing the mark on some of the assessments we use.

Jack Martin: Are the assessments we use evidence based or "home grown"?

Shawonda Nance: Some of both. There are a lot out there. Is what we're using something that everyone across the system would be able to use, or something created in-house?

Jack Martin: Shouldn't be using anything that's not evidence based.

Rob Mallery: Looking at universal intake and data systems, these aren't technical issues, has to do with the way the system was built. It's not insurmountable.

Charles Perry: May be causing us problems in awarding funds. We have programs in place, we need to do what's necessary to keep funding in place. Whatever we do here we need to keep in mind that we don't want to tie our own hands.

Jack Martin: Can we collect Texas and Florida legislation? Make sure we're assigning staff.

Lou Loupias: Keep it simple at the local level first, what we can control at the board level (regarding forms). ATS (apprentice tracking system), maybe can be tweaked.

Jack Martin: Do we already use a universal form in Title I?

Shawonda Nance: We already do that, through Employ NV.

Ricardo Villalobos: Jack may be referring to all titles. If they have something, Texas or Florida, it might be a good place to start.

Shawonda Nance: Moving beyond the intake will be the challenge.

Jack Martin: If we get that going, we've made great strides. Let's set some deadlines.

Seth Waite: Address the data system, I think there's an opportunity to look ahead and not worry about replacing things. It's not necessary, systems can stay in place and we can extract and pull data from systems and live in a CRM and go back out. System collects and pushes out. Maybe we can move ahead a little bit faster.

Eric James: Sometimes difficult to work in governmental systems.

Jack Martin: Seth will lead the data subcommittee? We need to be conscious what all partners need so we can bring it back to the data point.

Rob Mallery: Echo Seth and Eric. The government trying to fix their system problems is the problem. There are ways to make even old systems talk to other systems.

Seth Waite: I'd suggest a system audit.

Jack Martin: Takeaways from this item () = who assigned to:

State legislation priority – (Jaime) will pull Texas and Florida legislation, and maybe Nevada

Universal intake (Jaime)

Data subcommittee (Seth)

Duplication of services (Jaime)

Assessment tools (Jaime)

Coordinate 4 core partners – Jack will volunteer his time (Jaime)

B. Leveraging Resources Across Multiple Funding Streams

Jack Martin: Been a conversation since I've been on board.

Jaime Cruz: WIOA mandates leverage. Collocation is the letter of the law. Putting people in a room together does not mean they will work together or leverage their resources. What's been missing is the commitment. Glad we have political commitment, we're not at zero, we're not at 10, but on our way up. Partnering with libraries is leveraging non-WIOA funds. DETR has a CEP (career enhancement) bucket, we've been doing that but there's a commitment to do better than that.

Jack Martin: Look at leveraging certain populations, can we leverage grants (e.g., reentry or foster care). Many times WIOA funds are the only funds a provider has. Can we require leveraging of funds and only cover/provide certain things through RFPs and require respondents to bring additional resources to the table (to serve the whole person)?

Jaime Cruz: There are other resources (e.g., FIT has Second Chance funds as well as Title I funds). It does happen in other places, when you come to the table you bring something else (e.g., no longer paying rent).

Ricardo Villalobos: Program design issue, we require partnership through RFPs, our funds could be designated for training and employment services only (then require partners to fund social services).

Jack Martin: There's a multitude of services available (SAPTA, Medicaid billing, etc.) to wraparound the whole person.

Ricardo Villalobos: That would be an expectation of submitting the grant.

Janice John: Example of VR collaborating with school district.

Jack Martin: Put out RFPs requiring wraparound services (e.g., substance abuse) via subcontracting or partnership. Can we do that?

Jeramey Pickett: That's exactly what we did at NPI.

Jack Martin: Will address as program committee chair that it is addressed at the board level that they take that into consideration – we force integration.

Lou Loupias: Discussion of leveraging State jobs, counties, cities, road works, parks, etc. Look at different partners as employers (unions, and above) (strip properties – large building projects).

Jack Martin: How do we leverage those resources?

Ricardo Villalobos: Where are State and various municipalities targeting their allocations?

Deb Collins: Leverage State grants requesting partnerships.

Jack Martin: Could WC take the lead in establishing partnerships?

Deb Collins: Grants training office in Carson City will give help in writing – support letters, convene meetings – WC needs to be more proactive.

Jack Martin: Policy decision at the local level, Jaime can step in and require action.

Ricardo Villalobos: May be more practice than policy, we need to solidify the vision and then align what we apply for. Don't chase all money. Target populations we strategically want to approach and programs we want to design.

Deb Collins: Pursue developing a 501c3. (The old one no longer exists.)

Eric James: Partner with 501c3 (Chambers of Commerce).

Jim Kostecki: We're not competitive because of overhead.

Jack Martin: Opportunity to partner with providers and WC as a committed provider.

Brett Miller: Need to build partnerships group before applying for grants. Partner with people who are already doing the work, fund pilots so when applying you can say we're already doing the work and it's sustainable.

Jack Martin: If we get partnerships in place then we can target grants strategically, then look for specific grants.

Brett Miller: We should be looking for people who are already doing the work.

Discussion of pilots – we could fund pilots for a specific time and require appliers to have a sustainability plan (could affect graded points).

Brett Miller: Go after grants (identify ahead of time) that compliment work already being done.

Deb Collins: Target grants programmatically. Don't jump from one thing to another.

Ricardo Villalobos: Based on in-demand industries and occupations. Pinpoint focus. Work with all titles to cooperatively apply for grants.

Jack Martin: Align resources, what can we leverage against/with the Governor's economic industry sectors.

Ricardo Villalobos: LVGEA Targeted Sector publication. Start with sectors/jobs that will be in-demand, assure that training exists, then at board level we fund programs to ensure training for those in-demand occupations.

Jack Martin: Focus where the jobs are proven to be. Staff to find in-demand industry sectors, reinforce that with (Dr. Lynn? Name not recognizable). Staff will recommend pilots that can be funded now, then bring "pilot package" to programs committee.

Ricardo Villalobos: Too much haphazard focus, make decisions and stick to them. Focus pilots on those programs and target in RFPs (e.g., health care, IT cybersecurity, etc.)

Deb Collins: Need appropriate trainings available on the ETPL.

Jack Martin: We need to clean up the ETPL?

Staff: Yes.

Jim Kostecki: The State controls the ETPL. Additionally, how will we fund all these pilots along with going into libraries?

Jaime Cruz: Manny Lamarre is dialoging with us on the ETPL.

C. Wraparound Services

Jack Martin: Servicing the whole person, provide services, not hand out business cards. Do we want them at the One-Stops? Where do we force this issue; require One-Stop partners to have wraparound services inside the One-Stops and force partnership services (e.g., mental health, substance abuse, housing)? You have to document what that looks like in proposals. Possibly shared training, talk about case management vs. case working.

Bonita Fahy: We don't need just letters; we need partners to bring services with them.

Jeramey Pickett: Meaningful partnerships that bring services and need to understand what partners do.

Carol Polke: Importance of cross training, no matter how many partners are in the mix it's meaningless if nobody understands what they do.

Bonita Fahy: Keep customer at the center, wraparound meets immediate needs.

Jack Martin: Boils down to communication. When we put out RFPs is it something we as a board value – adding wording to the RFP that says you must partner with accredited agencies and they must sign on with a leveraged resource.

Bonita Fahy: Also requiring proof that the partnership is working. Oftentimes the partnership is on paper only and doesn't show up in the services.

Ricardo Villalobos: Should career coaches be trained to provide low level substance abuse? Or partner with someone who provides those services? See partnering to provide services as mandatory?

Jeannie Kuennen: Need to do a better job in requiring resource leveraging in RFPs. Traditionally when we issue RFPs it's just Title I money. I think we need to leverage the other titles so there's more money there to provide those wraparound services.

Jack Martin: How can we do a better job of doing what we do well with youth in the adult world (reentry)?

Bonita Fahy: Not training providers on mental health. Have realistic discussions with them so they can know – not diagnose – someone. Train to recognize symptoms for referral.

Jack Martin: Quantifying benchmarks in RFPs. Write RFPs for appropriate programs. Require wraparound services, leveraged resources, partnering. Track wraparound services.

Shawonda Nance: We get letters of support in proposals but require MOUs and assuring they are partnering and not just accepting letters and not addressing after RFPs.

Jack Martin: Maybe need a class in MOUs for providers. Can be difficult. Maybe ask legal counsel to help develop MOUs that are generic for our needs without restricting partners into violation. Needs to be “play nice in the sandbox” document so it doesn't restrict people from being able to do what they need to do but fortifies partner relationship.

Lou Loupias: Maybe look at training program MOU with CSN, pretty generic.

Jack Martin: Can you send it out to staff for a look please?

Ricardo Villalobos: Important to train on how to assess youth for barriers. Need to know what wraparound services to address. We need to think about what the expectation for our providers are. Look at number required to serve, credentials of staff, look at barriers for what needs to specifically be targeted.

D. What Does Success Look Like

Jack Martin: What are the outcomes we want? Board may not be giving staff the direction they need. What does a successful outcome look like to you if we're going to look at a validated approach if we're going to use the same tool, and track the same date, and have the wraparound services once we get there. What are we looking for as successful statistics?

Jill Hersha: Putting families on a path to sustainable income, that's what WIOA says.

Jack Martin: Is that part of our mission, vision and values? Are we committed to that?

Bonita Fahy: We don't always get the outcome within WIOA, but we may effect lifelong change if we work through the barriers. To me, that's what success looks like.

Jack Martin: Let's add to that – by law WIOA requires a certain amount of tracking. We can go above and beyond but not do less.

Shawonda Nance: Refer to Florida Worksource model not focusing on WIOA benchmarks but established internal benchmarks that accomplished successful WIOA benchmarks, by additional ways they measured their providers. Use data to help create additional benchmarks.

Jack Martin: Can we see those Florida ideas?

Jeannie Kuennen: Jaime has had numerous conversations with them. One of their programs was performance based contracts, so if their programs didn't meet performance, they weren't paid. Money is a big motivator.

Jack Martin: Easy to say as staff but when you're working with the board and the board's worrying about getting reelected and all that nonsense it gets tough. That's going to be a touchy conversation at the next board meeting. We struggled with different perspectives yesterday that took it down to a vote. As a board we have to have the bravery to say this isn't working. Also on the front end we have to create RFPs that require it. As a board we need to work on strengthening RFPs with these requirements – wraparound services, performance outcomes, what success looks like. I love the idea of looking past WIOA outcomes to what we in Southern Nevada value.

Jeannie Kuennen: There were benchmarks on quality referrals. As a system, we need to improve on how we make referrals.

Ricardo Villalobos: We are funded based on WIOA performance; providers are funded based on their performance. We have to believe that the benchmarks we set will eventually lead to WIOA measures. What gets measured gets evaluated. The board members have to be willing to trust that the benchmarks we believe will result in WIOA outcomes. We have to believe in our process because DOL

is going to look at training, employment and retention. It will be a major paradigm shift for the board. The Board and the LEOs have to ante up the nerve to make the shift.

Shawonda Nance: Balance of praise and recognition and accountability. How do we help them before we “snatch the rug from under them”, how do we help them move along and then hold them accountable if they don’t? We could do a better job of that.

Ricardo Villalobos: Appreciate staff having the opportunity speak, they have the best views on how to build the system. They’re in touch with a lot. We miss out on not allowing them to speak. They have a tremendous voice on how to build and make corrections in the system.

Shawonda Nance: Addressing wrap around services and barriers, it takes time to do that so it won’t always translate to WIOA performance measures. Have to be patient, in terms of WIOA performance measures it may not look like they’re doing well but in order to perform all the wraparound services and make that person whole it takes time to get there. Programming may be abysmal year one but year three looks great.

Jack Martin: May need to redefine what progress looks and success measures look like.

Jeannie Kuennen: Staff has advocated for a long time for multi-year contracts. 12 month contracts are not long enough for them to achieve outcomes.

Jack Martin: If we do force leveraging of resources and force working with behavioral contractors, we could show progress in helping the whole person. Come back in a month and readdress these issues and see where we are.

Deb Collins: Multiyear contracts would allow us to really evaluate people who can go on to higher ed. Some of our ETPL providers are not providing what people need to get employment, but if people get two-year degrees and go through apprenticeship programs they would have a better quality outcome. It takes time. That’s quality service. Career coaches need the time to build a quality relationship and that takes time.

Brett Miller: Important to understand we are a training and employment program. That’s our primary function and mission. The discussion about wraparound services and leveraging is about how do you bring those resources to make that person whole so that we can do our job. If those wraparound services are causing us to serve fewer people, then I believe we are stepping out of our core capabilities.

Jack Martin: Might disagree, when I started on the board we were spending about \$1,900/person and had much worse outcomes.

Brett Miller: Our outcomes haven’t changed significantly since we increased the amount per client.

Jack Martin: What’s your suggestion?

Brett Miller: Goes into quality vs quantity. Once you say quality vs quantity there’s a cost to that, when you reduce quantity that means someone isn’t going to get a job.

Jack Martin: We haven’t looked at long term sustainability, only 1 year, 2 year outcomes.

Brett Miller: Look at outcomes over 5 years and we’ve roughly stayed at the same level.

Jack Martin: Tracked the same person?

Brett Miller: No.

Jaime Cruz: Mr. Martin is saying looking at outcomes beyond WIOA, beyond 9-month retention, looking at the wage beyond the WIOA requirements. If we're going beyond WIOA outcomes, the result would need to be beyond WIOA outcomes.

Jack Martin: What do we as a board want to bring to the programs committee and to the larger board? We're transitioning from D to E.

E. Quality versus Quantity

Charles Perry: Think it's quality and quantity at the same time.

Jack Martin: Absolutely correct, why does one have to exist in the other's place. Brett's ROI report will become important in the coming years as we set a baseline and look at outcomes.

Brett Miller: Agree 100%, no reason we can't have both.

Jack Martin: If we do leverage the appropriate resources, we have the opportunity to drop costs. We can focus on employment and training issues because someone else is using their resources to address the other issues.

Brett Miller: Whole point of leveraging.

Ricardo Villalobos: Are we a social service system or a workforce development system? I believe a workforce development system, employment and training is what we're expected to be good at, focused on and doing. When we start building effective bridges with the right agencies and organizations, they can address the social service things. WIOA staff are not going to be substance abuse or mental health counselors. Those needs and services can be provided by robust partnerships with agencies that provide those things. There needs to be a stronger emphasis in RFPs on who you're partnering with, tracking, referrals vs outcomes and capturing those metrics. We do workforce development but refer to make sure wraparound needs are met.

Bonita Fahy: Meet them where they're at, not make them jump through hoops. Their back is up against the wall and need to take care of families. Be customer focused, what are the needs and strengths and build off that. As a system, we shouldn't put so many systems in process to address barriers that we create barriers. People eventually get frustrated and give up. It's about the customer and meeting their needs.

Kenadie Cobbin Richardson: When employer needs are placed at the front, we address issues rather than trying to fix the person, get them ready then push them out the door. When we fulfill a goal from a local economic labor market standpoint the conversation becomes different. We need to focus on what the jobs are.

Rob Mallery: Agreed, surprised that as a board we don't look at the in-need areas as much as we can. Can we align training programs with large quantity upcoming jobs?

Jack Martin: Matching the person with the need doesn't change the need to address the whole person.

Kenadie Cobbin Richardson: All issues do need to be addressed, but the starting point is the employer. They need those soft skills. We know that 2 out of 3 firings are because of soft skills, not hard skills.

Eric James: Need to understand the marijuana issue.

Kenadie Cobbin Richardson: Came up at the last business engagement panel meeting. Conversation with Manny Lamarre about impairment vs presence. Some of those things being worked on at the state level. 11/16 panel for people to air those issues. With the federal vs state discrepancies there's a limited amount we can do.

Byron Goynes: Confusion on the part of individuals about medical marijuana cards versus employment requirements. There will be a discussion on 11/16.

Eric James: Discussion regarding vape pens as well.

Jaime Cruz: Douglas Arapaho board shared their dialog and I'll reach and see if we don't have to start from scratch.

Kenadie Cobbin Richardson: Need to address the client that is actually using medical marijuana for pain management.

Eric James: There are different types – pain management and recreational– but sold at the same dispensary. It will become a very technical issue going forward.

Jack Martin: That may be something beyond our control.

G. Supply and Demand

Kenadie Cobbin Richardson presented a PowerPoint regarding supply and demand, making employer primary focus. LVGEA produces an in-demand list.

Jack Martin: Are we suggesting that we discontinue training for those occupations that are eliminated or that we're not focusing?

Kenadie Cobbin Richardson: Some states are only paying for their decided focus occupations.

Jack Martin: So we can determine our focus and not support something outside that.

Kenadie Cobbin Richardson: Yes, there can be training out there, we would decline to pay for them if that's what someone wanted to do. I think if they have a letter of intent, we should still pay for the training. Doesn't mean all or none, just priority or focus.

Validation of training providers meeting industry needs. We should not recommend trainings that do not have employer validation. Make training and recruitment plans and stick with them.

Nicole Roper: Reviewed training stats and Certified Nursing Assistant (CAN) and truck driving are the most active. What created the demand for those trainings?

Jill Hersha: We're training for entry level positions and we should have the discussion, if the top ten in the PowerPoint is not what we're training for.

Kenadie Cobbin Richardson: That's where career pathways are really important.

Jill Hersha: Employment needs should drive education. Important also to give youth a work experience (WEX) in an area of their interest for them to be successful. Give experiences that have the opportunity to do some work and show some interest.

Jeannie Kuennen: We get a lot of reverse referrals from training providers all the time.

Jim Kostecki: Almost everything on the list has that occurrence.

Jack Martin: Maybe we need to put some local controls over the ETPL list. The board has to be strong enough to say no.

Brett Miller: We have to consider eligibility. We can't take everyone off the street – that's a Wagner-Peyser function.

Kenadie Cobbin Richardson: Most people don't know we exist. If you look at employer penetration, most states are at 5% and some are at 1% or 2%. We end up being the best kept secret.

Jack Martin: Easy to prioritize in terms of demand sectors. Makes no sense to train people for jobs that don't exist. Does the board have the strength to say no? Will the board stand behind this recommendation? For some of the board members sitting at the table, are we willing to take this on?

Nicole Roper: Look at sectors but also the occupations within the sectors and positioning within the occupation to provide the best trajectory.

Byron Goynes: Patient Care Assistant (PCA) certification only pays \$10/hour and they might only get 30 hours/week. Trucking probably not a good option for most reentry participants. Need to look at those issues.

Deb Collins: This is an assessment issue. There was information not shared because that person should not have been placed in that training.

Byron Goynes: Additionally, there's the concern with reentry for employers. Our training doesn't always mean someone is going to go into the workforce and have a great career.

Eric James: Possibly utilize Traitify to generate interest in different careers based on all aspects of positions.

Seth Waite: Probably good opportunities with pilots, particularly with IT. Might be able to pilot individual training programs to meet demand.

Ricardo Villalobos: Beginning with the end in mind approach. Look for in demand jobs in in demand sectors. Focus on jobs that get livable wage. Board does RFPs for those careers. Put people on pathway – how we approach programs, may be a 3 or 4-year approach instead of 1 or 2-year approach. Have to be committed as a board to having the finish line in mind.

Bonita Fahy: Learn how to screen participants to meet the needs of the employer, which comes through the assessment (if the person has a background might not be a good fit for long haul trucking). Be observant, ask questions, do research. Send right person to the employer. Front line staff needs

training to learn to do something besides manage a case – go above and beyond to do research to meet the requirement of the system. They're complacent in doing things the way we've always done them. Before we can meet the demand or supply side we need to start with the front line staff and education.

Jack Martin: Based on conversation we had we all agree on demand driven training. Programs should bring this to the board. Heard some conversation around pilot. A lot of things on the list look like long-term commitments – consider year-to-year funding. Have a provider consortium and have discussions. What are some of the barriers providers and how do we eliminate or educate on what barriers are? Long term contracts might be what we want but funding could have huge impact on that ability.

F. Resource Development

Lou Loupias: Discussion of apprenticeship programs. Minimum requirements – GED, 18 years old, 8th grade math. Programs take 2 years minimally. Upshot is we should invest in at risk populations and take the time to get them into apprenticeships. Apprenticeship program helps people who would have no other opportunity to get into apprenticeships. Puts you at the top of the list to be direct placement if there's a job available.

Jack Martin: Is this a resource we're trying to develop?

Ricardo Villalobos: I think it's important to the system. WIOA, and national movement, pushing apprenticeship. We need to figure it out. Trades aren't the only fields that are moving into apprenticeship programs.

Jack Martin: How do we develop those resources that would make that more applicable?

Lou Loupias: You don't have to go through anyone to apply to a program, only two entities with direct entry – Job Corps and YouthBuild.

Jack Martin: Back to resource development, do we believe we should expand apprenticeship to include IT? Do we believe we should put resources into apprenticeship development?

Brett Miller: In the building trades, there's a huge surplus. With our training dollars we wouldn't push someone into something we didn't believe would have a good outcome. Our participants don't have the will or stamina to hang on for 2 years. We should pick an occupation, find an employer and build an apprenticeship program. I would think the Nevada Hospital Association model was 90% there, we should issue an RFP to do that. I know there's a clear cut pathway in the medical field.

Jack Martin: We're back to demand driven, we've agreed that we should follow that path. Don't know how we develop an apprenticeship program.

Brett Miller: We're paying someone to do that now for an internal program, Workforce Development Practitioner Apprenticeship Program (WDPAP). I believe that resource is more valuable to be expended to develop apprenticeships for our participants than for our system.

Jack Martin: What was the internal program intended to do?

Brett Miller: Raise the level of case managers and career coaches. I don't believe it will do that. We have a closed system and apprenticeship relies on competition.

Ricardo Villalobos: Intended to address quality of services at front line, none available; wanted to address turnover.

Charles Perry: Apprenticeship isn't an OJT, you're already in the workforce when you go into apprenticeship. We're putting dollars on the street to help people get jobs. If they want to move into an apprenticeship program after employment – almost an opportunity for postsecondary pursuit.

Kenadie Cobbin Richardson: Is there a demand you feel anyone in Nevada should be trying to fill in the trades at this time?

Bill Stanley: Apprentice readiness program shortcuts the line into apprenticeship – there is no abundance of apprentices (\$14B in construction in the next two years).

Jack Martin: How do we fund apprenticeship programs?

Nicole Roper: Bridge the gap with employer buy-in, education and workforce and bring together.

Jack Martin: Takeaways:

1. ETPL list – restrict with our funding – demand driven
2. Legislation around this – enforcing this from the top down (Bill Stanley, SNBTU)
3. Data – Seth Waite (data subcommittee)
4. Universal intake form; coordinated intake
5. Performance contracting - RFPs
 - a. Precise
 - b. Local outcomes
 - c. Restricted to local environment
 - d. Meet with 4 core partners (Jaime) to see what our strengths and weaknesses are
 - e. Different internal measures
 - f. No wrong door approach in RFPs
 - g. Integration required by law starts with us, getting 4 core together, next legislative session they'll want to be compliant with the law
6. Seamless service delivery
7. Integrate with core partners
8. Assessments cross partner
9. Eligibility requirements; cross partner

Jaime Cruz: Meet monthly with core partners at the One-Stop Delivery System Advisory Panel 10/26/17 and 11/??/17 to utilize for these discussions.

Shawonda Nance: We'd like for our service providers to be able to attend.

Jack Martin: I'd like to sit with them in a separate conversation.