

REVISED

WORKFORCE CONNECTIONS

BOARD AGENDA

Tuesday, August 23, 2016

10:00 a.m.

Rosalie Boulware Conference Room

6330 W. Charleston Blvd., Suite 150

Las Vegas, Nevada 89146

Voice Stream Link: <http://www.nvworkforceconnections.org/mis/listen.php>

This agenda has been properly noticed and posted in the following locations:

City of Las Vegas, 495 S. Main St., Las Vegas, NV
City of North Las Vegas, 2250 N. Las Vegas Blvd., North Las Vegas, NV
Clark County Clerk's Office, 500 S. Grand Central Pkwy., Las Vegas, NV
Esmeralda County Courthouse, 233 Crook Street, Goldfield, NV
Henderson City Hall, 240 Water St., Henderson, NV
Boulder City (City Hall) 401 California Ave., Boulder City, NV
Workforce Connections, 6330 W. Charleston Blvd., Ste. 150, Las Vegas, NV
Nevada JobConnect, 3405 S. Maryland Pkwy., Las Vegas, NV
Lincoln County Courthouse, 181 Main St., Pioche, NV
Nye County School District, 484 S. West St., Pahrump, NV
Pahrump Chamber of Commerce, 1302 S. Highway 160, Pahrump, NV

This Agenda is also available at www.nvworkforceconnections.org

COMMENTARY BY THE GENERAL PUBLIC

The Board complies with Nevada's Open Meeting Law, by taking Public Comment at the beginning of the meeting prior to the Board approving the Agenda and before any other action is taken, and again before the adjournment of the meeting.

As required by Nevada's Open Meeting Law, the Board may only consider items posted on the agenda. Should you wish to speak on any agenda item or comment on any other matter during the Public Comment Session of the agenda; we respectfully request that you observe the following:

1. Please state your name and home address for the record
2. In fairness to others, groups or organizations are requested to designate one spokesperson
3. In the interest of time, please limit your comments to three (3) minutes. You are encouraged to give brief, non-repetitive statements to insure that all relevant information is presented.

It is the intent of the Board to give all citizens an opportunity to be heard. Welcome to our meeting.

Copies of non-confidential supporting materials provided to the Board are available upon request. Request for such supporting materials should be made to Suzanne Benson at (702) 636-2300 or sbenson@snvwc.org. Such supporting materials are available at the front desk of Workforce Connections, 6330 W. Charleston Blvd., Ste. 150, Las Vegas, NV, 89146, and are available online at www.nvworkforceconnections.org.

Auxiliary aids and services are available upon request to individuals with disabilities by notifying Dianne Tracy in writing at 6330 W. Charleston Blvd., Ste. 150, Las Vegas, NV 89146; or by calling (702) 638-8750; or by fax at (702) 638-8774. The TTY/TDD access number is (800) 326-6868 / Nevada Relay 711. A sign language interpreter may also be made available with twenty-four (24) hours advance notice. An Equal Opportunity Employer/Program.

NOTE: MATTERS IN THIS AGENDA MAY BE TAKEN OUT OF ORDER.

Board Members: Bart Patterson, Bill Regenhardt, Brad Deeds, Charles C. Perry, John “Jack” Martin (Vice Chair), Janice John, Jerrie E. Merritt, Kenneth C. Evans, Leo Bleznitsky, Liberty Leavitt, Lou DeSalvio, Louis Loupias, Mark Keller, Marvin L. Gebers, Michael Gordon, Paul Brandt, Peter Guzman, Rebecca Henry, Renee L. Olson, Rob Mallery, Tobias Hoppe, Tommy Rowe, Valerie Murzl (Chair).

All items listed on this Agenda are for action by the Board unless otherwise noted. Action may consist of any of the following: approve, deny, condition, hold or table. Public Hearings may be declared open by the Chairperson, as required for any of the items on this Agenda designated for discussion or possible action or to provide direction and recommendations to Workforce Connections.

AGENDA

1. **CALL TO ORDER**, confirmation of posting, roll call and Pledge of Allegiance ~ *Valerie Murzl, Chair*
2. **FIRST PUBLIC COMMENT SESSION:** Members of the public may now comment on any matter posted on this Agenda, which is before this Board for consideration and action today. Please clearly state and spell your name and state your address for the record. Each public comment will be limited to three (3) minutes 6
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 - b. Status Update of Workforce Development System Continual Improvement Initiatives
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- 11. DISCUSSION AND POSSIBLE ACTION:** Accept Program Committee’s recommendation to enter into a sole-source contract with ResCare Workforce Services to deliver WIOA services in Boulder City and/or Laughlin, Nevada. Upon approval, ResCare Workforce Services will deliver WIOA services to adults and dislocated workers in an amount not to exceed \$180,000 and WIOA youth services in an amount not to exceed \$180,000. The total award amount shall not exceed \$360,000 for the first twelve (12) months. Upon approval by the WC Board and ratification by the Local Elected Officials Consortium, the contract period shall be October 1, 2016 through June 30, 2018..... 197
- 12. DISCUSSION AND POSSIBLE ACTION:** Accept Programs Committee’s recommendation to award and execute a no-cost extension for Nevada Partners, Inc. to ensure continuation of WIOA pre-apprenticeship activities to adults and dislocated workers. Upon approval by the WC Board and ratification by the Local Elected Officials Consortium, the current contract will be extended with a contract period of October 1, 2015 through December 31, 2016..... 213
- 13. DISCUSSION AND POSSIBLE ACTION:** Accept Programs Committee’s recommendation to award and execute a no-cost extension to Nevada Partners, Inc. to ensure continuation of WIOA pre-entry youth services at Department of Juvenile Justice System’s Spring Mountain Youth Camp. Upon approval by the WC Board and ratification by the Local Elected Officials Consortium, the current contract will be extended with a contract period of October 1, 2015 through December 31, 2016. 219
- 14. DISCUSSION AND POSSIBLE ACTION:** Accept Programs Committee’s recommendation to award and execute a no-cost extension for St. Jude’s Ranch for Children to ensure continuation of WIOA youth services in Boulder City and Laughlin, Nevada. Upon approval by the WC Board and ratification by the Local Elected Officials Consortium, the current contract will be extended with a contract period of July 1, 2015 through December 31, 2016. 227
- 15. DISCUSSION AND POSSIBLE ACTION:** Accept Programs Committee’s recommendation to release the following Request for Proposals (RFP) to deliver WIOA youth services for the following populations:..... 232
- a. WIOA Youth Services to Foster Care and Former Foster Care Youth with an amount not to exceed \$500,000
 - b. WIOA Youth Services Pilot in partnership with the Nevada Department of Employment, Training and Rehabilitation with an amount not to exceed \$200,000
- 16. INFORMATION:** Director’s Report ~ *Ricardo Villalobos, Director, Workforce Development Programs* 238
- a. WIOA Youth Services in the One-Stop Career Center
 - b. WIOA Youth Services in Henderson with work-based training focus
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c.	WIOA Expenditure Tracking Report – July 1, 2015 through May 31, 2016 Actuals vs. Expected Expenditures - Adult, Dislocated Worker and Youth	268
d.	Workforce Connections’ Professional Services Contracts. <i>(Please note: any pending contract presented for approval may be reviewed and examined in its entirety by any board member upon request).</i>	270
1.	Coverall Health Based Cleaning System Services & Supplies – This is the third amendment to the original contract which provides janitorial services at Workforce Connection’s main office and One-Stop Career Center. This amendment amount of \$45,000.00 represents the annual renewal of the contract and increases the maximum amount to \$168,412.00	
2.	CST Project Consulting – This is the second amendment to the original contract which provides fiscal consulting projects as needed to support Board staff. This amendment adds additional funds of \$54,000.00 for a not to exceed amount of \$299,160.00. The term remains the same. The contract is in the second year of a potential four year procurement.	
3.	Grant Management and Consulting Services (GMAC) – This is the initial contract (\$100,000.00) under a competitive procurement action to design, establish and execute a Workforce Development Practitioner Apprenticeship Program (WDPAP) for the Workforce Connections One-Stop delivery system.	
4.	Prism Global Management Group – This is the first amendment to the original contract which provides human resource services. This amendment represents the annual renewal of the contract and increases the maximum amount by \$72,000.00 to an amount not to exceed \$144,000.00.	

BUSINESS ENGAGEMENT UPDATE ~ Kenadie Cobbin Richardson, Director, Business Engagement & Communications

19. INFORMATION:	Business Engagement and Communications Reports	300
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b.	BEST Pre-Screening & Referral Stats Report	
c.	YTD Media Report	
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EXECUTIVE DIRECTOR’S UPDATE ~ Ardell Galbreth, Executive Director

20. DISCUSSION AND POSSIBLE ACTION: Accept and approve Executive Director’s Report..... 309

- a. Workforce Development Area – General Update
- b. Rural Counties Employment and Training Services
- c. Staff Development and Service Providers/Workforce Development Partners Training
- d. Highlighted Workforce Initiatives

21. INFORMATION: Board Member Comments 311

22. SECOND PUBLIC COMMENT SESSION: Members of the public may now comment on any matter or topic, which is relevant to or within the authority or jurisdiction of the Board. You may comment now even if you commented earlier, however, please do not simply repeat the same comment you previously made. Please clearly state and spell your name and state your address for the record. Each comment will be limited to three (3) minutes 312

23. Adjournment

Agenda item 2.

FIRST PUBLIC COMMENT:

Members of the public may now comment on any matter posted on this Agenda, which is before this Board for consideration and action today. Please clearly state and spell your name and state your address for the record. Each public comment will be limited to three (3) minutes

Agenda item 3. DISCUSSION AND POSSIBLE ACTION:

Approve the agenda with inclusions of any emergency items and deletion of any items

Agenda item 4. DISCUSSION AND POSSIBLE ACTION:

Approve Board minutes of June 28, 2016

WORKFORCE CONNECTIONS

BOARD MEETING MINUTES

June 28, 2016

10:00 a.m.

**Rosalie Boulware Conference Room
6330 W. Charleston Blvd., Suite 150
Las Vegas, NV 89146**

Members Present

Brad Deeds (phone)	Charles Perry	Janice John
Jerrie Merritt	Ken Evans	Liberty Leavitt
Lou DeSalvio	Louis Loupias (phone)	Mark Keller
Michael Gordon	Paul Brandt (phone)	Peter Guzman
Rebecca Henry	Rob Mallery	Tommy Rowe
Valerie Murzl		

Members Absent

Bart Patterson	Jack Martin	Leo Bletnitsky
Marvin Gebers	Renee Olson	Tobias Hoppe

Staff Present

Ardell Galbreth	Suzanne Benson	Ricardo Villalobos
Jaime Cruz	Jim Kostecki	Kenadie Cobbin Richardson

Others Present

Madelin Arazoza, The Salvation Army	Stephanie Garabedian, Parker Nelson Associates
Natalie Brown, client, The Salvation Army	Doug Coombs, Olive Crest
Gina Garcia, Goodwill of Southern Nevada	Jennifer Casey, Foundation for an Independent Tomorrow
Amy Licht, Olive Crest	Janet Blumen, Foundation for an Independent Tomorrow
Denise Gee, HELP of Southern Nevada	Lynn Hoffman, ResCare Workforce Services/OSCC
Bradley Williams, ResCare Workforce Services	Anthony Gilyard, Foundation for an Independent Tomorrow
Anita Yang, ResCare Workforce Services	Joenni Garcia, Foundation for an Independent Tomorrow
LaNan Pasion, Easter Seals Nevada	Trnee Stephenson, Easter Seals Nevada
Douglas Patton, Easter Seals Nevada	John Collins, Nevada Department of Corrections
Monica Ford, Nevada Partners, Inc.	Bonita Fahy, Southern NV Regional Housing Authority
Dr. Tiffany Tyler, Nevada Partners, Inc.	Janice M. Rael, Nevada Partners, Inc.
Brittany Gray, Nevada Partners, Inc.	Terri Conway, Goodwill of Southern Nevada
Cpt. Lisa Smith, The Salvation Army	Steve Chartrand, Goodwill of Southern Nevada

(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

The meeting was called to order by Chair Valerie Murzl at 10:04 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 present.

2. FIRST PUBLIC COMMENT SESSION

Cpt. Lisa Smith, director of social services, The Salvation Army asked the Board to consider the grant award for the city of Mesquite. The Salvation Army is the largest community organization in Mesquite and assists individuals with welfare applications, food stamps, TANF, Medicaid, child support and child care as well as helps with clothing, food, rent and other utilities. Cpt. Smith

previously was in charge of the vocational program at the Salvation Army Owens campus in Las Vegas. Salvation Army has a seasoned case manager with a lot of experience working for the state of Nevada and hospitals and has connections with the community, the schools, the hospitals and casinos.

Madelin Arazoza, program services coordinator for vocational and residential services, The Salvation Army, stated that it is unfortunate that this award was not approved at the last meeting even though the Salvation Army had the highest scored proposal and introduced continuum care client Natalie Brown, who shared about her positive experience with the program. Since enrolling in the program last year, Ms. Brown completed her credentials, culinary training and is now employed. Ms. Arazoza thanked the Board for its consideration.

Douglas Patton, Easter Seals Nevada spoke on behalf of Easter Seals. Mr. Patton, a client of Easter Seals, is completing his education and is ready to embark on a new career.

April Guinsler, director of the employment solutions program, Easter Seals Nevada thanked the Board for the opportunity and extended an invitation to anyone who wants a tour. She expressed hope that the Board had the opportunity to read their proposal and see how the partnership with Southern Nevada Regional Housing Authority, Easter Seals, Olive Crest, Urban League, and the Nevada Hospital Association was going to deliver services. She further stated that she accepts the Board's decision and understands that not everyone is awarded funds, but hopes the Board was allowed the opportunity to make an informed decision. Ms. Guinsler confirmed that Easter Seals' program will end on Thursday, June 30th.

Bonita Fahy, program manager, Southern Nevada Regional Housing Authority stated that she hopes the Board had the opportunity to really look at SNRHA's proposal and the partnership with Easter Seals, Olive Crest and the Nevada Hospital Association, who has a connection to the Governor's healthcare industry sector and places new nurses into the medical field. She stated that they thought very carefully about partnerships when writing the RFP and how it would benefit the Las Vegas community as well as the return on investment of the grant funds. Ms. Fahy requested that SNRHA's proposal receive consideration to become a complete adult and youth one-stop but if not, she accepts the decision and thanks the Board for the opportunity to serve youth and adults in Las Vegas.

Doug Coombs, executive director, Olive Crest stated that Olive Crest has been in business for 42 years focusing on the safety and wellness of youth in the community who have been victimized by abuse, abandonment and neglect. Over three years ago, Olive Crest received a grant from Workforce Connections for the Project Independence program giving Olive Crest opportunity to leverage multiple resources within the community to help foster youth and actually start talking with the youth and listening to what else is needed in the community and what can be done better. Many of the youth expressed the lack of stability needed to be successful because these youth have lost a place to live and have become homeless. One of the challenges for Olive Crest has always been the confidentiality of its clients, which makes it hard to promote the great work Olive Crest does in the community; however, with this grant Olive Crest was able to promote its program to leaders in the community and solicit funds to start a transitional housing program near College of Southern Nevada that opened its doors in January. Now youth can walk to CSN, removing the transportation

barrier to continuing education. Mr. Coombs thanked the Board for considering Olive Crest's no-cost contract extension.

Joenni Garcia, client, Foundation for an Independent Tomorrow (FIT) thanked the Board for funding FIT and shared about his positive experience with the program. Mr. Garcia recently received his CDL-Class A and as of this morning is now employed.

Janet Bluman, Foundation for an Independent Tomorrow thanked the Board for thinking outside of the box and extending FIT's funding for an additional year. She stated that 600,000 Americans are freed from prison every year so there is certainly a need for these services to help individuals who are no longer incarcerated but cannot seem to get their life started again.

3. DISCUSSION AND POSSIBLE ACTION: Approve the agenda with inclusions of any emergency items and deletion of any items

Executive Director Ardell Galbreth confirmed no changes to the agenda.

A motion was made by Charles Perry and seconded by Lou DeSalvio to approve the agenda as presented. Motion carried.

4. DISCUSSION AND POSSIBLE ACTION: Approve the minutes of June 21, 2016

Chair Murzl presented the minutes provided on page 9-17 of the agenda packet.

A motion was made by Charles Perry and seconded by Lou DeSalvio to approve the minutes of June 21, 2016 as presented. Motion carried.

5. INFORMATION: Strategic Initiatives Report ~ Jaime Cruz, Chief Strategy Officer

- a. Status Update on WIOA Compliance Assurance Initiatives
- b. Status Update on Workforce Development System Continual Improvement Initiatives

Jaime Cruz presented the updated Strategic Initiatives report (p. 19) followed by a PowerPoint presentation regarding Workforce Connections' One-Stop Delivery System Implementation Road (p. 20). The PowerPoint is available on the WC website at:

<http://nvworkforceconnections.org/wp-content/uploads/2016/06/WC-System-Roadmap-Presentation-6-28-16.pdf>.

Brad Deeds commented that the collaboration between the One-Stop System, One-Stop Center and the Las Vegas Clark County Library District is exciting for the Department of Education to have a real direct link between Title II Adult Education and Family Literacy activities and activities in the one-stop. He stated that this is one of the benefits of the new WIOA plan which requires much more direct contact between Title I through Title IV and all of the affiliate partners in the workforce development system, and he has received calls from other states asking how Nevada is integrating Adult Ed with Title II services into the one-stop, which he points to exactly what Mr. Cruz talked about.

Chair Murzl complimented staff for creatively looking at the library system.

Charles Perry stated that he learned about the library system while visiting with staff about a week ago and thinks it is a wonderful idea and encouraged funded partners to establish partnerships with other community organizations that have other strengths and services they do not have.

6. DISCUSSION AND POSSIBLE ACTION: Accept Programs Committee's recommendation to execute a contract extension with Foundation for an Independent Tomorrow to deliver WIOA Career and Training services to re-entry adults in an amount not to exceed \$600,000. The contract period shall be July 1, 2016 through June 30, 2017.

Based on the Southern Nevada Local Elected Officials Consortium's (LEOs) request, staff recommends the Board considers forwarding this agenda item to the LEOs with the following options for ratification:

- a. Confirm Program Committee's recommendation to execute a contract extension with Foundation for an Independent Tomorrow in an amount not to exceed \$600,000 as indicated above with the following impact:
 - WIOA employment and training services shall be delivered to re-entry adults as scheduled; or
- b. Confirm Programs Committee's recommendation to execute a contract extension with Foundation for an Independent Tomorrow in an amount not to exceed \$600,000 per conditions as indicated by the Board with the following impact:
 - Based on conditions outlined by the Board, program adjustments may be needed to ensure re-entry adults receive timely, comprehensive WIOA employment and training services.

Chair Murzl read the item into the record and directed the Board to consider a vote for each item, a and b, and noted that the only conditions that can be added must be within the confines of the applicable Request for Proposal and funded partners cannot be forced to partner with other agencies.

Ricardo Villalobos, Director, Workforce Development Programs provided background. Foundation for an Independent Tomorrow's scope of work is provided on page 22-26 of the agenda packet.

Chair Murzl called for a motion.

A motion was made by Charles Perry and seconded by Jerrie Merritt to accept option a. Confirm Program Committee's recommendation to execute a contract extension with Foundation for an Independent Tomorrow in an amount not to exceed \$600,000 as indicated above with the following impact: WIOA employment and training services shall be delivered to re-entry adults as scheduled. Motion carried by unanimous vote.

7. DISCUSSION AND POSSIBLE ACTION: Accept Programs Committee's recommendation to award an additional \$200,000 to Olive Crest to continue delivering WIOA Youth services to foster care youth through February 28, 2017.

Based on the Southern Nevada Local Elected Officials Consortium's (LEOs) request, staff recommends the Board considers forwarding this agenda item to the LEOs with the following options for ratification:

- a. Confirm Program Committee's recommendation to award an additional \$200,000 to Olive Crest as indicated above with the following impact:
 - Continuation of WIOA Youth employment and training services shall be delivered to foster care youth as scheduled; or
- b. Confirm Program Committee's recommendation to award an additional \$200,000 to Olive Crest per conditions as indicated by the Board, with the following impact:
 - Based on conditions outlined by the Board, program adjustments may be needed to ensure foster care youth receive timely, comprehensive WIOA employment and training services.

Chair Murzl read the item into the record and directed the Board to consider the same voting procedures as the last item and noted that any changes must be within the confines of the applicable RFP.

Mr. Galbreth presented a video regarding foster youth.

Mr. Villalobos provided background. These funds will allow Olive Crest to continue providing services to enrolled foster care youth and assist with the transition of those youth until a new RFP is released for foster care youth services. Olive Crest's request for additional funding is provided on page 28 of the agenda.

Michael Gordon asked if timely, comprehensive WIOA employment and training services as noted in option b also applies to option a. Mr. Villalobos replied that it applies to both options, a and b.

Chair Murzl called for a motion.

A motion was made by Ken Evans and seconded by Jerrie Merritt to accept option a. Confirm Program Committee's recommendation to award an additional \$200,000 to Olive Crest as indicated above with the following impact: continuation of WIOA Youth employment and training services shall be delivered to foster care youth as scheduled. Motion carried by unanimous vote.

8. DISCUSSION AND POSSIBLE ACTION: Accept Programs Committee's recommendation to execute a no-cost contract extension with St. Jude's Ranch for Children to ensure the continuation of WIOA Youth services in Boulder City and Laughlin, Nevada. The current contract period shall be July 1, 2014 through September 30, 2016.

Based on the Southern Nevada Local Elected Officials Consortium's (LEOs) request, staff recommends the Board considers forwarding this agenda item to the LEOs with the following options for ratification:

- a. Confirm Program Committee's recommendation to execute a no-cost contract extension with St. Jude's Ranch for Children as indicated above with the following impact:
 - Continuation of WIOA Youth employment and training services shall be delivered to youth as scheduled; or
- b. Confirm Program Committee's recommendation to execute a no-cost contract extension with St. Jude's Ranch for Children per conditions as indicated by the Board, with the following impact:
 - Based on conditions outlined by the Board, program adjustments may be needed to ensure youth receive timely, comprehensive WIOA employment and training services.

Chair Murzl read the item into the record and directed the Board to consider the same voting procedures and noted that any changes must be within the confines of the applicable RFP.

Mr. Villalobos provided background. St. Jude's request for a no-cost extension is provided on page 30 of the agenda packet.

In response to Mr. Evans inquiry made at the previous Programs Committee meeting, Mr. Villalobos reported that St. Jude's Ranch for Children opted not to apply for the grant a second time because the WIOA program is outside their scope of work, they want to focus on their core program of providing foster care services and supportive housing services for transitioning foster care youth, and do not want to serve youth over 25 years old.

Brief discussion ensued regarding the Local Elected Officials Consortium ratification process. Mr. Galbreth stated that any item not ratified by the LEOs comes back to this Board and may delay services. Chair Murzl added that it is important that the organization being recommended for funding is present for the LEO Consortium meeting to respond to their questions.

Tommy Rowe asked if option a is staff's recommendation; Chair Murzl replied yes.

Chair Murzl called for a motion.

A motion was made by Mark Keller and seconded by Ken Evans to approve item 8a. Confirm Program Committee's recommendation to execute a no-cost contract extension with St. Jude's Ranch for Children as indicated above with the following impact: continuation of WIOA Youth employment and training services shall be delivered to youth as scheduled. Motion carried by unanimous vote.

9. **DISCUSSION AND POSSIBLE ACTION: Accept Programs Committee's recommendation to negotiate and enter into a sole-source contract to provide services in Boulder City and/or Laughlin, Nevada with an agency/organization to be determined. This agency/organization will deliver WIOA Adult and Dislocated Worker services in an amount not to exceed \$180,000 and WIOA Youth services in an amount not to exceed \$180,000. The total award amount shall not exceed \$360,000 for the first 12 months. The contract period shall be July 1, 2016 through June 30, 2018.**

Based on the Southern Nevada Local Elected Officials Consortium's (LEOs) request, staff recommends the Board considers forwarding this agenda item to the LEOs with the following options for ratification:

- a. Confirm Program Committee's recommendation to negotiate and enter into a sole-source contract to provide services in Boulder City and/or Laughlin, Nevada with an agency/organization to be determined in an amount not to exceed \$360,000 as indicated above with the following impact:
 - WIOA employment and training services shall be delivered to youth, adult and dislocated workers as scheduled; or
- b. Confirm Program Committee's recommendation to negotiate and enter into a sole-source contract to provide services in Boulder City and/or Laughlin, Nevada with an agency/organization to be determined in an amount not to exceed \$360,000 per conditions as indicated by the Board, with the following impact:
 - Based on conditions outlined by the Board, program adjustments may be needed to ensure youth, adults and dislocated workers receive timely, comprehensive WIOA employment and training services.

Chair Murzl read the item into the record and directed the Board to consider the same voting procedures as the last item and noted that any changes must be within the confines of the applicable RFP.

Mr. Villalobos provided background and clarified that this item is separate from the Mesquite sole source recommendation, which will be back on the agenda at the August Board meeting. WC released an RFP for a One-Stop Affiliate Site for services in Boulder City and/or Laughlin. The proposal submitted for this RFP did not pass technical review. The RFP was re-released, one proposal was received, evaluated, and did not meet the 75% threshold required to be qualified for a funding recommendation. In the process of establishing a sole-source contract to ensure employment and training services are available in this area, there are two options 1. Reach out to an organization that did not apply that has the infrastructure and capacity, both programmatically and fiscally, to deliver these services in the specific geographical area; or 2. Look at incumbent providers, One-Stop Affiliate Sites with the proximity, capacity and performance to deliver services to youth, adults and dislocated workers in Boulder City and/or Laughlin, NV. Staff has identified two incumbent providers as possible candidates for the sole-source contract, HELP of Southern Nevada (One-Stop Affiliate Site – South) and ResCare Workforce Services. The state's approval is required

for all sole-source contracts. The provider that is awarded the contract will be required to hire a staff person who will be stationed in the Boulder City and/or Laughlin area to serve clients.

Mr. Gordon asked if the organizations who submitted proposals will be considered for this award. Mr. Villalobos replied no and clarified that one of the respondents, St. Jude's opted not to reapply in the second round of this RFP and the other respondent, Trailways Mental Health did not qualify (meet the 75% threshold) and will not be recommended for an award. Trailways scorecard is provided on page 32-39 of the agenda packet.

Mr. Perry inquired regarding the possibility of Trailways partnering with awarded organization. Mr. Villalobos replied that it is possible and partnerships are encouraged; however, WC cannot mandate a partnership between entities.

Mr. Galbreth stated that it is likely that WC's services and resources will be leveraged across state lines into Mojave County and Bullhead City, AZ.

Mr. Keller inquired about the possibility of awarding this contract to both HELP of Southern Nevada and ResCare. Mr. Villalobos replied that it is possible, but not recommended due to the proximity of both organizations and the services will be better delivered by one entity.

Chair Murzl called for a motion.

A motion was made by Ken Evans and seconded by Charles Perry to approve option 9a. Confirm Programs Committee's recommendation to negotiate and enter into a sole-source contract to provide services in Boulder City and/or Laughlin, NV with an agency/organization to be determined in an amount not to exceed \$360,000 as indicated above with the following impact: WIOA employment and training services shall be delivered to youth, adult and dislocated workers as scheduled. Motion carried by unanimous vote.

Mr. Villalobos announced an RFP session in September for Board, Committee and LEO Consortium members to review and discuss the entire RFP process. Social Policy Research Associates will be at the event. Calendar invites will be sent soon.

10. INFORMATION: Business Engagement and Communication Reports ~ Kenadie Cobbin Richardson, Director, Business Engagement & Communications

- a. In-Demand Jobs Report – May 2016
- b. Pre-Screening & Referral Stats Report – May 2016
- c. Metro Police Town Hall Flyer
- d. Metro Police/Corrections Recruitment Flyer
- e. NXGEN Youth Paid Internship Fair Flyer

Kenadie Cobbin Richardson presented the Business Engagement and Communication reports provided on page 41-45 of the agenda packet.

The NXGEN (Next Generation) Youth Paid Internship Fair had nine employers and 100 youth in attendance. Over 100 jobs offers were made. Many youth received multiple job offers and one young man received offers from eight of the employers.

11. DISCUSSION AND POSSIBLE ACTION: Accept and approve Executive Director's Report ~ Ardell Galbreth, Executive Director

- a. Workforce Development Area – General Update
- b. Rural Counties Employment and Training Services
- c. Staff Development and Service Providers/Workforce Development Partners Training
- d. Highlighted Workforce Initiatives

Mr. Galbreth presented the Executive Director's report provided on page 47 of the agenda packet.

A motion was made by Tommy Rowe and seconded by Charles Perry to accept and approve Executive Director's report as presented. Motion carried.

12. INFORMATION: Board Member Comments

Ken Evans clarified that the Mesquite sole-source contract item will be on the August Board agenda; Mr. Villalobos concurred.

Mr. Galbreth noted that this afternoon, the LEOs will hear and vote on the Goodwill contract award recommendation made by this board at the urgent meeting on June 21st and he hopes that Goodwill is present at the meeting to answer any questions the LEOs may have.

Charles Perry acknowledged staff for doing a great job.

13. SECOND PUBLIC COMMENT SESSION

Terri Conway, Goodwill of Southern Nevada thanked the Board for its continued support and funding recommendation and stated that Goodwill will be at the LEO meeting this afternoon.

Dr. Tiffany Tyler, Nevada Partners, Inc. stated that she is excited about WC's One-Stop Delivery System Implementation Roadmap and encouraged by the comments made regarding partnerships and spoke briefly regarding NPI's strategies.

14. ADJOURNMENT

The meeting adjourned at 11:29 a.m.

Agenda item 5. INFORMATION:

Welcome new Board member Bill Regenhardt

Agenda item 6. PRESENTATION:

Success in the New Economy video

Agenda item 7. DISCUSSION AND POSSIBLE ACTION:

Strategic Initiatives Report

- a. Status Update of WIOA Compliance Assurance Initiatives
- b. Status Update of Workforce Development System Continual Improvement Initiatives

Strategic Initiatives Update Report 8-23-2016

a) Status Update on WIOA Compliance Assurance Initiatives

- Southern Nevada's Local One-Stop Delivery System
- March 3, 2016 – Nevada's Unified State Plan was submitted to US DOL April 3, 2016. Since then, WC continues to provide additional narrative to DETR as it is requested.
- In alignment with and in support of the Unified State Plan, Workforce Connections' Proposed Four-Year Local Plan was posted for a 30-day public comment period on April 26, 2016. Final Plan draft was submitted to DETR on May 31, 2016. Feedback from DETR was received on July 7, 2016. Plan was resubmitted to DETR on July 14, 2016. Awaiting approval in order to sign and execute.
- July 1, 2016 – US DOL-approved state plans and WIOA Common Performance Accountability took effect.
- Strategic Work Plan - Goals Matrix was updated to reflect fourth quarter of Program Year 2015. Will continue to be reviewed/updated quarterly. Next update will be for first quarter of Program Year 2016 in October.
- WC staff continues to attend WIOA-implementation trainings/webinars.

b) Status Update on Workforce Development System Continual Improvement Initiatives

- Assembling new tools for community outreach and system building/convening.
- STEM initiatives continue to be successfully integrated into Individual Service Strategy and Individual Employment Plan activities.
- Interactive Career Exploration (ICE) project continues to make progress. Web optimization phase is complete. Once the next phase of mobile device optimization is complete, it will provide system clients easy access to career exploration activities through any mobile device.
- The Woofound Personality Assessment has now been made available throughout the One-Stop Career Center and its Affiliate Sites. The assessment delivers instant personalized career recommendations based on the unique traits of the client.
- WC staff continues to work with DETR on the implementation of a new Statewide Automated Workforce System (SAWS). RFP responses were evaluated and DETR will announce vendor selection next.
- The year-long implementation of new Eligible Training Provider List (ETPL) online management process is now complete.

Workforce Connections' One-Stop Delivery System
WIOA Implementation Roadmap

<i>Where we were under WIA</i>	<i>Where we are going under WIOA</i>
1. Poor geographical footprint across the valley and rural areas	1. Improved geographical footprint across the valley and adding more access points in rural areas
2. WC funding agencies under “home office” contracts. Poor “System” presence and recognition	2. Funding operators for Workforce Connections’ One-Stop Centers. Vision of a strong “System” presence and recognition
3. Paying the rent for “home office” buildings	3. Vision of rent-free buildings for WC One-Stop Centers
4. Too many “wrong doors” for clients	4. Vision of no “wrong doors” for clients
5. Some sites provided only ADW services, others only Youth services. Some sites provided only services to specific special populations	5. All WC One-Stop Centers provide WIOA ADW and Youth services. Furthermore, they have appropriate capacity to provide WIOA services to specific special populations: Vets, People with Disabilities, Foster Care Youth and Re-entry (Post-release). Re-entry (Pre-release) will remain a separate contract based on the need to work with correctional facility
6. Virtually no co-location of WIA partners: Title II, III and IV	6. Co-location in WC One-Stop Centers of WIOA core mandated partners: Titles II, III and IV. Co-location when possible of WIOA Required and Additional Partners
7. High number of contracts meant higher overhead costs in the “System”	7. Diminishing funding from US DOL will be mitigated by lower “System” overhead costs associated with fewer contracts

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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	• Completed items "checked off" on the Gantt chart.	• 80% complete
	2. Revise, modify and/or develop Workforce Connections' policies and associated contracts to ensure WIOA compliance.	Ongoing	• Updates and recommendations to Board and Committees quarterly.	• Policies 80% complete • New contracts with One-Stop Operator and Affiliate Sites for July 2016
	3. Communicate the implementation plan and all necessary changes to necessary stakeholders through training and technical assistance.	Ongoing	• Updates and recommendations to LEOs, Board and Ex-Com quarterly.	• Gantt chart is updated monthly and presented to LEOs, Board and Ex-Com
	4. Evaluate implementation and transition plan for effectiveness and modify as necessary.	Ongoing	• Updates and recommendations to Board and Committees quarterly.	• Addition of strategy 3.4
	5. Establish additional One-Stop Career Centers that serve Youth, Adult and Dislocated Workers under one roof.	Jul-17	• Executed MOU's with facility partners and contracts with One-Stop operators.	• Pursuing no-cost space at local libraries and/or community centers
	6. Establish regional partnerships in areas with jurisdictional synergies	Jul-16	• Executed MOU with appropriate partners.	• Pursuing partnership with Mojave/La Paz Counties Board in Arizona

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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
1.2. 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"> Strategic staff recruitment and training program. 	<ul style="list-style-type: none"> Conducted: Ethics, Safety, WIOA, True Colors, RAYS-Cust. Serv. trainings Negotiating System Capacity Building Proposal Staff attended CWA, NADWP and NCLR conferences
	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"> 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. 	<ul style="list-style-type: none"> Conducted: OSOS, Fiscal, Programmatic trainings Desk reviews in progress and on-going Completed PY15 programmatic and fiscal monitoring Providers attended NAJA and NAWDP conferences
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"> Corrective action validated along with findings closure notice from auditing/monitoring agency. 	<ul style="list-style-type: none"> Response to DETR regarding August 2015 WISS monitoring report was formally accepted
	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"> Published training and technical assistance reports. 	<ul style="list-style-type: none"> Conducted: OSOS, Fiscal, Programmatic trainings Technical assistance on-going
	3. Modify/update policies as necessary to avoid repeat auditing and monitoring findings.	Ongoing throughout each program year	<ul style="list-style-type: none"> Quality assurance process. 	<ul style="list-style-type: none"> Fiscal SOP manual was updated to mitigate future repeat findings

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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"> Youth Panel Meetings. Receipt of formal presentations and inputs from funded partners including the number of youth successfully served. 	<ul style="list-style-type: none"> Youth Panel mtg. took place in Feb. Next mtg. scheduled for Q1 PY16 Best practices in youth services presentations scheduled for Q1 PY16
	2. Target hardest-to-serve youth identified by Programs Committee and Youth Panel.	Ongoing each program year	<ul style="list-style-type: none"> Published Request for Proposals and award and execute contracts to qualified/certified partners and service providers to serve the identified populations. 	<ul style="list-style-type: none"> 100% complete
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"> Publish Request for Proposals and award and execute contracts to qualified/certified partners and service providers. 	<ul style="list-style-type: none"> 100% complete
	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"> Number of youth participating in work-based learning opportunities. 	<ul style="list-style-type: none"> NxGen Youth Paid-Internship Fair 100 youth attended the fair 18 placed in internship
	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"> Executed MOUs/contracts. 	<ul style="list-style-type: none"> Existing MOUs/contracts with: DJJS, CCSD, DRHS, AmeriCorps, Habitat for Humanity

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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"> • Increase system youth initiatives/activities, making sure they are both engaging and local industry-relevant. 	<ul style="list-style-type: none"> • Expanding Interactive Career Exploration tools: "My Future!" outreach material
	2. Increase the STEM exposure for youth served by funded partners.	Ongoing throughout each program year	<ul style="list-style-type: none"> • Include STEM requirements in service provider contracts with clear measurables. 	<ul style="list-style-type: none"> • 100% complete • Completed monitoring of STEM activities, will incorporate results in PY16 for continual improvement

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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.	• Executed MOUs.	• MOU and RSA under review by WIOA Core and Additional Partners
	2. Facilitate system-wide dialogue for the purpose of collaborating with partners and addressing the needs of job-seekers including targeted populations.	Ongoing	• One-Stop System Panel meetings. • Special Populations Panel meetings.	• OSDS Panel met in Q4 PY15 • Next meeting scheduled for Q1 PY16
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	• Give quarterly updates of system-wide training activities.	• Staff negotiating proposal for further system-wide capacity building
	2. Through the Workforce Development Academy (WDA), continue to build capacity throughout the system.	Ongoing and throughout program year	• Give quarterly updates of WDA enrollments.	• Staff negotiating proposal for further system-wide capacity building
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 an contract for a One-Stop operator.	Jun-15	• Executed contract.	• 100% complete
	2. Execute WIOA-compliant MOU's with mandated System partners and facilitate the implementation through the One-Stop operator.	Jun-15	• Executed MOUs.	• MOU and RSA under review by WIOA Core and Additional Partners
	3. Develop and implement a OSCC transition plan detailing potential barriers to an effective and timely transition to WIOA compliant operator.	Jul-15	• Executed plan.	• 100% complete

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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
3.4 Implement a Two-Generation Strategy to break the poverty cycle in Southern Nevada.	1. Partner with SNRHA to assist in-need low-income families with children	Ongoing	• MOU/Contract	• In place
	2. Partner with social service agencies to support early childhood learning & education	Ongoing	• MOU	• In progress
	3. Identify and address family training and educational needs.	Ongoing	• MOU/Contract	• In place
	4. Prepare adults for gainful employment.	Ongoing	• WIOA enrollments	• In progress
	5. Connect employers/businesses to well trained, educated and qualified individuals for employment.	Ongoing	• Commitment from Compact Employers to place WIOA clients	• In progress

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Strategic Work Plan Goals Matrix

Goal 4: Attract, Grow and Retain Businesses				
Strategy	Tactic	Timeline	Measurement	Status
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"> • At least 25 new employer customers per year. • At least 6 employers returning for additional services. • Host at least 2 hiring events with a minimum of 50 positions available per event. • Host 2 training events with a minimum of 100 attendees per event. 	<ul style="list-style-type: none"> • 12 new employer customers this quarter, total employer customers being served is currently over 190 • 39 return employer customers this quarter (76% retention) • NxGen Youth Paid-Internship Fair took place at Workforce Connections
	2. Keep the Board informed of Business Engagement activities and initiatives.	Quarterly	<ul style="list-style-type: none"> • Give quarterly updates of Business Engagement activities. • Give updates of Business Engagement Panel activities (# of members, # of meetings, actionable items, etc.). 	<ul style="list-style-type: none"> • Monthly updates are given to the Board • Two Panel mtgs. took place in Feb and Apr • Next Panel mtg. scheduled for Sep • Panel has 34 members so far
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"> • Number of new Compact members. • Publishing and distributing Business Intelligence Reports to One-Stop operator and other system partners. 	<ul style="list-style-type: none"> • 8 new compact members, total membership at 90 • Currently developing business intelligence reports for One-Stop operator and other system partners

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Strategic Work Plan Goals Matrix

Goal 4: Attract, Grow and Retain Businesses				
Strategy	Tactic	Timeline	Measurement	Status
	2. Develop and coordinate training activities based on business intelligence.	Ongoing as driven by business demands	<ul style="list-style-type: none"> • Response by One-Stop operator and other funded partners, including a description of actions taken/not-taken in response to Business Intelligence Reports. • Number of new trainings added to the ETPL based on business intelligence. • Number of participants placed in employment based on new trainings (measurement dependent on completion of new ETPL process). 	<ul style="list-style-type: none"> • Business intelligence reports currently being developed • EMS training was added to the ETPL • Number of EMS participants enrolled in training 48
4.3. Align workforce development resources to be anchored by the following industry sectors: <ul style="list-style-type: none"> • Agriculture • Aerospace & Defense • Information Technology • Clean Energy • Health & Medical Services • Logistics & Operations • Manufacturing • Mining & Materials • Tourism, Gaming & Entertainment. 	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"> • Appropriate representation on board, committees and/or panels. 	<ul style="list-style-type: none"> • One LVGEA Board member • Two LVGEA Panel members • One City of Las Vegas Panel member • Still actively recruiting

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Strategic Work Plan Goals Matrix

Goal 4: Attract, Grow and Retain Businesses				
Strategy	Tactic	Timeline	Measurement	Status
	2. Continue to support GWDB's industry sector councils.	Ongoing	<ul style="list-style-type: none"> Consistent attendance and participation by WC staff and board members at DETR sector councils. 	<ul style="list-style-type: none"> Governor's new Office of Workforce Innovation is re-organizing the councils GWDB Ex-Com in place
	3. Allocate resources yearly to support sector initiatives.	Ongoing	<ul style="list-style-type: none"> Funded partners contracts include resource requirement. support to industry sectors. Fund system-building initiatives. 	<ul style="list-style-type: none"> New contracts for July 2016 Developing additional system-building initiatives
	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"> Develop specialized pathways for IT, Healthcare and Manufacturing. 	<ul style="list-style-type: none"> Healthcare and Manufacturing pathways in place IT pathway in planning
	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"> New Board members appointed to all required positions. Board re-certification. 	<ul style="list-style-type: none"> Both 100% complete
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"> Recruitment strategy in place. Pool of ready candidates. 	<ul style="list-style-type: none"> Both 100% complete
	2. Implement a continual Board Member development program.	Dec-15	<ul style="list-style-type: none"> On-board orientation. Board member training. NAWB conference attendance. 	<ul style="list-style-type: none"> LEOs, Board members and staff attended NAWB conference in DC on March 10-15

Agenda item 8. DISCUSSION AND POSSIBLE ACTION:

Accept and approve Local Plan

WORKFORCE CONNECTIONS'
FOUR-YEAR LOCAL PLAN
FOR
SOUTHERN NEVADA'S WORKFORCE
DEVELOPMENT AREA
EFFECTIVE JULY 1, 2016 – JUNE 30, 2020

OUTLINE OF FOUR -YEAR LOCAL PLAN

I. EXECUTIVE SUMMARY

II. PLAN CONTENT

1. Strategic Planning Elements including Targeting Special Populations
2. Local Area Workforce Development System
3. Core Program Partners
4. Business-Driven Services
5. Economic Development Alignment
6. Continuous Improvement, Access and Compliance with the Americans with Disabilities Act (ADA)
7. Adult & Dislocated Worker Services
8. Coordination of Statewide Rapid Response Activities
9. Youth Services
10. Coordination of Secondary and Post-Secondary Education Programs
11. Provision of Transportation and Other Supportive Services
12. Coordination of Wagner-Peyser Services WIOA Title III
13. Coordination of Adult Education and Literacy Services WIOA Title II
14. Coordination of Vocational Rehabilitation Services WIOA Title IV
15. Designation of Southern Nevada's Local Workforce Development Board
16. Competitive Process for Award of WIOA Title I contracts
17. Local Levels of Performance
18. Actions to Remain a High-Performance Board
19. Training Services
20. Process for Public Comment into the Development of the Four-Year Local Plan
21. Transition to an Integrated Management Information System

III. ATTACHMENTS

- ATTACHMENT A – Assurances Checklist
- ATTACHMENT B – State-Required Certification
- ATTACHMENT C – Public Comment
- ATTACHMENT D – Designation Letter from the Governor
- ATTACHMENT E – Workforce Connections Strategic Work Plan Goals Matrix
- ATTACHMENT F – Draft Memorandum of Understanding
- ATTACHMENT G – Draft Resource Sharing Agreement

I. EXECUTIVE SUMMARY

This four-year local plan reflects Workforce Connections' (WC) goals and strategies to comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA). It aligns WC's resources with the goals of the Governor's Workforce Development Board in alignment with the Governor's vision for a "New Nevada". This plan ensures alignment of education, career training and workforce development services to achieve targeted objectives. WC's vision of integrating the local area workforce development system in support of Nevada's key industry sectors is highlighted throughout this document. This proposed four-year local plan covers the period of July 1, 2016 through June 30, 2020.



Nevada's Designated Workforce Development Areas
(Southern Nevada Workforce Development Area is highlighted in light green)

This plan contains all elements requested by the State in the memorandum dated March 21, 2016, including:

- A. A vision for the local area workforce development system
- B. Goals, objectives and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments
- C. A blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy
- D. A planning process, managed by the local boards, that ensures meaningful opportunities for business, labor, local chief elected officials, program operators, Nevada JobConnect, partner agencies, and others, to communicate their needs. This plan offers perspectives and expertise that allows sub recipients to participate in the process. The review and comment process for developing the local workforce plan is transparent and dynamic and allows interested parties to comment as the plan is developed

- E. A plan that is focused on the unique needs and resources of the local area and is consistent with the Nevada 2016-2020 Unified State Plan submitted to the U.S. Department of Labor (DOL) on March 3, 2016
- F. Goals, objectives and strategies that:
 - Represent the priorities of the Local Board and its partners
 - Reflect stakeholder input
 - Offer guidance and proposes approaches that benefit customers of the workforce development system (employers, job seekers, workers, students and out-of-school youth)
 - Are supported by current and specific economic and demographic data and needs assessment
 - Take into account existing workforce development programs and services
 - Are demonstrated by program performance
- G. The local area's WIOA Title I operational plans
- H. Assurances checklist documenting WIOA compliance

II. PLAN CONTENT

1. *Description of the strategic planning elements consisting of:*

A. An analysis of the regional economic conditions including:

The Southern Nevada Workforce Development Area (SNWDA) consists of the following counties and municipalities:

- Clark County
- Esmeralda County
- Lincoln County
- Nye County
- Boulder City
- Henderson
- Las Vegas
- North Las Vegas

Based on 2014 American Community Survey five-year estimates, the area is characterized by a high density population in the Las Vegas-Paradise Metropolitan Statistical Area (MSA). Clark County is surrounded by three sparsely populated rural counties: Lincoln, Esmeralda and Nye. The SNWDA's population is 2.05 Million (M) people. Of the 2.05M people, 1.3M are between the ages of 16 and 64 years of age. Roughly 49.5 percent of the population is female and 50.5 percent is male. Looking at the racial/ethnic breakdown of the State, it is noted that White Nevadans make up 65.5 percent of the population, followed by Hispanic/Latinos at 29.4 percent and Black/African Americans at 10.5 percent. The largest age category is the 35 to 54 years age group at 27.4 percent of the population, followed by the 15 and under age group at 26.2 percent. Other age groups are fairly evenly distributed with 11.7 percent ages 19 to 24, with 14.5 percent ages 25 to 34, 11.1 percent ages 55 to 64, and 9.1 percent ages 65 and over. Additionally, 2.4 percent of the population lives in the outlying rural counties.

Leisure and hospitality is the largest employment sector in the SNWDA economy. In nominal terms, leisure and hospitality has grown by 3,700 jobs in 2015, growing at an annual average rate of 1.3 percent annually according to the current employment statistics program. The leisure and hospitality sector relies on disposable income spending from residents and visitors, which can be considered a barometer of the overall health of the national economy and consumer confidence. Employment growth in 2015, indicated that Nevada and the national economic conditions continue to recover. In fact, leisure and hospitality employment in the SNWDA surpassed its 2007 pre-recession peak by 9,200 jobs in 2014.

Trade, transportation and utilities industries and occupations have also experienced significant growth. As the State's second largest employer, this sector expanded the workforce by 6,500 positions in 2015, relative to 2014, which equated to a growth rate of 4.0 percent.

Education and health service industries and occupations have experienced significant growth. As the State's third largest employer, this sector expanded the workforce by 4,900 positions in 2015, relative to 2014, which equated to a growth rate of 5.9 percent.

The professional and business services industry gained an additional 8,200 jobs in 2015, which equated to a growth rate of 7.0 percent. This sector includes professional, scientific and technical services, company management, and administration and waste management services subsectors.

Construction industries and occupations have also experienced significant growth. This sector expanded the workforce by 5,500 positions in 2015, relative to 2014, which equated to a growth rate of 12.1 percent.

Additional insight can be gained by looking at the industry structure via the Quarterly Census of Employment and Wages (QCEW) program results. The QCEW measure is more accurate than the current employment statistics program, but less timely. The table below shows the current industry structure as defined by the QCEW program as of the third quarter of 2015. The table below illustrates the fastest growing sectors and the largest employers in the State.

Industry	Employment	Percent	Average Weekly Wages	Establishments
Natural Resources and Mining	530	0.1%	\$961	72
Construction	51,729	5.7%	\$1,035	3,724
Manufacturing	21,581	2.4%	\$991	1,049
Trade, Transportation and Utilities	172,293	19.0%	\$756	11,132
Information	11,134	1.2%	\$1,127	1,208
Financial Activities	44,294	4.9%	\$1,145	6,352
Professional and Business Services	126,309	13.9%	\$981	14,241
Education and Health Services	133,531	14.7%	\$978	6,334
Leisure and Hospitality	284,998	31.5%	\$630	5,696
Other Services	22,323	2.5%	\$645	3,311
Public Administration	36,249	4.0%	\$1,269	237
Unclassified	542	0.1%	\$1,077	506
Grand Total	905,513	100.0%	\$844	53,862

The SNWDA continued on a path of improvement through 2015, with year-over-year job growth of 33,100 jobs relative to 2014, leading to a growth rate of 3.7 percent. Overall, the area labor market has stayed in a period of expansion with growth in employment and a reduction in unemployment; however, the rate of the decreases in unemployment may be slowing due to an increase in the number of individuals in the overall labor force.

The SNWDA non-farm payrolls increased by approximately 33,100 jobs over-the-year in 2015, averaging around 2,800 new jobs added per month. Private payrolls accounted for approximately 31,300 of these jobs in 2015, averaging about 2,600 of the total jobs added per month. Government sector employment also expanded, adding about 1,800 total new jobs over the year.

As more jobs are added to the SNWDA's economy, the unemployment rate is expected to decrease. In December 2015, Nevada was among the highest unemployment rates in the nation, along with Alaska, New Mexico and the District of Columbia. Relative to December 2014, the area unemployment rate dropped 0.8 percentage points in December 2015, to 6.2 percent. This was the 70th consecutive month in which the unemployment rate has declined on a year-over-year basis.

From a statewide perspective, Nevada's labor force participation rate started trending upward in the first half of 2015. The labor force participation rate for December 2015 averaged 63.2 percent. Recent rates are some of the lowest participation rates Nevada has experienced since modern tracking of the data series began in 1976. The recent change in direction in the participation rate is encouraging and shows the increasing health of Nevada's economy. Many factors could have contributed to the decline in labor force participation ranging from planned retirement of the baby boom generation to the expiration of extended unemployment compensation. One primary factor was likely a lack of employment opportunities during the recession. The recent increase in the rate signals a growing confidence in the labor market and an individual's ability to locate work.

Another measure of labor market conditions can be found by the examination of statewide initial unemployment insurance claims. Over the period 2001 through 2008, initial claims averaged 14,300 a year. In 2015, initial claims averaged 12,900, which is 1,700 claims below the initial claims for 2014. Significant progress has been made in 2015, as this average is trending below the seven-year average from earlier in the millennium. Since 2009, initial jobless claims have been declining towards the long-term trend. To illustrate this, claims fell nearly 19 percent in 2010 relative to 2011, and have continued decreasing, albeit at a decreasing rate. Leading economic indicators are varied, but support the view of continued strengthening of Nevada's economy. Data through November 2015 demonstrated that year-to-date gaming wins were up just over \$6 million dollars, or 0.6 percent. Statewide, taxable sales data for October 2015 indicated an increase of 6.0 percent over the year.

Currently, Nevada's average weekly wage across all industries is \$20.89, as of the second quarter of 2015 QCEW results.

To summarize, the SNWDA's economy is in the fifth year of its recovery. Private sector employment has shown steady growth, while government levels have also increased, but at a slower pace. Given the recent increases in taxable sales, it is likely that government job growth may start to increase on the state and local levels. The unemployment rate has decreased through continued job growth, although a growing labor force has moderated the pace of decline. Thus, initial claims for unemployment insurance continues to trend down, and the SNWDA's economy continues to improve at a slow and steady pace.

Las Vegas continues to lead the State in taxable sales growth, as well as in visitor volume with positive domestic and international visitor growth. Las Vegas' visitor volume has increased nearly 4.0 percent year-to-date through November 2015, compared to the previous year. If recent trends continue, Las Vegas is on pace to receive over 40 million visitors in 2015. Nevada's total gross domestic product, a measure of the State's output, has increased for the last five consecutive years (2009-2014), having demonstrated a 3.2 percent growth rate in 2014.

i. Existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations;

Nine key industry sectors have been identified by the Governor:

- Aerospace & Defense
- Agriculture
- Clean Energy
- Healthcare & Medical Services
- Information Technology
- Logistics & Operations
- Manufacturing
- Mining & Materials
- Tourism, Gaming & Entertainment

Below are the most recent in-demand industries and occupations that were identified by Nevada's Department of Employment Training & Rehabilitation's (DETR) Research and Analysis Bureau, based on the average wage and ranked by annual job openings.

- Specialty trade contractors
- Professional, scientific and technical services
- Ambulatory health care services
- Electrical equipment, appliance and component manufacturing
- Educational services

Listed below are the in-demand occupations:

- Carpenters
- General and operations managers
- Registered nurses
- First-line supervisors and managers of construction trades and extraction work
- Maintenance and repair workers (general)
- Electricians
- Truck drivers, heavy and tractor-trailer
- Painters, construction and maintenance
- Construction managers
- Accountants and auditors

Some of the industry sector councils encompass more than one industry sector. The following emerging in-demand occupations for Nevada were identified by the industry sector councils and verified by DETR's Research and Analysis Bureau. The data used for analysis was gathered from Economic Modeling Specialists International, NJCOS and GOED. Listed below are the occupations listed by industry sector council:

- **Aerospace and Defense:** Aviation maintenance technician and machinist training program.
- **Health Care and Medical Services:** Registered nurses, home health aides, nursing aides, orderlies and attendants, medical assistants, medical secretaries, licensed practical and vocational nurses.
- **Information Technology:** Software developers, cyber security/IA professionals, network/systems administrators, healthcare IT technicians, and database administrators.
- **Manufacturing and Logistics:**
 - **Manufacturing:** Machinists and metal workers, welders, cutters, solderers and brazers, team assemblers, first-line production supervisors, general and operations managers, helpers and production workers.
 - **Logistics and Operations:** Laborers and freight, stock and material movers, office clerks, customer service representatives, stock clerks, order filers, general and operations managers, bookkeeping, accounting and auditing clerks.
- **Mining and Materials:** Equipment operators, diesel mechanics, underground miners, electrician/instrumentation technicians, process operators, fixed maintenance mechanics, and lab technicians.

- **Natural Resources**

- **Agriculture:** Farmworkers and laborers, crop nursery, plant science, greenhouse workers, food, and batchmakers.
- **Clean Energy:** Occupational Safety and Health Administration (OSHA) solar panel installers, certified energy managers, Building Performance Institute (BPI) energy auditors, BPI building envelope professionals, Leadership in Energy and Environmental Design (LEED) certification professionals, and Western Electricity Coordinating Council certifications.
- **Water Technologies:** This is a potentially emerging new industry sector that is yet to be more clearly defined. As such, the State anticipates surveying business representatives to identify the top demand/emerging occupations within this occupation. The findings will be updated in next year's State plan.
- **Tourism, Gaming and Entertainment:** First-line supervisors of food preparation, servers, audio and video equipment technicians, fitness trainers, chefs, meeting and convention planners, massage therapists, accountants and auditors.

ii. The employment needs of employers in those industry sectors and occupations;

The majority of the SNWDA's super sectors are projected to continue growing based on the two-year industry employment projections for 2015-2017:

- Leisure and hospitality is expected to grow at a 5.5 percent rate adding 31,800 to payrolls, which is more than any other super sector.
- Trade, transportation and utilities are expected to grow at a 4.1 percent rate and add 14,000 jobs.
- Education and health services are expected to grow at a 4.4 percent rate, and are expected to add 12,200 jobs.
- Professional and business services are expected to grow at a 3.8 percent rate and add 9,600 jobs.
- Construction is projected to grow at the highest rate of 8.0 percent and add 8,000 to payrolls across the period.

Growth of the SNWDA's super sectors is reflected in its largest occupations:

- Food and beverage serving workers, which are expected to add 7,800 jobs to payrolls, a growth rate of 6.1 percent.
- Retail sales workers are expected to add 6,000 jobs to payrolls at a 4.5 percent growth rate.
- Building cleaning and pest control workers are expected to grow at a 4.6 percent rate and will add 3,300 jobs to payrolls.

Other notable occupations in terms of projected growth are:

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- Construction trades workers, with a 6.5 percent growth rate, are expected to add 3,300 jobs to payrolls.
- Cooks and food prep workers are expected to add 3,000 jobs to payrolls at a 6.0 percent growth rate.
- Information and record clerks are expected to add 2,400 jobs to payrolls at a 3.5 percent growth rate.

The above-referenced occupations are additional examples of in-demand occupational groups, but do not necessarily show up on the official list for in-demand industries and occupations due to a difference in how official demand is defined in Nevada. The industries and occupations listed above may not meet the above-average wage requirement in place for our top in-demand occupations list, but continue to constitute an important part of the SNWDA's economy.

B. An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations;

When assessing the skills in the workforce, many SNWDA employers indicated that the skills most deficient in the workforce are soft skills. These skills include demonstrations such as employees showing up to work on time, working efficiently and getting along with coworkers. It was further noted that many individuals also lack basic office computer skills. Industries such as mining, leisure and hospitality, and agriculture indicated that soft skills are the only essential skills required. On-the-job training will provide the additional necessary skills. Specific to the health and education sectors, the need for additional teaching certificates and nursing degrees was noted. Currently, the top requested skills for the SNWDA's in-demand occupations are: critical thinking, monitoring, judgment and decision making, speaking, active listening, coordination, reading comprehension, time management, complex problem solving, active learning, writing, social perceptiveness, service orientation, persuasion, and instruction. However, a recent report from the National Science Board (NSB-2015-10) argues that due to increasingly technical and automated job market demands, the need for Science, Technology, Engineering and Math (STEM) skills have permeated all corners of the nation's economy. Thus, the significance of STEM knowledge and skills on national economic competitiveness is critical to the development of the SNWDA's future workforce (U.S. News & World Report, 2015). Additionally, humanities skills are increasingly important to the area's workforce development. Proficiencies such as writing efficiencies, communication, listening skills (both active and passive), articulation, thinking, creativity, organization, project and time management, and networking/teambuilding skills are requisite for workforce development.

Further, qualitative data indicates employers also struggle with the following:

- Finding sufficient numbers of qualified candidates
- Pre-screening large numbers of candidates
- Managing hiring processes
- On-the-job training after successful candidates have been identified

C. An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

As of December 2015, the SNWDA's current level of employment has reached 998,000. Employment in the SNWDA has grown by over 31,000 jobs since 2014. When compared to 2010, the SNWDA is on track to have added close to 124,000 new jobs in the five year period just ending. Employment is continuing to trend higher, although recent employment estimates indicate that the rate of growth may be slowing. This growth has been seen across all counties and industries within the SNWDA.

The annual unemployment rate has decreased to 6.9 percent year-to-date December, 2015, down from 7.8 percent a year ago. Similar to employment, the rate of improvement in the unemployment rate has recently slowed. One of the primary reasons for this decline is a surge in the labor force. When individuals reenter the labor force while looking for a job, they place upward pressure on the unemployment rate, even as more jobs are being added to the economy and fewer people are applying for unemployment insurance benefits. This increase in the labor force is a good indication that individuals are feeling more confident in their abilities to locate employment. The available labor force seeking employment has grown by over 23,000 in 2015.

The SNWDA was negatively affected during the recession, mostly due to above average levels of employment in the construction industry and the area's reliance on tourism and gaming. Both of these sectors were extremely hard-hit by the economic downturn. The area's initial recovery lagged the national economy, but the economic situation is improving. For instance, private sector job growth in the SNWDA during 2015, at 3.7 percent, was among the strongest in the nation.

In this forecast, WC predicts that employment will surpass the peak levels achieved in 2007; set to occur in mid-2016. To put this in perspective, the area lost about 124,500 jobs from peak to trough. In 2011, the SNWDA economy created 4,800 jobs, equating to a 0.6 percent increase. In 2012, employment grew 2.1 percent, or 16,800 jobs. Job gains have continued into 2016 and stand at 1.0 percent (i.e., 8,100 jobs) below the peak. Job gains are predicted to be 41,300 for 2016 and 43,000 for 2017, which will bring the total job count over the one million mark to 1.03M.

The SNWDA experienced a rapid construction boom that was fueled by strong population and employment growth in the two decades leading up to the recession, but also by easy credit and speculation. The housing crisis left the area in a deep hole in terms of jobs. Construction employment plummeted for almost six straight years, bottoming out in 2012 with the loss of over 71,200 jobs. The pronounced losses in construction employment were, in large part, an adjustment from the exceptionally high levels prior to the start of the recession.

Construction activity turned positive again after the 2012 trough, and has been trending upwards since. In southern Nevada, construction on the Las Vegas strip is rebounding with the Genting Group® project on the former Stardust/Echelon site, the new MGM Resorts arena and the announcement of the Wynn Resorts Paradise Park Las Vegas. In 2015, the SNWDA added 2,400 construction jobs, with an additional 4,000 jobs per year projected for 2016 and 2017.

Manufacturing slumped in the deep recession as households and businesses cut back spending, creating lower demand for factory goods at home and abroad. Employment in this sector decreased dramatically during the recession, losing 7,600 jobs from peak to through recession period, and has been slow to recover. A noteworthy project in this industry is Faraday Future's® electric car manufacturing plant. This factory is expected to add 50 jobs in 2015, 250 jobs in 2016, and an additional 700 jobs in 2017. The total projected jobs associated with this project added by 2025 are estimated at 4,500.

The SNWDA is heavily dependent on tourism, conventions and gaming, which in turn feeds the trade, transportation and utilities industry. The industry relies on consumer spending and disposable income. The latter two are a reflection of the relative strength of the economy; therefore, it is no surprise that consumption plummeted during the recession. The SNWDA's economy had a rash of retail store closings and vacant retail space when the recession hit. As the recession unfolded, industry employment fell by 13,800 from its peak employment of 161,100 in 2007, to 147,300 in 2010. Since then, retail employment has been in recovery.

Improved household balance sheets are facilitating pent-up demand. As job growth accelerates, consumers will gain more confidence. The trade, transportation and utilities sector in the area will benefit from the construction developments on and around the Las Vegas Strip as many of them include retail space. Current projections are for 6,800 jobs in 2016 and 7,100 jobs in 2017.

Demographics are the main driver of the growth in the number of jobs in the health care and social assistance sectors. Employment in the individual and family services industries, which provides a variety of social assistance to children, elderly people, people with disabilities, and others, is projected to increase as well. Projections indicate an additional 6,000 jobs in 2016, and 6,300 jobs in 2017.

The hospitality and food service industry has the largest share of employment in the SNWDA, accounting for about a quarter of all jobs in the area. Most hospitality and food services jobs are concentrated in the Las Vegas area. The fact that the Las Vegas economy is dependent on tourism and has a consumption-based economy makes it very susceptible to the national economy's ups and downs. Thus, the success of the industry depends on people having disposable income to spend.

Construction developments on and around the Las Vegas strip will have a significant impact on the accommodation and food services sector employment. The forecast estimates 14,900 additional jobs in 2016. The SNWDA anticipates additional gains of 15,700 jobs in 2017.

According to the American Community Survey on Educational Attainment's five-year estimates (2010-2014), roughly 58 percent of the SNWDA's population (civilian labor force, age 25-64) possessed more than a high school diploma, 29 percent possessed a high school diploma, and roughly 15 percent of the population had an education of less than a high school diploma.

Civilian Labor Force 25 to 64	Workforce	Percent of Workforce	Unemployment Rate
Less than high school graduate:	117,603	13.6%	15.1%
Employed	99,796	11.5%	
Unemployed	17,807	2.1%	
High school graduate (data point includes equivalency):	245,741	28.4%	12.5%
Employed	214,598	24.8%	
Unemployed	30,794	3.6%	
Some college or associate's degree (data point does not include high school graduate):	297,415	34.4%	10.2%
Employed	263,972	30.5%	
Unemployed	30,447	3.5%	
Bachelor's degree or higher (data point does not include high school graduate):	204,363	23.6%	6.0%
Employed	190,318	22.0%	
Unemployed	12,166	1.4%	
Total- By Level of Education	865,122	100.0%	10.5%

When comparing educational attainment to current occupational staffing patterns, the SNWDA's current workforce indicates a nearly 10 percent shortfall in advanced degrees holders. Interestingly, the data indicates that 21 percent of the workforce, primarily those with some college but less than a bachelor's degree, may be working in occupations that require less formal education than they possess. It is important to note that although there seems to be an excess of education according to the chart, there appears to be a strong correlation between educational level and maintaining employment as indicated by the unemployment rates. The unemployment rate for individuals with a bachelor's degree or higher was 6.0 percent compared to 15.1 percent for an individual with less than a high school diploma.

Requested Degree for Current Occupations	Percent of Occupations	Percent of Labor Force	Excess / (Deficiency)
Less than High School	11.9%	13.6%	1.7%
High School Diploma or Equivalent	41.1%	28.4%	(12.7%)
Associate's Degree or Some College	13.3%	34.4%	21.1%
Bachelor's Degree	33.7%	23.6%	(10.1%)

When examining the make-up of the SNWDA's population, it is noted that a significant portion of the population meets the requirements for priority of service (e.g. veterans, people with disabilities, low income, and English language learners). Based on the 2014 American Community Survey five-year estimates, 11.8 percent of individuals have disabilities. Within the labor force, only 6.2 percent are disabled, for which the unemployment rate is almost 20 percent. Also, nearly 175,000 or 14.2 percent of people between the ages of 20 and 64 have incomes beneath the poverty line. The veteran population is 10.3 percent of which 16.8 percent are disabled. English language learners make up

a significant portion of the population at 33 percent, of which 42 percent speak English “less than very well” as categorized in the American Community Survey.

Gaps between current and future skill demands have not yet been projected, but several high level observations can be noted:

- Jobseekers often lack soft skills needed for successful employment
- Based on target population for priority of service, jobseekers may not have adequate skills (e.g. critical thinking, monitoring, judgment and decision making, etc.)
- Jobseekers often lack the necessary STEM skills required in today’s job market
- Employers often struggle with recruitment and placement
- Costs associated with new employees (e.g. training) often prevent business expansion

D. An analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of the employers in the region;

After consultation and collaboration with stakeholders, a general consensus was formed that the current workforce system is structured to:

- Connect Southern Nevadans to jobs and supportive services
- Support business retention, expansion and employer services
- Improve integration of education and workforce data to produce high-quality relevant labor market information
- Produce education and training opportunities that prepare Southern Nevadans for self-sustaining jobs and careers
- Provide skill upgrades for incumbent workers

From these discussions the following strengths and weaknesses face Southern Nevada’s current workforce development activities.

Strengths include the following:

- The coordination with the State as a result of the establishment of two local workforce development boards
- Access to public officials, governing bodies and other stakeholders
- Geographic expansion throughout the designated Workforce Development Area
- Consideration of diverse stakeholder perspectives
- Concerted efforts directed upon specialized populations
- A quality-focused service delivery system

Weaknesses include the following:

- Limited resources and funding to adequately serve the potentially eligible population
- Room for improvement of coordination of resources and services
- Lack of integrated employment and training management information systems
- Minimal community awareness of available programs and services
- Quality deficiencies of workforce practitioners within the system
- Lack of colocation of core programs (Titles I-IV)
- Administrative redundancies of sub-recipient work

WC oversees approximately \$17.8 million of Title I-B funding to serve the SNWDA, utilizing a network of youth, adult and dislocated worker service providers. In program year 2014, the SNWDA served 2,958 adults, 1,171 dislocated workers and 2,995 youth in Title I programs. In the adult population, \$8,874,831 was spent for a total cost per participant of \$3,000. In the dislocated worker population, \$4,360,413 was spent for a total cost per participant of \$3,724. In the youth population, \$6,808,060 was spent for a total cost per participant of \$2,273. The expenditure rates noted above exclude federally defined administrative costs.

The Local Board competitively procures service providers strategically and geographically located throughout the SNWDA, as well as providers uniquely qualified to recruit and serve targeted populations. The target populations for the SNWDA consist of veterans, youth, and adults who are low income and face significant barriers to employment and education.

Accordingly, the Local Board fulfills its capacity by:

- Partnering with service providers who are uniquely qualified to serve particularly hard-to-serve populations (e.g., veterans, individuals with disabilities, offenders and high school dropouts)
- Providing multiple workshops, hiring events and community forums throughout the year to increase awareness

E. A description of the Local Board’s strategic vision and goals for preparing an educated workforce (including youth and individuals with barriers to employment), including goals related to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency; and

WC is capitalizing on the extraordinary opportunity to improve job and career options for Southern Nevadans through a modernized, comprehensive, integrated, job-driven and streamlined local One-Stop Delivery System (OSDS) that links diverse talent to businesses. All One-Stop Career Centers (OSCC) and affiliate sites will have a dedicated focus on youth and individuals with barriers to employment. Consistent with priority of service, the system will also target special populations including: veterans, people with disabilities, re-entry, foster youth, English language learners, etc. The OSDS will be characterized by three critical hallmarks of excellence:

- The needs of businesses and workers drive workforce solutions
- One-Stop Career Centers (American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement
- The workforce system supports strong regional economies and plays an active role in the community and workforce development

WC’s strategic vision for the SNWDA is based on our vision statement: “Full Employment for All Southern Nevadans”. It is aligned to support the Governor’s vision of the New Nevada. An economy, historically anchored on a couple of industry sectors, is being transformed to one that is knowledge-based and technologically advanced and features multiple key industry sectors. The New Nevada economy is now receiving strong economic, education and workforce development investments in the nine key industry sectors identified by the Governor:

- Aerospace & Defense
- Agriculture
- Clean Energy
- Healthcare & Medical Services
- Information Technology
- Logistics & Operations
- Manufacturing
- Mining & Materials
- Tourism, Gaming & Entertainment

The New Nevada economy presents great promise for gainful and sustainable jobs that will raise Southern Nevadans to their highest levels of self-sufficiency.

WC will collaborate with local education and economic development agencies

in the planning efforts to develop the necessary exposure activities, demand-driven curriculum, certificate programs, programs of study, and internship opportunities that will best prepare students and job seekers to work and succeed in Nevada's key industry sectors.

WC will collaborate with local businesses and industries to maintain a local OSDS that meets the needs of job seekers and employers. This is anchored by our mission statement: "Connecting Employers to a Ready Workforce". The local OSDS is designed to align with the Governor's vision of a statewide public workforce development system that increases access to opportunities for employment, education, training and support services especially for youth and individuals with the greatest barriers to employment.

WC's vision and mission statements are supported by four strategic goals set by the Local Board:

- Implement effective policies for management and oversight of the OSDS
- Champion youth education, training and employment
- Promote quality employment and training services for adult and dislocated workers
- Attract, grow and retain businesses

These goals are supported by the Strategic Work Plan Goals Matrix that contains individual strategies, tactics, timelines and measurements (attached to this local plan). These strategies are aligned to support the performance measures described in WIOA section 116(b)(2)(A), regional economic growth and economic self-sufficiency in Southern Nevada.

All key industry sectors in the New Nevada economy require workers with strong STEM based skills. These skills are necessary for the types of jobs in the New Nevada economy. Most employers want workers who are able to reason and solve problems using some math, science or technology knowledge. Key STEM skills include:

- Analytical skills to research a topic, develop a project plan and timeline, and draw conclusions from research results
- Science skills to break down a complex scientific system into smaller parts, recognize cause and effect relationships and defend opinions using facts
- Math skills for calculations and measurements
- Attention to detail to follow a standard blueprint, record data accurately, or write instructions
- Technical skills to troubleshoot the source of a problem, repair a machine or debug an operating system, and computer capabilities to stay current on appropriate software and equipment

Workers in STEM fields also use “soft” skills as much as they do math and science. These “soft” STEM skills include:

- Communication and cooperation skills to listen to customer needs and interact productively with project partners
- Creative abilities to solve problems and develop new ideas
- Leadership skills to lead projects and help customers
- Organization skills to keep track of a great amount of and different sources of information

To support the New Nevada’s key industry sectors, STEM activities already play a strong role in the service delivery design in the SNWDA. It starts with broad participant access to exposure activities to STEM skill-sets needed for occupations across Nevada’s key industry sectors. It continues with STEM focus during the career coaching stages, STEM focused trainings on the Eligible Training Provider List (ETPL) and strong engagement with employers in STEM related industries.

Additionally WC is implementing a new Two Generation Strategy in an effort to break the inter-generational cycle of poverty and move families toward economic security with gainful employment. The initiative takes place through partnership with agencies like United Way of Southern Nevada, Clark County Social Services, and others. This initiative will include strong, comprehensive employment, education and training components that address both adults and their children. Key elements of the strategy are the use of integrated funding streams of leveraged resources that cover an array of supportive services earmarked for low income families.

F. Taking into account analyses described in subparagraphs (A) through (D), a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in subparagraph (E);

WC currently oversees one comprehensive OSCC and multiple One-Stop affiliate sites. There are currently seated partners for WIOA Titles I, III, and IV co-located at the comprehensive OSCC. A Memorandum of Understanding (MOU) is currently in process for formalizing access to all core partner programs at the comprehensive OSCC.

WC has formalized some MOUs and is currently formalizing additional ones with the entities that carry out the WIOA core programs in the local area.

- Title I Youth, Adult and Dislocated Worker: Formal MOUs are in place with Title I providers at the comprehensive OSCC and the One-Stop affiliate sites.
- Title II Adult Education and Literacy: Formal MOUs are currently in process with Nevada's Department of Education (NDE), recipient of WIOA Title II funds and MOUs will be put in place with its local recipients/service providers.
- Title III Employment Service - Wagner Peyser Act: Title III staff is co-located at the comprehensive OSCC. Formal MOUs are currently in process with DETR, recipient of WIOA Title III funds.
- Title IV Vocational Rehabilitation: Title IV staff is co-located at the comprehensive OSCC. Formal MOUs are currently in process with DETR, recipient of WIOA Title IV funds.

WC will continue to work to establish MOUs with the entities that carry out the core programs in order to further align resources, increase integration and coordination of programs, maximize return on investment and maintain seamless integrated services that are accessible to all job seekers, workers and businesses.

WC's vision is that these MOUs will lead to additional comprehensive OSCCs in the local area where Youth, Adult, Dislocated Worker, Adult Education, Employment Services and Vocational Rehabilitation are all seamlessly co-located, leveraging resources and sharing in the cost of system infrastructure. The vision also includes the addition of other WIOA required and additional partners like Temporary Assistance for Needy Families (TANF), Jobs for Veterans State Grants (JVSG), Carl Perkins Career and Technical Education (CTE), Registered Apprenticeship, etc.

2. *A description of the workforce development system in the local area that identifies the programs that are included in the system and how the Local Board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E);*

The local workforce development system includes the four required core WIOA programs: WIOA Title I (Adult, Dislocated Workers, and Youth), Title II (Adult Education & Literacy), Title III (Wagner-Peyser) and Title IV (Vocational Rehabilitation). It also includes 13 required partners: Career & Technical Education; Community Services Block Grant; Indian & Native American Programs; HUD Employment & Training Programs; Job Corps; Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program; National Farmworker Jobs Program; Senior Community Service Employment Program; TANF Employment & Training Programs; Trade Adjustment Assistance; Unemployment Insurance; YouthBuild; and Second Chance Act.

To support alignment and avoid the duplication of services, the core program partners along with the required and additional partners will establish a One-Stop Delivery System MOU and corresponding resource sharing agreement, where applicable. The MOU will specify partner roles and responsibilities as related to providing services within the workforce development system.

3. *A description of how the Local Board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);*

WC, working with the entities carrying out core programs, will continue to fund, through its OSCC operator and service providers at One-Stop affiliate sites, all of the career services included under Section 134(c)(2). Such services shall include at a minimum:

- Determinations of eligibility for services under Title I of WIOA
- Outreach, intake and orientation to the information and other services available through the OSDS
- Initial assessments of skill levels, aptitudes, abilities, and supportive service needs
- Labor exchange services, including job search and placement assistance, career counseling when determined to be appropriate,

provision of information on in-demand sectors and non-traditional employment, and appropriate recruitment and other business services on behalf of employers

- Referrals to and coordination of activities with all other applicable OSDS partners and other workforce development programs
- Workforce and employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas
- Job vacancy listings
- Information related to job skills necessary to obtain employment
- Information relating to local in-demand occupations and the earnings and skill requirements for such occupations
- Performance and program cost information on eligible providers of training services
- Information, in formats that are usable by and understandable to customers, regarding how the local area is performing on the local performance accountability measures
- Information, in formats that are usable by and understandable to customers, relating to availability of other supportive services in the local area
- Information and assistance regarding the filing of claims for unemployment compensation
- Information relating to and assistance in establishing eligibility for programs of financial aid assistance and education programs

A key strategy for coordination of activities among the OSDS partners will be regularly convened system partner meetings to be held on no less than a quarterly basis. Topics of discussion at these meetings shall include ways in which intake processes and other services at all OSCCs and affiliated sites can be integrated to the fullest extent possible, with a strong emphasis placed on co-enrollment between all applicable partner programs.

WC will strongly encourage co-enrollment and leveraging of resources through other means, with requirements built in to its Individual Training Account (ITA) policy and other policies and procedures pertaining to the provision of WIOA career and training services.

WC will utilize a standardized MOU that outlines the services and funding to be provided by each required and optional local workforce system partner. Overall, the MOU and local plan will detail efforts to ensure effective and efficient delivery of workforce services.

Through the regularly convened system partner meetings and other strategies, WC intends to further improve consistency and integration of services by creating a common application process, co-enrolling customers across programs, instituting

an integrated case management process, utilizing standardized assessments, creating standardized curriculums for job-readiness training, and, in conjunction with core partners, implementing a comprehensive staff training program for personnel delivering services.

WC will utilize strategies developed in tandem with core and other partner programs to serve the needs of individuals.

Coordination of activities to support the identified strategies will be outlined in the One-Stop Delivery System MOU and will include key industry sector strategies and the implementation of career pathways.

A customer-centered approach will be at the forefront of each strategy and thorough assessments will be provided so that services can be tailored to the unique needs of the individual and a holistic plan for employment can be developed that includes the need for supportive services and the identification of resources from entities within and outside the scope of this plan.

WC will establish strong partnerships with local area colleges and universities through MOUs, and solicit training providers to submit training applications related to demand-driven industry sectors for placement on the State's ETPL.

WC will establish and maintain resource-sharing agreements with associated partners and facilitate a One-Stop Delivery System-wide dialogue for the purpose of collaborating with partners and addressing the need to connect employers to a ready workforce.

Access to activities leading to postsecondary credentials will improve by focusing on career pathways specific to locally in-demand occupations. WC will promote locally relevant career pathways in the SNWDA. Career exploration activities will be designed and implemented for in-demand skill-sets and occupations across all of Nevada's key industry sectors identified by the Governor's economic development plan.

Access to activities leading to postsecondary credentials will improve by utilizing the latest technologies available. Interactive Career Exploration (ICE) strategies will make effective use of the latest technologies. Southern Nevadans will be able to access the Woofound personality assessment from any PC or mobile device. Unlike most other career-mapping assessments, this unique science-based visual assessment is quick, fun and easy to take. After the 2-3 minute assessment, participants are provided actionable data that allow them to immediately start making career mapping decisions. Participants will also be able to navigate career exploration activities and local Labor Market Information (LMI) through fun interactive animated characters, all themed in Nevada's key industry sectors. The exploration activities are designed to be engaging, interactive and fun. They include

industry-relevant videos, quizzes and games. LMI is extracted from the DETR Research and Analysis Bureau website.

Access to activities leading to postsecondary credentials will improve through universal access and a “No Wrong Door” philosophy throughout the local OSDS. Universal access to STEM based programs will anchor participant exposure to skill-sets, industry-recognized certificates, licenses and certifications for occupations across Nevada’s key industry sectors.

Access to activities leading to postsecondary credentials will improve through effective use of locally-relevant intelligence. Advisory panels will provide timely and locally relevant intelligence regarding the local labor market, education system and economic development activities. The advisory panels will focus on business engagement, special populations, youth and the OSDS. Among other things, this “real-time” intelligence will assist in keeping all ETPL offerings local industry-relevant and in-support of local in-demand occupations.

Access to activities leading to postsecondary credentials will improve through increased customer choice on the ETPL. The ETPL will meet the new performance reporting requirements and increase customer choice at the same time by using customer reviews along with the performance data. This will help participants make a more informed decision regarding training activities. A new paperless/online ETPL management process will streamline applications, evaluations, approvals/denials/renewals, customer reviews and the ETPL performance reporting process.

Access to activities leading to postsecondary credentials will improve through pre-apprenticeship programs that target populations with barriers to employment. These pre-apprenticeship programs will support career pathways that prepare participants for eventual placement into local registered apprenticeship programs.

WC will continue to work with United Way of Southern Nevada, Clark County Social Services, and others to implement a new Two Generation Strategy in an effort to break the inter-generational cycle of poverty and move families toward economic security with gainful employment. Key elements of the strategy are the use of integrated funding streams of leveraged resources that cover an array of supportive services earmarked for low income families.

4. *A description of the strategies and services that will be used in the local area-*

A. In order to-

i. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;

WC facilitates engagement of employers through the activities and initiatives of the Business Engagement Specialist Team (BEST). BEST engages local employers by:

- Offering candidate recruitment and placement as a gateway service to local employers, including small employers and particularly employers of in-demand industry sectors and occupations;
- Inviting employers to join the Workforce Connections' Compact which defines the partnership and mutual commitments made between Southern Nevada employers and WC. Employers commit to (1) utilizing the recruitment services and training resources of WC to access the talent available through the OSDS; (2) recommending recruitment and training resources to other businesses and employers; (3) maintaining communication with and providing honest feedback to WC for the continuous improvement of service delivery; (4) assisting the Southern Nevada Workforce Development Board in developing strategies to improve the talent pipeline, build the skills of Southern Nevadans, and enhance industry sector growth for a vibrant economy; and (5) be available to serve on panels and committees as an expert on employer issues.

ii. Support a local workforce development system that meets the needs of businesses in the local area;

WC's Business Engagement Panel is comprised of key employers who are members of the Compact. Panel members have decision-making and hiring authority in local businesses. They deliver "real time" and locally relevant workforce intelligence. The information is used to improve service delivery within the OSDS and to align training resources through management of the ETPL.

Primarily, the panel serves as an employer roundtable for employers to discuss how the system might become more demand-driven. In the context of workforce development, being demand-driven means using the hiring needs of employers as the starting point. Service providers then respond to the gathered demand factors with a labor supply aligned with demand. The Business Engagement Panel's role is to provide direct information on jobs

in-demand, skill sets required, training program requirements and candidate assessment factors to produce more trainees with skills and competencies that align better with industry, and hence, increase the likelihood of long-term employment upon completion of training. The Panel, which meets regularly, facilitates ongoing communication and continuous feedback ensuring that we truly become a demand-driven, locally-relevant workforce development system.

Finally, the Panel provides an opportunity to gain in-depth industry knowledge and expertise and to assess the current employment opportunities, future expectations, wages and salary impact with consideration of our local talent pool.

The Panel's goals are to:

- Examine major issues in the field of workforce and economic development and work to create programs, partnerships and solutions to complement policy decisions.
- Build on the principles of transformation for workforce development: initiating proactive collaboration and partnership; connecting strategic planning to regional economies; and creating customized solutions for businesses and workers in transition.
- Drive change within the workforce development system that aligns services to workers with benefits and resources that educate and prepare them for structural changes in the global marketplace.
- Craft the vision of "talent development" that reflects our local labor market needs.
- Adopt tools, approaches and successes that overcome barriers to performance and encourage innovative practices.
- Focus on the creation of a demand-driven, integrated publicly-funded workforce development system.

iii. Better coordinate workforce development programs and economic development; and

For Economic Development, WC works with the Las Vegas Global Economic Alliance (LVGEA), the Regional Economic Development Agency for Southern Nevada, the Governor's Office of Economic Development (GOED) and other local economic development teams. The goal is to coordinate the collaboration of public and private partners working to align the publicly-funded workforce development system to regionally-based economic development efforts. WC's local delivery system strives to develop talent that will ensure Southern Nevada's competitiveness in a global economy. WC works to improve coordination, communication, collaboration and performance between the workforce development system, economic development and the business community.

iv. Strengthen linkages between the One-Stop Delivery System and unemployment insurance programs; and

WC also works with DETR, Adult Ed, Department of Welfare, Vocational Rehabilitation and Veteran partners through the Business Services Network (The Network). The Network convenes and coordinates business and employer service activities throughout the OSDS to create a seamless approach for employers and job seekers. The goal is to create a “no wrong door” for businesses and employers so that they may seamlessly receive system services and access system talent regardless of which partner is contacted. This will increase the services and potential recruitment pool available to employers and businesses.

Hiring events and other special recruitment efforts are also extremely effective for assisting unemployment insurance claimants with finding sustainable employment. In partnership with DETR, WC coordinates efforts with the Wagner-Peyser Business Service Office (BSO) to promote opportunities for connecting employers to job-ready UI claimants.

B. That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in paragraph (1)(F);

On-the-job training, incumbent worker training and customized training will be provided for in-demand jobs or high growth industry sectors within the LWDA. Industry experts make up the membership of the industry sector councils, providing breadth of insight as to the skills needed by employers. WC will develop career pathway strategies that will prepare southern Nevadans for job opportunities available in the local area.

5. A description of how the Local Board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services;

Consistent with section II(4)(A)(iii) of this plan, WC works to improve coordination, communication, collaboration and performance between the workforce development system, economic development and the business community, by engaging economic development agencies such as, Las Vegas Global Economic Alliance (LVGEA), the Regional Economic Development Agency for Southern Nevada, the Governor’s Office of Economic Development

(GOED) and other local economic development teams. In addition, WC maintains active and dynamic partnerships with local chambers of commerce and industry associations. These agencies are represented in WC's Board membership.

Small businesses in the state of Nevada were seriously impacted by the national economic conditions resulting in the highest unemployment numbers in the nation. As a result of job losses, residents of Nevada are still searching for financial support for entrepreneurial business ideas. As a result of these facts, and the fact that small business development is a key factor to employment recovery, the Governor's Office of Economic Development (GOED) believes the small business sector requires additional funding to assist small businesses with entrepreneurial training, technical assistance and access to loans for new and expanding businesses throughout the State. Nevada received \$13.8 million from a Federal grant to assist in the growth of small and microenterprise businesses throughout the state of Nevada.

The Nevada Microenterprise Institute (NMI) in partnership with Valley Economic Development Center (VEDC) will now be known as the VEDC Nevada Business Opportunity Fund to reflect its expanded services to help small businesses gain access to capital.

VEDC's Nevada Business Opportunity Fund offers a comprehensive array of tools and resources to help entrepreneurs to successfully start or expand small businesses. A Federally Certified Community Development Financial Institution (CDFI), the Nevada Business Opportunity Fund's services and programs are specifically targeted to help micro, small, women, and minority owned businesses in low-income and disadvantaged communities. Services include:

- Small Business Administration (SBA) Community Advantage loans in the \$50,000 to \$250,000 range
- Microloans in the \$1,000 to \$50,000 range
- Along with management and technical assistance such as business plan preparation, market research, accounting services, and more training programs and professional counseling through the Nevada Women's Business Center

There is an ongoing need to help small business owners who are unable to qualify for traditional bank financing. The Nevada Business Opportunity Fund is committed to continuing to provide financial resources, business services, and programs to grow businesses and support our communities.

The Nevada Business Opportunity Fund, which originally made microloans of only \$1,000 to \$35,000, has lent more than \$6.4 million to more than 450 Nevada small

businesses. More than 3,000 people have received no-cost, entrepreneurial training from the Nevada Business Opportunity Fund's professionals in just the past two years alone. The more than 222,000 small businesses in Nevada significantly impact the State's economy, representing more than 95% of all employers and employing approximately 42% percent of the private-sector workforce.

WC's One-Stop Delivery System supports the Nevada Business Opportunity Fund and actively makes appropriate customer referrals from the comprehensive OSCC and its affiliate sites. WC's vision for supporting and promoting entrepreneurial skills training and microenterprise services also includes informational workshops and webinars at multiple locations of the Local One-Stop Delivery System.

WC's Youth-specific RFPs and contracts already incorporate a required entrepreneurial skills training component to address the unique needs of WIOA youth clients.

- 6. *A description of the One-Stop Delivery System in the local area, including-***
A. A description of how the Local Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers;

WC will ensure continual improvement of eligible providers of services through a data-driven process:

- Reporting: Goals will be tracked, measured and reported (e.g., participant performance, system integration & resource-sharing, referral process, customer satisfaction, etc.)
- Feedback: system feedback will improve job seeker and employer services, partner collaboration and provide qualitative system intelligence
- Analysis: Data will be analyzed to improve understanding of the system and identify opportunity for continual improvement
- Action: Analysis and feedback will drive the decision-making process for positive changes in the system. Initiatives and programs will be evaluated for effectiveness

Additionally, monitoring, assessments and technical assistance will be used to ensure continual improvement. WC envisions sharing data across the workforce development system to allow in-depth analysis and evaluation of co-enrolled participants and pilot programs.

- B. A description of how the Local Board will facilitate access to services provided through the One-Stop Delivery System, including in remote areas, through the use of technology and through other means;***

WC has one comprehensive OSCC and multiple geographic One-Stop affiliate sites located throughout the SNWDA. The comprehensive OSCC and affiliate sites offer services to both employers and job seekers. The OSCC and affiliate sites also provide access to basic career services such as referrals to the OSDS partners, on-line registrations and job search assistance through the Nevada Job Bank and access to online UI information.

Besides physical access, WC actively promotes technological linkage to services. Currently, tools such as the Woofound online assessment and the Interactive Career Exploration (ICE) kiosk provide additional tools for exploring career pathways in a fun, quick and convenient manner. These tools are available system-wide and can be accessed through any web enabled computing or mobile device. For the jobseeker who is interested in training, WC, in coordination with the State and Nevadaworks, has implemented an ETPL search tool which allows training information to be searched by factors such as cost, location and sector. WC recognizes the need for distance learning and also continues to explore and advocate online training options for individuals that reside in rural areas. It is anticipated that the new Statewide Automated Workforce System (SAWS) will further enhance technological linkages to labor market information and self-serve job seeker and employer services.

WC has also recently deployed two mobile One-Stops to increase the geographical footprint and provide increased access to the OSDS. The retired buses were donated by the Southern Nevada Regional Transportation Commission and repurposed and transformed into mobile One-Stops. The mobile One-Stops feature two office spaces, computer equipment and an ADA compliant lift. Their deployment throughout the SNWDA is coordinated by the OSCC operator.

- C. A description of how entities within the One-Stop Delivery System, including One-Stop operators and the One-Stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials, for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and***

The local area connects OSDS services, including WIOA, to persons with disabilities by assuring that all workforce offices are ADA compliant and that auxiliary aids are made available when requested by customers receiving services. The area distributes and ensures the use of State notices to make all eligible registrants and applicants aware of the system's obligations to operate their programs in a non-discriminatory manner.

The OSDS is required to provide equal opportunity in all aspects of their program operations and practices. All funded partners are required to post the Equal Employment Opportunity (EEO) is the Law notice and disseminate it to each participant and document the distribution in the case file. The local area provides standard EEO language to be placed on all new and reprinted marketing collateral and routinely monitors system compliance with this requirement.

In program year 2013, the OSCC underwent an ADA facility improvement project. The project went above the minimum ADA requirements. The amount of dedicated accessible parking adjacent to the building was tripled, additional access rails and ramps were installed, and electrical door operators were installed throughout the building. It is WC's goal to provide the best services available to all populations of the local community.

Staff of the OSDS routinely serve persons with disabilities by making any accommodations necessary to assist with their employment and training needs. As much of the EO content is in written form, accommodations are made to any participant with a visual impairment to ensure appropriate advisement.

As a WIOA Title I Core Partner, WC is partnering with WIOA Title IV (i.e., Vocational Rehabilitation), which is also co-located at the OSCC, to have training and support provided to all core and required partner staffs addressing the needs of individuals with disabilities.

D. A description of the roles and resource contributions of the One-Stop partners;

The responsibilities of the One-Stop partners are to provide:

- Career services (basic and individualized)
- Workforce and labor market information
- Access to training services
- Program referrals

The OSCC operator will provide the leadership, foundation and tools to ensure the standardization of service delivery through the OSCC.

OSCC providers of career services

- OSCC Operator:
 - WIOA career and training services
- State of Nevada NDE and DETR:
 - Adult Education and Family Literacy
 - Wagner-Peyser
 - Veterans Services
 - Former Offender Services

- Vocational Rehabilitation

Resource contributions will be consistent with the negotiated MOU and resource sharing agreement.

7. *A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area;*

Basic career services will be made available to all individuals seeking services in the OSDS, and include:

- Eligibility determination for adult, dislocated worker, or youth programs
- Outreach, intake (including identification through the State's Worker Profiling and Reemployment services system) and orientation to information and other services available through the OSDS
- Initial assessment of skill levels including literacy, numeracy, English language proficiency, as well as aptitudes, abilities and supportive service needs
- Labor exchange services, including:
 - Job search and placement assistance
 - Provision of information on in-demand industry sectors and occupations
 - Provision of information on non-traditional employment
- Provision of referrals to and coordination of activities with other programs and services, including those within the OSDS and, when appropriate, other workforce development programs
- Provision of workforce and labor market employment statistics information including information relating to local, regional and national labor market areas
- Provision of performance information and program cost information for eligible providers of training services
- Provision and information about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system
- Provision of information and assistance regarding filing claims for unemployment compensation
- Provision of information relating to the availability of support services or assistance, and appropriate referrals to those services and assistance
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

Individualized Career Services

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service

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needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. Ostensibly to avoid duplication of services, WIOA contains a clause that allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by the OSCC Operator or the OSCC Partner and must have been completed within the previous six months

- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers
- Group counseling
- Individual counseling
- Career planning
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and work experience that are linked to careers
- Workforce preparation activities
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance
- English language acquisition and integrated education and training programs

Training Services

WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Training services include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training (OJT), including registered apprenticeship
- Incumbent worker training in accordance with WIOA §134(d)(4)
- Workplace training and cooperative education programs
- Skills upgrading and retraining
- Entrepreneurial training
- Transitional jobs in accordance with WIOA §134(d)(5)
- Job readiness training provided in combination with other training described above
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training
- Customized training conducted with a commitment by an employer or

group of employers to employ an individual upon successful completion of the training

Follow-up Services

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

Strengths include the following:

- Geographic access points throughout SNWDA
- Provision of subject matter expertise for special ADW populations
- Quality-focused services

Weaknesses include the following:

- Minimal community awareness of available services
- Outreach to and recruitment of dislocated workers
- Providing expeditious subsequent services following point of initial contact
- Cumbersome and lengthy administrative process

8. *A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(a);*

Nevada's rapid response program is designed to oversee and provide expedited services to businesses and workers facing layoffs and/or business closures of any size both in Worker Adjustment and Retraining Notification Act (WARN) and non-WARN instances. These services are coordinated through DETR's Workforce Investment Support Services (WISS) section. Nevada's rapid response unit is comprised of individuals from the local boards, dislocated worker service providers, organized labor, and DETR's ESD division.

The coalition aims to educate businesses and dislocated workers about the services and information available through Federal, State and local organizations to reduce the effects of business downsizing. Additionally, the unit makes every effort to conduct immediate on-site assessments with the employer, representatives of the affected workers, and the local community to evaluate the specific needs of the affected business and workers and to provide intervention services accordingly.

WC will work with the rapid response unit to design a service delivery strategy to accelerate the impacted employees return to work.

9. *A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are*

individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities;

WC will serve youth out of multiple geographic urban and rural One-Stop affiliate sites, including the OSCC, spread throughout Lincoln, Nye, Esmeralda, and Clark Counties. In addition, WC has also identified three specialized projects which include a particular focus on re-entry youth, drop-out recovery interventions, and a work-based learning industry sector program.

WC is focusing 80 percent of recruitment efforts on the out-of-school youth population in coordination with community partners that serve similar youth. The OSCC and all One-Stop affiliate sites will maximize outreach and recruitment efforts for youth with disabilities, foster youth, and re-entry youth.

WC and its funded partners will continue collaborative partnerships with Vocational Rehabilitation, Department of Juvenile Justice, Department of Family Services, Health and Human Services and several community-based organizations that serve disconnected youth. WC will require all funded partners to provide subject matter expertise to the targeted youth populations identified above.

The 14 WIOA youth elements will be made available to all youth based on identifiable needs through an objective assessment and in accordance with an Individual Service Strategy (ISS).

Strengths include the following:

- Geographic footprint which allows increased access points for youth services
- System partnerships which allow for leveraged resources and holistic wrap-around services
- Specialized expertise provided to most disadvantaged youth

Weaknesses include the following:

- Out-of-school youth majority system (80%) minimizes WIOA Title I resources and services for in-school youth (20%), and in particular those at-risk of dropping out
- Minimal community awareness of available WIOA Title I youth programs and services
- Co-location of WIOA Core & Required partners at each One-Stop affiliate site

A successful model for out-of-school youth workforce activities is the YouthBuild Las Vegas model which consists of an expected focus of 50% on education, 40% on vocational training, and 10% on leadership development. The program runs the educational component concurrent with vocational training and incorporates leadership development throughout the design. The program also integrates an

AmeriCorps component with a particular emphasis on civic engagement, which participants fulfill during their vocational training.

10. A description of how the Local Board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid the duplication of services;

WC maximizes communication, resources, and partnerships to align secondary and postsecondary opportunities within the workforce development system in order to carry out education and workforce investment activities in the local area. There is a standing relationship with Clark County School District (CCSD), WIOA Title II (Adult Education and Family Literacy), and local institutions of higher education (e.g., College of Southern Nevada, University of Nevada Las Vegas, and Nevada State College). Representatives from each entity (i.e., secondary, Adult Education, and Institutions of Higher Education) serve on WC committees and the Local Board.

The collaboration with these entities and alignment with eligible training providers will reduce duplication of services and provide the opportunity to coordinate strategies while building systemic approaches for the development of career pathways, including apprenticeship programs.

11. A description of how the Local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area;

WC maintains an array of policies that addresses the use of supportive services and allowances therein. Local WIOA participants are eligible to receive supportive services for transportation and other key necessities, which directly support employment and training.

Funded partners will assess and document the need for each individual during an initial assessment and the enrollment process. Our policies address the coordination and referral of services to other entities in order to avoid duplication of services. Funded partners are responsible for approving supportive services in accordance to the guidelines set forth in WC's policies.

WC has also secured an agreement with the Regional Transportation Commission of Southern Nevada (RTC) which allows programs to purchase 30- day bus passes at reduced cost. This cost savings will allow greater transportation assistance for job search and training activities.

12. A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the One-Stop Delivery System, to improve service delivery and avoid duplication of services;

As a required WIOA core mandated partner, under the One-Stop Career Center MOU and resource sharing agreement, Title III Wagner-Peyser services are already co-located at the comprehensive OSCC. In addition, Wagner-Peyser services will also be available at various One-Stop Centers and affiliate sites. Consistent with the state plan, WC will utilize the objective criteria and procedures provided by the state for the establishment and certification of One-Stop Centers and affiliate sites. Accordingly, DETR's Wagner-Peyser programs will deliver a wide array of employment and training services to job seekers in the comprehensive OSCC and throughout the OSDS. Collaboration within the workforce development system and amongst the core partners will allow for coordinating and providing basic career services, while avoiding duplication of services. In order to assure this collaboration, WC's One-Stop Centers and affiliate sites are required to co-locate at least two, if not all four WIOA core mandated partners, one of which is Wagner-Peyser. One-Stop Centers and affiliate sites will be monitored accordingly. In order to improve the geographical footprint and provide more access points, WC is pursuing partnerships with local government agencies that will provide no-cost facilities. This will allow us to open more One-Stop Centers and/or affiliate sites.

13. A description of how the Local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the Board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II;

Through a One-Stop Delivery System MOU and resource sharing agreement, collaborative roles and responsibilities shall be identified outlining coordinated workforce development services and education and literacy activities to include leveraging of WIOA Title I funds and resources with those of Adult Education & Family Literacy (WIOA Title II). Such coordination shall include, but are not limited to the following:

- Co-location of Title I and Title II services where possible in order to reduce the cost of buildings and route more funds to direct client services.
- Supporting the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for family. This initiative will be highlighted in WC's Two-Generation Strategy.
- Assist immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship.
- Assist incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society.

Workforce development activities shall be coordinated with local area education and training providers, including the providers or sub-recipients of adult education and literacy activities under Title II and Carl Perkins (Career and Technical Education). In addition, and in order to avoid duplication of services, WC will participate in the Request for Proposals (RFP) evaluation process for WIOA Title II providers, and vice versa. The OSCC and One-Stop affiliate sites will provide opportunities for WIOA Title II provider staff to be co-located within their respective geographic offices.

In order to improve the geographical footprint and provide more access points, WC is pursuing partnerships with local government agencies that will provide no-cost facilities. This will allow us to open more One-Stop Centers and/or affiliate sites.

14. A description of the replicated cooperative agreements (as defined in section 107(d)(11) between the Local Board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

Individuals with disabilities shall be provided employment and training services so that they may prepare themselves for, and engage in, competitive integrated employment consistent with their unique strengths, priorities, concerns, abilities, capabilities, and interests with an informed choice. Through this comprehensive workforce development plan, individuals with disabilities will be assured to receive services they need to reach their full potential with gainful employment and training services.

WC partners with WIOA Title IV (Vocational Rehabilitation), which is already co-located at the comprehensive OSCC, in the following ways:

- Cross training of core partner staff to ensure a high level of service to people with disabilities
- Placement of people with disabilities through business engagement activities
- Representation on the WC Board, committees and advisory panels representing special populations

15. An identification of the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i);

WC is designated by the Governor as the administrative entity for the SNWDA. Attached to this plan is a letter dated September 14, 2015, from Governor Brian Sandoval to Clark County Commissioner Lawrence Weekly, Chair of the Chief Local Elected Officials Consortium (see Attachment D).

16. A description of the competitive process to be used to award the sub grants and contracts in the local area for activities carried out under this title;

WC and its sub-recipients, contractors and subcontractors are required to comply with established procedures / guidelines regarding procurement and acquisitions for goods and services. WC is also required to comply with:

- Any specific Federal and State award requirements outlined in grant agreements
- State and Local Board inter-local agreements
- Federal, State or local guidance, such as Training and Employment Guidance Letters (TEGLs) issued by the DOL, Employment and Training Administration (ETA) as they relate to funds passed through by the State
- Any programmatic or statutory Federal or State requirements, as applicable

All competitions shall be conducted in a manner that provides, to the maximum extent practical, free and open competition to all interested parties. The process used shall ensure open and impartial access for all interested minority, women owned, small business, veteran or disadvantaged owned, businesses seeking opportunities to furnish goods and/or services to WC. All solicitations for goods and services and the selection of sub-recipients shall incorporate a clear and accurate description of the technical requirements for the materials, products, or services to be procured, including quantities, and identification of all requirements that respondents must fulfill, and all other factors to be used in evaluating bids or proposals.

WC uses the RFP method of procurement when there is more than one prospective bidder submitting an offer, the lowest price is not necessarily the determining factor, and a cost reimbursement type contract or award will be made. The RFP must also meet the generally prescribed standards for “full and open competition”. The bid evaluation factors should focus primarily on, but not exclusively, the proposal’s approach, program design, innovation, coordination, and knowledge of the regulations and statutes directly related to the goods and services proposed. The RFP must contain a clear and accurate description of the technical requirements for the material, product or service to be procured. It also must contain identification of all requirements which the proposers must fulfill, and identification of all other factors to be used in evaluating the bids or proposals. WC announces new RFPs to known entities who provide such services through newspaper advertising, email blasts and by posting on its website. A bidder’s conference is conducted to answer any questions prospective applicants may have. Upon receipt of submitted proposals by the due date, proposals that have passed technical review are currently sent to an experienced outside agency procured to score such proposals independently from WC. Upon receipt of the independent ranking of respondents, WC recommends an agency for award to the programs committee for approval, to the board for final approval and to the Local Elected Officials’ Consortium for

ratification. Once that process is completed and a sub-recipient is selected, contract negotiations begin and are finalized with a contract.

17. A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the One-Stop Delivery System, in the local area; (Pending numbers from State)

WC is awaiting initial local levels of performance to be provided by the State. Once they are negotiated and agreed upon by the Governor and the Chief Local Elected Official, they will be used to measure the performance of the OSDS in the local area.

18. A description of the actions the Local Board take toward becoming or remaining a high-performing board, consistent with the factors developed by the State Board pursuant to section 101(d)(6);

The Board will ensure effective policies are developed and maintained regarding the coordinated provision of integrated services through the local delivery system including:

- Assessing the effectiveness and continuous improvement of One-Stop Career Centers and affiliate sites
- Allocation of OSCC infrastructure costs
- Appropriate roles and contributions of entities that carry out OSDS partner programs within the local OSDS, including approaches to facilitating equitable and efficient cost allocation in the system
- Pursuing partnerships with local government agencies that will provide no-cost facilities in order to route more funds towards direct client services.

WC maintains a continual Board member development program in order to keep them engaged, informed and up-to-date on all things WIOA-related. An on-going recruitment strategy is also in place to build a pool of potential Board, committee and advisory panel members. The Board, through the Executive Director will ensure board staff is well qualified and undergoes continual training and development.

WC strives to maximize the Return on Investment (ROI) of taxpayer funds and to manage resources responsibly with the highest fiscal and programmatic standards.

- 19. A description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided;***

Training services are provided through the statewide ETPL and Individual Training Accounts (ITAs). Contracts for training services are currently not used in the SNWDA. They would only be used if the trainings couldn't be made available through the ETPL.

The process for training providers (including registered apprenticeships) applying for the ETPL and reporting WIOA-required performance was made more efficient in Nevada through the implementation of a new online ETPL management system. The system streamlines the application process by eliminating paper use and reducing time spent on the process. Intelligent search functions allow the customer to find trainings according to Nevada's key industry sectors, location, duration, cost, etc. Most importantly, it will display the WIOA performance measures for each training once the first year period of initial eligibility expires. This, along with planned customer ratings, will ensure informed customer choice in the selection of training.

- 20. A description of the process used by the Local Board, consistent with subsection (d), to provide an opportunity for public comment by representatives of business and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan;***

Based on and in alignment with the Unified State Plan submitted by the State to US DOL on March 3, 2016, the draft local plan is developed by WC in collaboration with its system partners and with intelligence gathered from the local elected officials, Board, committees and advisory panels. Membership includes representatives from business and labor organizations.

Weeks ahead of its release, WC publishes in local newspapers/publications a notice that the four-year local plan will soon be made available for public comment. The notice (attached to this plan) announces the beginning and end dates of 30 day comment period, where and when electronic and printed versions of the plan may be accessed, a plan summary and contact information.

Ahead of publication for public comment, an email blast is also sent out to local elected officials, Board, committees, advisory panels, program operators, NDE, DETR, DHHS and other partner agencies announcing the public comment period so that they can communicate their needs, offer perspectives, expertise and participate in the process. A draft of the entire local plan is then made available for

comment for 30 days. Once the 30 day period expires, all public comment is evaluated and when appropriate, incorporated in the plan. All public comment is included with the final submission of the plan.

The finalized plan is signed by the Chair of the Chief Local Elected Officials' Consortium and the Board Chair and then submitted to DETR.

The notice of the Four-Year Local Plan being available for public comment was published in the Las Vegas Review Journal, the Las Vegas Sun, El Tiempo, Pahrump Valley Times and the Lincoln County Record. Proof of publication is incorporated in Appendix C. The plan was posted for public comment from April 26, 2016 through May 27, 2016 on WC's website and was available for review at the administrative offices, One-Stop Career Center, and Career Center Affiliate Sites. No public comments were received.

21. A description of how One-Stop Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by One-Stop partners; and

In February of 2014, DETR began working on the procurement of a new Management Information System (MIS). The project was named Statewide Automated Workforce System (SAWS) and among its goals are common interface and intake for all statewide workforce agencies including the local boards. Once the new system is selected and installed, WC's One-Stop Career Center and the affiliate sites will begin registering clients and services in SAWS.

The use of a common intake system will provide easier access, broader and higher quality skills assessment and improved career navigation for system customers. SAWS will also create a common interface between workforce agencies statewide. A common intake is a requisite for the WIOA requirement of aligning performance reporting across the core programs. SAWS will enable staff and clients to make informed, data-driven decisions with regards to education and/or workforce training programs.

22. Such other information as the Governor may require.

Not applicable at this time.



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Connecting Employers to a Ready Workforce

July 14, 2016

Lynda Parven, Deputy Administrator
Nevada Department of Employment, Training and Rehabilitation
Employment Security Division
2800 East St. Louis Ave.
Las Vegas NV 89204

RE: Workforce Connections Four Year Local Plan — Southern Nevada Workforce
Development Area (July 1, 2016 – June 30, 2020)

Dear Ms. Parven:

Thank you for reviewing Workforce Connections' local workforce development plan for the referenced period indicated. In response to your noted comments, dated July 8, 2016, we have revised our plan to read in part “. . . Comprehensive One-Stop Career Centers will be established in accordance with certification criteria outlined by State of Nevada.”

Please find enclosed our revised plan with portions highlighted in “yellow” as indicated above. If you have any questions or need further clarification, please feel free to contact Jaime Cruz at: (702) 636-2308 or me at: (702) 636-2337.

Regards,

Ardell Galbreth
Executive Director

Enclosure: Workforce Connections Local Workforce Development Plan (July 1, 2016 – June 30, 2020)

**EMPLOYMENT SECURITY
DIVISION**

Office of the Administrator



BRIAN SANDOVAL
Governor

DON SODERBERG
Director

RENEE L. OLSON
Administrator

July 18, 2016

Mr. Ardell Galbreth, Executive Director
Workforce Connections
6330 W Charleston Blvd., #150
Las Vegas NV 89146

**Re: Workforce Connections Local Workforce Development Board Plan
(July 1, 2016 – June 30, 2020)**

Dear Mr. Galbreth:

On May 31, 2016, the Workforce Investment Support Services (WISS) unit received the Workforce Connections local plan. It was returned for one correction. A review of the final plan was conducted and the plan has met all of the elements contained in the May 3, 2016 memorandum.

As required in 20 CFR 679.550(b), the plan has been forwarded to Kristine Nelson for distribution to the Governor's Workforce Development Board's Executive Committee for their review. Approval of the plan will be on the committee's agenda for their meeting that will be scheduled in August, 2016.

If there are any questions or further assistance is needed, please do not hesitate to contact our office.

Sincerely,

Lynda Parven
Deputy Administrator

cc: Don Soderberg, Director, DETR
Dennis Perea, Deputy Director, DETR
Renee L. Olson, Administrator, ESD
Grant Nielson, Chief of WISS
Commissioner Lawrence Weekly, WFC Board Local Elected Official
Valerie Murzl, WFC Board Chair
Jaime Cruz, Chief Strategy Officer



ATTACHMENT A – Assurances Checklist

Planning Process and Public Comment	References	WC Response
1. <input checked="" type="checkbox"/> The Local Board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days prior to submittal to the Governor.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)	There is not policy in place for this specific item. Sec. 108(d) of WIOA – Process Part 679.550 (b) – Process [Public Comment]
2. <input checked="" type="checkbox"/> The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)	There is not policy in place for this specific item.
3. <input checked="" type="checkbox"/> The Local Board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390	WC premises are compliant with ADA requirements and “public Access”.
Required Policies and Procedures	References	
4. <input checked="" type="checkbox"/> The Local Board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390	WC Policies, procedures are posted on WC's website.
5. <input checked="" type="checkbox"/> The Local Board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h)	Yes. Article II of the Workforce Connections Board By-Laws.
6. <input checked="" type="checkbox"/> The Local Board has fully executed copies of memoranda of understanding between the Local Board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of all memoranda of understandings.	WIOA Section 121(c); proposed 20 CFR 678.500-510	WC has produced a draft MOU, at this time the MOU draft is under the review of core mandated partners.



7. <input checked="" type="checkbox"/> The Local Board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(2)(v)	WC Policy Admin-010-03 “Compliance Assurance Reviews” [Monitoring and oversight of sub-recipients and the one-stop operators].
8. <input checked="" type="checkbox"/> The Local Board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c)(2), 20 CFR 677.210(b)	Pending State negotiations.
9. <input checked="" type="checkbox"/> The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123, 107(d)(10) proposed 20 CFR 678.600-615 and 681.400	Yes. Under established “Procurement Standards” policy Admin-010-06
10. <input checked="" type="checkbox"/> The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.	WIOA Sections 107(d)(10)(C), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)- (m) and 680.400-430	Yes. WC Policy [GEN-050-06] Set forth guidance regarding the initial and subsequent eligibility process.
11. <input checked="" type="checkbox"/> The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600	Yes. Policy [GEN-050-01] set forth standards and procedures designed to ensure that all WIOA Title I funded programs will be conducted in compliance with applicable equal opportunity and nondiscrimination established requirements.
12. <input checked="" type="checkbox"/> The Local Board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305	Pending establishment of State criteria.
13. <input checked="" type="checkbox"/> The Local Board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites, consistent with the state plan, to support items identified in noted references.	20 CFR 679.550-560	Yes, the Local Board ensures continual improvement through the implementation of policy, monitoring and procedure.



14. <input checked="" type="checkbox"/> All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)	Yes. WC observes compliance with ADA standards. Self-assessment and site visits are conducted at least once per program year.
15. <input checked="" type="checkbox"/> The Local Board ensures that outreach is provided to populations and sub- populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42	Yes, through selection of service providers.
16. <input checked="" type="checkbox"/> The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and	WIOA Section 188; 29 CFR 37.42	Yes, through selection of service providers.
17. <input checked="" type="checkbox"/> The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration developed by the Governor are implemented.	WIOA Section 188; 29 CFR 37.54(a)(1)	Yes. Policy GEN-050-01 set forth standards and procedures designed to ensure that all WIOA Title I funded programs will be conducted in compliance with applicable equal opportunity and nondiscrimination established requirements.
18. <input checked="" type="checkbox"/> The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37;	Yes. Record retention is observed through implemented policies.
19. <input checked="" type="checkbox"/> The Local Board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the Local Board complies with the applicable certification and disclosure requirements	2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B;	Yes. WIOA Administrative Standards [Admin-010-01] this policy provides guidance with respect to administrative standards applicable to programs funded under Title I of WIOA.
20. <input checked="" type="checkbox"/> The Local Board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with DETR's mission.	WIOA Section 167	Yes.



21. <input checked="" type="checkbox"/> The Local Board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4)(B); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603	Yes. [GEN-050-07] and [Admin-010-04] Compliance requirements for the collection, storage and dissemination of data for programs funded under Title I of WIOA and record retention and access to record requirements.
Administration of Funds	References	
22. <input checked="" type="checkbox"/> The Local Board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310	Yes. Procurement/Acquisition [Admin-010-06] set forth the guidelines with respect to applicable procurement standards under the uniform administrative requirements codified at Title 2 of the Code of Federal Regulations.
23. <input checked="" type="checkbox"/> The Local Board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15); 683.200-220, 683.300	Yes: WC Fiscal Internal Management Procedures.
24. <input checked="" type="checkbox"/> The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); 20 CFR 683.300, and 683.400-410, 2CFR200.	Yes. Compliance Assurance Reviews [Admin-010-03] Set forth guidelines with respect to oversight and monitoring of sub-recipients.
25. <input checked="" type="checkbox"/> The Local Board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	2 CFR 200.314; 200.453	Yes. Allowable Cost policy [FIS-020-01] Property Management [2.5] Both under review process at this time
26. <input checked="" type="checkbox"/> The Local Board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750	Yes. Audit Process [Admin-010-09] Set forth standards with respect to audit requirements, audit resolution, and debt collection.



27. <input checked="" type="checkbox"/> The Local Board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP)	Yes. Property Management [2.5] In review process at this time.
28. <input checked="" type="checkbox"/> The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850	Yes. WIOA Administrative Standards [Admin-010-01] this policy provides guidance with respect to administrative standards applicable to programs funded under Title I of WIOA.
Eligibility	References	
29. <input checked="" type="checkbox"/> The Local Board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A	Yes. [ADW-030-01] for the adult and dislocated worker programs. [YTH-040-01] for the YTH programs.
30. <input checked="" type="checkbox"/> The Local Board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320	Yes. [Gen-050-08] Stablisthes guidelines with respect to the provisions of ITAs to participants in WIOA Title I programs.
31. <input checked="" type="checkbox"/> The Local Board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570;	Yes. [ADW-030-09] Adult and dislocated worker programs. [YTH-040-06] YTH services.



<p>32. <input checked="" type="checkbox"/> The Local Board has a written policy for priority of service at its centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.</p>	<p>Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09</p>	<p>Yes. WC enforces compliance with provisions of priority of services for veterans and eligible spouses.</p>
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ATTACHMENT B – State-Required Certification

Regional/Local Workforce Plan Certification

The Local Workforce Development Board for _____ certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable Federal and State laws and regulations.

Local Chief Elected Official(s)

Date

Local Workforce Development
Board Chair

Date



ATTACHMENT C – Public Comment

Based on and in alignment with the Unified State Plan submitted by the State to US DOL on March 3, 2016, the draft local plan is developed by WC in collaboration with its system partners and with intelligence gathered from the local elected officials, Board, committees and advisory panels. Membership includes representatives from business and labor organizations.

Weeks ahead of its release, WC publishes in local newspapers/publications a notice that the four-year local plan will soon be made available for public comment. The notice (attached to this plan) announces the beginning and end dates of 30 day comment period, where and when electronic and printed versions of the plan may be accessed, a plan summary and contact information.

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The finalized plan is signed by the Chair of the Chief Local Elected Officials' Consortium and the Board Chair and then submitted to DETR.

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AFFIDAVIT OF PUBLICATION

 STATE OF NEVADA)
 COUNTY OF CLARK) SS:

WORKFORCE CONNECTIONS
STE 150
6330 W CHARLESTON BLVD
LAS VEGAS NV 89146
Account # 22554
Ad Number 0000771707

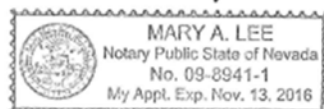
Eileen Gallagher, being 1st duly sworn, deposes and says: That she is the Legal Clerk for the Las Vegas Review-Journal and the Las Vegas Sun, daily newspapers regularly issued, published and circulated in the City of Las Vegas County of Clark, State of Nevada, and that the advertisement, a true copy attached for, was continuously published in said Las Vegas Review-Journal and / or Las Vegas Sun in 2 edition(s) of said newspaper issued from 04/16/2016 to 04/17/2016 on the following days:

 04 / 16 / 16
 04 / 17 / 16

/s/ *Eileen Gallagher*
LEGAL ADVERTISEMENT REPRESENTATIVE

Subscribed and sworn to before me on this 18th day of April, 2016

Notary *Mary A. Lee*


NOTICE OF 4-YEAR LOCAL PLAN AVAILABLE FOR COMMENT

Workforce Connections (WC) is making its 4-Year Local Plan available to receive public comment for a 30-day period beginning April 26, 2016 through May 27, 2016. An electronic version of the proposed 4-Year Local Plan will be available for public comment at WC's website:

www.nvworkforceconnections.org

Paper copies will be available for public review between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday at WC's administrative offices located at:

Workforce Connections
 6330 West Charleston Blvd.,
 Suite 150
 Las Vegas, NV 89146
 Phone: (702) 638-8750

Paper copies will also be made available for public review at the administrative offices of WC's One-Stop Career Center Affiliate Sites. For contact information please check the System Partners webpage on our website:

<http://www.nvworkforceconnections.org/Admin/ServiceProviderList2.php>

Plan Summary

The proposed 4-Year Local Plan reflects WC's goals and strategies to comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA). It aligns WC's resources with the goals of the Governor's Workforce Development Board in alignment with the Governor's vision for a "New Nevada". The plan ensures alignment of education, career training and workforce development services to achieve targeted objectives; integrating the local workforce development system in support of Nevada's key industry sectors. The proposed 4-Year Local Plan covers the period of July 1, 2016 through June 30, 2020.

Questions regarding the proposed 4-Year Local Plan are to be directed to: Ardeni Galbreth, Executive Director for Workforce Connections at (702) 638-8750 or via email at:

agalbreth@snvwc.org

PUB: April 16, 17, 2016
 LV Review-Journal



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COF OF PUBLICATION

STATE OF NEVADA)
COUNTY OF CLARK) SS:

WORKFORCE CONNECTIONS
STE 150
6330 W CHARLESTON BLVD
LAS VEGAS NV 89146

Account # 22554
Ad Number 0000771722

Erin Dell, being 1st duly sworn, deposes and says: That she is the Legal Clerk for El Tiempo, a weekly newspaper regularly issued, published and circulated in the City of Las Vegas, County of Clark, State of Nevada, and that the advertisement, a true copy attached for, was continuously published in said El Tiempo in 1 edition(s) of said newspaper issued from 04/15/2016 to 04/15/2016, on the following days:

04 / 15 / 16

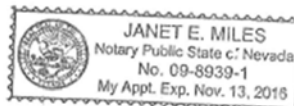
/s/

LEGAL ADVERTISEMENT REPRESENTATIVE

Subscribed and sworn to before me on this 15th day of April, 2016

Notary

Janet E. Miles



**NOTICE OF 4-YEAR LOCAL
PLAN AVAILABLE FOR
COMMENT**

Workforce Connections (WC) is making its 4-Year Local Plan available to receive public comment for a 30-day period beginning April 26, 2016 through May 27, 2016. An electronic version of the proposed 4-Year Local Plan will be available for public comment at WC's website:

www.nvworkforceconnection5.org

Paper copies will be available for public review between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday at WC's administrative offices located at:

Workforce Connections
6330 West Charleston Blvd.,
Suite 150
Las Vegas, NV 89146
Phone: (702) 638-8750

Paper copies will also be made available for public review at the administrative offices of WC's One-Stop Career Center Affiliate Sites. For contact information please check the System Partners webpage on our website:

<http://www.nvworkforceconnections.org/Admin/ServiceProvidersList2.php>

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Questions regarding the proposed 4-Year Local Plan are to be directed to: Ardel Galbreth, Executive Director for Workforce Connections at (702) 638-8750 or via email at:

agalbreth@snvwc.org

PUB: April 15, 2016
El Tiempo



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STATE OF NEVADA)
COUNTY OF NYE) SS:

WORKFORCE CONNECTIONS
STE 150
6330 W CHARLESTON BLVD
LAS VEGAS NV 89146

Account # 22554
Ad Number 0000772254

Charlotte Uyeno, being 1st duly sworn, deposes and says: That she is the Legal Clerk for the Pahrump Valley Times, a bi-weekly newspaper regularly issued, published and circulated in the Town of Pahrump, County of Nye, State of Nevada, and that the advertisement, a true copy attached for, was published in said Pahrump Valley Times in 1 edition(s) of said newspaper issued from 04/15/2016 to 04/15/2016, on the following days:

04/15/16

Public Comment 4yr local

NOTICE OF 4-YEAR LOCAL PLAN AVAILABLE FOR COMMENT

Workforce Connections (WC) is making its 4-Year Local Plan available to receive public comment for a 30-day period beginning April 26, 2016 through May 27, 2016. An electronic version of the proposed 4-Year Local Plan will be available for public comment at WC's website: www.nvworkforceconnections.org. Paper copies will be available for public review between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday at WC's administrative offices located at: Workforce Connections, 6330 West Charleston Blvd., Suite 150, Las Vegas, NV 89146. Phone: (702) 638-8750. Paper copies will also be made available for public review at the administrative offices of WC's One-Stop Career Center Affiliate Sites. For contact information please check the System Partners webpage on our website: <http://www.nvworkforceconnections.org/Admin/ServiceProviderList2.php>. Plan Summary The proposed 4-Year Local Plan reflects WC's goals and strategies to comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA). It aligns WC's resources with the goals of the Governor's Workforce Development Board in alignment with the Governor's vision for a "New Nevada". The plan ensures alignment of education, career training and workforce development services to achieve targeted objectives; integrating the local workforce development system in support of Nevada's key industry sectors. The proposed 4-Year Local Plan covers the period of July 1, 2016 through June 30, 2020. Questions regarding the proposed 4-Year Local Plan are to be directed to: Ardell Galbreth, Executive Director for Workforce Connections at (702) 638-8750 or via email atagalbreth@snwvc.org. PUBLISH: Apr. 15, 2016.

ISI

Charlotte Uyeno
LEGAL ADVERTISEMENT REPRESENTATIVE

Subscribed and sworn to before me on this 15th day of April, 2016

Notary

J. D. M. Karle



J. D. M. KARLE
NOTARY PUBLIC
STATE OF NEVADA
APPT. No. 14-14596-14
MY APPT. EXPIRES AUG. 19, 2018



Battle Born Media, LLC
509 Hotel Plaza
Boulder City, NV 89005

Invoice

Date	Invoice #
5/2/2016	LC16-5070

PAID 05/09/2016		Bill To Workforce Connection 6330 W. Charleston Blvd Ste. 150 Las Vegas NV 89146			Battle Born Media, LLC newspapers include: The Ely Times and Eureka Sentinel - 775-289-4491 Sparks Tribune - 775-358-8062 Mineral County Independent News - 775-945-2414 Mesquite Local News - 702-346-6397 Lincoln County Record - 775-725-3232						
Item	Description	Qty	Rate	Amount							
Legal Ad	04/15/16, Notice of 4 year plan	1	52.50	52.50							
Legal Ad	04/22/16, request for Proposals	1	26.25	26.25							
Please make your check payable to: Battle Born Media, LLC Please include your invoice # on your check			<table border="1"> <tr> <td>Total</td> <td>\$78.75</td> </tr> <tr> <td>Payments/Credits</td> <td>-\$78.75</td> </tr> <tr> <td>Balance Due</td> <td>\$0.00</td> </tr> </table>			Total	\$78.75	Payments/Credits	-\$78.75	Balance Due	\$0.00
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ATTACHMENT D – Designation Letter from the Governor

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,

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,

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



ATTACHMENT E – Workforce Connections Strategic Work
Plan Goals Matrix
(Please see following pages.)

DRAFT

Vision: "Full Employment for All Southern Nevadans"

Mission: "Connecting Employers to a Ready Workforce"

Strategic Work Plan Goals Matrix

Effective July 1, 2016

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	• Completed items "checked off" on the Gantt chart.	
	2. Revise, modify and/or develop Workforce Connections' policies and associated contracts to ensure WIOA compliance.	Ongoing	• Updates and recommendations to Board and Committees quarterly.	
	3. Communicate the implementation plan and all necessary changes to necessary stakeholders through training and technical assistance.	Ongoing	• Updates and recommendations to LEOs, Board and Ex-Com quarterly.	
	4. Evaluate implementation and transition plan for effectiveness and modify as necessary.	Ongoing	• Updates and recommendations to Board and Committees quarterly.	
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	• Strategic staff recruitment and training program.	
	2. Lend strong technical assistance support to awarded programs along with comprehensive fiscal oversight and accountability for productive outcomes.	Ongoing	• 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.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

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

Strategy	Tactic	Timeline	Measurement	Status
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	• Corrective action validated along with findings closure notice from auditing/monitoring agency.	
	2. Provide technical assistance to staff and service providers and ongoing training initiatives associated with awarded programs and funding.	Within 3 months of program/funding award	• Published training and technical assistance reports.	
	3. Modify/update policies as necessary to avoid repeat auditing and monitoring findings.	Ongoing throughout each program year	• Quality assurance process.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

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"> Youth Panel Meetings. Receipt of formal presentations and inputs from service providers including the number of youth successfully served. 	
	2. Target hardest-to-serve youth identified by Programs Committee and Youth Panel.	Ongoing each program year	<ul style="list-style-type: none"> Published Request for Proposals and award and execute contracts to qualified/certified partners and service providers to serve the identified populations. 	
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"> Publish Request for Proposals and award and execute contracts to qualified/certified partners and service providers. 	
	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"> Number of youth participating in work-based learning opportunities. 	
	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"> Executed MOUs/contracts. 	
	4. Establish a Youth One-Stop Career Center.	Ongoing	<ul style="list-style-type: none"> Executed contract with a One-Stop operator. 	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

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"> • Increase system youth initiatives/activities, making sure they are both engaging and local industry-relevant. 	
	2. Increase the STEM exposure for youth served by service providers.	Ongoing throughout each program year	<ul style="list-style-type: none"> • Include STEM requirements in service provider contracts with clear measurables. 	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

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.	• Executed MOUs.	
	2. Facilitate system-wide dialogue for the purpose of collaborating with partners and addressing the needs of job-seekers including targeted populations.	Ongoing	• One-Stop System Panel meetings. • Special Populations Panel meetings.	
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	• Give quarterly updates of system-wide training activities.	
	2. Through the Workforce Development Academy (WDA), continue to build capacity throughout the system.	Ongoing and throughout program year	• Give quarterly updates of WDA enrollments.	
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 an contract for a One-Stop operator.	Jun-15	• Executed contract.	
	2. Execute WIOA-compliant MOUs with mandated System partners and facilitate the implementation.	Jun-15	• Executed MOUs.	
	3. Develop and implement a OSCC transition plan detailing potential barriers to an effective and timely transition to WIOA compliant operator.	Jul-15	• Executed plan.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 4: Attract, Grow and Retain Businesses

Strategy	Tactic	Timeline	Measurement	Status
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"> • At least 25 new employer customers per year. • At least 6 employers returning for additional services. • Host at least 2 hiring events with a minimum of 50 positions available per event. • Host 2 training events with a minimum of 100 attendees per event. 	
	2. Keep the Board informed of Business Engagement activities and initiatives.	Quarterly	<ul style="list-style-type: none"> • Give quarterly updates of Business Engagement activities. • Give updates of Business Engagement Panel activities (# of members, # of meetings, actionable items, etc.). 	
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"> • Number of new Compact members. • Publishing and distributing Business Intelligence Reports to One-Stop operator and other system partners. 	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 4: Attract, Grow and Retain Businesses

Strategy	Tactic	Timeline	Measurement	Status
	2. Develop and coordinate training activities based on business intelligence.	Ongoing as driven by business demands	<ul style="list-style-type: none"> • Response by One-Stop operator and other service providers, including a description of actions taken/not-taken in response to Business Intelligence Reports. • Number of new trainings added to the ETPL based on business intelligence. • Number of participants placed in employment based on new trainings (measurement dependent on completion of new ETPL process). 	
4.3. Align workforce development resources to be anchored by the following industry sectors: <ul style="list-style-type: none"> • Agriculture • Aerospace & Defense • Information Technology • Clean Energy • Health & Medical Services • Logistics & Operations • Manufacturing • Mining & Materials • Tourism, Gaming & Entertainment. 	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"> • Appropriate representation on board, committees and/or panels. 	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 4: Attract, Grow and Retain Businesses

Strategy	Tactic	Timeline	Measurement	Status
	2. Continue to support DETR's sector councils.	Ongoing	<ul style="list-style-type: none"> • Consistent attendance and participation by WC staff and board members at DETR sector councils. 	
	3. Allocate resources yearly to support sector initiatives.	Ongoing	<ul style="list-style-type: none"> • Service provider contracts include resource requirement. support to industry sectors. • Fund system-building initiatives. 	
	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"> • Develop specialized pathways for IT, Healthcare and Manufacturing. 	
	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"> • New Board members appointed to all required positions. • Board re-certification. 	
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"> • Recruitment strategy in place. • Pool of ready candidates. 	
	2. Implement a continual Board Member development program.	Dec-15	<ul style="list-style-type: none"> • On-board orientation. • Board member training. • NAWB conference attendance. 	

ATTACHMENT F – Draft Memorandum of Understanding
(Please see following pages.)

DRAFT



Southern Nevada Workforce Development Area

One-Stop Delivery System Memorandum of Understanding Between Workforce Connections (WC) And the One-Stop Delivery System Partners

I. Introduction

This Memorandum of Understanding (MOU) establishes the terms and conditions among the undersigned partners within the Southern Nevada Workforce Development Area (SNWDA) in their efforts to establish a cooperative working relationship and to define roles and responsibilities of all interested parties with respect to the implementation of a One-Stop Delivery System (OSDS or System). The SNWDA consists of the four counties of Clark, Esmeralda, Lincoln, and Nye, including the cities of Las Vegas, North Las Vegas, Henderson and Boulder City.

This MOU is consistent with the SNWDA four-year strategic compliance plan. This MOU will be reviewed and, if necessary, renegotiated after the State Unified Plan, Local Workforce Development Plan and final WIOA regulations are released.

All system partners physically located or co-located in WC's comprehensive one-stop career center or affiliated sites, and all partners who may provide services through electronic means or formalized referral processes must be parties to this MOU.

II. Purpose

The purpose of the OSDS is to advance the economic well-being of the SNWDA by developing and maintaining a quality workforce and by serving as the focal point for local and regional workforce development initiatives. OSDS partners entering into this MOU elect to do so in order to achieve the following directives:

- A.** To establish cooperative and mutually beneficial partnerships between the system partners and others whose participation has been determined to be crucial to an effective OSDS.
- B.** To ensure parties to this MOU participate in the operation of the OSDS consistent with the terms of this MOU and requirements of Sec. 121 of the Workforce Innovation and Opportunity Act (WIOA).



- C. To coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce development services in the SNWDA.
- D. To establish joint processes and guidelines that will enable system partners to integrate service delivery resulting in a seamless and comprehensive array of education, training, and workforce development services within the SNWDA.
- E. To ensure that the needs of workers, youth and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, technology and materials available through the OSDS.

III. Partners

A. Required Partners

WIOA is the authorizing legislation for a number of key programs in the SNWDA that are essential in establishing a high-functioning OSDS to serve the needs of both employer and job seeker customers. Additionally, for individuals with multiple needs or barriers to employment, WIOA outlines several other partner programs that are required to provide access through the OSDS.

1. Core Required Partners:

- a. Adult, Dislocated Worker, and Youth formula programs under Title I of WIOA
- b. Adult Education and Family Literacy Act programs under Title II
- c. Wagner-Peyser Employment Services programs under Title III
- d. Rehabilitation Act programs under Title IV

2. Additional Required Partners:

- a. Carl Perkins Career and Technical Education
- b. Community Services Block Grant
- c. Indian and Native American programs
- d. HUD Employment and Training programs
- e. Job Corps
- f. Local Veterans Employment Representatives and Disabled Veterans Outreach Program
- g. National Farmworker Jobs Program
- h. Senior Community Service Employment Program Title V
- i. Temporary Assistance for Needy Families
- j. Trade Adjustment Assistance programs
- k. Unemployment Compensation programs
- l. YouthBuild
- m. Second Chance Act Programs



B. Comprehensive One-Stop Career Center (OSCC) Operator

WC as the Local Workforce Development Board (LWDB), with the agreement of its Local Elected Officials (LEOs) and its Board, has designated, through a competitive procurement process, Arbor E&T, LLC d/b/a ResCare Workforce Services as the OSCC operator for the SNWDA. The comprehensive OSCC is located at: **6330 West Charleston Blvd., Suite 190, Las Vegas, NV 89146.**

C. One-Stop Affiliate Sites Partners

In order to maximize access to the OSDS throughout the SNWDA, WC has established the One-Stop Affiliate Sites where programs, services and activities under WIOA are made available; however, affiliate site changes may be amended and revised as outlined in Attachment B.

D. Optional One-Stop Delivery System Partners

Although not required partners by WIOA, optional OSDS partners provide valuable employment, educational, training, and supportive services to customers of the OSDS and may be co-located in the OSCC or provide services through electronic means or formalized referral processes; however, optional OSDS partners may be amended and revised as outlined in Attachment C.

IV. Responsibilities of Workforce Connections

Pursuant to Section 107 (d) of WIOA, WC shall conduct planning and oversight of the OSDS. WC will promote and support the coordination and non-duplication of workforce development services by:

- A.** Developing and submitting to the Governor, in partnership with the LEOs, a local plan that meets all WIOA requirements.
- B.** Convening local workforce development system stakeholders.
- C.** Leading efforts to engage with a diverse range of employers to:
 - 1. Promote business representation on the local board.
 - 2. Develop effective linkages with employers to support employer utilization of the local workforce development system and support local workforce development activities.
 - 3. Ensure that workforce development activities meet the needs of employers and support economic growth by enhancing communication, coordination and collaboration among employers, economic development entities, and service providers.