

WORKFORCE CONNECTIONS

LOCAL ELECTED OFFICIALS CONSORTIUM AGENDA

**Tuesday, September 13, 2016
1:00 p.m.**

**Rosalie Boulware Bronze & Silver Conference Rooms
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 Local Elected Officials Consortium complies with Nevada's Open Meeting Law, by taking Public Comment at the beginning of the meeting prior to the Consortium 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 Consortium 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 Consortium to give all citizens an opportunity to be heard.

Welcome to our meeting.

Copies of non-confidential supporting materials provided to the Consortium 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.

Local Elected Officials Consortium Members: Chair Commissioner Lawrence Weekly (Clark County), Vice Chair Councilwoman Anita Wood (City of North Las Vegas), Councilwoman Peggy Leavitt (Boulder City), Councilwoman Gerri Schroder (City of Henderson), Commissioner Butch Borasky (Nye County), Councilman Bob Beers (City of Las Vegas), Commissioner Ralph Keyes (Esmeralda County), Commissioner Varlin Higbee (Lincoln County)

All items listed on this agenda are for action by the Local Elected Officials Consortium 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 ~ *Commissioner Lawrence Weekly, Chair*
2. **FIRST PUBLIC COMMENT SESSION:** Members of the public may now comment on any matter posted on this Agenda, which is before this Consortium 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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5. **DISCUSSION AND POSSIBLE ACTION:** Approve Local Elected Officials Consortium minutes of July 12, 2016.....17
6. **DISCUSSION AND POSSIBLE ACTION:** Approve new Board member appointment of Jill Hersha, Las Vegas-Clark County Library District for a 2-year term. Ms. Hersha currently serves on the Programs Committee.....24
7. **PRESENTATION:** Success in the New Economy video – *Ardell Galbreth, Executive Director*30
8. **DISCUSSION AND POSSIBLE ACTION:** Review, discuss and approve Memorandum of Understanding (MOU) Agreement between Workforce Connections and Las Vegas-Clark County Library District. The Las Vegas-Clark County Library District and Workforce Connections will work together as partners serving employers and job seekers throughout the Clark County Area.31
9. **DISCUSSION AND POSSIBLE ACTION:** Review, discuss and approve Memorandum of Understanding (MOU) Agreement between Workforce Connections and United Way of Southern Nevada. United Way of Southern Nevada and Workforce Connections will work together as partners in serving families identified to participate in Southern Nevada Two-Generation Strategies initiatives with a focus on employment and training services.....40

10. INFORMATION: Update on Executed Local Elected Officials Consortium Agreements ~ *Michael Oh, Legal Counsel*49

11. DISCUSSION AND POSSIBLE ACTION: Strategic Initiatives Report ~ *Jaime Cruz, Chief Strategy Officer*78

a. Status Update of WIOA Compliance Assurance Initiatives

b. Status Update of Workforce Development System Continual Improvement Initiatives

12. DISCUSSION AND POSSIBLE ACTION: Accept and approve the Local Workforce Development Board’s 4 - Year Plan (July 1, 2016 through June 30, 2020).....89

13. INFORMATION: Sub Recipient Contracts List for Agenda Items 14-18 ~ *Ricardo Villalobos, Director, Workforce Development Programs*222

14. DISCUSSION AND POSSIBLE ACTION: Accept Board’s recommendation to award and execute a contract with The Salvation Army to deliver WIOA services in Mesquite, Nevada. Upon approval, The Salvation Army 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. The contract period shall be October 1, 2016 through June 30, 2018.224

15. DISCUSSION AND POSSIBLE ACTION: Accept Board’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. The contract period shall be October 1, 2016 through June 30, 2018.381

16. DISCUSSION AND POSSIBLE ACTION: Accept Board’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. The current contract period is October 1, 2015 through September 30, 2016. Upon approval, the contract will be extended through December 31, 2016.443

17. DISCUSSION AND POSSIBLE ACTION: Accept Board’s recommendation to award and execute a no-cost extension for Nevada Partners, Inc. to ensure continuation of WIOA pre-entry youth services at Department of Juvenile Justice System’s Spring Mountain Youth Camp. The current contract period is October 1, 2015 through September 30, 2016. Upon approval, the contract will be extended through December 31, 2016.....512

18. DISCUSSION AND POSSIBLE ACTION: Accept Board’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. The current contract period is July 1, 2015 through September 30, 2016. Upon approval, the contract will be extended through December 31, 2016.601

- 19. **DISCUSSION AND POSSIBLE ACTION:** Accept Board’s recommendation to release the following Request for Proposals (RFP) to deliver WIOA youth services for the following populations:.....726
 - a. WIOA Youth Services to Foster Care and Former Foster Care Youth in an amount not to exceed \$500,000
 - b. WIOA Youth Services Pilot to serve at risk youth in partnership with the Nevada Department of Employment, Training and Rehabilitation in an amount not to exceed \$200,000

- 20. **INFORMATION:** PY2015 Training Reports ~ *Brett Miller, Manager, Strategic Planning & Analysis*732

- 21. **DISCUSSION AND POSSIBLE ACTION:** Review, accept and approve reports ~ *Jim KostECKi, Chief Financial Officer*736
 - a. PY2016 WIOA Formula Budget July 1, 2016 through June 30, 2017737
 - b. Awards & Expenditures Report – Monthly Update (Status of Service Providers).....750
 - c. WIOA Expenditure Tracking Report – July 1, 2015 through May 31, 2016 Actuals vs. Expected Expenditures - Adult, Dislocated Worker and Youth756
 - d. Workforce Connections’ Professional Services Contracts. (*Please note: any pending contract presented for approval may be reviewed and examined in its entirety by any LEO Consortium member upon request*).758
 - 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.

- 22. **INFORMATION:** Business Engagement and Communication Reports ~ *Kenadie Cobbin Richardson, Director, Business Engagement & Communications*879
 - a. BEST In-Demand Jobs Report
 - b. Pre-Screening & Referral Stats
 - c. Top 200 Industry Credentials
 - d. Nevada Day Super Hiring Event 2016
- 23. **DISCUSSION AND POSSIBLE ACTION:** Annual Performance Evaluation of Executive Director Ardell Galbreth..... 890
- 24. **INFORMATION:** LEO Consortium member comments891
- 25. **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 Consortium. 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.....892
- 26. 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 Consortium 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. PRESENTATION:

Workforce Connections Distinguished Service Award Presented to
Mr. George T. “Tommy” Rowe

Staff Summary Sheet

August 25, 2016

STAFF SUMMARY REPORT

TO: Commissioner Lawrence Weekly, Chair, Chief Local Elected Officials Consortium

Valerie Murzl, Chair, Workforce Connections Board of Directors

FROM: Ardell Galbreth, Executive Director
Workforce Connection (Southern Nevada Workforce Development Board)



SUBJECT: Distinguished Service Award—Mr. George T. “Tommy” Rowe

SUMMARY/JUSTIFICATION: Mr. George “Tommy” Rowe has tendered his resignation from Workforce Connections Board of Directors. He has served and provided ongoing support with excellent leadership and keen oversight of the Southern Nevada Workforce Development Board since 2001. Mr. Rowe was first appointed to the Chief Local Elected Officials Consortium in 2001, representing Lincoln County and its Board of County Commissioners. After his chief local elected officials service term ended, Mr. Rowe expressed a desire to continue serving the workforce development area in the capacity of a board member offering support and oversight for the rural communities.

Throughout his service, Mr. Rowe has been spot-on with attendance and staying abreast to the area’s workforce needs. He helped set in motion and improved critical workforce development functions, e.g., programmatic service delivery and fiscal oversight resulting in clean, error-free audits. These distinctive accomplishments of Mr. Tommy Rowe reflect great credit upon himself and the Southern Nevada Workforce Development Area.

- Enclosures 3
1. Nomination—Distinguished Service Award—George T. “Tommy” Rowe (2001 – 2016)
 2. Presentation—Distinguished Service Award—George T. “Tommy” Rowe (2001 – 2016)
 3. Workforce Connections Policy Admin-010-05, Award and Recognition Program, dtd November 2015



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Connecting Employers to a Ready Workforce

August 25, 2016

Lawrence Weekly, Commissioner
Chairman, Southern Nevada Chief Local Elected Officials Consortium
6330 West Charleston Blvd., Suite 190
Las Vegas NV 89146

Valerie Murzl, Chair
Workforce Connections Board of Directors
6330 West Charleston Blvd., Suite 190
Las Vegas NV 89146

RE: Workforce Connections Distinguished Service Award Nomination – George T. “Tommy” Rowe

Dear Commissioner Weekly and Ms. Murzl:

Please accept this nomination to award Mr. George T. “Tommy” Rowe a Workforce Connections Distinguished Service Award. Mr. Rowe has served the Southern Nevada Workforce Development Area over 16 years as an elected official and board member. His service in support of workforce development activities has been with distinction and is deserving of special recognition. Your approval will be most appreciated.

Regards,

Ardell Galbreth
Executive Director

1st Endorsement: Approved/Disapproved.

Date: 8/29/16

Valerie Murzl, Chair
Workforce Connections Board of Directors

2nd Endorsement: Approved/Disapproved.

Date: 08/30/2016

Lawrence Weekly, Chair
Southern Nevada Chief Local Elected Officials

**Workforce Connections
Distinguished Service Award**

Presented

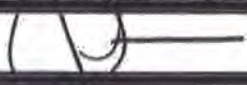
To

George T. “Tommy” Rowe

2001 — 2016

Thank you so much for your continued exceptional service to Southern Nevada Workforce Development Area. Your everlasting steadfast partnership and dedicated service will be sorely missed.

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Workforce Connections General Policies Award and Recognition Program	Admin-010-05
	Revised November 2015
Policy Approved By: WC Executive Director Policy Adopted on: February 2015	

Purpose:

To establish Workforce Connections' (WC) Award and Recognition Program.

Background:

WC's "Four-Year Local Plan" addresses the commitment of the Local Workforce Development Board (LWDB) to support a comprehensive workforce development system striving for continuous improvement, system integration and performance excellence in serving job seekers and employers within the Southern Nevada Workforce Development Area (SNWDA). The plan represents WC's vision, goals, objectives, and strategies for the local workforce development system. The plan identifies specific strategies that address specific workforce and economic development needs and is consistent with the Governor's Unified State Plan.

Policy:

Workforce Connections' Award and Recognition Program provides various categories of awards and recognition. Any awards issued under this policy are intended to recognize successful meritorious performance, and are not monetary in nature.

Workforce Connections Award Categories:

1. Board Member – Outstanding Service

- Presented to departing Board Members
- Must have provided outstanding service as a Board Member for at least 2 years
- Must be nominated by WC Board Chair

2. Staff Member – Longevity Recognition

- 5 Year anniversary
- 10 Year anniversary
- 15 Year anniversary
- 20 Year anniversary and beyond

3. Workforce Development Champion Award.

The Champion Award is Workforce Connections' highest and most prestigious honor. This award is presented to those individuals who have clearly demonstrated their consistent outstanding skills, abilities and leadership contributions to the workforce development community.

a) Who Qualifies?

- Any partner of the SNWDA, including members of Workforce Connections' staff.

b) Selection Criteria.

- Award selection shall be based on a written narrative justification documenting and highlighting the individual's accomplishments or outstanding achievements.



- c) **Examples of Accomplishments or Outstanding Achievements.**
 - Exceptional productivity over and above the norm of satisfactory duty performance.
 - Created or developed new innovative strategies and procedures that streamlined workforce development processes and practices that reduced costs or improved operating efficiencies.
 - Consistently demonstrated distinguished performance far beyond established goals.
 - Achieved great success while managing highly complex and visible project.
 - Effectively produced high quality results under the most difficult circumstances.
 - Display exceptional leadership and management skills that resulted in high quality productivity.
- d) **Who May Nominate Award Candidates?**
 - Anyone with firsthand knowledge of individuals' workforce development accomplishments or achievements may submit nominations to Workforce Connections Executive Director for processing and consideration. All awards must be vetted through candidates associated agency's director or senior executive prior to final approval.
- e) **Type of Award Presentation.**
 - This award may be in the form of a decorative prize or trophy engraved with the honoree's name accompanied by a presentation during Workforce Connections' board meeting.

4. Workforce Development Innovation Award.

The WDIA is awarded to individuals or agencies/organizations that have demonstrated or implemented new or improved workforce development systems or programs design.

- a) **Who Qualifies?**
 - Any partnering agency/organization or individual formally connected or attached to the SNWDA, including members of Workforce Connections' staff.
- b) **Selection Criteria.**
 - Award selection shall be based on a written narrative justification documenting and highlighting the individual or agency/organization's innovative accomplishments or achievements.
- c) **Examples of Accomplishments or Outstanding Achievements.**
 - Creation or development of systems application resulting in better workforce development solutions.
 - Development of new, more effective workforce development service delivery processes.
 - Illustrated inspired, fresh thinking leading to new, improved policy changes that streamline employment and training services for better access with prompt delivery.
 - Demonstrated expertise, experience and inducing leading edge techniques resulting in improved workforce development service delivery.
 - Transforms current systems and practices into user-friendly processes and functions for easy customer access.
- d) **Who May Nominate Award Candidates?**
 - Only partnering agencies/organizations or individuals formally attached to Workforce Connections may submit award nomination packets. All nominations shall be sent to Workforce Connection Executive Director for processing and consideration. All awards must be vetted through individuals' associated agency's director or senior executive prior to final approval.



e) **Type of Award Presentation.**

- This award may be in the form of a decorative prize or trophy engraved with the honoree's name and accompanied by a presentation during Workforce Connections' board meeting.

5. **Workforce Development Distinguished Service Award.**

This award is presented to individuals who have consistently demonstrated exceptional service in the Southern Nevada Workforce Development Area.

a) **Who Qualifies?**

- Any individual in partnership or affiliated with the Southern Nevada Workforce Development Area who has demonstrated exceptional service over a period of at least three years.

b) **Selection Criteria.**

- Award selection shall be based on a written narrative justification documenting and highlighting the individual's service in the area of workforce development.

c) **Examples of Accomplishments or Achievements.**

- Consistent coordinated efforts to improve workforce development service delivery.
- Advocated and promoted Southern Nevada Workforce Development initiatives.
- Served as an ambassador of Workforce Connections within the Southern Nevada community among residents, businesses and industry leaders.
- Illustrated a clear understanding of Southern Nevada's workforce needs and makes concerted efforts to address such needs with a most positive impact.
- Provided an intellectual atmosphere conducive to the stimulation and interchange of ideas for "Connecting Employers to a Ready Workforce".

d) **Who May Nominate Award Candidates?**

- Only the Executive Director of Workforce Connections shall nominate award candidates to the chairs of the Southern Nevada Chief Elected Officials Consortium and Workforce Connections Board of Directors approval consideration.

e) **Type of Award Presentation.**

- This award shall be in the form of a decorative prize or trophy engraved with the individual's name accompanied by a presentation during Workforce Connections' board meeting.

6. **Employer of the Year Award.**

The Employer of the Year Award goes to a Workforce Connections' compact employer that has demonstrated extraordinary commitment to the partnership in support of Workforce Connections' Mission: "Connecting Employers to a Ready Workforce., the commitment is evidenced by qualitative/quantitative measures.

a) **Who Qualifies?**

- Any employer or business that has an employment and training partnership/compact agreement with Workforce Connections to serve as their primary recruitment and job placement resource.

b) **Selection Criteria.**

- Award selection shall be based on a written narrative justification with data documenting the employer or business' recruitment and hiring practices supported by Workforce Connections

c) **Examples of Employer/Business' Outstanding Partnership Initiatives.**

- Participated in Workforce Connections' hiring events, career days, school to work and other employment enhancing projects.

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- Utilized Workforce Connections' employment and training services and promoted the One-Stop Delivery System to other employers.
 - Provided Workforce Connections feedback for continuous service delivery improvement.
 - Joined with Workforce Connections in developing strategies to improve the talent pipeline.
 - Worked with Workforce Connections to help build job seekers' skills and enhanced Southern Nevada' industry sectors growth.
- d) **Who May Nominate Award Candidates?**
- All Compact Employers or Businesses are considered and nominated for Employer of the Year. Nominations shall be vetted by Workforce Connections' Business Engagement Department prior to final approval.
- e) **Type of Award Presentation.**
- This award may be in the form of a decorative prize or trophy engraved with the employer/business' name and accompanied by a presentation during Workforce Connections' board meeting.

7. **Workforce Development One-Stop Affiliate Site Award.**

This award is presented annually to Workforce Connections' One-Stop Delivery System Affiliate Site(s) that has consistently exceeded all service delivery requirements and established performance goals over a program year.

a) **What Agencies/Organization Qualify?**

- Any agency or organization designated as a Workforce Connections affiliate site qualifies based on noted accomplishments or achievements during a completed program year.

b) **Selection Criteria.**

- Award selection shall be based on a written narrative justification documenting and highlighting the agency or organization's accomplishments or outstanding achievements.

c) **Examples of Accomplishments or Achievements.**

- Exceeded all established workforce development service delivery performance measures.
- Fully complied with established policies, statutes, regulations and policies associated with Workforce Connections' One-Stop Delivery System.
- Demonstrated quality improvement service delivery—to include exemplary customer satisfaction.
- Contributed exceptional employer services outreach support—leading to increased job seekers' employment opportunities.
- Illustrated optimum One-Stop System coordination or customer flow and access to all workforce development services to include sharing of information, data and best practices.
- Designed and implemented strategies and services aligned across regional/area boundaries.

d) **Who May Nominate Agencies/Organizations?**

- Only the head or principle executive of the agency/organization may submit nominations to Workforce Connections' Executive Director for processing and consideration.

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e) **Type of Award Presentation.**

- This award shall be in the form of a decorative prize or trophy engraved with the agency/organization's name accompanied by a presentation during Workforce Connections' board meeting.

WC's Executive Director will, on special occasions and under special circumstances, award and recognize categories that are not necessarily part of the reoccurring awards and recognition program.

Agenda item 5. DISCUSSION AND POSSIBLE ACTION:

Approve Local Elected Officials Consortium minutes of July 12, 2016

**WORKFORCE CONNECTIONS
LOCAL ELECTED OFFICIALS CONSORTIUM
MINUTES**

Tuesday, July 12, 2016

1:00 p.m.

**Rosalie Boulware Bronze & Silver Conference Rooms
6330 W. Charleston Blvd., Suite 150
Las Vegas, NV 89146**

Members Present

Commissioner Lawrence Weekly, Clark County
Councilwoman Anita Wood, North Las Vegas (phone)
Councilwoman Peggy Leavitt, Boulder City
Commissioner Varlin Higbee, Lincoln County (phone)
Councilwoman Gerri Schroder, City of Henderson

Members Absent

Councilman Bob Beers, City of Las Vegas
Commissioner Butch Borasky, Nye County
Commissioner Ralph Keyes, Esmeralda County

Staff Present

Ardell Galbreth, Executive Director
Suzanne Benson, Board Administrator
Jim Kostecki, Chief Financial Officer
Jaime Cruz, Chief Strategy Officer
Ricardo Villalobos, Director, Workforce Development Programs
Kenadie Cobbin Richardson, Director, Business Engagement & Communications
Brett Miller, Manager, Strategic Planning & Analysis

Others Present

Michael Oh, Legal Counsel, City of Henderson
Stephanie Garabedian, Parker Nelson Associates
Doug Coombs, Olive Crest
Lynn Hoffman, ResCare Workforce Services/One-Stop Career Center
Terri Conway, Goodwill of Southern Nevada
Ron Hilke, DE'TR
Amy Licht, Olive Crest
Angela Phillips, Olive Crest
Jack Eslinger, City of Las Vegas
Denise Gee, HELP of Southern Nevada
Jennifer Casey, Foundation for an Independent Tomorrow
Jessica K. Kelly, Foundation for an Independent Tomorrow
Schuyler Ritchie, Foundation for an Independent Tomorrow
Anthony Gilyard, Foundation for an Independent Tomorrow
Jonathan Cuevas, Foundation for an Independent Tomorrow
Monica Ford, Nevada Partners, Inc.

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

1. CALL TO ORDER, confirmation of posting, roll call, Pledge of Allegiance

The meeting was called to order by Chair Commissioner Lawrence Weekly at 1:03 p.m. Staff confirmed the meeting had been properly posted in accordance with the Nevada Open Meeting Law. Roll call was taken and a quorum was present.

2. FIRST PUBLIC COMMENT SESSION

Chair Weekly opened the floor to public comment.

Kelly Nunez, FIT client shared about his positive experience with FIT's re-entry program. Mr. Nunez is currently enrolled in training at the Blend DJ Institute.

Jonathan Cuevas, FIT client shared about his positive experience with FIT's re-entry program. Mr. Cuevas recently graduated from HVAC training and is currently enrolled in refrigeration training. He is also looking into sheet metal apprenticeship training.

Anthony Gilyard, staff, FIT personally thanked Commissioner Weekly for his encouragement and for having a community event four years ago to address the needs and awareness of the re-entry population. Mr. Gilyard attended the event after recently being released from a 12 ½ year incarceration, where he connected with Jennifer Casey and FIT. Mr. Gilyard is now employed at FIT and has the opportunity to share his experience and mentor other individuals.

Jennifer Casey, director, FIT thanked the Consortium for allowing FIT to continue serving clients and reported outcomes for FIT's re-entry initiative beginning July 2012:

- 541 clients served
- 352 clients received occupational skills training
- 376 clients employed
- 75% employment retention rate (three times the national average for this population)

Doug Coombs, executive director, Olive Crest thanked the Consortium for supporting Olive Crest's efforts to transform the lives of youth and young adults who were victimized by abuse, neglect and abandonment.

Chair Weekly extended thanks and appreciation to staff and funded partners and stressed the importance of showing the LEOs positive program outcomes.

Hearing no further comments, Chair Weekly closed the Public Comment Session.

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 Councilwoman Gerri Schroder and seconded by Councilwoman Peggy Leavitt to approve the agenda as presented. Motion carried.

4. **DISCUSSION AND POSSIBLE ACTION: Approve Local Elected Officials Consortium minutes of June 28, 2016**

Chair Weekly presented the minutes provided on page 7-13 of the agenda packet.

A motion was made by Councilwoman Peggy Leavitt and seconded by Councilwoman Gerri Schroder to approve Local Elected Officials Consortium minutes of June 28, 2016 as presented. Motion carried.

5. **DISCUSSION AND POSSIBLE ACTION: Strategic Initiatives Report**

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

Jaime Cruz presented the Strategic Initiatives Report (p. 15), WIOA Implementation Roadmap (p. 18) and PowerPoint (attached) illustrating the plan for co-locating One-Stop Career Centers in Clark County libraries to maximize service delivery and expand the geographical footprint. Staff is in the process of formalizing the MOU with the Clark County Library District. Moving forward, staff will look at expanding locations to the North Las Vegas, Henderson and Boulder City library districts.

Councilwoman Leavitt noted that Boulder City has an interim director and until a permanent director is in place, now may not be the right time to enter into an MOU.

Councilwoman Schroder noted that although the Henderson Library District is not part of City of Henderson, she will arrange a lunch meeting with WC and Angela Brommel-Thornton from the Henderson Library District to discuss this initiative.

Councilwoman Wood stated that she and Ardell had a brainstorming meeting with Mayor Lee and the head of economic development.

Discussion ensued.

The WC System Roadmap PowerPoint is also available on the Workforce Connections website at: <http://nvworkforceconnections.org/wp-content/uploads/2016/07/WC-System-Roadmap-Presentation.pdf>.

Mr. Cruz presented the My Future presentation and distributed activity books in both English and Spanish.

A motion was made by Councilwoman Gerri Schroder and seconded by Councilwoman Peggy Leavitt to approve the Strategic Initiatives Report as presented. Motion carried.

6. **INFORMATION: Programs Committee minutes of June 15, 2016**

Programs Committee minutes are provided on page 18-23 of the agenda packet.

7. **INFORMATION: Board minutes of June 28, 2016**

Board minutes are provided on page 25-33 of the agenda packet.

Michael Oh, Legal Counsel clarified that the Board and Programs Committee minutes are included to provide information regarding the agenda items presented today.

8. **DISCUSSION AND POSSIBLE ACTION: Accept the Board'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 or consider an alternative action within the confines of the applicable Request for Proposals and procurement process and direct staff accordingly. The contract period shall be July 1, 2015 through June 30, 2017.**

Ricardo Villalobos provided background and presented the backup including the Adult Re-Entry RFP and FIT's scope of work and current contract provided on page 35-92 of the agenda packet.

Councilwoman Schroder was thankful for the comprehensive backup and spoke about the national Ban the Box resolution to remove the felony question from the job application.

A motion was made by Councilwoman Gerri Schroder and seconded by Councilwoman Peggy Leavitt to accept the Board'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, 2015 through June 30, 2017. Motion carried.

9. **DISCUSSION AND POSSIBLE ACTION: Accept the Board'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 or consider an alternative action within the confines of the applicable Request for Proposals and procurement process and direct staff accordingly. The contract period shall be March 1, 2013 through February 28, 2017.**

Mr. Villalobos provided background and presented the backup including the Foster Care Youth and/or Youth with Disabilities RFP and Olive Crest's contract/amendments provided on page 93-151 of the agenda packet. He noted that a new foster care youth RFP will be released in the next couple of months for a program start date of March 2017.

A motion was made by Councilwoman Peggy Leavitt and seconded by Councilwoman Gerri Schroder to accept the Board'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. The contract period shall be March 1, 2013 through February 28, 2017. Motion carried.

10. **DISCUSSION AND POSSIBLE ACTION: Accept the Board'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, NV or consider an alternative action within the confines of the applicable Request of Proposals and procurement process and direct staff accordingly. The contract period shall be July 1, 2014 through September 30, 2016.**

Mr. Villalobos provided background and presented the backup including St. Jude's no-cost extension letter, WC's Sole-source Justification and St. Jude's contract/scope of work provided on page 162-203 of the agenda packet.

A motion was made by Councilwoman Peggy Leavitt and seconded by Councilwoman Gerri Schroder to accept the Board'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, NV. The contract period shall be July 1, 2014 through September 30, 2016. Motion carried.

11. **DISCUSSION AND POSSIBLE ACTION: Accept the Board'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 shall 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 or consider an alternative action within the confines of the applicable Request for Proposals and procurement process and direct staff accordingly. The total award amount shall not exceed \$360,000 for the first 12 months. The contract period shall be date of approval by the Local Elected Officials through June 30, 2018.**

Mr. Villalobos provided background and presented the backup including the Boulder City and/or Laughlin Adult/Youth One-Stop Affiliate Site RFP and scorecard summary for Trailways Mental Health provided on page 204-244 of the agenda packet.

An RFP was released for services in Boulder City and/or Laughlin. Two proposals were received, one from St. Jude's Ranch and the other from Trailways Mental Health, both of which did not pass the technical review and were disqualified. The initial RFP was re-released however Trailways' proposal did not meet the qualifying 75% threshold and St. Jude's opted not to submit a proposal in the second round of the RFP. After two unsuccessful RFP processes, it was decided to seek a sole-source contract to ensure that services are available in the geographical area. Staff is looking at two incumbent providers for the sole-source contract that have the capacity, proximity and performance, HELP of Southern Nevada and ResCare Workforce Services. Before entering into a sole-source contract, WC must receive approval by the state. Discussion ensued.

A motion was made by Councilwoman Peggy Leavitt and seconded by Councilwoman Gerri Schroder to accept the Board'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 shall 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 12, 2016 through June 30, 2018. Motion carried.

12. **INFORMATION: Business Engagement and Communications Reports**

- a. In-Demand Jobs Report
- b. Pre-Screening and Referral Stats Report
- c. Media Report and Video
- d. NXGEN Youth Paid Internship Fair Recap
- e. Metro Police Town Hall Flyer
- f. Metro Police/Corrections Recruitment Flyer
- g. NXGEN Youth Paid Internship Fair Flyer

Kenadie Cobbin Richardson presented the reports provided on page 246-254 of the agenda packet and played a video highlighting various media events.

13. INFORMATION: Review and Accept Executive Director's Performance Report for annual evaluation in September 2016

Michael Oh reported that pursuant to the Executive Director's agreement, Mr. Galbreth is to provide a report to the LEOs by September annually. Based upon receiving that report, the LEOs have 60 days to complete an annual evaluation. The report submitted today triggers the 60 day timeframe for the LEOs evaluation. The term of Mr. Galbreth's contract ends in September each year.

Mr. Galbreth presented the report and highlighted his goals on page 10 of the report.

14. INFORMATION: LEO Consortium member comments

Councilwoman Wood thanked the public for their comments and Mr. Galbreth and staff for working hard.

Councilwoman Leavitt reported on tour of Goodwill's facility and stated that she will make an effort to tour other agencies.

Councilwoman Schroder reported on the National League of Cities Steering Committee meeting and Ban the Box initiative and thanked the public for their comments.

Chair Weekly thanked the public and reported on the approval of a 0.5% room tax to go toward the expansion of the Las Vegas Convention and Visitors Authority which, if approved by the Nevada State Legislature, will bring thousands of new jobs to the Las Vegas area.

15. SECOND PUBLIC COMMENT SESSION

Chair Weekly opened the floor to public comment.

Anthony Gilyard, FIT thanked the LEOs and extended an invitation to tour FIT.

Hearing no other comments, Chair Weekly closed the Public Comment Session.

16. ADJOURNMENT

The meeting adjourned at 2:26 p.m.

Agenda item 6. DISCUSSION AND POSSIBLE ACTION:

Approve new Board member appointment of Jill Hersha, Las Vegas-Clark County Library District for a 2-year term. Ms. Hersha currently serves on the Programs Committee.

General Section

Name: JILL HERSHA

Address: _____

City, State, ZIP: _____

Phone Number: _____ Alternate: _____

Email Address: _____

Alternate: _____

All Board Members are required to actively serve on at least one standing committee. Please indicate which current standing committee you choose to participate in if appointed by the Local Elected Official Consortium:

Programs Committee

Finance and Budget Committee

1. Do you have personal experience in the administration/oversight of federally funded programs?

Yes No

If yes, please define.

CCSD – U.S. Department of Education - Counselor Connect Grant; U.S. Department of Education - AP/IB Fee Waiver Grant; LVCCCLD – U.S. Department of Education AEFLA Grants (2) For Community Adult Learning in Libraries

2. Do you have personal experience in the administration/oversight of federally funded employment and training programs?

Yes No

If yes, please describe your personal expertise with workforce development systems.

As the manager of the LVCCCLD’s Community Adult Literacy in Libraries (CALL) Program a Title II provider, I work closely with the local OneStop and other community partners. A priority of our program has been to build relationships with local partners to provide a unified system educating adults and connecting these adults to resources available through these community partners. Additionally, I have had the privilege of serving on the Programs Committee of the Workforce Board since March of 2016.

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3. Please describe what resources you personally and/or your company/organization will bring to the public workforce development system.

Prior to joining the LVCCLD as manager of the CALL program, I served 5 years as the College and Career Coordinator of the Clark County School District (CCSD) and 10 years as a High School Counselor in various high schools. My education and experience provides a deep understanding of college and career ready skills as well as the vast gap in skills students possess upon entering postsecondary or the workforce. The LVCCLD has extensive free resources available to our community to help decrease the skill gap and provide adults education and training, preparing them for a successful career and future. Free resources such as books; credentialed courses; ELL, ABE, and HSE classes; free computers and access the internet; as well as a highly trained staff in assisting patrons with whatever need they might have.

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4. Which one of the following board membership categories do you represent?

- Business (Section A-1)
- Business Organization or Trade Association (Section A-2)
- Labor Organization (Section B)
- Educational/Training Entity (Section C)
- Community/Faith Based Organization (Section E)
- Economic or Community Development Entity (Section D)
- State Employment Service - Wagner Peyser Act (Section D)
- Vocational Rehabilitation Title I (Section D)
- Transportation, Housing or Public Assistance Agency (Section D)
- Philanthropic Organization (Section D)

Please proceed to complete the section that you checked.

Section C (Educational Entity)

1. Are you currently in an executive level position with optimum policy-making authority for an institution administering adult education and literacy activities under Title II?

Yes No

If yes, please provide your institution and title.

Institution: Las Vegas-Clark County Library District, Community Adult Learning in Libraries (CALL) program

Title Literacy Services Manager

2. Are you currently in an executive level position with optimum policy-making authority in an institution of Higher Education?

Yes No

If yes, please provide your institution and title.

Institution _____

Title _____



Conflict of Interest Guidance and Acknowledgement Certification

Your current relationship with Workforce Connections (Check all that apply)

- Have Relatives Working for Workforce Connections
- Any Partnership(s) with Workforce Connections Staff or Board Members (Current/active contracts or vendor business)
- Any Partnership(s) with Workforce Connections Local Elected Officials
- I currently have no partnership with any Board or Staff member of Workforce Connections

Other - Please Explain: I serve on the Programs Committee of the Workforce Board. Additionally, the CALL Program, of which I am manager, has formed a partnership with the local OneStop operated by ResCare to provide Title II services at their location as well as provide on-site staffing of Title II personnel, on a part-time basis. This is in efforts to comply with WIOA's goals to unite federally funded programs providing services to people needing assistance getting into the workforce.

Conflict of Interest

A member of a local board may not:

- a) Vote on a matter under consideration by the local board:
 - i. Regarding the provision of services by such member (or by entity that such member represents); or
 - ii. That would provide direct financial benefit to such member or the immediate family of such a member; or
- b) Engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

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1. Will your appointment/reappointment to Workforce Connections potentially violate any of the criteria listed above?

Yes No

If yes, please provide an attached letter explaining your potential conflict of interest.

I certify that the statements provided are, to the best of my knowledge, true, complete and correct. If appointed/reappointed, I understand that any misrepresentation or material omission of fact on this or any other document required by Workforce Connections may be considered as constituting grounds for disqualification and/or dismissal.

Jill Hersha

Applicant's Name (Please print)

Jill N. Hersha

Signature of Applicant

August 22, 2014

Date

Agenda item 7. PRESENTATION:

Success in the New Economy video

Agenda item 8. DISCUSSION AND POSSIBLE ACTION:

Review, discuss and approve Memorandum of Understanding (MOU) Agreement between Workforce Connections and Las Vegas-Clark County Library District. The Las Vegas-Clark County Library District and Workforce Connections will work together as partners serving employers and job seekers throughout the Clark County Area.

Partnership Agreement / Memorandum of Understanding

**WORKFORCE CONNECTIONS
AND
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**

I. OVERVIEW

This Partnership Agreement/Memorandum of Understanding (hereinafter “MOU”) describes the collaborative partnership between Workforce Connections (hereinafter referred to as “WC”) the Lead Organization and the Las Vegas-Clark County Library District (hereinafter referred to as “LVCCLD”) as a Partner Organization for the One-Stop Delivery System (hereinafter referred to as “OSDS”).

WHEREAS, NRS 277.180 authorizes any one or more public agencies to contract with any one or more other public agencies to perform any governmental service, activity or undertaking which any of the public agencies entering into the contract is authorized by law to perform;

WHEREAS, it is deemed that the services of the Las Vegas-Clark County Library District hereinafter set forth are both necessary to deliver Workforce Innovation and Opportunity Act (WIOA) services and in the best interest of the residents of Southern Nevada;

WHEREAS, WC is designated as Southern Nevada’s Local Workforce Development Board (LWDB) and is responsible for the operation of the One-Stop Delivery System in the Southern Nevada Workforce Development Area (SNWDA).

WHEREAS, WC is capitalizing on the extraordinary opportunity to improve job training 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 shall have a dedicated focus on youth and adults 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.

WHEREAS, WC’s mission is “Connecting Employers to a Ready Workforce.” Related to the WC/LVCCLD initiative, WC establishes dynamic partnerships with employers and the community to connect job seekers to education, job training and employment opportunities.

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) specifically identifies public libraries as additional One-Stop System partners providing Federal, State, and locally funded employment, education and training programs (WIOA Sec. 121.b.2.B.vii).

WHEREAS, LVCCLD's mission statement is "The Las Vegas-Clark County Library District nurtures the social, economic, and educational well-being of people and communities." LVCCLD will serve as an OSDS workforce development partner.

The entire scope and success of the OSDS is dependent on strong and active community partners.

The purpose of this agreement is to outline the OSDS partnership that in the short-term establishes an affiliate site within the LVCCLD Mesquite and Laughlin locations and in the long-term, looks at how each partner contributes to the employment and training services to be provided to customers, and looks for additional LVCCLD locations to provide One-Stop workforce development services in the future.

The six (6) main components of a SNWDA OSDS affiliate site are:

- A) In addition to WIOA Title I, an affiliated site makes available to jobseekers one or more of the WIOA core mandated partners' (Title II, III, or IV) programs, services and activities. An affiliated site does not need to provide access to every required One-Stop partner program. Affiliated sites are access points in addition to the comprehensive One-Stop Career Center in the local area.
- B) The frequency of program staff's physical presence at the affiliated site will be determined by the local area.
- C) Affiliate sites should be implemented in a manner that supplements and enhances customer access to services.
- D) Locations designated as affiliate sites must be physically and programmatically accessible to individuals with disabilities.
- E) Affiliate sites will have a dedicated focus on youth and adults 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.
- F) Affiliate sites will have access to required One-Stop partners who provide access to programs, services, and activities through electronic means, if applicable and practical. The provision of programs and services by electronic methods such as websites, telephones, or other means must improve the efficiency, coordination and quality of One-Stop partner services. Electronic delivery must not be a substitute to making services available at an affiliated site, if a partner is participating in any affiliated site. Electronic delivery must be in compliance with the nondiscrimination and Equal Opportunity provisions of WIOA Section 188 and its implementing regulations.

II. RESPONSIBILITIES AND EXPECTATIONS

WC serves as Lead Workforce Development Organization and is responsible for the following, with respect to this partnership:

- Ensure adequate professional workforce development staff/practitioners are assigned to designated One-Stop Affiliated Sites/Career Centers.
- Procure and award a sub-recipient that will provide employment and training services including intake/navigation, career services, career coaching, training, job development, and employer services.
- Ensure WC One-Stop staff and activities comply with LVCCLD policies, procedures, and operating hours.
- Ensure WC One-Stop staff work within LVCCLD Branch Manager authority at LVCCLD locations. LVCCLD Branch Managers will work with WC One-Stop staff to schedule space, conduct services and programs on LVCCLD sites, and communicate regularly on operations issues.
- Provide design and specifications of interior and exterior signage for mutual approval by WC and LVCCLD. Exterior signage shall be designed and erected in accordance with criteria of the Library Facilities Master Plan and local laws, regulations, and ordinances related thereto.
- WC and/or sub-recipient will carry general liability and worker's compensation insurance.
- Provide computer hardware, support, and workforce development software.
- Provide workforce development training for LVCCLD staff.
- Actively participate in related partner meetings and training.
- Provide coordination, technical assistance, training and support services to WC professionals, as needed.
- Actively pursue and serve as fiscal agent for any collaborative partner funding restricted to the OSDS WC/LVCCLD initiative.
- Lead all related community workforce development assessments, evaluations and results reporting.
- Work with LVCCLD to obtain permission to make minor improvements to launch new One-Stop affiliate services, as needed, including small equipment and furnishings that complement LVCCLD space, furniture, and technology.

LVCCLD serves as an OSDS Partner Organization and is responsible for the following, with respect to this partnership:

- Work with WC One-Stop staff to provide mutually-agreed-upon office, classroom, and resource area spaces; furniture; utilities; and janitorial/maintenance.
- Provide mutually-agreed-upon exterior and interior space for shared signage as a One-Stop Affiliate Site/Career Center. Exterior signage shall be designed and erected in accordance with criteria of the Library Facilities Master Plan and local laws, regulations, and ordinances related thereto.
- Provide access to the LVCCLD telephone system, high speed internet, and secure WIFI technology.
- Work with WC One-Stop staff to schedule and conduct OSDS partner activities and implement program improvements.
- Work with WC to promote and co-brand the partnership and program services conducted at LVCCLD facilities.
- Work with WC and submit for approval any expense budget for related partner costs;
- Work with WC and provide input for developing any prospective collaborative funding restricted to the OSDS WC/LVCCLD initiative;
- Work with WC on developing and determining project outcomes and deliverables;
- Actively participate in related partner meetings and training;
- LVCCLD will carry general liability insurance.
- Work with WC staff to provide permission to make minor improvements to launch new One-Stop affiliate services, as needed, including small equipment and furnishings that complement LVCCLD space, furniture, and technology.

III. ATTRIBUTION

Each party shall acknowledge WC as a program partner when developing information for public dissemination. All collateral materials must also include the WC logo, as well as language pertaining to equal opportunity. The following language shall be used for consistency: "An equal opportunity employer/program, auxiliary aids and services are available upon request to individuals with disabilities, Relay 711 or 1-800-326-6868."

IV. DEBARMENT/SUSPENSION STATUS

Each party certifies that it is not suspended, debarred or ineligible from entering into contracts with the Executive Branch of the Federal Government, or in receipt of a notice of proposed debarment from any state agency or local public body. Each party agrees to provide immediate notice to the other party in the event of being suspended, debarred or declared ineligible by any state or federal department or agency, or upon receipt of a notice of proposed debarment during the term of this MOU.

V. TERM

This MOU is effective beginning with the Effective Date of this MOU through June 30, 2020 unless sooner terminated by either party as set forth in this MOU. The anticipated project delivery will cover an initial four (4) year period, based on the program year; July 1, 2016 – June 30, 2020. Depending on funding, collaborative support, community capacity and need, this project may continue indefinitely.

VI. TERMINATION

Either the WC or LVCCLD may terminate this Agreement at any time by giving thirty (30) days written notice of termination to the other MOU party. In this case, both parties shall, upon receipt of notice of termination, refrain from scheduling future activities and shall use its best efforts to cancel any commitments made by it prior to receipt of such notice. Termination shall, however, not affect any commitments of either party which have properly become legally binding prior to the effective date of notice of termination or termination, and which could not reasonably have been rescinded by either party. Upon termination, or notice thereof, the parties agree to cooperate in the orderly transfer of service responsibilities, case records, pertinent documents and all equipment and materials purchased with WC funds.

VII. NOTICE

All notices or other communications required or permitted to be given under this MOU shall be in writing and shall be deemed to have been duly given if delivered personally in hand, by telephonic facsimile with simultaneous regular mail, or mailed certified mail, return receipt requested, postage prepaid on the date posted, and addressed to the other part at the address set forth above.

VIII. INSPECTION & AUDIT

- a. **Books and Records.** Each party agrees to keep and maintain under general accepted accounting principles full, true and complete records, agreements, books, and documents as are necessary to fully disclose to the United States Government, State, WC, or any of their authorized representatives, upon audits or reviews, sufficient information to determine compliance with all federal, state and local regulations, statutes, and policies.

- b. **Period of Retention.** All books, records, reports, and statements relevant to this MOU must be retained a minimum three years and for five years if any federal funds are used in this MOU. The retention period runs from the date of termination of this MOU. Retention time shall be extended when an audit is scheduled or in progress for a period reasonably necessary to complete an audit and/or to complete any administrative and judicial litigation which may ensue.

IX. LIMITED LIABILITY

The parties will not waive and intend to assert available NRS chapter 41 liability limitations in all cases. Contract liability of both parties shall not be subject to punitive damages.

X. FORCE MAJEURE

Neither party shall be deemed to be in violation of this MOU if it is prevented from performing any of its obligations hereunder due to strikes, failure of public transportation, civil or military authority, act of public enemy, accidents, fires, explosions, or acts of God, including, without limitation, earthquakes, floods, winds, or storms. In such an event the intervening cause must not be through the fault of the party asserting such an excuse, and the excused party is obligated to promptly perform in accordance with the terms of the MOU after the intervening cause ceases.

XI. INDEMNIFICATION

- a. To the fullest extent of limited liability as set forth in paragraph (X) of this MOU, each party shall indemnify, hold harmless and defend, not excluding the other's right to participate, the other from and against all liability, claims, actions, damages, losses, and expenses, including but not limited to reasonable attorneys' fees and costs, arising out of any alleged negligent or willful acts or omissions of the party, its officers, employees and agents. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this paragraph.
- b. The indemnification obligation under this paragraph is conditioned upon receipt of written notice by the indemnifying party within 30 days of the indemnified party's actual notice of any actual or pending claim or cause of action. The indemnifying

- party shall not be liable to hold harmless any attorneys' fees and costs for the indemnified party's chosen right to participate with legal counsel.
- c. The local Workforce Development Board/Workforce Connections, its sub-recipients, sub-contractors down to the lowest tier, shall hold the Local Elected Officials (LEOs), the respective counties and cities, their officers, agents, and employees harmless from any and all claims, court costs, fees and penalties, settlements, judgements, legal costs and any other liabilities of any kind arising from the management of and any activities relating to the Local Workforce Development Area.

XII. INDEPENDENT PUBLIC AGENCIES

The parties are associated with each other only for the purposes and to the extent set forth in this MOU, and in respect to performance of services pursuant to this MOU, each party is and shall be a public agency separate and distinct from the other party and, subject only to the terms of this MOU, shall have the sole right to supervise, manage, operate, control, and direct performance of the details incident to its duties under this MOU. Nothing contained in this MOU shall be deemed or construed to create a partnership or joint venture, to create relationships of an employer-employee or principal-agent, or to otherwise create any liability for one agency whatsoever with respect to the indebtedness, liabilities, and obligations of the other agency or any other party.

XIII. ASSIGNMENT

Neither party shall assign, transfer, or delegate any rights, obligations or duties under this MOU without the prior written consent of the other party.

XIV. SEVERABILITY

If any provision in this MOU is held to be unenforceable by a court of law or equity, this MOU shall be construed as if such provision did not exist and the nonenforceability of such provision shall not be held to render any other provision(s) of this MOU unenforceable.

XV. OWNERSHIP OF PROPRIETARY INFORMATION

Unless otherwise provided by WIOA law, any reports, histories, studies, tests, manuals, instructions, photographs, negatives, blue prints, plans, maps, data, system designs, computer code (which is intended to be consideration under this MOU), or any other documents or drawings, prepared or in the course of preparation by either party in performance of its obligations under this MOU shall be the joint property of both parties.

XVI. PUBLIC RECORDS

Pursuant to NRS 239.010, information or documents may be open to public inspection and copying. The parties will have the duty to disclose unless a particular record is made confidential.

XVII. CONFIDENTIALITY

Each party shall keep confidential all information, in whatever form, produced, prepared, observed or received by that party to the extent that such information is confidential by law.

XVIII. PROPER AUTHORITY

The parties hereto represent and warrant that the person executing this MOU on behalf of each party has the full power and authority to enter into this MOU and that the parties are authorized by law to perform the services set forth herein.

XIX. GOVERNING LAW; JURISDICTION

This MOU and the rights and obligations of the parties hereto shall be governed by, and construed according to, the laws of the State of Nevada. The parties consent to the jurisdiction of the Nevada district courts for enforcement of this MOU.

XX. ENTIRE AGREEMENT

This MOU and its integrated attachment(s) constitute the entire MOU of the parties and such are intended as a complete and exclusive statement of the promises, representations, negotiations, discussions, and other agreements that may have been made in connection with the subject matter hereof. Unless an integrated attachment to this MOU specifically displays a mutual intent to amend a particular part of this MOU, general conflicts in language between any such attachment and this MOU shall be construed consistent with the terms of this MOU. Unless otherwise expressly authorized by the terms of this MOU, no modification or amendment to this MOU shall be binding upon the parties unless the same is in writing and signed by the respective parties hereto.

IN WITNESS WHEREOF, the Parties hereto have caused this MOU to be signed and intend to be legally bound thereby.

Agenda item 9. DISCUSSION AND POSSIBLE ACTION:

Review, discuss and approve Memorandum of Understanding (MOU) Agreement between Workforce Connections and United Way of Southern Nevada. United Way of Southern Nevada and Workforce Connections will work together as partners in serving families identified to participate in Southern Nevada Two-Generation Strategies initiatives with a focus on employment and training services.

**Partnership Agreement
Memorandum of Understanding
WORKFORCE CONNECTIONS
AND
UNITED WAY OF SOUTHERN NEVADA**

I. OVERVIEW

This Partnership Agreement/Memorandum of Understanding (hereinafter "MOU") describes the collaborative partnership between Workforce Connections (hereinafter referred to as "WC") as Lead Organization, and United Way of Southern Nevada (hereinafter referred to as "UWSN") as a Partner Organization for the One-Stop Delivery System (OSDS).

WHEREAS, it is deemed that the services of United Way of Southern Nevada hereinafter set forth are both necessary to deliver Workforce Innovation and Opportunity Act (WIOA) services and in the best interest of the residents of Southern Nevada;

WHEREAS, WC is designated as Southern Nevada's Local Workforce Development Board (LWDB) and is responsible for the operation of the One-Stop Delivery System in the Southern Nevada Workforce Development Area (SNWDA).

WHEREAS, WC is capitalizing on the extraordinary opportunity to improve job training 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 shall have a dedicated focus on youth and adults 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.

WHEREAS, WC's mission is "Connecting Employers to a Ready Workforce." Related to the OSDS, WC establishes dynamic partnerships with employers and the community to connect job seekers to education, job training and employment opportunities.

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) specifically identifies community-based organizations as board members and optional partners in the One-Stop Delivery System.

WHEREAS, UWSN's mission is to unite our community to improve people's lives. Related to the OSDS, UWSN envisions/has the following goals: leveraging funding and work in ECE to address childcare quality and access for working parents; collaborative and innovative efforts to address our community's most prominent needs.

The purpose of this agreement is to outline the OSDS partnership which may include strategic initiatives such as:

- 1) Two-Generation strategy
- 2) Mobile customer service rating application
- 3) Potential co-location of service delivery at UWSN or OSDS sites
- 4) Other initiatives to be determined.

The entire scope and success of the OSDS is dependent on strong and active community partners.

II. RESPONSIBILITIES AND EXPECTATIONS

WC serves as Lead Workforce Development Organization and is responsible for the following, with respect to this partnership:

- Work with UWSN's project management and partner agencies, staff members and system navigator Point of Contacts (POCs) to facilitate Two-Generation strategy partner activities and implement program improvements. The ultimate goal of the Two-Generation strategy is intended to break the inter-generational cycle of poverty; moving the family toward economic security and stability through education; workforce training; and related support services;
- Evaluate with UWSN the use of their mobile customer service rating application throughout the OSDS. The app includes customer feedback, customer outcomes; customer evaluations and assessment; related data capture; and results in strategic planning, incorporating related workforce industry data, tools and reports;
- Evaluate with UWSN the possible co-location of services at UWSN or OSDS sites;
- Actively participate in related partner meetings and training;
- Provide workforce development training for UWSN staff;
- Work with UWSN on developing and determining project outcomes and deliverables;

- Actively pursue and serve as fiscal agent for any collaborative partner funding restricted to specific OSDS strategic initiatives such as the Two-Generation strategy; and
- Comply with all local, state and/or Federal laws and regulations regarding the use of any collaborative partner funds provided through this partnership.

UWSN serves as an OSDS Partner Organization and is responsible for the following, with respect to this partnership:

- Work with WC staff to facilitate Two-Generation strategy partner activities and implement program improvements;
- Evaluate with WC the use of the UWSN mobile customer service rating application throughout the OSDS. The app includes customer feedback, customer outcomes; customer evaluations and assessment; related data capture; and results in strategic planning, incorporating related workforce industry data, tools and reports;
- Evaluate with WC the possible co-location of services at UWSN or OSDS sites;
- Actively participate in related partner meetings and training;
- Provide coordination, technical assistance, training and support services to WC staff, as needed;
- Work with WC on developing and determining project outcomes and deliverables; and
- Comply with all local, state and/or Federal laws and regulations regarding the use of any collaborative partner funds provided through this partnership.

III. ATTRIBUTION

Each party shall acknowledge WC as the grantor of funds when developing information for public dissemination if we should commit to funding. All collateral materials must also include the WC and UWSN logos, as well as language pertaining to equal opportunity. The following language shall be used for consistency: "An equal opportunity employer/program, auxiliary aids and services are available upon request to individuals with disabilities, Relay 711 or 1-800-326-6868."

IV. DEBARMENT/SUSPENSION STATUS

Each party certifies that it is not suspended, debarred or ineligible from entering into contracts with the Executive Branch of the Federal Government, or in receipt of a notice of proposed debarment from any state agency or local public body. Each party agrees to provide immediate notice to the other party in the event of being suspended, debarred or declared ineligible by any state or federal department or agency, or upon receipt of a notice of proposed debarment during the term of this MOU.

V. TERM

This MOU is effective as of the signed date and expires June 30, 2020 unless sooner terminated by either party as set forth in this MOU. The anticipated project delivery will cover an initial four (4) year period, based on the program year; July 1, 2016 – June 30, 2020. Depending on funding, collaborative support, community capacity and need, this project may continue indefinitely.

VI. TERMINATION

This MOU may be terminated by either party prior to the date set forth in paragraph (III), provided that a termination shall not be effective until thirty (30) days after a party has served written notice upon the other party. The MOU may be terminated by mutual consent of both parties or unilaterally by either party without cause. The parties expressly agree that this MOU shall be terminated immediately, if for any reason federal, state or local funding ability to satisfy this MOU is withdrawn, limited, or impaired.

Upon termination, or notice thereof, the parties agree to cooperate in the orderly transfer of service responsibilities, case records, pertinent documents and all equipment and materials purchased with WC funds.

VII. NOTICE

All notices or other communications required or permitted to be given under this MOU shall be in writing and shall be deemed to have been duly given if delivered personally in hand, by telephonic facsimile with simultaneous regular mail, or mailed certified mail, return receipt requested, postage prepaid on the date posted, and addressed to the other part at the address set forth above.

VIII. INSPECTION & AUDIT

- a. Books and Records. Each party agrees to keep and maintain under general accepted accounting principles full, true and complete records, agreements, books, and documents as are necessary to fully disclose to the United States Government, State, WC, or any of their authorized representatives, upon audits or reviews, sufficient information to determine compliance with all federal, state and local regulations, statutes, and policies.
- b. Inspection & Audit. Each party agrees that the relevant books, records (written, electronic, computer related or otherwise), including but not limited to relevant accounting procedures and practices of the party, financial statements and supporting documentation, and documentation related to the work product shall be subject, at any reasonable time, to inspection, examination, review, audit, and copying at any office or location where such records may be found, with or without notice by the federal agency, the Comptroller General, the General Accounting Office, the Office of the Inspector General, State auditors/staff, WC staff, or any of their authorized representatives.
- c. Period of Retention. All books, records, reports, and statements relevant to this MOU must be retained a minimum three years and for five years if any federal funds are used in this MOU. The retention period runs from the date of termination of this MOU. Retention time shall be extended when an audit is scheduled or in progress for a period reasonably necessary to complete an audit and/or to complete any administrative and judicial litigation which may ensue.

IX. BREACH; REMEDIES

Failure of either party to perform any obligation of this MOU shall be deemed a breach. Except as otherwise provided for by law or this MOU, the rights and remedies of the parties shall not be exclusive and are in addition to any other rights and remedies provided by law or equity, including but not limited to actual damages, and to a prevailing party reasonable attorneys' fees and costs.

X. LIMITED LIABILITY

The parties will not waive and intend to assert available NRS chapter 41 liability limitations in all cases. Contract liability of both parties shall not be subject to punitive damages.

XI. FORCE MAJEURE

Neither party shall be deemed to be in violation of this MOU if it is prevented from performing any of its obligations hereunder due to strikes, failure of public transportation, civil or military authority, act of public enemy, accidents, fires, explosions, or acts of God, including, without limitation, earthquakes, floods, winds, or storms. In such an event the intervening cause must not be through the fault of the party asserting such an excuse, and the excused party is obligated to promptly perform in accordance with the terms of the MOU after the intervening cause ceases.

XII. INDEMNIFICATION

- a. To the fullest extent of limited liability as set forth in paragraph (X) of this MOU, each party shall indemnify, hold harmless and defend, not excluding the other's right to participate, the other from and against all liability, claims, actions, damages, losses, and expenses, including but not limited to reasonable attorneys' fees and costs, arising out of any alleged negligent or willful acts or omissions of the party, its officers, employees and agents. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this paragraph.
- b. The indemnification obligation under this paragraph is conditioned upon receipt of written notice by the indemnifying party within 30 days of the indemnified party's actual notice of any actual or pending claim or cause of action. The indemnifying party shall not be liable to hold harmless any attorneys' fees and costs for the indemnified party's chosen right to participate with legal counsel.
- c. The local Workforce Development Board/Workforce Connections, its sub-recipients, sub-contractors down to the lowest tier, shall hold the Local Elected Officials (LEOs), the respective counties and cities, their officers, agents, and employees harmless from any and all claims, court costs, fees and penalties, settlements, judgments, legal costs and any other liabilities of any kind arising from the management of and any activities relating to the Local Workforce Development Area.

XIII. INDEPENDENT AGENCIES

The parties are associated with each other only for the purposes and to the extent set forth in this MOU, and in respect to performance of services pursuant to this MOU, each party is and shall be separate and distinct from the other party and, subject only to the terms of

this MOU, shall have the sole right to supervise, manage, operate, control, and direct performance of the details incident to its duties under this MOU. Nothing contained in this MOU shall be deemed or construed to create a partnership or joint venture, to create relationships of an employer-employee or principal-agent, or to otherwise create any liability for one agency whatsoever with respect to the indebtedness, liabilities, and obligations of the other agency or any other party.

XIV. WAIVER OF BREACH

Failure to declare a breach or the actual waiver of any particular breach of the MOU or its material or nonmaterial terms by either party shall not operate as a waiver by such party of any of its rights or remedies as to any other breach.

XV. ASSIGNMENT

Neither party shall assign, transfer, or delegate any rights, obligations or duties under this MOU without the prior written consent of the other party.

XVI. SEVERABILITY

If any provision in this MOU is held to be unenforceable by a court of law or equity, this MOU shall be construed as if such provision did not exist and the non-enforceability of such provision shall not be held to render any other provision(s) of this MOU unenforceable.

XVII. OWNERSHIP OF PROPRIETARY INFORMATION

Unless otherwise provided by WIOA law, any reports, histories, studies, tests, manuals, instructions, photographs, negatives, blue prints, plans, maps, data, system designs, computer code (which is intended to be consideration under this MOU), or any other documents or drawings, prepared or in the course of preparation by either party in performance of its obligations under this MOU shall be the joint property of both parties.

XVIII. PUBLIC RECORDS

Pursuant to NRS 239.010, information or documents may be open to public inspection and copying. The parties will have the duty to disclose unless a particular record is made confidential by law or a common law balancing of interests.

XIX. CONFIDENTIALITY

Each party shall keep confidential all information, in whatever form, produced, prepared, observed or received by that party to the extent that such information is confidential by law or otherwise required by this MOU.

XX. PROPER AUTHORITY

The parties hereto represent and warrant that the person executing this MOU on behalf of each party has the full power and authority to enter into this MOU and that the parties are authorized by law to perform the services set forth herein.

XXI. GOVERNING LAW; JURISDICTION

This MOU and the rights and obligations of the parties hereto shall be governed by, and construed according to, the laws of the State of Nevada. The parties consent to the jurisdiction of the Nevada district courts for enforcement of this MOU.

XXII. ENTIRE AGREEMENT

This MOU and its integrated attachment(s) constitute the entire MOU of the parties and such are intended as a complete and exclusive statement of the promises, representations, negotiations, discussions, and other agreements that may have been made in connection with the subject matter hereof. Unless an integrated attachment to this MOU specifically displays a mutual intent to amend a particular part of this MOU, general conflicts in language between any such attachment and this MOU shall be construed consistent with the terms of this MOU. Unless otherwise expressly authorized by the terms of this MOU, no modification or amendment to this MOU shall be binding upon the parties unless the same is in writing and signed by the respective parties hereto.

Agenda item 10. INFORMATION:

Update on Executed Local Elected Officials Consortium Agreements
~ *Michael Oh, Legal Counsel*

CHIEF LOCAL ELECTED OFFICIAL CONSORTIUM AGREEMENT

This Cooperative Agreement, entered into this 8th day of July, 2015, by and among the counties of CLARK, LINCOLN, NYE, and ESMERALDA, and the cities of LAS VEGAS, HENDERSON, NORTH LAS VEGAS, and BOULDER CITY in accordance with the Workforce Innovation and Opportunity Act of 2014 and NRS 277.045.

RECITALS

WHEREAS, the counties of CLARK, LINCOLN, NYE, and ESMERALDA (the "Counties") are political subdivisions of the State of Nevada; and

WHEREAS, the cities of LAS VEGAS, HENDERSON, NORTH LAS VEGAS, and BOULDER CITY (the "Cities") are municipal corporations organized and existing under Nevada Law and located within the geographical boundaries of Clark County; and

WHEREAS, pursuant to the Workforce Investment Act of 1998, the Counties and the Cities created the Chief Local Elected Official Consortium through resolutions from their respective governing bodies on April 19, 2000 and subsequently amended and restated on June 20, 2007;

WHEREAS, the Workforce Innovation and Opportunity Act was signed into law on July 22, 2014 and repeals the Workforce Investment Act; and

WHEREAS, the aforementioned counties and cities are located within the designated local workforce development area for Southern Nevada designated pursuant to the Workforce Investment Act of 1998; and

WHEREAS, the Counties and Cities wish to adopt an cooperative agreement re-establishing a consortium of local elected officials for the purpose of complying with the requirements of the Workforce Innovation and Opportunity Act of 2014; and

WHEREAS, each of the parties is empowered to enter into cooperative agreements for the performance of any governmental function pursuant to NRS 277.045.

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the receipt and sufficiency of which each party acknowledges for itself, the Counties and Cities do hereby agree to the following provisions.

I. GENERAL PROVISIONS

- A. That the Counties and the Cities under NRS Chapter 277.045, do qualify as a consortium for purposes of Section 107(c)(1)(B) of Public Law 113-128, the Workforce Innovation and Opportunity Act (WOIA) of 2014.
- B. The Chief Local Elected Officials (Chairperson of the respective Commissions or City Councils) may designate a representative from their respective governing body. Said designees of the Counties and Cities shall constitute the Local

Workforce Investment Area Consortium of Commissioners and Councilpersons (hereinafter referred to as "LEOs").

- C. The LEOs is hereby constituted to fulfill the responsibilities of and to function as the "chief local officials" of the participating governmental entities of this Agreement.
- D. The LEOs shall elect from its membership a Chair, and Vice-Chair and such other officers as may be provided in the by-laws to serve for a term of one year or until a successor is elected and qualified.
- E. The LEOs may adopt operational and procedural by-laws consistent with this Agreement, applicable federal and state laws and rules/regulations pursuant thereto. By-laws or amendments thereto may be adopted by the affirmative vote of a majority of the entire membership of the LEOs at any regular meeting called for that purpose, provided that written copies thereof are delivered to each member 15 days prior to consideration.

II. LEO RESPONSIBILITIES

- A. The LEOs shall perform all the functions of the local elected officials contained in the WIOA including:
 - 1. Serving as the local grant recipient for the grant funds allocated to the local area under sections 128 and 133 of the WIOA;
 - 2. Liability for any misuse of the grant funds allocated to the local area under sections 128 and 133 of the WIOA; and
 - 3. Designating an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent.
- B. The LEOs, through their respective governing bodies, shall be financially liable for any misuse of grant funds pursuant to section 107(d)(12)(B)(i)(I) of the WIOA after all efforts have been made to recover or replace the misused funds through all means available.
 - 1. In the case where liability is identified and validated concerning the misuse of grant funds, if necessary, repayment or reduction of future grant funds shall be calculated in accordance with the following formula based on population upon approval by each of the parties to this Agreement:
 - (a) Clark County – 43.93%
 - (b) City of Las Vegas – 30.78%
 - (c) City of Henderson – 13.25%
 - (d) City of North Las Vegas – 10.87%

- (e) Boulder City – .74%
- (f) Nye County – 2.37%
- (g) Esmeralda County – .04%
- (h) Lincoln County – .24%

A mandatory review of the liability formula and the underlying factors upon which the calculations are based will be performed at least every two years and adjusted as deemed necessary by a vote of the LEOs. The recommended formula and the underlying calculation factors, or any amendment thereto, must be approved by the governing bodies of each of the respective counties or cities upon who liability is to be imposed in order to be effective.

- C. The LEOs shall appoint members to the Local Workforce Development Board of the area pursuant to the criteria established pursuant to section 107(b)(1) of the WIOA, and applicable rules thereunder, herein referred to as the Workforce Connections Board (“WCB”).
 - 1. The composition of the WCB shall be consistent with section 107(b)(2) of the WIOA.
 - 2. Appointments shall be made by a majority of the vote of the LEOs.
- D. The LEOs may enter into an agreement with the WCB to provide for the operational framework and administration of WIOA responsibilities including the administration of WIOA grant funds.
- E. The LEOs, in partnership with WCB shall develop and submit a local plan to the Governor consistent with section 107(d)(1) of the WIOA.
- F. The LEOs, shall have ultimate responsibility for:
 - (a) Receiving, disbursing and budgeting of all funds relating to WIOA programs pursuant to section 107(d)(12).
 - (b) Collecting program data necessary for management, evaluation and preparation of required and desired reports pursuant to the Local Performance Accountability Measures contained in section 116(c) of the WIOA.
 - (c) Monitoring and evaluation of programs and program operators, subrecipients and service providers pursuant to section 116(c) of the WIOA.

- (d) Procuring audits of funds as required under the WIOA and resolving any questions arising from the audits. Staff shall report the results of the audits to the Southern Nevada Workforce Investment Board and the LEO.
- G. The LEOs shall develop and manage a system to hear and resolve grievances brought by participants, vendors and other interested parties as required by the WIOA .
- H. The LEOs, through the agreement with WCB, shall be responsible for the direct supervision of the Executive Director of Workforce Connections. The Executive Director shall remain as an employee of Workforce Connections but serve at the pleasure of the LEOs and report directly to the LEOs. The Executive Director shall be directed and answer solely to the LEOs.
 - 1. The Executive Director shall provide all information and documentation regarding all Workforce Connections administrative, operational, and fiscal matters to the LEOs at each LEO meeting or upon request from the LEO Consortium and to the WCB, upon the WCB's request.

III. MISCELLANEOUS PROVISIONS


- A. The LEO's shall have the power to establish all boards, councils, or committees or other advisory groups as mandated by the federal laws or regulations or as deemed necessary to ensure that the Workforce Connections conforms with applicable laws and meets the WIOA objectives.
 - 1. The LEOs shall create a fiscal advisory committee consisting of members from each municipality and/or county represented by the LEOs, herein referred to as the Joint Chief Finance Officer Committee. The Joint Chief Finance Officer Committee will be responsible for advising the LEOs with regards to budget development and execution, procurement policies, accounting systems and practices and other financial matters to ensure proper fiscal controls.
 - 2. The LEOs shall create a legal counsel advisory committee consisting of members attorneys from the Cities of Las Vegas, North Las Vegas, and Henderson and the County of Clark, herein referred to as the Joint Legal Counsel Advisory Committee. The Joint Legal Counsel Advisory Committee will be responsible for advising the LEOs, providing legal opinions and ensuring compliance with applicable laws. The Joint Legal Counsel Advisory Committee will also be responsible for rendering direction and suggestions to the LEOs in order to maintain due diligence compliance with the requirements of the WIOA. The LEOs shall formulate a schedule appointing one jurisdiction to assume the role of lead counsel, to be rotated no less than annually among those jurisdictions. The WC Board will be required to obtain separate representation on behalf of the members and the organization.

- B. LEOs shall ensure that any agreement between the WCB and any grant recipient and administrative agency contains insurance requirements and an indemnification clause that the WCB and grant recipient and administrative agency, if separate entities, and any of their subcontractors shall hold the LEOs, the respective counties and cities, their officers, agents, and employees harmless from any and all claims, court costs, fees and penalties, settlements, judgments, legal costs and any other liabilities of any kind arising from the management of and any activities relating to the local workforce investment area.
- C. Nothing in this Agreement is intended, nor will be deemed, to confer rights or remedies upon any person or legal entity not a party to this agreement.
- D. This Agreement constitutes the entire agreement between the parties and supersedes all previous agreements and understandings relating to the subject matter thereto.
- E. The parties are associated with each other only for the purpose and to the extent set forth in this Agreement. Each party is and shall be a public agency separate and distinct from the other party and shall have the right to supervise, manage, operate, control and direct performance of the details incident to its duties under this agreement. Nothing in this agreement shall be deemed or construed to create a partnership or joint venture, to create relationships of an employer-employee or principal-agent or to otherwise create any liability for one agency whatsoever with respect to the indebtedness, liabilities and obligations of the other agency or any other party.
- F. This Agreement shall be effective on July 1, 2015 after approval by Resolutions adopted by the County Commission and City Councils of each county and city party hereto and executed by the chief elected official thereof pursuant to said resolution and shall thereupon act to repeal and supersede any and all prior written or oral consortium agreements under P.L. 105-220, the Workforce Investment Act of 1998.
- G. Amendments to this Agreement may be adopted by approval by all parties to this Agreement. This Agreement may be terminated in whole or in part in accordance with applicable provisions of state and federal law.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by the Chairperson of the County Commission and City Council of the aforementioned Counties and Cities.

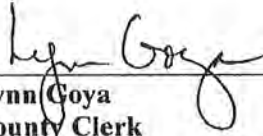
COUNTY OF CLARK

Date of Board of County Commission Action: June 16, 2015



Steve Sisolak
Chairperson

Attest:



Lynn Goya
County Clerk

COUNTY OF LINCOLN

Date of Board of County Commission Action: June 1, 2015

Attest:

Kevin Phillips
Kevin Phillips
Chairperson

Lisa C. Floyd
Lisa C. Floyd
County Clerk

COUNTY OF NYE

Date of Board of County Commission Action: September 15 2015

Attest:

Lorinda A. Wichman
Lorinda Wichman 9-28-15
Chairperson

Kathy L. Sidman
Sandra Merlino
County Clerk

COUNTY OF ESMERALDA

Date of Board of County Commission Action: May 3, 2016

Attest:

Nancy Boland
Nancy Boland
Chairperson

LaCinda Elgan
LaCinda Elgan
County Clerk

CERTIFIED COPY

The document to which this certificate is attached is a full, true and correct copy of the original on file and of record in my office

Date: 7-8-2016

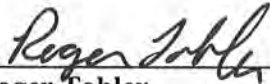
LaCinda Elgan, clerk of the Fifth Judicial District Court, in and for the County of Esmeralda, State of Nevada

By Michelle Garcia, Deputy

CITY OF BOULDER CITY

Date of City Council Action: May 26, 2015

Attest:



Roger Tobler
Mayor



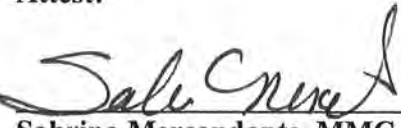
Lorene Krumm
City Clerk

CITY OF HENDERSON

Date of City Council Action: July 7, 2015



Andy Hafen
Mayor

Attest:



Sabrina Mercandante, MMC
City Clerk



Bristol S. Ellington
Interim City Manager

Approved as to fiscal impact:


Richard Derrick
Chief Financial Officer

Approved as to form:


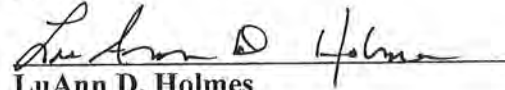
Josh M. Reid
City Attorney

CITY OF LAS VEGAS

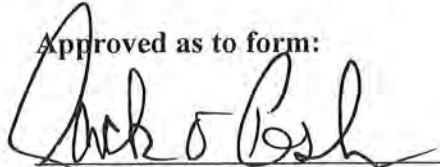
Date of City Council Action: June 3, 2015


Carolyn Goodman
Mayor

Attest:

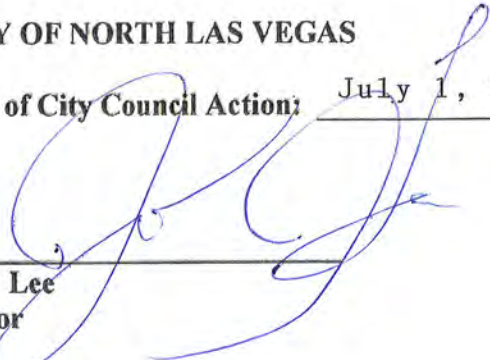

LuAnn D. Holmes
Acting City Clerk

Approved as to form:


Jack O. Eslinger
City Attorney (DEPUTY)


CITY OF NORTH LAS VEGAS

Date of City Council Action: July 1, 2015



John Lee
Mayor

Attest:



Barbara A. Andolina
City Clerk

Approved as to form:

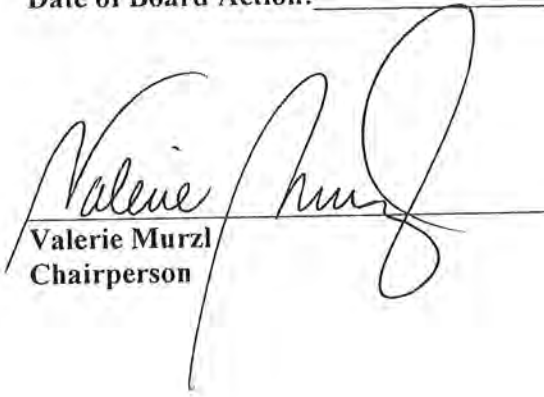


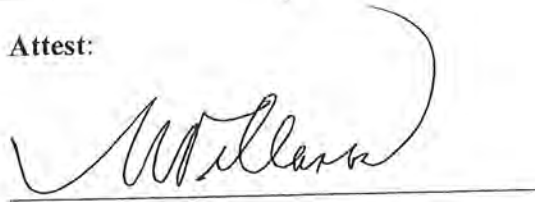
Sandra Douglass-Morgan
City Attorney

WORKFORCE CONNECTIONS BOARD

Date of Board Action: _____

Attest:


Valerie Murzl
Chairperson



**AGREEMENT BETWEEN THE CHIEF LOCAL ELECTED OFFICIALS
CONSORTIUM AND THE WORKFORCE CONNECTIONS BOARD TO THE
SOUTHERN NEVADA WORKFORCE DEVELOPMENT AREA**

This Agreement, entered into this 9th day of July, 2015, by and between the Chief Local Elected Officials Consortium (“LEOs”) and the WORKFORCE CONNECTIONS BOARD (“WCB”) for The Southern Nevada Workforce Development Area.

RECITALS

WHEREAS, the Southern Nevada Workforce Investment Board (“SNWIB”) now known as the Workforce Connections Board (“WCB”) entered into an Amended and Restated Agreement with the LEOs in July 2007; and

WHEREAS, the Agreement was authorized and entered under the Workforce Investment Act of 1998 (“WIA”); and

WHEREAS, the WIA has been repealed and replaced by the Workforce Innovation and Opportunities Act of 2014 (“WIOA” or “Act”); and

WHEREAS, the implementation of the WIOA has significantly changed the requirements of the LEOs and the WCB requiring a new agreement to be entered between the parties; and

WHEREAS, the WIOA authorizes the expenditure of federal funds for the furtherance of the Act in designated workforce investment areas; and

WHEREAS, pursuant to this Act, the Chief Local Elected Officials Consortium has been created and consists of elected officials of the Cities of Las Vegas, North Las Vegas, Henderson and Boulder City and the Counties of Clark, Lincoln, Nye and Esmeralda; and

WHEREAS, pursuant to the WIA, the aforementioned local government jurisdictions were designated as a local area under WIA and intend on continuing as a designated local area under the WIOA; and

WHEREAS, the 20 C.F.R. § 679.310(c) authorizes the LEOs to enter into an agreement with the WCB to describe their respective roles; and

WHEREAS, to further performance accountability and alignment of goals pursuant to the Act, the LEOs and WCB desire to enter into this Agreement to outline the respective roles and responsibilities of the parties; and

NOW, THEREFORE, in accordance with the Act and related regulations and in consideration of the mutual covenants contained herein, the parties hereby agree to enter into this agreement to become compliant with WIOA as follows:

I. GENERAL PROVISIONS

- A. The LEOs are designated as the policy-making and budgetary control body for the WCB to the extent that such policies recognize and do not conflict with State law, the WIOA Compliance Policies and Regulations, and the terms of this Agreement.
- B. The LEOs and WCB are responsible for carrying out their respective responsibilities as outlined in the Act and in accordance with the guidelines contained in Federal Regulations, guidelines approved by the Governor of the State of Nevada, and the terms of this Agreement.
- C. The WCB shall be governed by the “Agreement between The Chief Local Elected Officials Consortium and the Workforce Connections Board” or any amendment and/or restatement thereof, which will provide the operational framework for the administration of and responsibility for WIOA funds.
- D. For purposes of carrying out the duties under WIOA, the WCB may incorporate, and may operate as an entity described in section 501(c)(3) of the Internal Revenue Code of 1986. If the WCB incorporates, it shall promptly notify the LEOs.

II. LEO RESPONSIBILITIES

- A. The LEOs shall perform all the functions of the local elected officials contained in the WIOA and serve as the local grant recipient for the grant funds allocated to the local area under section 107(d)(12)(B)(i) of the Act;
- B. The LEOs, through their respective governing bodies shall be financially liable for any misuse of grant funds pursuant to section 107(d)(12)(B)(i)(I) of the WIOA.
 - 1. WCB agrees the Chief Financial Officers or designee of the jurisdictions of the four major financial stakeholder jurisdictions (Clark County, Cities of Las Vegas, North Las Vegas, and Henderson) shall serve as ex-officio members of the WCB Budget Committee.
- C. The LEOs shall appoint the appropriate number of members to the WCB consistent with section 107(b) of the Act.
 - 1. WCB members shall be appointed by a majority vote of the LEOs.
- D. The LEOs may remove any member of the WCB for any reason by a majority vote by the LEOs at a regularly scheduled meeting of the LEOs.
 - 1. If a member is removed, a vacancy occurs and a new member shall be appointed by the LEOs pursuant to the LEO Consortium Agreement and consistent with the requirements of section 107(b) of the Act.

- E. Work with the Executive Director of Workforce Connections and staff to resolve any questions arising from the audits.
- F. Appoint and evaluate the Executive Director for Workforce Connections. The Executive Director shall serve at the pleasure of the LEOs and report directly to the LEOs. The Executive Director shall be directed and answer solely to the LEOs and the LEOs shall set qualifications of the Executive Director consistent with section 107(f)(2) of the Act.
 - 1. The Executive Director shall provide all information and documentation regarding all Workforce Connections administrative, operational, and fiscal matters to the LEOs at each LEO meeting or upon request from the LEO Consortium and to the WCB, upon request.

III. WCB RESPONSIBILITIES

- A. WCB shall elect a chairperson for the local board from among the representatives described in section 107(b)(3) of the Act.
- B. The WCB shall engage in regional planning process consistent with the requirements of section 106(c)(1) of the Act and submit the process to the LEOs for final approval.
- C. The WCB shall prepare, submit, and obtain approval of a single regional plan consistent with the requirements of section 106(c)(2) of the Act and submit the plan to the LEOs for final approval.
- D. The duties of the WCB shall be as follows:
 - 1. Develop and submit a local plan to the Governor consistent with section 107(d)(1) and submit the plan to the LEOs for final approval.
 - 2. Conduct Workforce Research and Regional Labor Analysis as outlined in section 107(d)(2) of the Act.
 - 3. Convene local workforce development system stakeholders as outlined in section 107(d)(3) of the Act.
 - 4. Lead efforts to engage with a diverse range of employers and with entities in the Southern Nevada Workforce Development Area as outlined in section 107(d)(4) of the Act.
 - 5. Work with representatives of secondary and postsecondary education programs consistent with section 107(d)(5) of the Act.
 - 6. Lead efforts in the local area with proven and promising practices consistent with section 107(d)(6) of the Act.
 - 7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers as outlined in section 107(d)(7) of the Act.
 - 8. Conduct program oversight in partnership with the LEOs as outlined in section 107(d)(8).

9. Work together with the LEOs to reach an agreement with the Governor to establish performance accountability measures as described in section 116(c) of this Act.
 10. Select one-stop operators consistent with section 121(d) of the Act subject to the approval of the LEOs.
 11. Coordinate with education providers consistent with section 107(d)(11) of this Act.
- E. The WCB shall develop a budget for the activities of the local board in the area consistent with the local plan and the duties of the board as outlined in section III of this Agreement.
 - F. The WCB shall conduct an annual assessment of the accessibility for individuals with disabilities consistent with section 107(d)(13) of the Act.
 - G. The WCB shall be subject to the Sunshine Provision in Section 107(e) of the Act.
 - H. The WCB shall develop a comprehensive 4-year local plan as required under section 108 of the Act subject to LEO approval.
 - I. The WCB shall develop and maintain by-laws that must be approved by the LEOs to ensure orderly administration and functioning of the WCB.

VI. MISCELLANEOUS PROVISIONS

- A. The LEOs shall be responsible for creating and appointing members of boards, councils, committees, subcommittees or other advisory groups as mandated by the federal laws or regulations or as deemed necessary to ensure that the Workforce Connections conforms with applicable laws and meets the WIOA objectives.
- B. WCB shall ensure that any agreement between the WCB and any grant recipient and administrative agency contains insurance requirements and an indemnification clause that the WCB and grant recipient and administrative agency, if separate entities, and any of their subcontractors shall hold the LEOs, the respective counties and cities, their officers, agents, and employees harmless from any and all claims, court costs, fees and penalties, settlements, judgments, legal costs and any other liabilities of any kind arising from the management of and any activities relating to the local workforce investment area.
- C. Nothing in this Agreement is intended, nor will be deemed, to confer rights or remedies upon any person or legal entity not a party to this agreement.
- D. This Agreement constitutes the entire agreement between the parties and supersedes all previous agreements and understandings relating to the subject matter thereto.
- E. The parties are associated with each other only for the purpose and to the extent set forth in this Agreement. Each party is and shall be separate and distinct from the other party and shall have the right to supervise, manage, operate, control and direct performance of the details incident to its duties under this agreement.

- F. This Agreement shall be effective on July 1, 2015 after approval by the governing bodies of each county and city and the WCB and shall thereupon act to repeal and supersede any and all prior written or oral agreements, including the Amended and Restated Agreement dated July 2007.
- G. This Agreement may be amended by mutual consent of the WCB and LEOs at any time. Either party may propose amendment(s) by providing written notice thereof, to the other party at least 60 days in advance of a regular meeting of the WCB. Any amendment must be approved by a majority vote of each party.
 - I. Amendments to this Agreement become effective only upon concurrence of the respective county commissions and city councils of each county and city which is a signatory hereto.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by the Chairperson of the County Commission and City Council of the aforementioned Counties and Cities.

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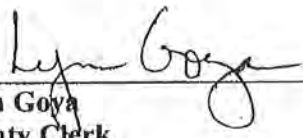
COUNTY OF CLARK

Date of Board of County Commission Action: June 16, 2015



Steve Sisolak
Chairperson

Attest:

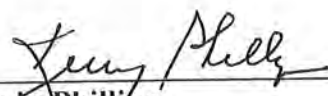


Lynn Goya
County Clerk

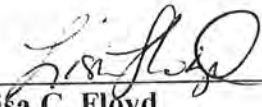
COUNTY OF LINCOLN

Date of Board of County Commission Action: June 1, 2015

Attest:



Kevin Phillips
Chairperson



Lisa C. Floyd
County Clerk

COUNTY OF NYE

Date of Board of County Commission Action: September 15 2015

Attest:

Lorinda A. Wichman
Lorinda Wichman 9-28-15
Chairperson

Kelly A. Sedman
Sandra Merlino
County Clerk

COUNTY OF ESMERALDA

Date of Board of County Commission Action: May 3, 2016

Attest:

Nancy Boland
Nancy Boland
Chairperson

LaCinda Elgan
LaCinda Elgan
County Clerk

CERTIFIED COPY

The document to which this certificate is attached is a full, true and correct copy of the original on file and of record in my office.

Date: 7-8-2016

LaCinda Elgan, clerk of the Fifth Judicial District Court, in and for the County of Esmeralda, State of Nevada.

By *Michelle Garcia*, Deputy

CITY OF BOULDER CITY

Date of City Council Action: May 26, 2015

Attest:

Roger Tobler
Roger Tobler
Mayor

Lorene Krumm
Lorene Krumm
City Clerk

CITY OF HENDERSON

Date of City Council Action: June 16, 2015




Andy Hafen
Mayor

Attest:



Sabrina Mercandante, MMC
City Clerk



Bristol S. Ellington
Interim City Manager

Approved as to fiscal impact:


Richard Derrick
Chief Financial Officer

Approved as to form:


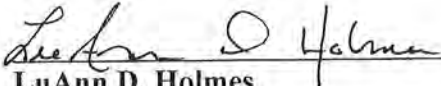
Josh M. Reid
City Attorney

CITY OF LAS VEGAS

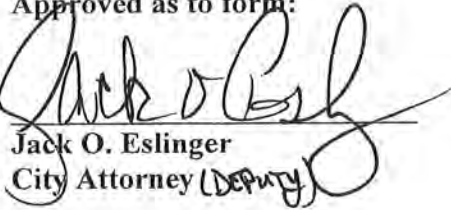
Date of City Council Action: June 3, 2015



Carolyn Goodman
Mayor

Attest:


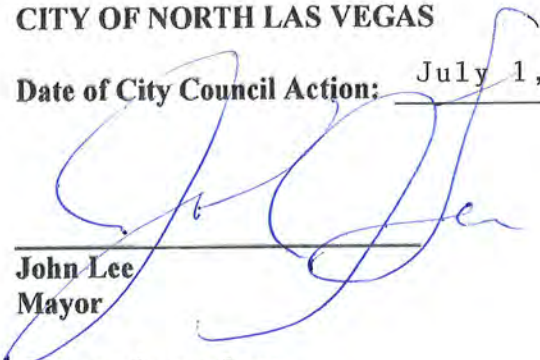
LuAnn D. Holmes
Acting City Clerk

Approved as to form:


Jack O. Eslinger
City Attorney (Deputy)


CITY OF NORTH LAS VEGAS

Date of City Council Action: July 1, 2015



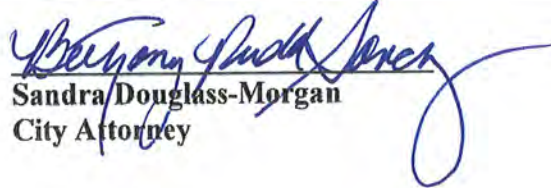
John Lee
Mayor

Attest:



Barbara A. Andolina
City Clerk

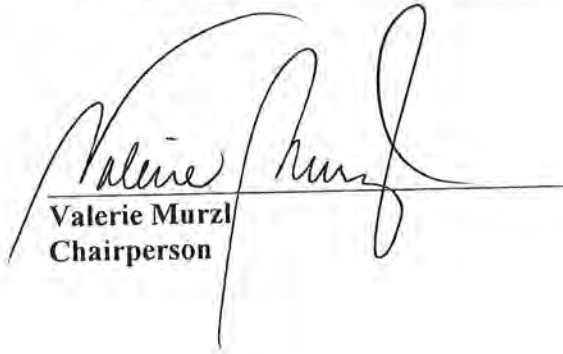
Approved as to form:



Sandra/Douglass-Morgan
City Attorney

WORKFORCE CONNECTIONS BOARD

Date of Board Action: _____


Valerie Murzl
Chairperson

Attest:



Agenda item 11. DISCUSSION AND POSSIBLE ACTION:

Strategic Initiatives Report ~ *Jaime Cruz, Chief Strategy Officer*

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

Strategic Initiatives Update Report 9-13-2016

a) Status Update on WIOA Compliance Assurance Initiatives

- 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.
- 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.
- 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 vender selection next.
- The year-long implementation of new Eligible Training Provider List (ETPL) online management process is now complete.

Vision: "Full Employment for All Southern Nevadans"

Mission: "Connecting Employers to a Ready Workforce"

Strategic Work Plan Goals Matrix

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

Strategy	Tactic	Timeline	Measurement	Status
1.1. Effectively transition system service delivery from WIA to WIOA.	1. Use Gantt Chart as central repository and tracking for all WIOA implementation activities.	Jun-16	• 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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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
1.2. 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 Evaluating: System Capacity Building Program Staff attended NAJA 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
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 Jun 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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Mission: "Connecting Employers to a Ready Workforce"

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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Mission: "Connecting Employers to a Ready Workforce"

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.	• Draft submitted to system partners • Have not received back all 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.	• Advisory Panel was composed • First meetings 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 evaluating training options 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 evaluating training options 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.	• Draft submitted to system partners • Have not received back all 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.	• 100% complete

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Mission: "Connecting Employers to a Ready Workforce"

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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Mission: "Connecting Employers to a Ready Workforce"

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.
	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 12. DISCUSSION AND POSSIBLE ACTION:

Accept and approve the Local Workforce Development Board's 4 -
Year Plan (July 1, 2016 through June 30, 2020)



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

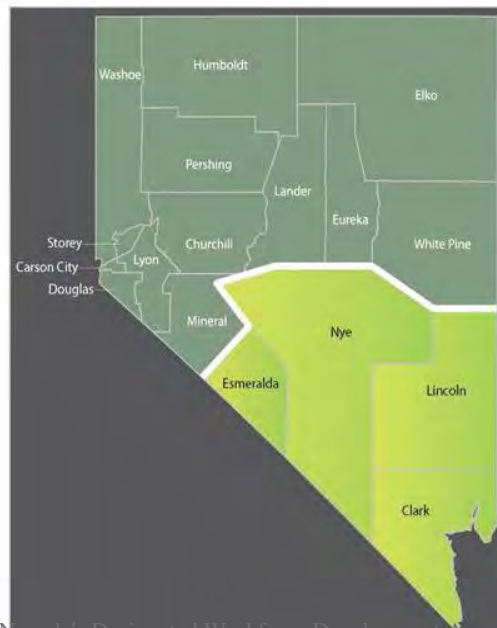
III. ATTACHMENTS

- 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



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.