

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.	Ongoing	• Completed items "checked off" on the Gantt chart.	• 95% 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 100% complete • Contracts in place with Title I Service Providers for PY16, procured Operator
	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 MOUs with facility partners and contracts with One-Stop operators.	• Executed MOU with 4 library districts, working with others, procured Operator for PY17
	6. Establish regional partnerships in areas with jurisdictional synergies	Ongoing	• Executed MOU with appropriate partners.	• Executed MOU with Mohave/La Paz Counties Board in Arizona

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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 trainings: RFP 101, CPR, Active Shooter Procured consultant to establish & execute WDPAP initiative Staff attended WIOA Convening, NAWDP, NAWB, NAJA
	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"> Unmodified 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 Began PY16 programmatic and fiscal monitoring
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"> Nothing pending
	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"> System-wide training on services to individuals w/ disabilities System-wide train-the-trainer training on financial literacy
	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"> All policies being reviewed and updated for WIOA compliance

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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. scheduled for Q4 PY16 Providers share practices & outcomes at Committee Board and LEO mtgs
	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 partners and service providers to serve the identified populations. 	<ul style="list-style-type: none"> Awarded RFPs for Youth Services at OSCC, Foster Youth, Henderson WBL pilot, DETR/WC Youth hardest-to-serve pilot YBLV won SBIRT award to provide additional services
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"> Partnering with Henderson Law Enforcement to provide WBL
	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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Goal 2: Champion Youth Education, Training and Employment				
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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, partnered with Nevada Builders Alliance and Northern Nevada Economic Deveopment
	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, incorporating results in PY16 for continual improvement

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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 received back 95% of signatures
	2. Facilitate system-wide dialogue for the purpose of collaborating with partners and addressing the needs of job-seekers including targeted populations.	Ongoing	• One-Stop System Panel meetings. • Special Populations Panel meetings.	• OSDS Panel met in Q2 PY16 • Next meeting scheduled for Q3 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.	• Procured consultant to establish & execute WDPAP initiative
	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.	• WDA is now WDPAP • Establishing program with US DOL & NSAC
3.3. Transition and maintain a WIOA compliant One-Stop operator in alignment with the State Plan.	1. Initiate a competitive procurement process and execute a contract for a One-Stop operator.	Jun-15	• Executed contract.	• New Operator procurement action completed
	2. Execute WIOA-compliant MOUs with all required System partners and facilitate the implementation with 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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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 and UWSN 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 and 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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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"> • Planning community Career Fair targeting zip code 89101 for 5/4/17 that will include participation from all service providers/subrecipients
	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"> • Business Engagement Panel # members: 61, # meetings: 3, 9/28/16, 1/18/17, 4/26/17. Panel focus: Special Populations, work-based training
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"> • Compact membership has been updated to only include active panel members. Compact membership is at 61

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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"> • Published Business Intelligence Report: Top 200 Certifications in Southern Nevada
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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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 has re-organized 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 in place for PY16 • 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"> • UMC and Sunshine Minting healthcare and manufacturing career pathways
	5. Streamline board membership application and approval process to identify and document strong credentials for membership.	May/June 2015	<ul style="list-style-type: none"> • New Board members appointed to all required positions. • Board re-certification. 	<ul style="list-style-type: none"> • Both 100% complete
4.4. Maintain a compliant, engaged, effective and efficient board.	1. Implement a recruitment strategy that builds a pool for potential board, committee and panel members.	Oct-15	<ul style="list-style-type: none"> • Recruitment strategy in place. • Pool of ready candidates. 	<ul style="list-style-type: none"> • Both 100% complete
	2. Implement a continual Board Member development program.	Dec-15	<ul style="list-style-type: none"> • On-board orientation. • Board member training. • NAWB conference attendance. 	<ul style="list-style-type: none"> • LEOs, Board members and staff attended NAWB conference in DC