

Executive Director's Annual Performance Report

July 12, 2016

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Executive Director's Annual Performance Report

July 12, 2016

1 Executive Director's Summary

A Executive Director's Summary

July 12, 2016

Southern Nevada Workforce Development Area
Chief Local Elected Officials Consortium
6330 West Charleston Blvd., Suite 150
Las Vegas, Nevada 89146

RE: Executive Director's Annual Performance Report – (2015 – 2016)


Dear Chief Elected Officials Consortium Members:

Please find enclosed my annual performance report which details the state of Southern Nevada Workforce Development Area. The report outlines the agency's (Workforce Connections) policies that were established, revised or implemented over the past program year. The report also highlights the effectiveness of the agency's fiscal and programmatic activities performed, as well as opportunities and challenges my staff and I faced to improve the overall quality of the workforce development service delivery system.

This report makes note of the significant changes or adjustments we put in place to not only implement the Workforce Innovation and Opportunity Act (WIOA), but improve access to the area's employment and training services. It lays out in detail the transparent aspects of "Connecting Employers to a Ready Workforce", while improving quality of life support for our local residents. For example, our established partnerships with agencies like United Way of Southern Nevada and Las Vegas — Clark County Library District allows us to expand Workforce Connections' service delivery "footprint" in a most comprehensive way throughout all corners of the Southern Nevada Workforce Development Area (SNWDA). Other words, our improved service delivery quality has played a significant part in reducing the area's unemployment rate.

In designing the framework for our delivery system to accommodate integrated workforce related services, my staff and I have participated in ongoing meetings throughout this program year with several state agencies. Our primary objective was to secure Memorandums of Understanding (MOU) for collaborative partnerships to include data sharing and information that allow us to better serve employers and job seekers. With still much work to do, I am hopeful that our end product will provide better, faster services to the residents of Southern Nevada. With your continued confidence and steadfast support, I look forward to helping make a lasting difference in the lives of the residents of Southern Nevada. By all accounts, the health of Workforce Connections is solid and it keeps getting better and better. I urge you to accept this report with a positive outlook regarding my performance and a forward-moving work-plan for 2016 – 2017. If you would like me to make changes or adjustments in any direction, please let me know. Your continued support is most appreciated.

Respectfully,



Arden Galbreth
Executive Director

Enclosure: Executive Director's Annual Performance Report – 2015 - 2016

**Executive Director's Annual Performance Report
Presentation
July 12, 2016**

- As outlined in my contract with the Chief Local Elected Official Consortium, among many responsibilities, for the purpose of performance evaluation, I am specifically accountable for the following:
 - Policy implementation and daily operations
 - Techniques and methods to assist contracted service providers
 - Project development, e.g., secure and deploy new grants that enhance WIA service delivery
 - Fiscal management, i.e., develop and establish a financial system that meet or exceed federal, state and local requirements
- My report handout outlines the overall state and health of Workforce Connections and the Southern Nevada Workforce Development Area
- **Tab 2 – Policy Implemented**
 - Strong and effective policies remain in place—with the ongoing transition to the Workforce Innovation and Opportunity Act (WIOA), new, revised policies continued to be developed ahead of schedule
 - Our policies are developed to allow flexibility for Workforce Connections, assigned staff and partners have the ability to deliver quality employment and training services with effective and creative oversight
 - The organizational structure changes simultaneously with WIOA testing the agency's line of succession plan to ensure continuity of services and functional operations
 - Both fiscal and programmatic policies were revised to keep pace with the implementation of WIOA timelines
 - In addition to new and revised policies, programmatic monitoring tools have been developed to aid in oversight monitoring of the area's Comprehensive One-Stop Career Center and Southern Nevada's One-Stop Delivery System

- **Tab 3 - Techniques and Methods Employed to Assist Service Providers**
 - Training delivered by national-level subject matter experts were secured to train both Workforce Connections' staff as well as contracted service providers in the areas of financial and programmatic management and delivery of services
 - In an effort to build capacity in Southern Nevada's workforce delivery system, Request for Proposals (RFP) 101 training was provided to partnered service providers as well as potential service providers throughout the workforce development community
 - All performance measures were met or exceeded

- **Tab 4 - Project Development**
 - Secured YouthBuild grant amounting to \$1.1 million
 - Received YouthBuild USA AmeriCorps grant award of \$42,328
 - In partnership with Nevada's System of Higher Education, the Future of Nurses Program is well supported with \$129,285 grant award
 - Partnership with America Association of Retired People (AARP) – allocated \$50,000 supporting Back to Work 50+ job seekers
 - Launched Pre-Apprenticeship Build Nevada Program
 - Launched Woofound Assessment Tool allowing job and career seekers quick, easy skills assessments
 - After two consecutive disappointing years, we finally launched apprenticeship preparation training to offer individuals opportunity for entry into skilled trades

- **Tab 5 - Fiscal Management**
 - Resolved Nevada's Department of Employment, Training and Rehabilitation's (DETR) monitoring finding associated with questioned costs
 - Expenditures lines were maintained within budget limitation as approved by the Local Elected Officials
 - Program Year 2015 Board operating expenditures held within .7% compared to previous year
 - Recovered an additional \$240,449 from modified formula allocation oversight

- Fiscal and financial management have been exceptional with zero findings—unqualified audit in both programmatic and financial accounting areas—the best ever audit report this agency has ever had
- **Tab 6 - One-Stop Career Center Operation**
 - Procured first-year One-Stop Career Center Operator
 - Increased formal compact agreements with local businesses to make Workforce Connections' One-Stop Career Center their first choice for job seekers hiring
 - Through Workforce Connections' Business Engagement Department, employers participated in hiring events with expanded media coverage supported by: **6 – TV stations; 2 radio stations; and 7 newspapers** within the workforce development area
 - **Total media value equated to \$176,464.95**
 - Other media coverage such as: Online Facebook, Twitter, and all online news media
 - Workforce Connections' second Mobile One-Stop Career Center retrofitted and launched
- **Tab 7 - Workforce Innovation and Opportunity Act (WIOA)**
 - Received initial designation of Southern Nevada Workforce Development Area
 - Local board members appointed in all required categories
 - Established Subject Matter Expert Panels
 - New board members training, i.e., ethics and Nevada Open Meeting Law
 - Developed local strategic plan in accordance with WIOA and state guidance
 - Established Geographical Area One-Stop Affiliated Sites
- **Tab 8 – Rural Areas Service and One-Stop Delivery System**
 - Solid workforce development agencies' partnerships throughout rural counties with resource sharing and with supported training
 - Job Readiness Workshops and Employment Expos/Hiring Events conducted/sponsored throughout program year
 - Recurring funding awards in support of ongoing employment and training services

Desired Goals/Objectives Not Achieved

- Improve youth performance measures not withstanding those established by the U.S. Department of Labor
- Clients prompt access to employment and training services—still working to get better and better with services delivered within 5 days of enrollment
- Establish One-Stop Career Center Affiliate Sites in the following locations: Boulder City, Henderson, Pahrump, and Mesquite (2016)

Future Desired Goals/Objectives

- Improve Committees, Board and Local Elected Officials agendas flow and action resolution process
- Expand One-Stop Delivery System with additional One-Stop Career Centers throughout Workforce Development Area—by 2020
- Established two-generation strategy in partnership local partnering agencies



Executive Director's Annual Performance Report

July 12, 2016

1 Executive Director's Summary

B Governor's Designation as Local Workforce Development Area

ONE HUNDRED ONE NORTH CARSON STREET
CARSON CITY, NEVADA 89701
OFFICE: (775) 684-5670
FAX NO.: (775) 684-5683



555 EAST WASHINGTON AVENUE, SUITE 5100
LAS VEGAS, NEVADA 89101
OFFICE: (702) 486-2500
FAX NO.: (702) 486-2505

Office of the Governor

September 14, 2015

Lawrence Weekly
Clark County Commissioner and Workforce Connections Local Elected Official Chair
c/o Workforce Connections Council
6330 W. Charleston Blvd. #150
Las Vegas, NV 89146

Dear Commissioner Weekly,

A handwritten signature in blue ink that reads "Lawrence".

I want to take this opportunity to applaud the achievements of the Workforce Connections Council continuing to successfully administer the provisions of the Workforce Investment Act (1998) in northern Nevada.

Pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), Title I, Chapter 2, Sec. 106(b)(2), and upon recommendation made by the Governor's Workforce Development Board, I hereby approve the initial designation of the following counties as a local workforce development area within the State of Nevada: Clark, Esmeralda, Lincoln, Nye, Boulder City, Henderson, Las Vegas, and North Las Vegas. Furthermore, I hereby approve the initial designation of **Workforce Connections** to serve in its current capacity as the administrative entity for the local workforce development board.

I wish you and your Council continuing success in the development and facilitation of employment and training activities in the state of Nevada.

Sincere regards,

A handwritten signature in blue ink that reads "Brian Sandoval".

BRIAN SANDOVAL
Governor

cc: Ardell Galbreath, Executive Director, Workforce Connections
Don Soderberg, Director, Department of Employment, Training and Rehabilitation (DETR)
Dennis A. Perea, Deputy Director, DETR
Kristine Nelson, Asst. to the Director, DETR
Lynn Castro, Executive Assistant, DETR (file)
Renee Olson, Administrator, Employment Security Division, DETR
Lynda Parven, Deputy Administrator, Employment Security Division, DETR
Grant Nielson, Chief, Workforce Investment Support Services, DETR



workforce CONNECTIONS

PEOPLE. PARTNERSHIPS. POSSIBILITIES.

Connecting Employers to a Ready Workforce

Executive Director's Annual Performance Report

July 12, 2016

1 Executive Director's Summary

C Secretary Hillary Clinton's Youthbuild Visit

PRESIDENTIAL CANDIDATES TALK WITH YOUTHBUILD STUDENTS

Friday, February 26, 2016



Several Presidential candidates recently visited YouthBuild programs and took time to talk to the students. On a recent Friday afternoon, Hillary Clinton visited the Las Vegas YouthBuild program and spoke with about 15 current students. This visit followed the release a few days earlier of her proposal to address the issues facing low-income communities, which included a commitment to "scale up proven solutions like the [Department of Labor's YouthBuild program](#) to engage these young individuals in education, training, and community service opportunities; help break the cycle of poverty and reduce recidivism; and put them on a path towards productive employment."





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1 Executive Director's Summary

D 2015 Business Excellence Award – Pacesetter
Las Vegas Metro Chamber of Commerce



Business Excellence AWARDS

LUNCHEON

Celebrate the
**CULTIVATORS,
 TRAILBLAZERS,
 GROUNDBREAKERS,
 INNOVATORS
 AND PACSETERS!**

THURSDAY, OCTOBER 8

11:30 a.m. – 1:00 p.m. | Aria Resort & Casino
 To purchase your seats or table, visit
LVChamber.com or call 702.641.5822.

Exclusive Sponsor:




OCTOBER 2015

Celebrate!



CUSTOMER SERVICE EXCELLENCE

Friday, November 13
 11:30 a.m. – 1:00 p.m.
 The Orleans Hotel & Casino
 \$45 per person
 \$450 for a table of 10

JOIN THE CELEBRATION
 AT LVCHAMBER.COM




PACESETTERS

Leadership, Foresight, Guidance, Originality, Empowerment

Americana Safety - A veteran-owned business, Americana Safety began as a one-man safety consulting firm. Since its inception, it has grown to more than 26 associates, with office locations in 15 states and London. Under a distinctive consulting model, the company has brought together health, safety and engineering professionals from different specialty areas to give clients a wealth of resources to protect the welfare of their business and employees. Americana Safety also has a software division that was specifically developed to provide public and private clients with required safety plans, programs and employee training courses to ensure regulatory compliance. Its programs and consultations have resulted in their clients reducing workers' compensation costs and liabilities, as well as protecting employees and their business investment and ensuring compliance and a safer workplace culture. For more information, visit americanasafety.com or call 702.837.8540.

Applied Analysis - Applied Analysis has worked on some of the most high-profile research and analysis projects in the region, including those affecting growth, taxes, water, energy, health care and economic development. The company recently launched MyResearcher.com, a web-based data tracking and reporting application that provides users with access to more than 1.8 million economic, fiscal, social and environmental indicators. The platform now powers the City of Las Vegas and Governor's Office of Economic Development data portals. Applied Analysis recently entered into a memorandum of understanding with UNLV to use MyResearcher as the foundational technology for the new Community Applied Research Data and Analysis lab. Powered by an eclectic group of researchers, econometricians, writers and designers, the team reflects the diversity of the community and locally-grown talent, including its two principals, Brian Gordon and Jeremy Aguero. For more information, visit appliedanalysis.com or call 702.967.3333.

Café Rio Mexican Grill - Café Rio Mexican Grill is a fixture in the fresh, fast casual food movement. In each of their several locations in the Las Vegas Valley, there are no freezers and no microwaves. Avocados are hand scooped and more than 1,000 limes are hand squeezed every day. Tortillas are prepared fresh as guests enter and signature sauces are made in house by employees. Nothing is premade. Since arriving in Las Vegas, Café Rio has expanded to nine locations throughout the Valley, and gives back to the community through the No Kid Hungry initiative and in different projects throughout Southern Nevada. For more information, visit caferio.com.

Skyworks Aerial Systems - Taking the grand prize at the 2014 Southern Nevada Business Plan Competition, Skyworks Aerial Systems has been building momentum with products and technology that solve real-world problems through the use of unmanned aerial systems in educational, research and commercial applications. The company has tackled issues from detecting hazardous materials to creating new theatrical elements for entertainment shows. In addition, its "Become a Dronesmith" initiative embraces the use of project-based learning to foster local STEAM (science, technology, engineering, art and mathematics) education. Over the course of the past year, the team has visited nearly 20 schools and volunteered more than 300 hours of hands-on, skill-building lectures and workshops providing quality community service to local STEAM programs. For more information, visit skyworksas.com or call 844.SKYWORKS

Workforce Connections - Workforce Connections helps job seekers receive industry-relevant training and provides assistance for disadvantaged youth to reengage in their education and prepare for post-secondary activity. Some of its most recent initiatives include the One-Stop Career Center, which served 10,000 customers in its first year of operation and implemented green building features, and the Mobile One-Stop, which repurposed a 15-passenger bus by replacing seats with office spaces equipped with laptops, printers and WiFi to increase access to job seeking materials and training. Workforce Connections also introduced the Green Mobile, a repurposed airport commissary truck that focused on interactive STEM (science, technology, engineering and math) activities for students. Several green initiatives, including paperless records and clean energy workshops, are also part of its programming. For more information, visit nvworkforceconnections.org or call 702.638.8750.

United States Senator Harry Reid

Certificate of Commendation

presented to

Workforce Connections
Pacesetters Award

To commemorate the very special occasion of being honored by the Las Vegas Metro Chamber of Commerce at their 2015 Business in Excellence Awards.

Congratulations!

October 8, 2015

Date



Harry Reid
United States Senator



SENATORIAL RECOGNITION

PRESENTED TO

Workforce Connections *Pacesetter*

*In honor of receiving a Business Excellence Award
from the Las Vegas Metro Chamber of Commerce;
with appreciation for your commitment to the
economic stability and quality of life in the
southern Nevada community*

OCTOBER 6, 2015
DATE

A handwritten signature in blue ink, appearing to read "Dean Heller".

DEAN HELLER
UNITED STATES SENATOR



Executive Director's Annual Performance Report

July 12, 2016

1 Executive Director's Summary

**# E Las Vegas Metropolitan Police Department (LVMPD) –
Official Community Partner**



Ardell Galbreth
Workforce Connection
6330 West Charleston Boulevard 130
Las Vegas, NV 89146

Dear Participant,

The Las Vegas Metropolitan Police Department would like to thank you for sharing your time with our new officers and showing them your community.

As we continue to build positive relationships with other law enforcement agencies, various businesses, and the public, opportunities like these are important in maintaining our five goals, which are represented by the acronym LVMPD.

LEAD through empowerment and accountability.
VALUE our employees and those we serve.
MAXIMIZE trust, transparency and communication.
PROTECT the public through education, innovation and enforcement.
DEVELOP and enhance community relationships.

Thank you again for taking the time to help us further our goals and enrich our people.

Sincerely,

A handwritten signature in black ink, appearing to read "V. Postell".

Officer Vince Postell
Las Vegas Metropolitan Police Department
Field Training Coordinator
Office: 702-828-4570
Mobile: 702-250-6759



Las Vegas Metropolitan Police Community Event





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1 Executive Director's Summary

F Executive Leadership Presentations and Appointments

1 Two-Generation Strategies Presentation to
National Governor's Association Two-
Generation State Policy Forum



Gary R. Herbert
Governor of Utah
Chair

Terry McAuliffe
Governor of Virginia
Vice Chair

Scott D. Pattison
Executive Director/CEO

March 30, 2016

Ardell Galbreth
Workforce Connections
6330 West Charleston Blvd., Ste. 150
Las Vegas, Nevada 89146

Dear Mr. Galbreth:

Thank you for speaking at NGA's Two-Generation State Policy Forum in Salt Lake City, Utah. Your presentation was very well received! The information you provided was both interesting and timely and we know that participants left the meeting with ideas for new strategies and policies to pursue in their states.

We hope that you had the opportunity to connect with some of the state participants, as well as other speakers, and that you will consider participating in future meetings to continue the discussion.

Thank you again for taking the time to travel to Salt Lake City to speak at our meeting.

Sincerely,

Sharon McGroder
Program Director, Human Services



Two-Generation State Policy Forum
National Governors Association Center for Best Practices

Agenda

March 14-16, 2016



The Grand America Hotel
 555 South Main Street
 Salt Lake City, Utah

Meeting Objectives

- Raise awareness among senior state leaders of the potential for supporting low-income families through “two-generation” policy efforts.
- Highlight current state policy efforts and opportunities to advance a two-generation approach.
- Help states take initial steps towards two-generation state policy.

Day One: Raising Awareness and Sharing Ideas

Monday, March 14, 2016	
7:00am—5:00pm	REGISTRATION <i>Grand Ballroom C Reception Area (1st Floor)</i>
7:00am—8:00am	BREAKFAST <i>Venezia (1st Floor)</i>
8:00am—8:15am	INTRODUCTIONS AND GOALS FOR THE MEETING <i>Grand Ballroom C (1st Floor)</i>
8:15am—9:15am	OPENING PLENARY

Monday, March 14, 2016

WHY TWO-GENERATION STRATEGIES FOR LOW-INCOME FAMILIES?

Grand Ballroom C (1st Floor)

The complexity of issues facing low-income families requires a collective approach that recognizes the needs of both parents and children. Presenters will discuss the necessity of collaborative approaches to addressing the educational, employment, health and human services needs of low-income families and describe the potential of “two-generation” programs, policies and practices for meeting those needs.

Moderator: Sharon McGroder, Program Director for Human Services, NGA Center for Best Practices

Speakers

- Anne Mosle, Vice President and Executive Director of Ascend, Aspen Institute
- Richard Laine, Education Division Director, NGA Center for Best Practices

9:15am—10:30am

WHAT DOES TWO-GENERATION STATE POLICY LOOK LIKE?

Grand Ballroom C (1st Floor)

This session will focus on how state leaders can design and better align policies for low-income families. State policymakers will describe their two-generation policy efforts and share their experiences regarding successes, challenges, and lessons learned, followed by a moderated panel discussions and audience Q&A.

Moderator: Anne Mosle, Aspen Institute

Presenters:

- Jon Pierpont, Executive Director, Utah Department of Workforce Services; Chair of Intergenerational Welfare Reform Commission
- Reggie Bicha, Executive Director, Colorado Department of Human Services
- Roderick Bremby, Commissioner, Connecticut Department of Social Services
- Raquel Hatter, Commissioner, Tennessee Department of Human Services

10:30am—10:45am
Grand Ballroom C Reception Area

BREAK

10:45am—noon

CURRENT FEDERAL POLICY OPPORTUNITIES FOR ADVANCING STATES’ TWO-GENERATION WORK

Grand Ballroom C (1st Floor)

Recent changes in federal law, regulations and policy guidance—as well as current flexibilities—provide states with an opportunity to think strategically about how to meet the economic, educational and health needs of low-income parents and their children. Presenters will describe two-generation opportunities in the Temporary Assistance for Needy Families (TANF) program; Health Profession Opportunity Grants (HPOG); Community Services Block Grant (CSBG); Workforce Innovation and Opportunity Act (WIOA); Child Care and Development Block Grant Act (CCDBG); Every Student Succeeds Act (ESSA) Head Start; Medicaid and the Affordable Care Act.

Moderator: Sharon McGroder, NGA Center for Best Practices

Presenters:

- Nisha Patel, Director of the Office of Family Assistance, U.S. Department of Health and Human Services, Administration for Children and Families
- Hannah Matthews, Director of Early Care and Education Program, Center for Law and Social Policy

- Martin Simon, Director of Economic, Human Services and Workforce Division, NGA Center for Best Practices
- Akeitsa Coleman, Senior Policy Analyst, NGA Center for Best Practices
- Richard Laine, Education Division Director, NGA Center for Best Practices

LUNCH

12:00pm—1:00pm
Venezia (1st Floor)

TEAM TIME #1

After a brief overview to the full group on the goals and structure of team time, state teams will meet individually to share take-aways from the morning sessions. Teams will also engage in a facilitated exercise that will help them begin to develop a two-generation policy action plan for their states.

1:00pm—2:15pm
Grand Ballroom C (1st Floor)

BREAK

2:15pm—2:30pm
Outside Breakout Rooms on 3rd Floor

TWO-GENERATION AFFINITY GROUPS

These interactive breakout sessions will allow attendees to participate in smaller group discussions of two-generation policy opportunities and challenges in specific policy areas, featuring lead discussants who can provide examples from their work.

2:30pm—3:30pm
3rd Floor Breakout Rooms

Workforce Development and Two-Gen

Participants will join workforce development experts to identify partnership opportunities around workforce development and postsecondary education at the state and local levels, as well as opportunities to infuse a two-generation perspective into these adult-focused systems. Participants will also explore how they can leverage the Workforce Innovation and Opportunity Act to better collaborate across the education and employment systems.

Vienna (3rd Floor)

Discussion Leaders:

- Meghan Wills, Senior Policy Analyst, NGA Center for Best Practices
- Karla Aguirre, Director of Workforce Development, Utah Department of Workforce Services
- Steven Dow, Executive Director, CAP Tulsa
- Ardell Galbreth, Executive Director of Workforce Connections, Nevada Department of Employment, Training and Rehabilitation

Early Care and Education as a Two-Gen Lever

During this session, participants and leaders in the field of early care and education will discuss policy efforts to apply a two-generation approach to existing early childhood programming. Participants will also explore how they can leverage ESSA and CCDBG to better collaborate across the early care and employment systems.

Riviera (3rd Floor)

Discussion Leaders:

- Sara Mickelson, Policy Analyst, NGA Center for Best Practices
- Hannah Matthews, Center for Law and Social Policy
- Tracy Gruber, Director of the Office of Child Care, Utah Department of Workforce Services

- Vincent Costanza, Executive Director of the Race to the Top-Early Learning Challenge and the Director of the Office of Primary Education, New Jersey Department of Education

Parent and Child Health, and Two-Gen

This discussion will focus on two-generation policy opportunities in the health area, including how policymakers can leverage the Affordable Care Act to provide more integrated health and mental health services to family members.

Milano (3rd Floor)

Discussion Leaders:

- Akeitsa Coleman, Senior Policy Analyst, NGA Center for Best Practices
- Danette Wong Tomiyasu, Deputy Director of the Health Resources Administration, Hawaii Department of Health
- Carol Maloney, Director of Systems Integration/Integrating Family Services, Vermont Agency of Human Services

Two-Gen Approaches in Human Services

This discussion will focus on opportunities to better meet the multiple needs of whole families. Panelists will share innovative two-generation strategies for addressing families' housing, financial literacy, mental health and disability needs and for providing comprehensive services to children and families involved in the child welfare and juvenile justice systems.

Andobon (3rd Floor)

Discussion Leaders:

- Alexandra Cawthorne, Senior Policy Analyst, NGA Center for Best Practices
- Ann Silverberg Williamson, Executive Director, Utah Department of Human Services
- Mary Dupont, Director of Financial Empowerment, State of Delaware
- Angus Chaney, Chair of the Vermont Council on Homelessness and Director of Housing, Vermont Agency of Human Services

BREAK

3:30pm—3:45pm
Outside Milano (3rd Floor)

TEAM TIME #2

State teams will meet individually again to share reflections with team members on what they heard in the affinity groups and to continue work on their two-generation policy action plans.

3:45pm—4:45pm
Grand Ballroom C (1st Floor)

OPEN DISCUSSION

Policy Forum participants will reconvene for an open discussion of take-aways from the day. Participants will have an opportunity to explore emerging ideas for how to infuse a two-generation perspective into existing policy and practice and how to leverage new laws and other opportunities for adopting two-generation approaches to serving low-income families.

4:45pm—5:15pm
Grand Ballroom C (1st Floor)

Moderator: Sharon McGroder, NGA Center for Best Practices

WRAP UP

5:15pm
Grand Ballroom C



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2 CCSD School-Community Partnership Program

BOARD OF SCHOOL TRUSTEES

Dr. Linda E. Young, President
Chris Garvey, Vice President
Deanna L. Wright, Clerk
Kevin L. Child, Member
Erin E. Cranor, Member
Carolyn Edwards, Member
Patrice Tew, Member

Pat Skorkowsky, Superintendent

August 5, 2015

Workforce CONNECTIONS

Ardell Galbraith
6330 W Charleston Blvd
Las Vegas, NV 89146

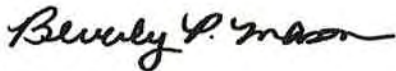
Dear Ardell Galbraith:

Thank you for your commitment and dedication to the students in the Clark County School District for the 2014-2015 school year. Enclosed is a certificate to express our gratitude.

As we begin a new school year, your support is necessary to accomplish the goals of the district's *Pledge of Achievement*. Please mark your calendar for October 27, 2015, for our annual Partnership Recognition Breakfast. The theme is *Pledge to Make the Difference*. You are the difference that will ensure our success.

Thank you for making the difference in our children's lives and impacting our future and community.

Sincerely,

A handwritten signature in black ink that reads "Beverly P. Mason".

Beverly Mason
Director, School-Community Partnership Program



Pledge of
ACHIEVEMENT

SCHOOL-COMMUNITY PARTNERSHIP PROGRAM
COMMUNITY & GOVERNMENT RELATIONS

CERTIFICATE *of* RECOGNITION

PRESENTED TO

Ardell Galbraith

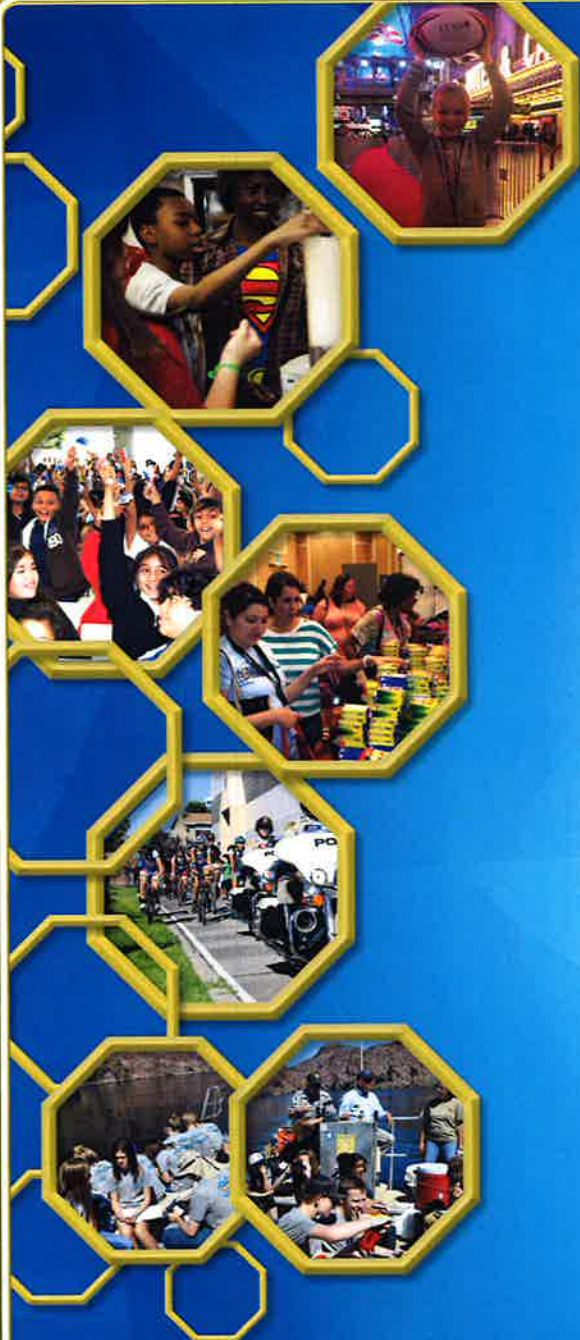
*In appreciation for your contributions and dedicated service to the
students in the Clark County School District.*

2014 – 2015

CCSD
CLARK COUNTY
SCHOOL DISTRICT

Beverly P. Mason

Beverly Mason, Director



Executive Director's Annual Performance Report

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3 Quality Job Growth and Business Expansion
Financing Round Table

March 24, 2016

Ardell Galbreth
Executive Director
Workforce Connections
6330 West Charleston Boulevard, Suite 150
Las Vegas, NV 89146

Dear Mr. Galbreth,

On behalf of the *Federal Home Loan Bank of San Francisco* ("**Bank**") I would like to thank you for joining us and the Aspen Institute as a participant at our Quality Job Growth and Business Expansion Financing Roundtable in Las Vegas. This initial roundtable has greatly assisted the Bank in identifying factors that will be included in the Bank's \$40 million funding initiative.

As you may recall from the introduction, the five roundtable events will take place in the three-state region the Bank serves: Arizona, California, and Nevada, in addition, a white paper, prepared by the Aspen Institute, will be developed that will serve as the basis for the Bank's giving initiative. Once all the data and information gathered through the five roundtables are analyzed and the white paper is complete, we will send a copy to you. In the meantime, should you have any questions about the process feel free to contact Kevin Blackburn at 415.616.2572 or via email at blackbur@fhlbsf.com.

Sincerely,



Lawrence H. Parks
Senior Vice President
Legislative and External Affairs

Executive Director's Annual Performance Report

July 12, 2016

2 Policies Implemented

- # A Organization Structure Changes
- # B Succession Plan for Agency's Continuity
- # C New and Revised Policies in the area of Financial Oversight and Programmatic Service Delivery



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2 Policies Implemented

A Organization Structure Changes

PROGRAM DESIGN & DELIVERY OVERSIGHT

Ardell Galbreth
Executive Director

INTERNAL SUPPORT & ADMINISTRATION

Kenadie Richardson
Director, Business Engagement
& Communications

Ricardo Villalobos
Director, Workforce
Development Programs

Jaime Cruz
Chief Strategy Officer

Jim Kostecki
Chief Financial Officer

Byron Goynes
Business Specialist II

Vacant
Program Manager

Jeannie Kuennen
Sr. Prog. Mgr. ADW/Youth

Brett Miller
Manager, Strat.Planning & Analysis

Kelly Ford
Administrative Manager

Jim Valade
Financial Analyst II

LeRoy Bilal
Business Specialist II

Shawonda Nance
Program Manager

Debra Collins
Program Manager

Emilio Pias
Sr. Analyst, Quality Assurance

Dianne Tracy
Administrative Assistant III

Faith Cannella
Sr. Financial Analyst II

Shawna Rice
Business Specialist II

Jennifer Padilla
Program Manager

Stacey Bostwick
Program Manager

Carol Polke
Program Specialist II

Suzanne Potter
Board Administrator

Vicky Lara
Accounting Support Clerk I

Celia Rouse
Project Administrator II

Wilson Ramos
Program Specialist I

Norma Fernandez
One Stop System Liaison

Jeramey Pickett
Program Specialist II

Chris Shaw
IT Systems Supervisor

MaryAnn Avendano
Sr. Financial Analyst II

Personnel working on
Business Engagement

Tawuana Carroll
Program Specialist I

Jeff Marsh
Data Quality Administrator

Alex Cisneros
Facilities Maintenance Tech.

Tom Dang
Lead IT Sys. Analyst

Melodye Stok
Accounting Technician

Scott Bartels
Construction Trainer

Personnel working on
Strategic Initiatives

Lauren Coleman
Tech. Support Analyst

Ex-Officio Sector Council
Members

Vacant
Tech. Support Analyst

Jan Pieri
H.R. Consultant

Carol Turner
Fiscal Consultant

Name
Position

Dotted line represents reporting structure when performing secondary job functions like strategic initiatives, business engagement, etc.

Name
Position

Rectangles with double lines are non-staff consultants available to all staff for Human Resources, Fiscal, Policy needs, etc.



Executive Director's Annual Performance Report

July 12, 2016

2 Policies Implemented

B Succession Plan for Agency's Continuity

**Workforce Connections
Line of Succession
Effective: November 1, 2015**

The purpose of Workforce Connections' Line of Succession is to aid in ensuring the agency's continuity of employment and training services with effective oversight without disruption.

I have identified individuals who I believe have the potential to make key business decisions in the best interest of Workforce Connections and not themselves.

In addition to identifying key selected leaders, such individuals are expected to receive the necessary training and support that prepare them to better understand the agency's mission and role within our workforce community. The selected individuals may be called upon to make critical decisions that provide stability to Workforce Connections' operation. This is the type of leadership Workforce Connections cannot afford to lose.

As the agency's executive director and chief staff officer, I have aligned the following positions and staff succession in the following order:

1. Chief Strategy Officer - Jaime Cruz
Office: (702) 636-2308 Cell: (702) 575-8945
2. Director, Workforce Development Programs - Ricardo Villalobos
Office: (702) 636-2322 Cell: (702) 772-1550
3. Manager, Financial Services – Jim Kostecki
Office: (702) 636-2335 Cell: (702) 858-6131
4. Director, Business Engagement & Communications – Kenadie Cobbin Richardson
Office: (702) 822-4207 Cell: (702) 343-3132

Please note that this line of succession does by no means depicts or identifies my successor as executive director or any other successor to a position within Workforce Connections. Appointment of the executive director is the responsibility of the chief local elected officials.

I can be reached at (702) 636-2337 or via Cell (702) 286-7639. If for whatever reason I am not available to respond to decision making opportunities on behalf of Workforce Connections, I have full confidence that the selected individuals will be equipped to respond with creditable support to the agency.



Ardel Galbreth
Executive Director

Executive Director's Annual Performance Report

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2 Policies Implemented

- # C New and Revised Policies in the Area of Financial Oversight and Programmatic Service Delivery

August 2015	Admin-010-07	Procurement – Acquisition	August 2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Inclusion of requisite “Written Prior Approval” Page-8 Item III (D)						
Sept 2015	Admin-010-05	Award & Recognition Program	Sept 2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Addition of new award category: Staff member – Longevity recognition.						
Oct - 2015	ADW-030-01	Eligibility for WIA Title I services	Nov - 2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Revised and implemented livable wage rate.						
Nov – 2015	Admin-010-05	Award and Recognition Program	Nov – 2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Addition of five (5) new categories: Workforce Development Champion Award, Workforce Development Innovation Award, Workforce Development Distinguished Service Award, Employer of the Year Award, Workforce Development One-Stop Affiliate Site Award.						
Apr – 2016	Admin-010-01	WIOA Administrative Standards	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: This policy includes and implements the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
Date	Number	Policy	Effective Date	Support Paperwork	Review/Updates by	Authorization
Apr-2016	Admin-010-02	Sanctions and Resolutions for non-compliance	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Revised policy in its entirety; Revision of compliance requirements; and Inclusion of new provisions and citations consistent with the new law. WIOA – 2 CFR Part 200						

Workforce Connections – Quality Assurance – Policy Revisions/Updates

Apr-2016	Admin-010-03	Compliance Assurance Reviews	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: This policy includes and implements the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations. The changes consist of: Revised policy in its entirety/inclusion of “Appeals” procedure (new); Revision of compliance requirements; and Inclusion of new provisions and citations consistent with the new law.						
Apr-2016	Admin-010-04	Record Retention	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: The revisions/updates consist of: Revised policy in its entirety; Revision of compliance requirements; and Inclusion of new provisions and citations consistent with the new law.						
Apr-2016	Admin-010-05	System Award recognition	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: The revisions/updates consist of: Revised policy in its entirety (formatting); Revision of compliance requirements; and Inclusion of new background to reflect alignment with Local Workforce Development Board (LWDB) “Four-Year Local Plan						
Apr-2016	Admin-010-07	Contract Closeout	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: This policy includes and implements the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
Apr-2016	Admin-010-08	Procurement Protest Standards	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: This policy provide guidance and set forth guidelines and procedures that govern the treatment, handling and resolution of protests in connection with WC procurement actions.						
Date	Number	Policy	Effective Date	Support Paperwork	Review/Updates by	Authorization
Apr-2016	Admin-010-09	Audit Process	04-25-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Provide guidance and set forth the standards with respect to audit requirements, audit resolution, and debt collection.						



May-2016	GEN-010-01	EO & Grievance Process	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implement the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
May-2016	GEN-010-02	Incident Reporting	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implement the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
May-2016	GEN-010-03	Credential Certificate	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implement the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
May-2016	GEN-010-04	Change of Service Provider	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implement the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
May-2016	GEN-010-05	Relocation Assistance	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implement the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
Date	Number	Policy	Effective Date	Support Paperwork	Review/Updates by	Authorization
May-2016	GEN-010-06	ETPL	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implement the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations. Initial Eligibility, Subsequent Eligibility.						

Workforce Connections – Quality Assurance – Policy Revisions/Updates

May-2016	GEN-010-07	Data Recording and Management	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implements the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations. Removed from “Services and Activities” category now on General.						
May-2016	GEN-010-08	ITAS	05-04-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Includes and implement the provisions that affect programs, services or activities carried out under Title I of WIOA and its associated regulations.						
May-2016	GEN-010-08	ITAs	05-12-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Updated requirements with respect to the provision of ITAs for OSY.						
May-2016	Admin-010-06	Procurement – Acquisition	07-01-16	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Provides guidance with respect to methods for the procurement of goods and services. Implementation of requirements under 2 CFR Part 200.						

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- # 3 Techniques and Methods Employed to Assist Service Providers**
 - # A Secured and Provided Staff and Service Providers Administrative and Financial Management Training including Procurement**
 - ResCare RAYS Quality Customer Service Training (ResCare)
 - True Colors Professional Development Training
 - National Association of Workforce Boards (NAWB) 2016 Conference Washington DC
 - National Assoc. of Job Training Assistance (NAJA) 2016 Conference Las Vegas
 - Natl Council of La Raza Workforce Development Forum
 - Marijuana and Workplace Challenges
 - # B Secured and Provided RFP 101 Training for Potential and Existing Service Providers**
 - # C Met or Exceeded All Established Performance Measures (WIOA Formula Funds, AARP and Youthbuild)**

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3 Techniques and Methods Employed to Assist Service Providers

- # A Secured and Provided Staff and Service Providers Administrative and Financial Management Training including Procurement
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 - True Colors Professional Development Training
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 - Natl Council of La Raza Workforce Development Forum
 - Marijuana and Workplace Challenges

ResCare RAYS Customer Service Training (for WC Staff)

Accomplishing our Mission Through ResCare's At Your Service (RAYS) Program

November 2015

- Objectives
 - What we learned from Disney
 - How to deliver our Common Purpose when providing services to Job Seekers, Employers and Funding and Internal Customers
 - Executive of Common Purpose through Quality Standards
 - RAYS Certification Process
- Training Agenda
 - Delivering the RAYS Program
 - Setting the Stage: Presentation and Image
 - Assisting Customers to Meet Individual Needs
 - Service Recovery: When Things Go Wrong
 - Graduation
 - Overview of RAYS Certification Process

Discover your True Colors spectrum and dynamic keys to unlocking your success! With the help of the True Colors personality process, you will begin to see yourself and others in a new light, and learn to improve relationships that will lead to new successes at home. . . at work. . . in life.



The True Colors symbol, a profile of faces in the four colors, represents an individual's pathway to self esteem and confidence. The symbol exemplifies the True Colors individual – one who strives for excellence; one who demonstrates a positive state of mind; one who values the differences in others; and one who participates in improving the quality of life for every individual.

In the pages that follow, you will find the keys to unlocking your full True Colors spectrum. By applying your True Colors spectrum, you can expect to enjoy greater success and satisfaction at home ...at work... and in life!

THE FORUM 2016



TECHNOLOGY
COMMUNITY
TRANSFORMATION

MARCH 12TH - 15TH // WASHINGTON HILTON

PRESENTED BY:
THE NATIONAL ASSOCIATION OF WORKFORCE BOARDS

Welcome to The Forum 2016! On behalf of the NAWB Board and our staff, we're excited and appreciative that you have made the investment of your time, resources, and energy to join us here in Washington for what has become the premier event for the workforce development industry. The past year has been one of both dynamic change and gradual evolution in the workforce system, as we take steps to implement the Workforce Innovation & Opportunity Act (WIOA). WIOA requires that we redefine the workforce system as a cornerstone of economic prosperity and global competitiveness. This is only accomplished through reexamination of what we know about the role that workforce development plays in our regional economies, our relationships, and our efforts to grow.

The Forum 2016 engages and prepares workforce, education and economic development stakeholders to embrace **technology**, **community**, and **transformation** in addressing the needs of businesses, career seekers, and local economies to build the competitive capacity of their regions. The Forum embraces a vision for workforce development as: an engine for economic prosperity; an investment in our future; a network that powers competitive growth; a relationship between the workplace and the worker; and a commitment to provide the skilled talent businesses need to thrive.

THE FORUM 2016 PROGRAMMING

The Forum 2016 program focuses on the tools and strategies needed to implement WIOA successfully. We start with keynote addresses that help us examine the future at a macro and micro level so that we can better understand the trends that will impact our communities and develop our own visions of how workforce development will need to respond. On Sunday, Industry Briefings and a series of technology workshops address the ways that advances in technology and human capital development are reshaping the world of work. Forum Collaborative Sessions explore the shared responsibilities workforce boards and their partners in education, economic development, business/industry, and communities have to move beyond programmatic emphasis to impact and effect real change in their regions.

On Monday, a panel discussion with policy-makers within the Department of Labor provides guidance and