

REVISED
*workforce*CONNECTIONS

BOARD

AGENDA

**February 28, 2012
10:00 a.m.**

**Culinary Academy of Las Vegas
710 W. Lake Mead Blvd.
Parlors C & D
North Las Vegas, NV 89030**

**Conference Line: 877-873-8017
Access Code: 1487967#**

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

City of North Las Vegas, 2200 Civic Center Dr., North Las Vegas, NV
City of Las Vegas, City Clerk's Office, 495 S. Main Street, Las Vegas, NV
Clark County, County Clerk's Office 500 S. Grand Central Parkway, Las Vegas, NV
Esmeralda County Courthouse, 233 Crook Street, Goldfield, NV
Henderson City Hall, 240 Water Street, Henderson, NV
City Hall, Boulder City, 401 California Ave., Boulder City, NV
*workforce*CONNECTIONS, 7251 W. Lake Mead Blvd., Las Vegas, NV
Nevada JobConnect, 3405 S. Maryland Pkwy., Las Vegas, NV
Lincoln County 181 Main Street Courthouse, 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

This Board complies with Nevada's Open Meeting Law, by taking Public Comment at the beginning of the meeting immediately after the Board approves the Agenda and before any other action is taken and again before the adjournment of the meeting." The Board also has discretion to take Public Comment after any item on the agenda, after the item has been discussed by the Board, but before the Board takes action on the item.

Each person participating in Public Comment will be limited to three minutes of comment. If any member of the Board wishes to extend the length of a comment, then the Board member may do so through a majority vote of the Board.

The Board chair has the right to end any Public Comment which: (1) is not related to any matter within the authority of the Board; or (2) is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational, making personal attacks, or interfering with the rights of other speakers. ***Members of the public: please comply with the requests of the Board chair and do not be disruptive, otherwise you may be removed.***

Auxiliary aids and services are available upon request to individuals with disabilities by notifying Dianne Tracy, in writing at 7251 W. Lake Mead, #200, Las Vegas, NV 89128; or by calling (702) 638-8750; or by fax (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) hour advance notice.
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NOTE: MATTERS IN THIS AGENDA MAY BE TAKEN OUT OF ORDER.

Board members: Hannah Brown, Chair; Valerie Murzl, Vice-Chair; Alex Garza; Charles Perry; Commissioner Butch Borasky; Commissioner Dominic Pappalardo; Commissioner Lawrence Weekly; Commissioner George T. Rowe; Councilman Bob Coffin; Councilwoman Anita Wood; Councilwoman Peggy Leavitt; Councilwoman Gerri Schroder; Dan Gouker; Dan Rose; Dennis Perea; Dr. David Lee; F. Travis Buchanan; Kenneth J. LoBene; Mark Edgel; Michelle Bize; Mujahid Ramadan; Pat Maxwell; Sonja Holloway; William Bruninga

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

AGENDA

1. Call to order, confirmation of posting and roll call.
2. **ACTION:** Approve the agenda with inclusions of any emergency items and deletion of any items.
3. **FIRST PUBLIC COMMENT SESSION:** Members of the public may now comment on any matter posted on this Agenda, which is before this Board for consideration and action today. Please clearly state and spell your name and state your address for the record. Each public comment will be limited to three (3) minutes.
4. **Adult and Dislocated Worker Committee ~ Valerie Murzl, Chair**
 - a. **ACTION:** Approve the recommendations of Adult and Dislocated Workers Committee and Youth Council to publish a Request for Re-Entry Proposals for Adult and Youth Services in an amount not to exceed a total of \$1,000,000 ~ Sylvia Spencer4
 - b. **INFORMATION:** RFP 101 Workshop. Information on upcoming workshop to educate interested parties in the process of responding to a Request for Proposals released by Workforce Connections ~ Sylvia Spencer.....6
 - c. **INFORMATION:** Regional Sector Update – Reports will be given regarding updates in Healthcare and Green Economy ~ Debra Collins & Jaime Cruz.....8
 - d. **INFORMATION:** ADW/Emerging Markets Update ~ Cornelius Eason, Kenadie Cobbin Richardson, Janice Greer33
5. **Operations Update ~ Ardell Galbreth**
 - a. **ACTION:** Amendment to the Board's By-Laws51

Article VII of the Board's current by-laws states: "These By-Laws shall be revised or amended at a regular meeting by a two-thirds vote of the members present, provided previous notice has been sent to board members and the proposed amendment has been announced in the business agenda of the scheduled meeting. Notice of the proposed amendment must be provided to members *at least thirty calendar days prior to the meeting date at which the amendment will come before the Board for vote.*" A copy of the proposed amended Board By-Laws has been distributed to the Board members and is attached to this Agenda. The Board will discuss the proposed amended By-Laws and will vote on them during the next Board meeting, which will be February 28, 2012. Board members may contact staff or legal counsel if they have any questions about the proposed By-Laws before the next meeting.
 - b. **ACTION:** Approve Revised PY2011 Budget Revision – February 2012.....95

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- 6. **Youth Council ~ Ken LoBene, Chair**
 - a. **INFORMATION:** Ready for Life Graduate Advocate Initiative ~ Kimberly Colagioia.....110
 - b. **INFORMATION:** Year-Round Youth Funded Partner Update ~ Clentine January118
- 7. **INFORMATION:** DETR Unified Workforce Investment Board Statewide Proposal ~ Dennis Perea, Deputy Director-DETR/John Ball, Executive Director-Workforce Connections 125
- 8. **INFORMATION:** Workforce Connections Executive Director Update ~ John Ball136
- 9. **CONSENT AGENDA:**

The Consent Agenda is enacted in one motion without discussion; however, any item may be pulled from the Consent Agenda for discussion by any Board member. Policies have been reviewed and revised to comply with the current Federal and State law. The following items are on the Consent Agenda

 - a. **ACTION:** Approve the meeting minutes from the *workforce***CONNECTIONS** Board of Director’s Meeting on January 24, 2012 138
- 10. **SECOND PUBLIC COMMENT SESSION:** Members of the public may now comment on any matter or topic, which is relevant to or within the authority or jurisdiction of the Board. You may comment now even if you commented earlier, however, please do not simply repeat the same comment you previously made. Please clearly state and spell your name and state your address for the record. Each comment will be limited to three (3) minutes.
- 11. Adjournment

ACTION: Approve the recommendations of Adult and Dislocated Workers Committee and Youth Council to publish a Request for Re-Entry Proposals for Adult and Youth Services in an amount not to exceed a total of \$1,000,000 ~ Sylvia Spencer

Introduction

The Second Chance Act (SCA) was signed into Public Law 110-199 on April 8, 2008. The Act encourages practices that will reduce recidivism, and lead to the successful reintegration of incarcerated individuals into their communities. Furthermore, the SCA mandates strategic plans, roles of partners and stakeholders and collaborations.

Background

Evidential data indicates that Nevada has a significant population of individuals, both Adult and Youth who could benefit from Re-Entry Services, i.e., employment and training, counseling (such as life skills, substance abuse, career, etc.), high school/GED, and work readiness. Moreover, studies reflect that incarcerated individuals transitioning back into their communities with little assistance are more likely to re-offend.

During PY 2010, workforceCONNECTIONS (wC) operated two “in-house” re-entry programs, one each for Adult and Youth Services. This experience has provided wC with invaluable information (such as issues and challenges) that will help wC provide proper oversight and technical assistance to contractors. Therefore, wC staff believes the Re-Entry Programs can now be sustained through community partnerships, and plans to publish an RFP, soliciting interested parties to submit proposals for the consideration of Adult Re-Entry Services and Youth Re-Entry Services.

Staff Request

workforceCONNECTIONS staff would like to publish a Request for Re-Entry Proposals for both Adult and Youth Services in an amount not to exceed \$1,000,000. The tentative RFP schedule would be as follows:

Release RFP: March 7, 2012

Bidders' Conference: March 13, 2012, 10:00 a.m.

Proposals Due: April 20, 2012, 12:00 p.m.

Technical Review: April 20, 2012, 2:00 p.m.

Evaluations of Proposals: April 23 – May 4, 2012

Recommendations to ADW and YC: May 16, 2012

Recommendations to Board: May 24, 2012

Contract Negotiation Period: June 11 – June 18, 2012

Contract Agreement Begins: July 1, 2012

(Dates are subject to change)

INFORMATION: RFP 101 Workshop. Information on upcoming workshop to educate interested parties in the process of responding to a Request for Proposals released by Workforce Connections ~ Sylvia Spencer

FOR INFORMATIONAL PURPOSES ONLY

RFP 101 Workshop – February 29, 2012

When you succeed, we all succeed – Workforce Connections is holding the first, of what we hope will be regular, RFP 101 Workshops aimed at extending our reach with organizations within the community and sharing information about our program funding opportunities. Timed with an upcoming Request for Proposal release around Re-entry services, the content of the event will familiarize potential partners with the purpose and intent of the [Workforce Investment Act of 1998](#) (WIA), and educate them on how to improve their funding chances by well preparing and submitting proposals for consideration.

Event: RFP 101 Workshop

Date: Wednesday, February 29, 2012

Time: 9am–4pm (break for lunch, lunch not provided)

Location: Texas Station, Amaryllis room

Please RSVP: Register online at www.nvworkforceconnections.org or contact Celia Diaz (cdiaz@snvwc.org, 702-636-2353). This event is free, but space is limited. Attendees must register for the event.

Interested parties will learn about the things needed to qualify to respond and be considered for WIA funding opportunities. Topics include:

- The Statement of Qualifications
- The funding procurement process
- Responding to the RFP

Link to this information online: <http://www.nvworkforceconnections.org/2012/02/rfp-101-workshop>

INFORMATION: Regional Sector Update – Reports will be given regarding updates in Healthcare and Green Economy ~ Debra Collins & Jaime Cruz

Future of Nursing: Campaign for Action

Action Coalition: Application for Wave IV

Submitted by the Nevada Health Care Sector Council
and the Nevada Alliance for Nursing Excellence



Future of Nursing: Campaign for Action

Action Coalition:
State of Nevada
Application for Wave IV

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Nevada Action Coalition Application

This application is submitted on behalf of the Nevada Alliance for Nursing Excellence (NANE) and the Nevada Health Care Sector Council (NHSC) as co-lead organizations.

Section 1: Contact Information and Background

Contact Information:

Nurse Organization Lead Representative: Jennifer Richards, PhD, RN, CNRN
Chair, Nevada Alliance for Nursing Excellence
1155 Mill St.
Reno, Nevada 89502
Office: 775-982-4151
Cell: 775-224-0494
Email: JRichards@renown.org

Non-Nurse Lead Organization: Linda Yi, RNC, MPA
Project Director Nevada Health Care Sector Council
7251 W. Lake Mead Blvd.
Las Vegas, NV 89128
Office: 702-636-2344
Cell: 702-461-4669
Email: lyi@nvworkforceconnections.org

Background of the Co-Lead Partnership (Paragraph-12 sentences)

The Nevada Health Care Sector Council

The Nevada Health Care Sector Council (NHSC), composed of 28 stakeholders representative of Nevada's healthcare, labor, education, business and governments sectors was established in response to Nevada Legislation (SB239) for the purpose of identifying job training and education programs to best meet regional economic development goals.

The primary focus of the NHSC, during the previous year, has been the administration of a HRSA grant to plan activities leading to healthcare workforce development strategies at the state and local level to increase the primary care health workforce over a 10-year period by 10-25%.

The NHSC is currently exploring funding/grant opportunities to meet the health care career challenges identified by the research conducted through the HRSA grant.

*See (Appendix A) for a list of NHSC members and their affiliations.

The Nevada Alliance for Nursing Excellence

The Nevada Alliance for Nursing Excellence (NANE) is a professional nursing organization that aims through its vision to develop, "A premiere system for nursing education and practice providing for expertise and optimal capacity of the nursing workforce to ensure a healthy Nevada". NANE members include nursing leaders from academic and clinical practice settings throughout Nevada.

*See (Appendix B) for a list of NANE members and their affiliations.

Partnership

Four members of NANE including the Executive Director of the Nevada State Board of Nursing (NSBN), the President of the Nevada Nurses Association (NNA) and the co-chair of NANE sit on the NHSC. NANE leadership has provided formal updates to NHSC at each of its meeting keeping its partner informed of ongoing activities and accomplishments. Additionally, NANE has focused the majority of meeting agendas on the recommendations of the FON Campaign.

Non-nursing members of the NHSC have provided information and support on legislative initiatives and educational opportunities as well as aired concerns about barriers to care in Nevada to the NANE membership. The NHSC has pledged to work with NANE to establish sub-committees working toward solutions to barriers to healthcare in Nevada that can be enhanced with business, education, community and legislative members support.

Section II: Action Coalition Goals and Objectives: (Limit a total of 100 words for this section)

The major goal of the Action Coalition will be to facilitate the collaboration of professional nursing, business, education and labor organizations on a shared vision and strategic plan to advance the Campaign's recommendations.

Short Term: 6-12 months

- Establish an Action Coalition Executive Committee
- Project "Dinner Table" celebration and fundraiser during Nurses Week 2012
- Establish Action Coalition governance structure
- Recruit interdisciplinary, geographically balanced stakeholders. Development of sub-committees with stakeholders from NHSC and NANE to lead work on each IOM recommendation
- Educate stakeholders on IOM recommendations
- Complete strategic plan based on comprehensive assessment of current environment
- Develop funding infrastructure and initiatives
- Support the implementation of the Nursing Education Clinical Scheduling Project

Long Term: >12 months

- Develop business plan, including budget, for strategic plan implementation
- Implement plan to target identified recommendations
- Develop marketing/media plan
- Long-term sustainability plan
- Support the ongoing utilization of the Nursing Education Clinical Scheduling Project
- Actively participate in the adoption of legislative changes to bring Nevada into compliance with the FON recommendations, i.e. encouraging an increase in BSN prepared nurses, allowing nurses to practice to the full extent of their education and competence.

Section III: Leadership and Support (Limit each answer to a total of 100 words per question)

1) Describe the nurse and non-nurse leadership's commitment to and understanding of overall Future of Nursing: Campaign for Action goals and objectives. Discuss their respective skills, talents, ability to work with divergent interests and time devotion to the Campaign and Action Coalition activities.

NANE member and NHSC co-chair, Debra Scott, MSN, RN, FRE, has served as the Executive Director for the Nevada State Board of Nursing (NSBN) for the past 10 years. She has served on the Board of Directors for the National Council of State Boards of Nursing since 2009. In these roles, she is working toward the implementation of the IOM FON recommendations nationally and in the state of Nevada. Most recently, under Ms. Scott's direction, the NSBN passed regulations to allow nurses to practice more fully by broadening the definition of delegation and by clarifying the role of advanced practitioners of nursing.

NHSC member Debra Toney, PhD, RN, FAAN, has been involved with the Campaign for Action from its inception, providing testimony during stakeholders meetings and participating in the Champion Nursing Council and group meetings. Dr. Toney is a RWJ Executive Nurse Fellow Alumni.

NHSC and NANE membership represent diverse health care organizations and educational systems and are the major influential healthcare leaders within Nevada.

2) Describe the nurse/non-nurse leadership's ability to engage a broad range of diverse stakeholders. Give examples of their current activities, or those proposed in their Action Coalition. How deep are the partnerships? Please provide a listing of existing and/or potential stakeholders as an Appendix to this application. Please provide name, information about their credentials, position and affiliations relevant to this effort. Examples of stakeholders include: business leaders, educators, students, health care providers, funders, providers, policy leaders, consumer groups and any grantees of the Robert Wood Johnson Foundation (Partners Investing In Nursing's Future; Executive Nurse Fellows, Nurse Faculty Scholars, Aligning Forces for Quality)

See (Appendix C) for a list of current stakeholders

See (Appendix D) for a list of potential stakeholders

The attached extensive list of stakeholders represents legislators, labor, education, business, and health care leaders. Due to Nevada's relatively small population many of these stakeholders have collaborated together previously on healthcare projects, an advantage toward developing a comprehensive Action Coalition strategic plan.

Current activities include extension of nurse residencies throughout the state, clinical instructor training, a legislative effort to remove of scope of practice barriers, and a BSN in 10 initiatives. The goal is to bring all stakeholders under the umbrella of the Action Coalition, uniting to achieve common strategic goals as outlined by the Future of Nursing: Campaign for Action.

In addition, NANE is actively involved in initiating a Nursing Education Clinical Scheduling Program to maximize the availability of clinical education sites for nursing programs. A statewide Nursing Student Orientation Program is planned for standardizing requirements for students who are educated in various clinical sites.

The NSBN is working closely with the University of Nevada, Las Vegas and a large hospital system to pilot a Dedicated Education Unit to enhance nursing education in Nevada.

3) Describe the Action Coalition leadership's experience working with the media and/or serving as a communication contact in any previous or current capacity (professionally or as a volunteer)

Workforce Connections, a Department of Labor Workforce Investment Board, and a stakeholder, will provide the Action Coalition with content creation support and access to the media Connections distributes to and maintains personal contact with state, local, and industry specific media outlets and engages the community-at-large in industry and workforce discussion through original content creation and distribution including a semi-weekly blog, a weekly radio show, in-house video documentation capabilities, and active engagement with the community through social media outlets. These efforts are fully accessible to the Action Coalition and will be mobilized to support and increase participation and awareness of their efforts.

Several state newspapers and TV stations have indicated their willingness to become stakeholders upon official designation as an Action Coalition.

4) Describe and discuss resource availability (potential or real) including : local, state and national funding sources, donation in kind for space, rent, equipment, personnel, etc. and ability to attract funders to this efforts.

The Nevada State Board of Nursing has approved an initiative that will allow nurses to donate funds to the Action Coalition as part of their online license renewal process. The NSBN will act as the conduit for the funds and has pledged to administer this program at no cost to the Coalition.

Strategies are being developed to engage a wider cadre of stakeholders to support fundraising efforts. We have the support of our state Department of Employment, Training and Rehabilitation for future financial assistance to support the work of the Action Coalition.

Workforce Connections will donate office space, computers, communication equipment and supplies. Meeting space and videoconferencing are available to the coalition in several locations statewide.

5) What structures are in place to carry out the work? Describe the extent of the infrastructures, if any in place, to carry out this work including: existing coalitions and networks, local and state activities, area nursing schools and other supportive institutions and their work focused on the recommendations, businesses and Chambers of Commerce involved in this work.

The main structure in place is the presence of Nevada Senate Bill 239 that places the Nevada Health Care Sector Council in statute guaranteeing continued work on the advancement of the health care workforce in Nevada.

NANE currently meets on a quarterly basis, alternating meetings between northern and southern Nevada. NANE will commit the majority of its agenda to furthering the work of the Action Coalition. Sub-committees with representatives from NANE and NHSC will be developed to lead work on specific campaign recommendations.

The Nevada Health Care Council meets monthly and has significant access to legislative health care committees, nursing coalitions, Chambers of Commerce and regulatory boards.

Section IV: State Assessment—Readiness and Feasibility (Limit each answer to a total of 100 words per question)

1) Describe the readiness of your state to advance issues related to the Future of Nursing: Campaign for Action recommendations, including access to care/practicing at full scope, education progression and transformation, inter-professional collaboration, diversity and workforce data. What is the current state environment in these areas? What are the opportunities and challenges?

The achievement of access to care/practicing at full scope will be the most challenging of the recommendations.

Legislation recently passed requiring national certification for Advanced Practice Nurses (APRNs). This is the first step toward meeting the requirements of the National Council of State Boards of Nursing (NSCBN) Consensus Model for APRN Regulation, Licensure, Accreditation, Certification and Education.

Education progression and transformation opportunities in place include:

- Online RN-BSN programs throughout the state
- Collaborative DNP program between UNR and UNLV
- PhD program at UNLV
- Statewide Nurse residency model
- Affiliation agreement established by the Nevada System of Higher Education Nursing Programs to facilitate educational progression throughout the system.

The NSBN has begun to collect Minimum Data Set information at the time nurses renew their licenses. The NSBN Board staff is meeting with Dr. Packham from the University of Nevada, School of Medicine, Department of Health Policy Research, to gather, organize, interpret, and apply statewide nursing data.

Several agencies represented by members of the NHSC are collaborating on a statewide Innovation Challenge grant addressing access and coordination of care of the complex patient.

2) *What are the most significant deterrents to success of your Action Coalition?*

Nevada is a largely rural state with two large urban areas (Reno and Las Vegas) located at opposite ends of the state. Long distances between the urban areas require air travel which is expensive and has frequently led to isolationism and the great "north/south/rural divide". Significant economic disparity exists between the rural and urban communities further hampering communication and leading to geopolitics. In order for the Action Coalition to be successful, stakeholders in all areas of the state must be recruited, goals and timelines set and stakeholders opinions heard and valued.

3) *Describe your Action Coalition's ability to address gaps in readiness.*

Significant infrastructure is currently in place to begin the work of the Action Coalition. Sustainable funding is being addressed for long term success. Willingness of current and potential stakeholders to partner has been overwhelming. Stakeholders recognize that Nevada has attempted to make progress through individual organizational efforts without significant improvement to Nevada's overall national health care ranking of 47/51. Nevada is prepared and committed to begin the work of raising the level of health care in our state by developing a strategic plan to implement the IOM recommendations.

4) *How would you describe the feasibility of attaining your goals and objectives in your state? Are some easier than others?*

The short term goals and objectives are attainable. Nurse leaders in regulation, education, and clinical practice have embraced the IOM recommendations and have committed to working together to achieve the stated goals.

Attainment of the long term goals will be more challenging, requiring additional resources, compromise, and legislative support. However the lead organizations, with the incredible support of our stakeholders from northern, southern and rural Nevada, as evidenced by the 45 plus attached letters, of support are evidence that Nevada is ready and willing to address the challenges to nursing that health care reform will bring.

5) What activities has the Action coalition participated in related to the Campaign since the recommendation were released in October 2010, if any?

Recommendation #3--Nurse Residency

- A new graduate *Transition into Practice* program has been implemented throughout Nevada including rural Nevada.

Recommendation #4-BSN

- NANE voted to rewrite their bylaws to include a position statement supporting the concept that all graduates from Associate Degree Nursing Programs attain their BSN within ten years of initial licensure.

Recommendation #6- Lifelong learning

- NANE recently piloted a Clinical Faculty Academy to assist new faculty in become effective clinical instructors
- NNA hosted the first annual initiative of the Future of Nursing Professional Progression Awards

Recommendation #8 -Data

- University of Nevada School of Medicine (UNSOM) is leading a collaborative effort to establish minimum data sets for occupations identified by NHSC.
- The NSBN Board staff is meeting with Dr. Packham to collaborate in gathering, organization, interpretation, and application of the Nevada statewide nursing data.

6) Has the Action Coalition developed action or implementation plans (not required at this stage)? If so, please briefly describe below and attach as an Appendix to this application.

NHSC and NANE are reaching out to stakeholders, introducing IOM recommendations at professional meetings statewide.

The Nevada Organization of Nurse Leaders (NONL) annual conference in October 2011 featured Dr. Linda Burnes Bolton, DRPH, RN, FAAN as a keynote speaker. Dr. Bolton presented an update on the

efforts to implement the IOM recommendations and members of NANE and NHSC participated in a discussion of opportunities to lead changes in Nevada to advance health care.

NANE chair, Jen Richards, PhD, RN spoke at an information session of the Nevada Nurses Association about the work being done in Nevada toward the campaign recommendations.

NANE and NHSC leaders have been invited to the Nevada Student Nurses Association Annual Meeting in March to discuss the campaign and work in Nevada. The Student Nurse Association leaders have indicated their eagerness to become involved in the work.

7) *Of your potential Action Coalition partners, which individuals or organization have done work that prepares them for leadership in issues related to the Future of Nursing: Campaign for Action recommendation, including access to care/practicing at full scope, education progression and transformation, inter-professional collaboration, diversity and workforce Data? What are the individuals' backgrounds that prepare them for leadership in their respective areas?*

See (Appendix G) for Curriculum Vitas of Nevada Health Care Leaders listed below:

Leadership

- Debra Toney, PhD, RN, FAAN
Robert Wood Johnson Executive Nurse Fellow Alumni
- Jennifer Richards, PhD, RN
Chair Nevada Alliance for Nursing Excellence

Workforce Data

- John Packham, PhD
Director of Health Policy Research
University of Nevada School of Medicine (UNSOM)
- William Anderson
Chief Economist
Department of Employment, Training and Rehabilitation (DETR)

Access to Care/Practicing at Full Scope

- Debra Scott, MSN
Executive Director
Nevada State Board of Nursing (NSBN)

January 27, 2012

Mary Greene
Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
Mail Stop B3-30-03
7500 Security Blvd, Baltimore, MD 21218

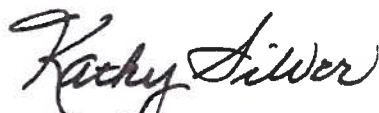
Dear Ms. Greene:

Attached please find a Health Care Innovation Challenge application, for letter of intent number 6914 which will enable the development of a new model of care delivery in Nevada through Telehealth Outreach and Care Coordination. The Culinary Health Fund (an affiliate of Unite HERE Health) will participate in this project along with the University of Nevada School of Medicine (Department of Psychology) and the Center for Health Statistics and Informatics, American Well (Telehealth), Dovetail Health (TCM), Workforce Connections (Workforce Development-Southern Nevada) and Nevadaworks (Workforce Development-Northern Nevada).

The total funding request for the grant is \$16,966,607.15 for 3 years. If funded, the agency that will administer the cooperative agreement for this program is Workforce Connections. Our role will focus on the development of Health Navigators and support for physician recruitment into the project.

As the Authorized Organization Representative (AOR) regarding this Federal opportunity, please contact Bobbette Bond as the principal contact person for the grant with any questions about the project. We look forward to this partnership.

Sincerely,



Kathy Silver
President, Culinary Health Fund

Project Abstract

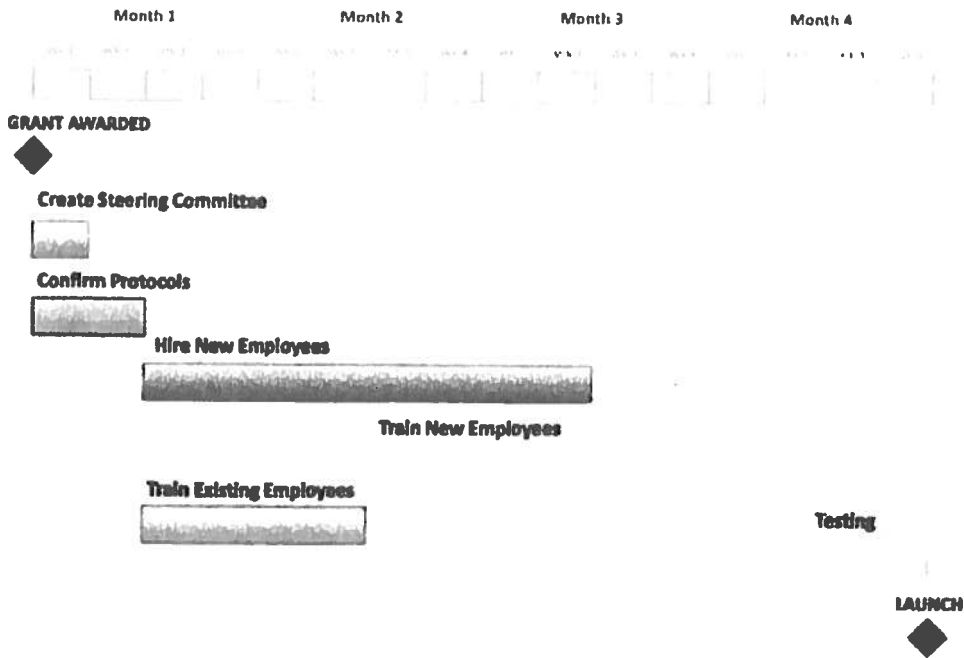
PCMH Link is a statewide public-private collaborative organized to facilitate telehealth outreach and care coordination for complex care patients. The PCMH Link initiative will provide integrated, best practice solutions in four areas: 1) Telehealth, 2) Transition, 3) Complex Care Management, and 4) Behavior Compliance. In these areas, we will be utilizing leading organizations and collaborative methodologies to rapidly deploy high quality, low cost healthcare to the identified patient where and when they need it. This innovative approach will improve access and patient engagement, and supports targeted, appropriate interventions while advancing continuity of care through bi-directional data exchange and integration with the core delivery system, providing significant cost savings when compared to the same care, in traditional settings. PCMH Link will integrate the best practices in high tech, with high touch coordination of care, to deliver optimal performance in improving health outcomes for complex and transitional care patients, including Medicare, Medicaid and CHIP. Telehealth kiosks will be deployed in convenient locations to help meet the diverse needs of access for patients, members, employees and their dependents.

In collaboration with a leading telehealth provider, PCMH Link Online Care (POC) represents a complete telehealth solution that allows patients and healthcare providers to have immediate, live "online visits" through video, secure text chat or phone. This online care can be deployed in clinical settings as well as in the patients' homes or workplace— extending provider's primary and chronic care facilities beyond their bricks and extending their standard hours of availability. Additionally, POC offers integration of diagnostic and biometric devices, thus increasing clinical capabilities and creating clinically informed patient interactions, while supporting wellness initiatives at the workplace. PCMH Link online care will also support behavior compliance, through ACT therapy, to further improve clinical pathway adherence and patient health outcomes. Collaboration, innovation, evidenced-based results, rapid deployment and reliable reporting are key elements for success. The partners for this grant, provide a broad based of knowledge, expertise and proven results, in the aforementioned areas.

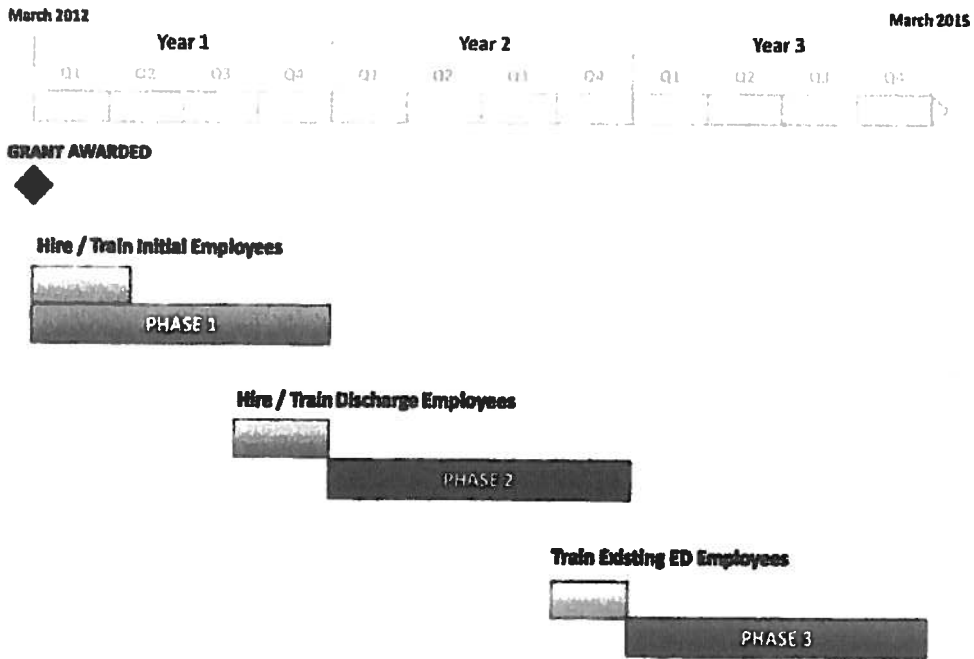
PCMH Link will initially focus on engaging 15,000 complex care patients through telehealth outreach to improve health outcomes for the following conditions; Diabetes, COPD and Cardiovascular illnesses. Medicare, Medicaid and CHIP patients will be represented in the population of patients and insured dependents including their children. The focus of PCMH Link is to bring coordinated healthcare to the patient, at their convenience and in a timely manner. The attributes of this methodology will reduce high costs incidents of ER visits, hospitalizations and readmissions.

To support the healthcare workforce expansion in this emerging area, PCMH Link will coordinate efforts with leading healthcare partners and stakeholders in the public, non-profit, academic and private sectors. PCMH Link will generate an estimated three-year direct cost savings of approximately \$23M (net approx. \$6M), with an ROI, after three years, of approximately 3.5:1. To sustain the project, after three years, PCMH Link will have commercialized this initiative, as an integrated, socially responsible HR/Health Risk Management solution, for Labor Trust and Self Insured employers to further economic and social value for all stakeholders, while reducing systemic healthcare cost and risk.

Implementation Timeline (4 Month)



Implementation Timeline (3 Year)



PCMH Partners

Culinary Health Fund

The Culinary Health Fund in Las Vegas is the largest affiliate of Unite HERE Health, a Multiemployer Taft Hartley Fund, governed by a Board of Trustees representing Labor and Management employers in the hospitality industry. Our parent, Unite HERE Health, represents about 240,000 lives nationally.

The Culinary Health Fund has spent the last 20 years developing an exemplary health plan for over 120,000 Las Vegas residents, providing comprehensive benefits with small cost share for participants and efficient and effective care delivery oversight. The Fund has two extremely strong focus areas: a Care Delivery and Customer Service. With nearly 50% of our population Spanish-speaking and most of our population low income, we know that strong patient education requires easy access to information. The Fund operates an onsite bilingual customer service office and all materials and communications are provided bilingually as well. Care Delivery includes case managers, hospital discharge nurses, a patient advocacy program, our own physician credentialing program, and a very large provider network.

Using an extensive claims and eligibility data base home-grown over two decades, the Fund is now a leader in integrated care development in a highly fragmented health care delivery community. The Fund has created integration among separate and unrelated health care provider services through an incremental approach focused on patient need. Rather than integrate the provider groups, the Fund creates the integration internally for patients by designing and implementing programs that fill care gaps and reduce the fragmentation between services. Examples of efforts to improve health outcomes and prevent unneeded hospitalizations and emergency room visits include:

- a) next-day access physician appointment program (called Dr. Tomorrow),
- b) case management program to track co-morbid patient needs,
- c) onsite hospital discharge team to ensure patients are provided with needed post-hospital care, and
- d) specific programs for areas of high patient need, such as back pain, high-risk pregnancy, diabetes, and knee replacement. A complete summary of CHF innovations is included within the Appendix.

University of Nevada School of Medicine Clinics (Family Medicine and PCMH)

The proposed PCMH clinic (see <http://www.unr.edu/nevada-today/news/2012/patient-centered-medicine>) is a satellite of the University of Nevada School of Medicine's Family Medicine Clinic, which has been serving patients and training medical students and residents in Northern Nevada since 1978. The PCMH clinic in Northern Nevada (Washoe County) will be directed by Dr. Daniel Spogen who has been very active in health care reform and improving primary care health care delivery. He has been a delegate for the state of Nevada for 20 years to the American Academy of Family Physicians. He is the "key contact" for Senator Harry Reid on health care related issues, and he is a member of the Nevada Attorney General's task force on health care reform. He has been very active and on multiple national commissions on physician education and improving health care delivery.

Each year, the clinic provides a comprehensive range of primary care services to approximately 4,000 individual patients (20,000 patient visits) of all ages with needs ranging from preventive care to hospitalization. This project is solely organized through the Department of Family and Community Medicine at the University of Nevada, School of Medicine. The University of Nevada is a state supported, land grant school with campuses in both Reno and Las Vegas. Both of these institutions offer a broad range of studies in health care including medicine, dentistry, nursing, nutrition, social work, psychology, public and community health, laboratory sciences, physical therapy and exercise science. Excellence in education and training of students and residents is a core value of our department. For the PCMH clinic to begin operation, financial resources have been committed from area hospitals, and additional public and private funding opportunities are being pursued. A preliminary investment from the Commonwealth Fund is a necessary preliminary investment to get this project underway, and clinic revenue will make this project sustainable long term. There is tremendous support from the community to undertake this project. As mentioned in the opening statement, Nevada is last in its number of primary care providers per patient population and toward the bottom of the list in health care delivery. Nevadans recognize this problem and are seeking a better system. We have

tremendous support from the Nevada Academy of Family Physicians, Saint Mary's Regional Health Center, Nevada Health Care Coalition, Washoe County School System, and the University Health System.

Department of Psychology

Clinical Psychology Program

The University of Nevada, Reno's Department of Psychology is internationally-renowned for its development of Acceptance and Commitment Therapy (ACT; developed by Foundation Professor Dr. Steve Hayes). ACT has been featured in *Time Magazine*, *Psychology Today*, and numerous academic journals. The Psychology department, under the management of Chair, Dr. Victoria Follette, will provide brief psychological educational interventions/modules for target populations identified (by the Culinary Health Fund in southern Nevada and University School of Medicine's PCMH Clinic and Family Medicine Clinic in northern Nevada) as those populations who are complex care patients. These brief interventions will have a motivational component with respect to patients' focusing on compliance with the care and management of their disease (e.g., diabetes, obesity, chronic obstructive pulmonary disease-COPD). The goal would be to increase patient adherence with medications, their overall health regimen as prescribed by their medical team, and life style changes such as diet and exercise. The increased adherence would result in decreased use of medical resources and increased patient health.

The Clinical Psychology Program at UNR is fully accredited by the American Psychological Association, and is a charter member of the Academy of Clinical Science. We seek to train doctoral level clinical scientists who have a thorough grounding in research and scholarly activities, can develop and utilize scientific knowledge, are skilled in using their critical thinking and analytic tools in problem formulation and solution generation, and have a thoroughly developed repertoire of professional competencies, including applied skills. The program emphasizes creative research and applications of psychological principles to a broad range of applied problems. The program's scholars, faculty and students alike, make significant contributions in the areas of research methodology, treatment development, outcomes research, program development, program evaluation, training, supervision, technology transfer, basic behavioral research, and philosophy of science. The program values these behaviors, regardless of the setting in which they occur.

Behavioral Analysis Program

The behavior analysis team and the clinical psychology team will be responsible for developing instructional content, materials, and modules to for ACT skills training. The clinical psychology team will be responsible for the training content, while the behavior analysis team will be responsible for the structure of content delivery and learning assessment. The behavior analysis team will be supervised by Dr. Mark Alavosius (University of Nevada, Reno, Psychology Dept.), who has an extensive background in organizational behavior management. His expertise includes, developing instructional materials and interactive multi-media systems, incentive and feedback systems, and data control technologies and decision-support tools. Dr. Alavosius will employ a support staff of two UNR graduate students to develop automated computer teaching modules for certain aspects of ACT training. To aid in curriculum development, Dr. Alavosius will utilize consultants from Fit Learning (a private business in Nevada, Reno that specializes in educational curriculum development, assessment, and testing).

Center for Research Design and Analysis

The Center for Research Design and Analysis (CRDA) has executed the Behavioral Risk Factor Surveillance System (BRFSS) for the Centers for Disease Control and Prevention (CDC) and the State of Nevada Health since 1992. Collectively, the CRDA team has twenty years or more experience in providing BRFSS survey services and other survey, research design, program evaluation, and statistical analysis experience to local, state and/or federal governmental agencies including programming in Computer-Assisted Telephone Interview (CATI). The Center for Research Design and Analysis is not only a University-wide multi-disciplinary research design and statistical support unit, but it is also a statewide program and serves organizations locally and nationally, both public and private. The Center not only has the adequate personnel with the proper qualifications for a research project of this magnitude and scope as outlined in the FOA, but the Center also has adequate resources, access

to other personnel at the University if necessary, and space to carry out these functions. The CRDA's research support team consists the Manager of Research Services, Dr. Veronica Dahir, a Survey Manger, an Assistant Survey Manager, an IT manager, an Administrative Assistant, four supervisors (who also serve as refusal conversion interviewers), twelve interviewers, and eight faculty and graduate student research design and statistical consultants. Taken as a whole, the Center's staff represents seasoned expertise--both in terms of practical, hands-on experience and theoretically-based knowledge--in the areas of survey methodology, program evaluation, instrument development, including psychometric analyses and cognitive lab testing of all project instruments, statistical analysis, research design, coding, computer programming, program evaluation, and all phases of data gathering in both English and Spanish, management and analysis. In 2008, CRDA conducted a BRFSS web pilot survey for the State Health Division and therefore, has the experience necessary to develop a BRFSS survey for data collection for this internal evaluation component of this project.

Nevada Center for Health Statistics and Informatics

The Nevada Center for Health Statistics and Informatics (NCHSI) at the School of Community Health Sciences, University of Nevada, Reno (UNR) will be responsible for data management, analysis, and internal evaluation. Represented by core staff including the former Nevada State Biostatistician, Biostatistics faculty members, and classified Biostatistician with certified with SAS programmer certificate, the Center provides technical capacity on statistical methodology, sophisticated database design, data collection, management, analysis, dissemination and data presentation. To provide powerful data management and analysis capacity, as well as to protect confidential and human subject information, the Center is equipped with high capacity PCs and security coded door locks. In addition, the Center is equipped with a high capacity Data Server (16 TB memory size plus expendable capacity) which is singly dedicated to the Center use with HIPAA complied IT management process. The Center has developed a Centralized Health Data Warehouse for quick retrieval, linkage, and analyses of health datasets. The Data Warehouse is a repository of electronically stored data in such a fashion to make the ability to retrieve and analyze data, to extract, transform and load data, and to manage the data dictionary (an essential component) efficiently. NCHSI has worked on more than 40 different health data systems and databases related to mortalities, incidents, morbidities, health behaviors, and healthcare services, including Nevada statewide registries of cancer, hospital discharges, birth, death, autism, and behavior risk factor surveillance system.

Center for Sustainable Healthcare

The Center for Sustainable Healthcare on the campus of the University of Nevada, Reno, brings together top community, state and national leaders to share ideas and awareness of innovative, coordinated health-care solutions, including access networks and programs, care and delivery systems, and research and development projects. The Center collects and disseminates reports and information concerning healthcare innovations, and it offers professional evaluations and recommendations through ongoing dialogue. The principle that drives the Center for Sustainable Healthcare says that health-care sustainability depends upon collaboration among public, private and non-profit entities to develop and promote programs that facilitate health and well-being, while reducing costs and risks.

PCMH Link- In Kind Advisors (Steering Committee)

- Brian Russon- Microsoft Health Solutions
- Tom Ference- Former U.S. Executive Committee. Aon Consulting
- Ken Larson- Former Global CSR Director- HP
- Tom Zumtobel- Vice President Strategy, Unite Here Health
- Steve Lebedoff- Former President, BeneTrax, Aon Worksite Solutions; PPN Health Access
- Jim Arellano- Former National Practice Leader- Mercer and United Healthcare; PPN Health Access
- Pam Sime- S.V.P. Human Resource Capital, Management Science Associates, Inc.
- Raja Banerji- Global Head - Strategic Marketing, Life Sciences, Tata Consultancy Services

- Martin Pastula- V.P. Emergency Management U.S., Government

American Well

Based in Boston, Massachusetts, American Well was founded in 2006 by industry veterans Drs. Roy and Ido Schoenberg. Our mission is to transform healthcare delivery through technology and improve access to quality care by removing traditional barriers to healthcare delivery such as distance, mobility, and time constraints. American Well is pleased to support PCMH Link in its mission to use disruptive technologies and strategies to achieve the triple aim of the CMS Innovation Grant, transforming health care to deliver lower costs, better care and better health. American Well's Online Care is widely deployed by the largest and most progressive operators across the US, including national health plans (WellPoint and UnitedHealth) and regional and local Blue Cross Blue Shield plans in Hawaii, Minnesota, New York, and beyond. In addition, its solution is used by Rite Aid and the US Department of Veterans Affairs. Outside of the US, it is being deployed by the government-owned private insurer Medibank as the leading telehealth infrastructure for the countries of Australia and New Zealand.

Dovetail Health

Dovetail was founded in 2005 in Massachusetts, with a clear purpose – provide patients with the same things we want for ourselves as we age, to live with hope and dignity, in good health, in our homes, safely and securely, surrounded by the people and memories we hold dear. We meet patients where they are, literally and figuratively, with the highest quality compassionate care. We are there during the most vulnerable times of transition after a hospital or rehab stay, when sorting out the confusions of medications is so important to fostering continued recovery. We are there when overwhelmed families and caregivers may have nowhere to turn for answers about the health and wellbeing of someone they love. We create bridges throughout the healthcare system, helping to extend the reach of physicians to ensure that care plans are both understood and adhered to. Dovetail creates partnerships, working in unison with health plans, providers, hospitals, and other caregivers. Together, we empower patients to better manage their illnesses and medications to lessen the burden and financial strain on the healthcare system. At Dovetail Health, our mission is simple: to help reduce preventable hospitalizations among the highest risk patients. We are here to create change. We are inspired by these principles.

Comprehensive Infrastructure and Support Systems

In order to build a program that is truly scalable and sustainable, Dovetail has made significant investments in its own management infrastructure. The Dovetail Health Management System (DHMS) was built from the ground up to support our clinicians through every step of their patient care process. In addition, all of Dovetail's systems have been built to the latest HIT standards and have been designed to facilitate reporting and sharing of key information with our partners.

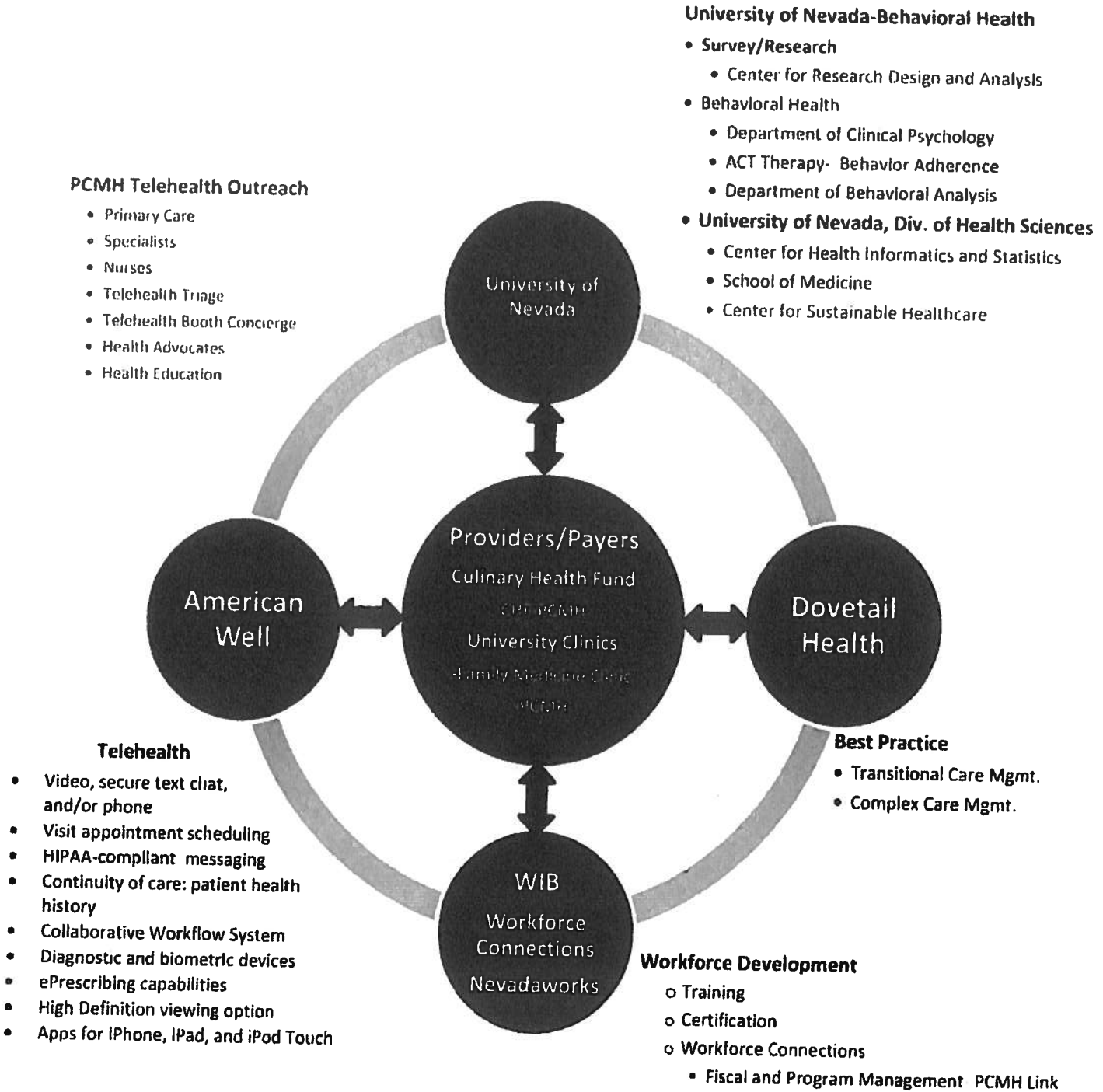
Workforce Connections

At the request of the Culinary Health Fund, Workforce Connections, (the local Southern Nevada Workforce Investment Board), will administer and oversee the programmatic aspects of the project, including the cooperative agreement and financial management. The Southern Nevada Workforce Investment Board (operating as Workforce Connections) was formally established on July 1, 2000 following enactment of the DOL's Workforce Investment Act (WIA). Prior to this, the SNWIB functioned for 17 years as Nevada Business Services the administrative and programmatic arm of the Southern Nevada Private Industry Council under the DOL's Job Training Partnership Act (JTPA). The SNWIB recently changed its name to *workforce*CONNECTIONS.

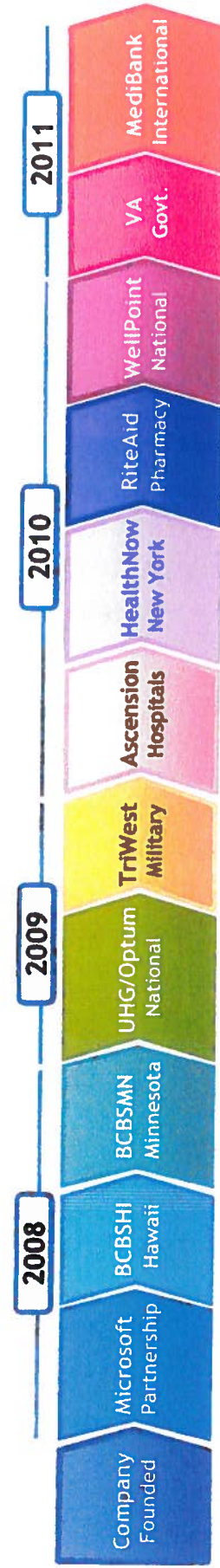
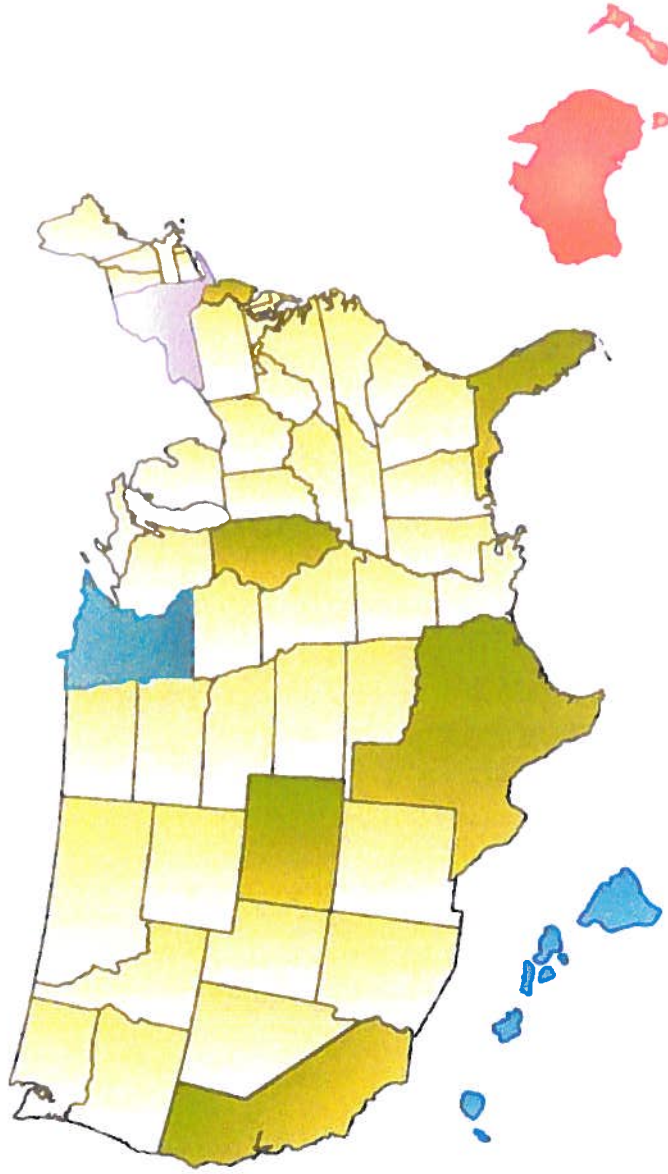
Nevadaworks

Nevadaworks, the Northern Nevada Local Workforce Investment Board, is the program operator and coordination agency for Workforce Investment Act programs in the 13 counties of Northern Nevada. Nevadaworks has extensive experience and expertise in the development and delivery of workforce programs. The Nevadaworks Board is responsible for the development and oversight of the Local Workforce Investment Board plan, and is comprised of Local Elected Officials and key business stakeholders committed to the success of Workforce Investment Act programs.

PCMH Link- Collaborative Model Design



Online Care Momentum



The Online Care Framework



A new tier of care



Telehealth Station



Green Economy Update ~ Jaime Cruz

- **Youth “What’s it Mean to be Program now has 10 school partners:**

1. Clark
2. Western
3. Chaparral
4. Desert Pines
5. Cimarron-Memorial
6. Canyon Springs
7. Foothill
8. West Career Tech Academy
9. Desert Rose
10. Green Valley

Currently in the partnership forming process with 12 more:

1. Valley
2. Del Sol
3. Sunrise Mountain
4. Cheyenne
5. Rancho
6. Boulder City
7. Advanced Technologies Academy
8. East Career and Technical Academy
9. Northwest Career and Technical Academy
10. Southeast Career and Technical Academy
11. Southwest Career and Technical Academy
12. Veterans Tribute Career and Technical Academy

- **Incumbent Worker Program**

1. **David McKinnis, Vice President of Facilities for MGM Resorts** will present on the impact the program has had on his company.
2. **Ed McGuire, Facilities Maintenance Manager for City of Henderson** will present on the impact the program has had on his organization.

State Energy Sector Partnership (SESP) Grant

*workforce*CONNECTIONS Incumbent Worker Training

Participating Employers as of 02/08/2012

- Associated Inspectors
- Boyd Gaming
- Caesars Entertainment
- Cancun Resort
- Cashman Center
- City of Henderson
- City of Las Vegas
- City of North Las Vegas
- Clark County Real Property Management
- Clark County School District
- CLEAResult
- College of Southern Nevada
- Coil Repair
- Complete AC & Heat
- EJM Development Company
- Empire Air Conditioning
- Energy Conservation Group
- Energy Masters
- Ensemble Real Estate Service
- Facility One Solutions
- G3 Energy Services
- Grassi Building Group
- Green Chips
- Gulfstream
- Harsch Investment Properties
- Home Energy Connections
- Instant Checkmate
- Jones Lang LaSalle
- Kaplan College
- KEMA Services
- Las Vegas Convention and Visitors Authority
- Las Vegas Sands
- Las Vegas Urban League
- Las Vegas Valley Water District
- Marriot Grand Chateau
- Metl-Span
- MGM Resorts International
- National Securities Technologies
- Nevada State Office of Energy
- NV Energy
- Penn Air Control
- Purdue Marion & Associates
- Performance Energy Advisors
- Pro Energy Consultants
- Renaissance Las Vegas
- Rycon Construction
- Sahara Air Conditioning
- Service 1st Energy Solutions
- SolarEnvi
- Sotelo Air
- Southern Nevada Regional Housing Authority
- Southwest Gas Corporation
- Southwestern Custom Construction
- Spring Valley Hospital
- Stations Casinos
- Switch Communications
- Thompson National Properties
- Today's Energy Store
- University of Nevada Las Vegas
- Varian Medical Systems
- Veolia Energy
- Windy City Air Conditioning

INFORMATION: ADW/Emerging Markets Update ~ Cornelius Eason, Kenadie Cobbin Richardson & Janice Greer

Workforce Connections' Layoff Aversion Program Accomplishments

February 2012

The following information recaps accomplishments of subject program dating from October 24, 2011. Please note all strategies and mechanisms are designed, by definition of layoff aversion, to:

- Prevent/minimize unemployment
- Provide incumbent worker training to augment competitiveness as appropriate
- Provide resources to retool clients' operational and fiscal strategies for success.

A. Clients

1. Objective: Market program benefits to respective constituencies
2. Outcomes:
 - (a) Commitment of Chambers of Commerce including Asian: Boulder City; Henderson; Las Vegas; and Mesquite to market Program among membership.
 - (b) Commitment of Regional Development Authorities including Henderson Offices of Economic Development and Redevelopment; Nevada Development Authority; and North Las Vegas Economic Development for Program partnership. Layoff Aversion is a direct complement to business retention strategies for each authority.
 - (c) Engagement with Trade Associations including American Institute of Architects and Nevada Restaurant Association

B. Technical Assistance

1. Objective: Forge strategic alliances with professional organizations to provide technical assistance
2. Outcomes:
 - (a) Enhanced and ongoing update of Strategic Stakeholder Database including organizations; contacts and respective areas of expertise
 - (b) Engaged of Professional Organizations (for profit and not-for-profit) including Nevada Industry Excellence; The Risk Management Association; Turnaround Management Association; for technical assistance and mutual referrals

C. Outreach

1. Objective: Communicate program benefits for businesses at risk and success stories to community at large
2. Outcomes: Contributed to branding, design and messaging of Program features and benefits

- (a) Marketing Collateral for distribution among and inclusion in stakeholder platforms
- (b) Broadcast Media interviews including KNNU “Strictly Business” (01/23/12) and KLAV “the Henderson Chamber Report” (02/09/12)
- (c) Social Media messaging on Workforce Connections’ website; Facebook and Twitter

D. Reporting

1. Objectives:

- (a) Design pipeline template to facilitate: identification of troubled industries; active client engagement and assessment; referral for technical assistance; and platform for analysis and achievement of program deliverables.
- (b) Facilitate training for use of Hoover’s First Research, business tool, to ensure effective and efficient assessment of individualized constraints to client growth and profitability; to convene appropriate professional resources for technical assistance to overcome identified barriers; and to provide tools and solutions for mitigating constraints with a road map for success.

2. Desired outcomes:

- (a) Short-term: optimize operations for business viability and layoff aversion
- (b) Long-term: maximize profitability for business sustainability and job creation

workforce CONNECTIONS

**BUSINESS
SERVICES**



Dr. CEO Roundtable

Thursday, January 26, 2012 at 6 p.m.

A discussion for physician executives to discover solutions
for challenges that impact independent physicians



JOIN US AT

Workforce Connections

7251 W. Lake Mead Blvd.,
Suite 200, Conference 200
Las Vegas, NV 89128 (Map it)

Register Now

**Topic: Overcoming barriers to selecting,
implementing, and optimizing EHR/PM systems**

Hosted by Workforce Connections' Business Services consultants.
This event is free to attend, but seating is limited so please register in
advance. For more information contact Kenadie Cobbin Richardson via
email or at (702) 636-2364.

This event is presented in partnership with:

 **advancedmd**



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Las Vegas, NV 89128

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workforce CONNECTIONS



LAYOFF AVERSION

business services



DON'T BURY YOUR HEAD IN THE SAND.

Is your business experiencing difficulties such as:

- | | |
|------------------------|-------------------------------------|
| Declining sales | Inadequate research and development |
| Market concerns | Quality concerns |
| Equipment obsolescence | Supply chain concerns |
| Financial concerns | |

Workforce Connections' Layoff Aversion program provides business resources and professional consulting services on two levels:

REACTIVE: By responding to layoffs with strategies to avert further reductions and support services to transition displaced workers.

PROACTIVE: Drawing from professional expertise grounded in our unique business and economic landscape, our business consultants identify critical issues and match businesses to our network of professional and technical advisers who provide tools to avoid layoffs in the short term and strengthening solutions for job creation and sustainability for the long term.

BUSINESS SERVICES:

Layoff aversion is a strategy that identifies and assists businesses experiencing operational difficulties. It serves to avoid layoffs and closures by deploying a team of business consultants that connect employers with a variety of resources and professional services to strengthen operations and positioning in the market.

FEATURES		BENEFITS
Turnaround specialists	➔	Mitigate business interruption
Intervention with local stakeholders	➔	Avoid layoffs
Technical expertise	➔	Optimize operations
Incumbent worker training	➔	Maximize short-term viability
Workforce and economic development alignment	➔	Provide for job creation and long-term stability

Analysis and consultation services are provided at no-cost to business owners as part of Workforce Connections' toolbox of valuable resources designed to strengthen the Southern Nevada workforce and help to diversify the local business landscape.

PROFESSIONAL SERVICES:

- Accounting
- Business Consulting
- Financial Restructuring
- Legal
- Management Information Systems
- Marketing
- Operations Management
- Tax Credits
- Technical Assistance
- Trade Adjustment Assistance
- Turnaround Specialists
- Workforce Development

CONTACT US

Our consultation services are free and confidential. To find out how we can help your company please contact our business consultants directly:

Janice Greer
 (702) 636-2345
jgreer@nvworkforceconnections.org

Kenadie Cobbin Richardson
 (702) 636-2364
krichardson@nvworkforceconnections.org

or visit the Business section of our website www.nvworkforceconnections.org

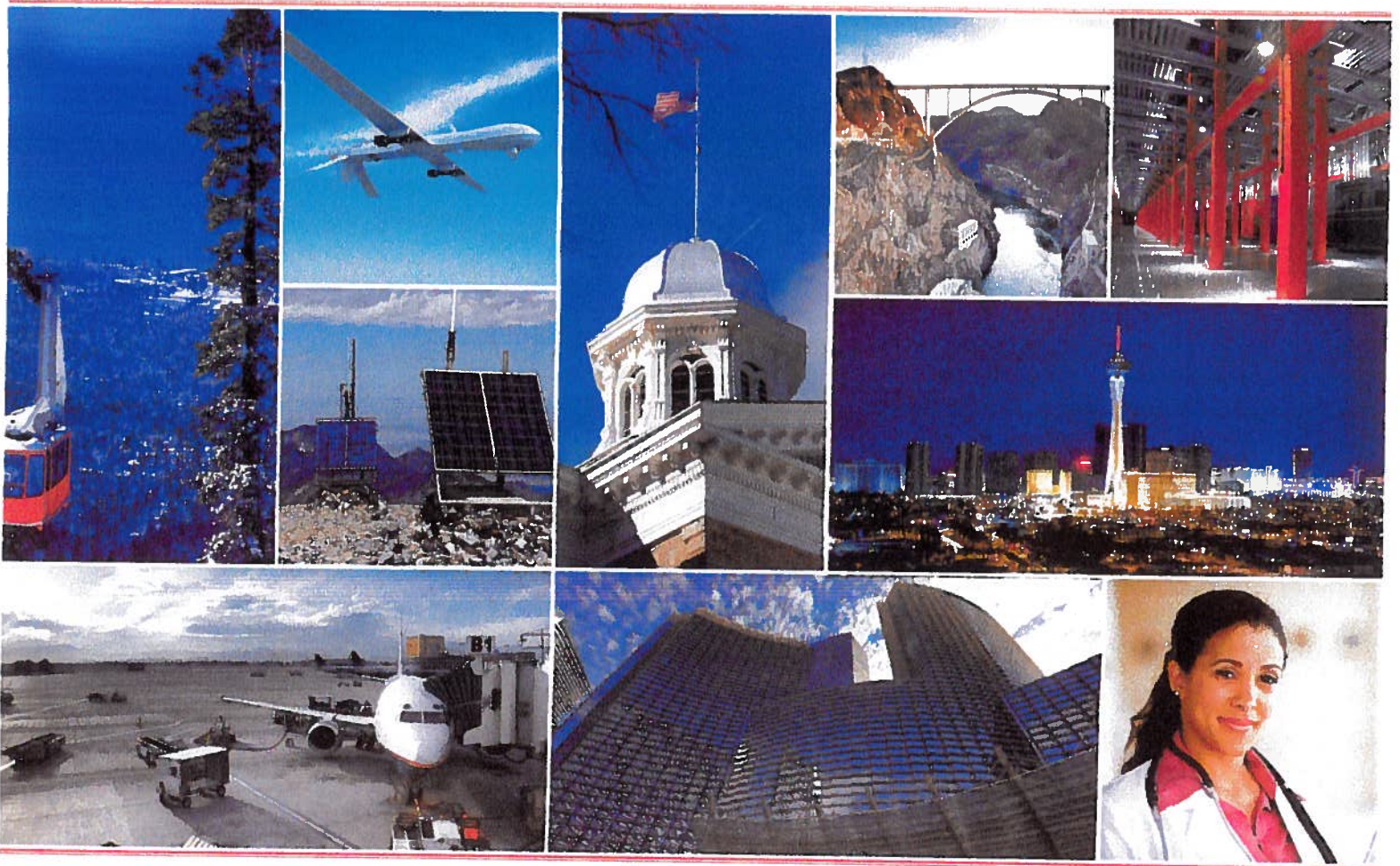


Brookings Report talking points for ADW Committee Meeting Agenda

- The Brookings Report will be the foundation for Nevada's Economic Development Plan. The plan is expected to be announced by new Economic Development Team Executive Director Steve Hill in February 2012.
- Seven sectors/industry clusters were identified as economic development opportunities for Nevada:
 1. Tourism, Gaming, and Entertainment
 2. Health and Medical Services
 3. Business IT Ecosystems
 4. Clean Energy
 5. Mining, Materials, and Manufacturing
 6. Logistics and Operations
 7. Aerospace and Defense
- Our plan is to capitalize on lessons learned through our Green and Healthcare sector efforts, and put in place additional sector strategies plan that align with and support the recommendations in the report.
- Our efforts over the last couple of years have positioned us well for strategic alignment with the recommendations in the report. Some of those recommendations are:
 1. Government sector innovation
 2. Data-driven performance management
 3. Sector specific policy development
 4. Alignment of state's resources around identified sectors
 5. Organizing of incoming federal resources around local efforts
 6. Aligning higher education and workforce development to strategic economic opportunities
 7. Raising the standards through the K-12 system

UNIFY REGIONALIZE DIVERSIFY

AN ECONOMIC DEVELOPMENT AGENDA FOR NEVADA



Executive Summary

Nevada stands at a crossroads yet it appears ready to remap its future.

Few would deny that the Great Recession has left the state grappling with a bona-fide “inflection point”—a deciding time.

Nevadans sense that lasting changes in U.S. industry structure, spending patterns, and economic behavior are all shaping a historic national “reset” to adapt to the shifting nature of the global economy, with huge implications for all places.

Likewise, Silver Staters sense that the current slump has not been just a temporary reversal but a challenge to the state’s traditional growth model—one that has revealed an economy over-dependent on consumption sectors, prone to booms and busts, and too little invested in innovation and economic diversification.

And yet, for all that Nevadans have been early to recognize that the current slump will beget, in some places, innovation and renewal, and in other places erosion—and so requires action.

In that vein, Nevada leaders have been engaging in an unusually serious discussion about the nature of the Nevada economy; the need for diversification; and ways to unleash the business, technology, and government-sector innovation that will drive growth.

Reflecting this ferment was the passage by the Nevada Legislature of the Economic Development Bill (AB 449) that was signed into law on June 17, 2011 by Gov. Brian Sandoval.

AB 449 is a potential watershed because it undertakes to reorganize and elevate the importance of the state’s economic development activities by, first, gathering them within the governor’s office and, second, by providing them a first installment of new funding.

But the legislation is also important because it endeavors to place Nevada development work on a modernized new footing. Not only is the state’s new Cabinet-level economic development executive director required to craft and implement a proper state economic development plan in the next few months. Also, the legislation conveys into Nevada development practice a new embrace of strategy, fact-driven analysis, and data-driven performance management.

Which is why in spring 2011 the state of Nevada turned to the Metropolitan Policy Program at Brookings, Brookings Mountain West, and SRI International to provide important analytic and policy background for the state’s planning.

Intended as a credible third-party analysis of the state’s competitive position and economic development opportunities, this report—“Unify / Regionalize / Diversify: An Economic Development Agenda for

Nevada”—speaks to the desire of Nevadans to “get on the same page” by providing a detailed accounting of the state’s present situation and most plausible routes toward economic diversification.

To that end, the pages that follow draw on an intense five-month inquiry that sought to define the nature of the economic challenges the state and its major regions face; identify industries and industry clusters that have the highest potential for expansion as part of an economic diversification effort; and suggest policy options that will enable the state, its regions, and the private sector to work more effectively to build a more unified, regionally vibrant, and diversified Nevada.

In keeping with these objectives, this report draws a number of conclusions about the state as it considers ways to build the next Nevada economy:

1. Nevada possesses fundamental economic assets along with serious challenges as it seeks to build the next Nevada economy. To be sure, the recent national recession and sluggish recovery has hit Nevada exceptionally hard. Most notably, the state’s heavy reliance on consumption-related sectors such as Construction and Real Estate, Tourism and Gaming, and Retail Trade—all of which are disproportionately affected by swings of the business cycle—has left the state prone to extreme economic volatility and lingering malaise. With that said, though, Nevada possesses substantial strengths—along with some serious deficits—as it considers a renewed economic development push.

In this connection, a systematic SWOT (strengths, weaknesses, opportunities, and threats) assessment reveals considerable assets and opportunities that the state can leverage as it seeks to renew its core industries and diversify by catalyzing growth in emerging ones. (See Figure 1). This assessment (summarized in Chapter III) confirms that Nevada’s core strength for economic development has been and will remain its overall business-friendly environment, including low taxes, relatively low costs, light regulation, and ease of business start-up/permitting. Going forward, these advantages will continue to anchor Nevada’s value proposition for business investment and economic development as will the state’s extensive entertainment and recreation assets, proximity to West Coast population centers, and excellent airport infrastructure. With that said, these assets are not likely to be sufficient to support the kind of growth and investment Nevadans desire given the increasingly determinative role of knowledge, technology, and workforce skill in today’s global economy. Key challenges include: spotty economic planning and cooperation; a weak innovation and technology commercialization enterprise; and substantial workforce skills shortfalls.

2. Seven major industries and some 30 narrower target opportunities—distributed in varying mixes in the state’s regions—hold out plausible potential for economic growth and diversification for Nevada. Building on the SWOT analysis and stakeholder consultation aimed at understanding Nevada’s statewide goals, the Brookings-SRI study team conducted an empirically grounded analysis aimed at identifying industries and sub-industries that have the highest potential to restore growth and jobs, spawn innovation in core or emerging sectors, or drive economic diversification. Along these lines, Chapter III of the study recommends the state focus its economic development activities on seven broad industries and 30 narrower target opportunities for growth, innovation, and diversification. (See Figure 2). These industries and target opportunities include:

Figure 1. Nevada Competitiveness SWOT Summary

Strengths	Weaknesses
<ul style="list-style-type: none"> • Low taxes • Business friendly regulatory climate • Historically a high-growth economy • Good quality of life (although this is under-recognized) • Extensive entertainment and recreation assets • Proximity to West Coast population centers, markets, transportation routes, and ports • Excellent airport infrastructure (in both Las Vegas and Reno) • Excellent natural and physical resources (for mining, energy, etc.) 	<ul style="list-style-type: none"> • Economy is heavily oriented toward consumption-based industries • Lack of proactive, coherent economic development strategy and structures • Workforce skill level is low (though improving) • K-12 educational system is underperforming • Healthcare system is underperforming • Energy costs are relatively high for the region • Land transportation connections can be challenging (in some parts of state) • Innovation inputs and outputs are weak (and there has especially been underinvestment in innovation capacity in Southern Nevada) • Lack of risk capital to invest in start-ups/innovation (although improving) • Real estate bust (devastating to construction)
Opportunities	Threats
<ul style="list-style-type: none"> • Political leadership closely engaged in revamping and renewing economic development activities • Ease and cost of living is attractive compared to neighboring California • Relatively affordable housing and high residential/commercial/industrial vacancy rates • Growing innovation districts in North and South • Large number of tourists/visitors/conventions – an opportunity to “sell” Nevada • Infrastructure for innovation is in place (at UNR, DRI, UNLV), but not at its full potential • Relatively strong science and engineering (S&E) workforce and students in Reno • World-class Internet connectivity opportunities (such as the Switch data center in Las Vegas) 	<ul style="list-style-type: none"> • Extreme economic cycles and volatility • Projected growth in the core consumption-based industries will not be sufficient to drive recovery • Limited state economic development resources dispersed through fragmented regional efforts • High unemployment • Underinvestment in higher education and lack of a top-tier Carnegie-ranked research university • Existing image issues can be a barrier in attracting higher-skilled workforce • Federal land ownership can hinder land usage/development in much of the state • Water shortages

- **Tourism, Gaming, and Entertainment:** Going forward the focus for this massive base industry in Nevada should be on attracting visitors from varied markets with new and diversified offerings as well as leveraging the world-class capabilities that already exist here to create new sources of growth. Target opportunities in this huge sector include: Nevada as the U.S. online gaming center; Las Vegas as the intellectual capital of global gaming; gaming manufacturing; diversifying into niche tourism markets; retirees and second home owners; and film and media development
- **Health and Medical Services:** Bringing the low level of medical service production in Nevada just somewhat closer to the national average would generate substantial, stable economic activity and high-quality jobs in the state while improving health outcomes. Target opportunities here include: surgical specializations and stemming the “leakage” of surgical procedures out of state; geriatrics and related services; the disaggregation of medical service delivery; and leveraging a strong medical/health sector to build other emerging industries
- **Business IT Ecosystems:** Nevada has a short-term opportunity to create numerous jobs in low-to-moderate-skill business services segments already established in the state while simultaneously capitalizing on under-recognized technology anchors and building an environment to support higher-end IT industry growth over the longer term. Target opportunities include call centers/customer service and back office/BPO/shared services; e-commerce operations/headquarters; data centers; cloud computing/high performance computing; and cyber security
- **Clean Energy:** Clean Energy is a high-potential target for Nevada because it capitalizes on the state’s renewable resource base, its established geothermal expertise and headquarters strength, its proximity to large energy markets, and its capabilities in construction and project management. Key opportunities include: renewable component manufacturing; export of electricity; advancing and internationalizing geothermal development; and energy efficiency upgrades
- **Mining, Materials, and Manufacturing:** Given Nevada’s wealth of mineral resources, its history and knowledge base in mining operations, and its existing materials and manufacturing activities, this target industry provides a strategic opportunity for growth, diversification, and innovation. Nevada’s mining, materials, and manufacturing industries have common technical expertise and resources that are exchanged between their component sectors and also have synergies with the state’s renewables and defense industries. Areas of focus include: expanding participation in upstream mining activities; medium-value mineral supply chain development; manufacture of advanced composite materials; and organizing and marketing of Nevada’s manufacturing base
- **Logistics and Operations:** Nevada can be a West Coast hub of transport, distribution, and operations because of its locational and geographic advantages for easily reaching the entire Western U.S. Solid infrastructure, lower costs and regulatory hurdles (relative to neighboring states), lower congestion, and overall ease of doing business add to the value proposition. Focus opportunities include: warehousing and distribution; advanced logistics; air cargo; integrated manufacturing-distribution, assembly manufacturing, and food processing operations; and freight transportation (ground and rail)
- **Aerospace and Defense:** Finally, Nevada has a solid base of defense expertise, with a particular focus on testing and training, and the state’s geographic characteristics and low population density enable extensive testing operations. The state can build on this base of infrastructure and

expertise to solidify an important role for the Aerospace and Defense industry in its economic future. Target opportunities include: unmanned aerial vehicle (UAV) supply, assembly, and testing; and maintenance, repair and overhaul (MRO) of aircraft systems

Figure 2. Summary of Recommended Industries and Target Opportunities for Nevada

1. Tourism, Gaming, and Entertainment

- Nevada as the U.S. online gaming center (should Congress move to legalize it)
- Las Vegas as the intellectual capital of global gaming
- Gaming manufacturing
- Diversifying into niche tourism markets
- Retirees and second home owners
- Film and media

2. Health and Medical Services

- Surgical specialties
- Geriatrics and related services
- Disaggregation of medical service delivery, creating new opportunities for middle-skill jobs
- Leveraging a strong medical/health sector to build other emerging industries

3. Business IT Ecosystems

- Call centers/customer service and back office/BPO/shared services
- E-commerce operations/headquarters
- Data centers
- Cloud computing/high-performance computing
- Cyber security

4. Clean Energy

- Renewable component manufacturing
- Expanding transmission capacity
- Advancing and internationalizing geothermal development
- Energy efficiency upgrading

5. Mining, Materials, and Manufacturing

- Expanding participation in upstream mining activities
- Medium-value mineral supply chain development
- Manufacture of advanced composite materials
- Organizing and marketing of manufacturing base

6. Logistics and Operations

- Warehousing and distribution
- Advanced logistics
- Air cargo
- Integrated manufacturing-distribution, assembly manufacturing, and food processing operations
- Freight transportation (ground and rail)

7. Aerospace and Defense

- Unmanned Aerial Vehicle (UAV) supply, assembly, and testing
- Maintenance, Repair, and Overhaul (MRO) of aircraft systems

It bears noting, meanwhile, that these industries and niches hold out a broad range of possible development and growth paths through their projected yield of a collective 80,000 to 125,000 jobs in the next five years (See Appendix C). Tourism, Gaming, and Entertainment, for example, may not seem to embody the goal of “diversification” into wholly new, high-value activities. However, the sheer size of this base sector that means that even with its modest projected 2011–2016 growth rate it will likely be the

largest near-term contributor of new positions among the recommended target industries. At the same time, the sector—far from representing “business-as-usual”—contains multiple sub-centers that hold out the possibility of valuable innovation and new growth. By contrast, while Business IT Ecosystems remains small, the variety and technology intensity of its projected longer-term job prospects make it a worthy focus.

It is also worth noting that the recommended industries and target opportunities do not occur evenly across the state. Instead, the target industries occur in unique mixes in the state’s regions.

Current concentrations of expertise and existing firms (or strong potential for industry growth and development) in **Northern Nevada** suggest that the state and its northern partners should focus their economic development work especially on niches within Clean Energy; Mining, Materials, and Manufacturing; Logistics and Operations; Aerospace and Defense; and Business IT Ecosystems. By contrast, state and regional leaders should build on **Southern Nevada** particular opportunities in Tourism, Gaming, and Entertainment; Business IT Ecosystems; Health and Medical Services; Energy Efficiency; and Logistics and Operations. For its part, finally, state and local leaders attending to the economic future of **Rural Nevada** can build on strong bases in Mining, Materials, and Manufacturing; Tourism, Gaming, and Entertainment; and Clean Energy.

One final observation: Not all of Nevada’s growth potential resides within the discreet target industries and segments focused on within this analysis. Other industries and segments may also contain, or see emerge, high-potential activity centers. For that reason, the state should remain open to new developments and fact-based business proposals about them. For example, at least three areas of economic activity outside of the seven priority industries merit additional mention even now. These include: Agriculture and Food Processing; Water and “Water Tech;” and Financial and “Intangible” Enterprises.

3. To leverage the state’s opportunities, meanwhile, Nevada needs to upgrade its diffuse economic development system so that the state at once leads more vigorously, empowers its regions more fully, and also sets a state-wide platform for new growth. In this vein, this report calls for the state to “Unify,” “Regionalize,” and “Diversify” as follows:

- **Unify: Install an operating system for 21st century economic development.** First, the state needs to put in place the basic elements of a state-of-the-art statewide economic development operating system—just as AB 449 requires. Currently Nevada lacks such a system. Therefore, the state should move decisively to set out a clear and unified model for pursuing growth. Such a framework will entail both leadership from the top and decentralization to the regions, as well as the provision of better information. Along these lines, Chapter V of the report calls on the state to:
 - Set out a compelling strategy for innovation and diversification—and lead
 - Structure effective partnerships with and among regional actors—including regional development authorities (RDAs), strong non-profits, and the state’s municipalities
 - Build the information base and use it to drive performance

To set out the strategy and lead the state should: Produce a compelling state plan for economic diversification; brand and communicate the new vision relentlessly; help the regions align with the

strategy; and name industry-specific "sector champions" to spearhead cluster development in its regions. Finally, the state should deploy the Catalyst Fund to build target sectors and clusters.

To restructure its partnerships and improve their workings in the regions the state should: Use RDA selection to promote aligned collaborative execution and use RDA funding and performance management to drive impact and reward achievement. The state should also create prizes, innovation grants, or competitions to spur creative initiatives.

And to enhance the information base and use it to drive performance the state should: Improve the basic availability of economic development information and use these new information resources to define and drive success.

- **Regionalize: Support smart sector strategies in the regions.** Secondly, the state needs to foster and contribute to "bottom-up" sector initiatives in its regions. Nevada's regions are not only the true hubs of the state's economy but are also full of business, civic, academic, and economic development leaders able to promote growth and diversification. Given that, the state should support Nevada's regional development efforts as they develop sector- and region-specific strategies to spur growth, innovation, and job creation. To this end, Chapter VI of the report argues that Nevada should:

- Support convenings of target industry and cluster actors in the regions—and their planning
- Support well-conceived cluster initiatives in the regions
- Support other types of bottom-up sector development, including regional innovation districts, business plans, and regional export plans
- Align the state's existing economic development policies, programs, and initiatives with the regions' sector strategies and cluster initiatives

To help convene regional industry networks and clusters—and support their planning—the state should: Foster cluster organization in target sectors; join working meetings with sector associations and business leaders in the regions; task "sector champions" to work with regional clusters.

To support well-conceived cluster initiatives the state should: establish a competitive grant program to support cluster initiatives at all stages with planning grants, start-up and technical assistance grants, and competitive program grants.

The state should also support other approaches to bottom-up sector development like regional business planning, regional export plans, and regional innovation districts.

And finally the state should work to align its existing programs across departments by: prioritizing collaborative applications to program offerings; tuning department and program objectives to cluster needs; and organizing incoming federal resources to help coordinate local efforts.

- o **Diversify: Set a platform for higher-value growth through innovation and global engagement.** Finally, since Nevada's regions can't "go it alone," the state needs to set the stage for broad-based growth by investing in effective innovation and commercialization infrastructure, attending to the state's global engagement, and working to align its education and workforce training efforts to its new economic strategy. Along these lines Chapter VII recommends that the state:
 - Bolster capacity for innovation and commercialization
 - Expand global engagement particularly with rising nations
 - Align higher education and workforce development resources for innovation and diversification

To bolster its innovation capacity the state should: Make strategic investments in "impact scholars"; incentivize university-industry research collaboration; boost industry R&D through competitive tax incentives; leverage federal resources to catalyze high-impact R&D; and assist small business in winning SBIR/STTR funds. Likewise, the state should develop a strong commercialization infrastructure by developing relevant intermediary, networks, and support mechanisms and increasing access to risk capital.

To expand Nevada's global engagement, the state should: Make global engagement a key priority by providing robust leadership, setting goals, and reaching out proactively to targeted exporters and foreign direct investors. The state should make FDI an explicit component of Nevada's global engagement policy and use it to build out target clusters. To support its efforts, the state should build the global engagement information base and use it to educate stakeholders. Finally, the state should leverage resources of other organizations involved in export promotion and FDI attraction and advocate at the federal level on behalf of global engagement priorities like infrastructure and visa processing.

And to align higher education and workforce development to strategic economic opportunities, the state should: Raise standards throughout the K-12 system over the longer term; leverage community colleges to deliver a skilled workforce; expand research universities' role in workforce development; and reorganize and re-energize the state's workforce investment system.

Figure 3. Unify | Regionalize | Diversify:
Policy Recommendations for Nevada

Legend: \$ = \$0-\$50,000 \$\$ = \$50,000-\$250,000 \$\$\$ = \$250,000-\$1 million \$\$\$\$ = >\$1 million
 Immediate = within 3-12 months Near-term = within 1-2 years Long-term = > 2 years

Unify: Install an Operating System for 21st Century Economic Development

Set a strategy for innovation and diversification—and lead

RECOMMENDATION:	Produce a compelling state plan for economic diversification through innovation	Immediate \$
RECOMMENDATION:	Brand and communicate the new direction	Immediate \$
RECOMMENDATION:	Help the regions align with the state's economic development strategy	Immediate \$\$
RECOMMENDATION:	Name industry-specific "sector champions" to spearhead cluster development	Immediate \$\$
RECOMMENDATION:	Deploy the Catalyst Fund to build target sectors and clusters	Immediate \$\$\$\$

Structure partnerships with and among regional actors

RECOMMENDATION:	Use RDA selection to promote aligned, collaborative execution	Immediate \$
RECOMMENDATION:	Use RDA funding and performance management to drive impact and reward achievement	Near-term \$
RECOMMENDATION:	Create prizes, innovation grants, or competitions to incite creative partner initiatives	Near-term \$ - \$\$\$

Build the information base and use it to drive performance

RECOMMENDATION:	Improve the range of economic development information available	Near-term \$\$
RECOMMENDATION:	Improve the packaging of economic development information	Near-term \$\$
RECOMMENDATION:	Use information to define and drive success	Near-term \$

Regionalize: Support Smart Sector Strategies in the Regions

Support convenings of target industry and cluster actors in the regions

RECOMMENDATION:	Foster cluster organizations in target sectors	Immediate \$
RECOMMENDATION:	Speak at sector convenings and join working meetings with sector associations or business leaders	Immediate \$
RECOMMENDATION:	Task "sector champions" to work with regional clusters	Immediate \$

Support smart, well-conceived cluster initiatives in the regions

RECOMMENDATION:	Establish a competitive grant program to support cluster initiatives	Near-term \$\$\$
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Support other approaches to bottom-up sector development

RECOMMENDATION:	Encourage regional business planning in regions	Near-term \$\$
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RECOMMENDATION:	Support the development of regional export plans to boost global engagement	Near-term \$\$
RECOMMENDATION:	Use policy levers to support the building-out of a finite number of regional innovation districts	Near-term \$\$
Align the state's existing policies and programs with a cluster-based, regional approach		
RECOMMENDATION:	Prioritize collaborative applications in awarding competitive grants	Near-term \$
RECOMMENDATION:	Tune department and program objectives and offerings to cluster needs	Immediate \$
RECOMMENDATION:	Organize incoming federal resources to help coordinate local cluster-building efforts	Immediate \$

Diversify: Set a Platform for Sustainable Growth through Innovation

Bolster innovation and accelerate commercialization

RECOMMENDATION:	Make strategic investments in "impact scholars" to boost research output and new discoveries	Near-term \$\$\$\$
RECOMMENDATION:	Incentivize university-industry research collaboration	Near-term \$\$
RECOMMENDATION:	Boost industry R&D through competitive tax incentives	Near-term \$\$\$
RECOMMENDATION:	Leverage federal resources to catalyze high-impact R&D	Near-term \$
RECOMMENDATION:	Assist small business in winning SBIR/STTR funds	Near-term \$
RECOMMENDATION:	Develop strong commercialization infrastructure, networks, and support mechanisms and establish an intermediary	Near-term \$\$\$
RECOMMENDATION:	Increase access to risk capital	Long-term \$\$\$\$

Expand global engagement particularly with rising nations

RECOMMENDATION:	Make international trade and global engagement a key priority	Immediate \$
RECOMMENDATION:	Make FDI an explicit component of the state's global engagement agenda	Immediate \$
RECOMMENDATION:	Build the global engagement information base and use it to educate stakeholders	Immediate \$\$
RECOMMENDATION:	Leverage resources of other organizations involved in export promotion and FDI attraction	Immediate \$
RECOMMENDATION:	Advocate on behalf of global engagement priorities	Immediate \$

Align higher education and workforce development to strategic economic opportunities

RECOMMENDATION:	Raise STEM standards throughout the K-12 system	Long-term \$\$\$\$
RECOMMENDATION:	Leverage community colleges to deliver a skilled workforce	Near-term \$\$\$
RECOMMENDATION:	Expand research universities' role in workforce development	Near-term \$\$\$
RECOMMENDATION:	Reorganize and re-energize the workforce investment system	Near-term \$\$\$

* * *

In the end, this report assumes wholeheartedly that renewal and diversification through innovation is possible in Nevada. To be sure, there is much work to be done. A strong state economic development plan needs to be crafted and followed, requiring hard decisions and painstaking execution.

There will also need to be plenty of careful staging and collaboration as the state moves to address the nearer-term, lower-cost work of putting in place a top-quality operating system for 21st century economic development at the same time as it prepares to tackle the heavier lifts of setting a platform for longer-term growth. Constructing a top-flight innovation and commercialization system will be a major task. So will expanding global engagement and better aligning the education and workforce training system to the state's new sector strategies. Ideally, system improvement in the next year or two will ensure that future investments are maximized.

Yet, while this hard work might seem like a hard task at a difficult time, the study team is confident that the moment is right. Having spoken with scores of Nevadans during the course of this work the team emerges from the process deeply impressed by the shared sense of commitment and good will evident among the state's business, civic, government, and economic development leaders.

Focused by challenge, Nevadans seem ready to reach for a new future.

ACTION: Amendment to the Board's By-Laws

Article VII of the Board's current by-laws states: "These By-Laws shall be revised or amended at a regular meeting by a two-thirds vote of the members present, provided previous notice has been sent to board members and the proposed amendment has been announced in the business agenda of the scheduled meeting. Notice of the proposed amendment must be provided to members *at least thirty calendar days prior to the meeting date at which the amendment will come before the Board for vote.*" A copy of the proposed amended Board By-Laws has been distributed to the Board members and is attached to this Agenda. The Board will discuss the proposed amended By-Laws and will vote on them during the next Board meeting, which will be February 28, 2012. Board members may contact staff or legal counsel if they have any questions about the proposed By-Laws before the next meeting.

THE workforceCONNECTIONS BOARD BY-LAWS

ARTICLE I AUTHORITY AND RESPONSIBILITY

1.1 The workforceCONNECTIONS Board, formally known as the Southern Nevada Workforce Investment Board, (the "Board") is organized as a local workforce investment board under the requirements of the Workforce Investment Act of 1998¹ ("WIA").

1.2 It is the principal responsibility of the Board to perform the functions set forth in WIA² and to provide policy guidance for strategic planning activities, as well as to monitor, review, and direct activities toward achieving the Board's goals and objectives. The Board will carry out its responsibilities in partnership with agencies and organizations of general local government in the workforce area.

1.3 The Board's workforce area is Southern Nevada, including Clark County, Esmeralda County, Lincoln County, and Nye County, and including but not limited to the cities of Las Vegas, Henderson, North Las Vegas, and Boulder City.

1.4 The Board shall operate in accordance with the applicable portions of the June 20, 2007, Amended and Restated Chief Local Elected Official Consortium Agreement (and any amendment thereto or replacement agreement thereto) and with the June 20, 2007, Amended and Restated Agreement Between the Chief Local Elected Officials Consortium and the Southern Nevada Workforce Investment Board to a Southern Nevada Workforce Investment Area (and any amendment thereto or replacement agreement thereto) (collectively referred to as the "Organizational Agreements"), which are incorporated herein by reference.

1.5 The Board shall operate on a fiscal year, and shall develop an annual budget to carry out the Board's goals, objectives, and duties pursuant to WIA. Pursuant to WIA, the Local Elected Officials³ ("LEOs") have authority to approve or disapprove the Board's budget and therefore, the Board shall present the budget to the LEOs, in a LEOs consortium meeting, for consideration and approval within a reasonable time to allow for: (1) the LEOs to review the budget; (2) revision of the Budget, if necessary; and (3) final approval of the budget before the Board's fiscal year begins. The Board shall work with the LEOs to revise the Board's budget as necessary in order to obtain the LEOs' final approval of the Board's budget.

1.6 Part of the Board's budget will be used to pay staff ("Staff"), including but not limited to an Executive Director ("ED") who will assist the Board in carrying out its various functions. The ED shall be selected, hired, directed by the LEOs, and shall answer solely to the LEOs. The ED shall select, supervise, and direct the Staff.

¹ In the event that the WIA or any amendment thereto conflicts with these By-Laws, then the WIA shall overrule the conflicting portion of these By-Laws. The WIA is located in 29 U.S.C. § 2801 *et seq.*

² As of the approval of these By-Laws, WC's functions, as a local workforce investment board, are generally detailed in 29 U.S.C. § 2832(d).

³ Pursuant to 29 U.S.C. § 2832(d)(3)(B)(i) and the Organizational Agreements, the LEOs are the WIA fund grant recipients and the LEOs municipalities are liable for the misuse of the WIA funds expended by the Board. As of the date of these By-Laws, the following municipalities each have one local elected official who serves in the LEOs: (1) Clark County; (2) City of Las Vegas; (3) City of Henderson; (4) City of North Las Vegas; (5) Boulder City; (6) Nye County; (7) Esmeralda County; and (8) Lincoln County.

- 1.7 The ED's responsibilities include but are not limited to:
- (a) having authority to sign contracts on behalf of the Board;
 - (b) organizing, hiring, firing, managing and supervising of Staff;
 - (c) responding to and complying with Board audits; and
 - (d) generally overseeing the functions and activities necessary for the Board to carry out its goals and responsibilities.

ARTICLE II MEMBERSHIP AND VOTING

2.1 Nominations and Appointments. The LEOs shall have sole authority to appoint Board members during the LEOs consortium meetings, and shall make such appointments pursuant to 29 U.S.C. § 2832(b)(2) *et seq.*, as well as applicable federal and state law, and the Organizational Agreements.

2.2 Composition By Membership Category shall be in accordance with 29 U.S.C. § 2832(b) *et seq.* Individuals may represent more than one category; provided they meet such criteria.⁴

2.3 Terms of Appointment

(a) Board members appointed from the "Business in the Local Area" category, pursuant to 29 U.S.C. § 2832(b)(2)(A)(i) shall serve terms which are three-years long.

(b) Board members other than those appointed to the "Business in the Local Area" category shall serve terms which are two-years long.

(c) A Board member's term shall begin the month of the member's appointment and shall end on the last day of the same month of appointment during the final year of the member's term.

(d) There is no limit on the number of terms board members may serve.

2.4 Removal of Board Members

(a) Resignation: Board members may resign at any time. Board members shall be removed automatically and immediately cease to be Board members after:

(i) The Board member provides a written notice of resignation to:

a) The Board's Chairperson;

⁴ As of the date of these By-Laws, WIA requires the Board membership to comply with criteria set by Nevada's Governor, which must include at a minimum representatives from the following groups: (1) Local business owners, officers, and managers; (2) Local educational entities, school boards, etc.; (3) Local labor organizations; (4) community based organizations, including organizations representing people with disabilities and veterans; (5) Economic development agencies; and (6) each one-stop partner with the Board. Additionally the LEOs may be and are currently members of the Board. However, a majority of the Board members must be representatives from business owners, officers, and managers as described in 29 U.S.C. § 2832(b)(2)(A)(i). The Board membership will always be composed pursuant to the most current WIA requirements.

- b) The Board's Vice-Chairperson;
- c) The Executive Director; or
- d) The LEOs' Chairperson.

(ii) The Board member fails to attend, in person or by telephone, one Board meeting after providing an oral notice of resignation to:

- a) The Board's Chairperson;
- b) The Board's Vice-Chairperson;
- c) The Executive Director; or
- d) The LEOs' Chairperson.

(b) Removal: Board members shall be removed immediately and immediately cease to be Board members after:

(i) The Board member fails to attend three consecutive regularly scheduled Board meetings, in person or by telephone, without providing a valid excuse, the validity of which shall be determined in the sole discretion of the Board's Chairperson;

(ii) The LEO's determine by a simple majority vote that the Board member should be removed; or

(iii) The Board member ceases to qualify under the category in which the Board member was appointed. However, in the LEOs sole discretion, a Board member in these circumstances may be reappointed under a different qualifying category, as long as the reappointment complies with 29 U.S.C. § 2832(b)(2) *et seq.*.

2.5 Vacancies. Vacancies caused by unexpired terms shall be filled by the LEOs pursuant to § 2.3 of these By-Laws.

2.6 Voting. Only Board members may vote at Board meetings. Board members must be physically or electronically present (e.g. via video conference or via telephone conference call) at the Board meeting. Proxy-voting and/or absentee voting is prohibited.

2.7 Conflicts of Interest.

(a) Prior to taking office as a Board member, the potential Board member must declare in writing, on a form provided by Staff, all business interests or representational interests the member has with known past, current, or potential recipients of WIA funds. The written declaration must be updated annually to reflect any changes. The written declaration must include substantial business interests or representational interests of the Board member's immediate family members.

(b) A Board member may not vote on a matter under consideration by the Board:

- (i) regarding the provision of services by that Board member;

(ii) regarding the provision of services by an entity that Board member represents;

(iii) regarding any topic that would provide direct financial benefit to that Board member or the immediate family of that Board member; or

(iv) regarding any other topic where that Board member had, has, or would have a conflict of interest pursuant to 29 U.S.C. § 2832(g) *et seq.*, NRS § 281A.420, or NRS § 281A.430.

(c) Definitions applicable to these By-Laws:

(i) An "immediate family member" includes but is not limited to the Board member's: father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, boyfriend, girlfriend, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, half sister, registered domestic partner, domestic partner, or any other relationship similar to those listed herein.

(ii) An "entity the board member represents" or a "representational interest" is defined as:

a) When the Board member is employed, retained, hired, or contracted by the organization, business, governing body, or project (the "entity"); and/or

b) When the Board member is named as one of the board of directors, managers, commissioners, councilperson, or other member of a direct governing body of the entity, business or project;

c) When the Board member has been retained by the board of directors, commission, council, or other direct governing body of the entity, business or project in any capacity; and/or

d) When the Board member has an ownership interest or other economic interest in an entity.

(d) Disclosure of Conflict of Interest: When a Board member has a conflict of interest, then the Board member shall:

(i) prior to discussion, vote, or decision by the Board, publicly disclose the nature of the conflict of interest in the action item under consideration;

(ii) answer any questions regarding the Board member's conflict of interest, which may be asked if the Board/Committee Chairperson determines that questions regarding the Board member's disclosure are needed for the Board to properly consider the matter;

(iii) not initiate the discussion of the action item to which the conflict of interest pertains;

(iv) not request funds or proposals that compete with the action item to which the conflict of interest pertains; and abstain from voting on the matter to which the conflict of interest pertains; and

(v) Comply with NRS 281A entitled Ethics in Government.

(e) A Board member who violates the conflict of interest requirements set forth herein may be removed from the Board by a simple majority vote of the LEOs.

(f) All declarations of conflict of interest and abstentions from voting will be recorded in the minutes of the Board meeting.

ARTICLE III BOARD COMMITTEES

Each Board member is required to serve on at least one committee.

3.1 Standing Committees. The Board Chairperson may appoint Board members to serve on committees. By virtue of their elected status, members of the LEOs may serve on any Board committee the elected official desires without the need for the Board Chairperson's appointment. The following committees shall be established as Standing Committees:

(a) The Executive Committee. (See 3.2 below).

(b) The Youth Council:⁵ In accordance with WIA, the Youth Council is an established subgroup of the Board. The Youth Council's function is to work with the Board and LEOs to establish youth employment linkages and oversee service providers' delivery of youth employment and training services.

(c) The Budget Committee: The Budget Committee shall provide guidance to the Staff in developing and submitting a comprehensive annual budget to the Board. The Budget Committee shall review financial activities (including incurred debt), monitoring and audit reports (internal and external), as well as periodic budget analysis prepared by the Board staff regarding employment and training programmatic and fiscal processes. The Budget Committee shall review budget modifications and fiscal financial policy. Additionally, the Budget Committee shall have the responsibility to help Board members understand the full financial implications of Board actions and measure the effectiveness of projects and programs in terms of relative value.

3.2 Executive Committee

(a) The Board shall maintain an Executive Committee.

(b) The delegation of authority to the Executive Committee shall not operate or function to relieve the Board of its responsibility except as explained below in paragraph 3.2(d) "Executive Committee Authority."

(c) Executive Committee Composition:

(i) The Executive Committee shall be comprised of the Board's Chairperson, the Vice-Chairperson, the LEOs Chairperson, and the elected chairpersons of the Board's other current committees.

(ii) If the LEOs Chairperson is unable to attend an Executive Committee meeting, then the LEOs Vice-Chairperson shall be permitted to attend the Executive Committee meeting and participate and vote as a member of the Executive Committee during that meeting in the place of the LEOs Chairperson.

⁵ The Youth Council is a Standing Committee and for the purpose of these By-Laws shall be included in the general term "Committees."

(iii) If the Board's Chairperson or Vice-Chairperson also serves as a Chairperson of one of the Board's other current committees, then the Vice-Chairperson of that other committee shall be a member of the Executive Committee.⁶

(iv) The Board Chairperson shall serve as the Chairperson of the Executive Committee.

(d) Executive Committee Authority

(i) The Executive Committee shall have and exercise the same authority WIA grants to the Board, and shall be able to act on behalf of the Board, only when the following has been met:

a) It can be demonstrated that it is impractical for a Board meeting to take place (meaning attempts have been made to obtain a quorum for a full Board meeting and have failed);

b) The business and action items, as determined by Staff, which would have been presented to the Board during the meeting which cannot occur due to impracticality, are of such urgency that the failure of the Executive Committee to act on behalf of the Board will greatly impede the continued workings, operations of the Staff, and/or services provided by the Board, and/or its service providers, vendors, and contractors, or will greatly impede the continued services provided to the clients of the Board, and/or its service providers, vendors, and contractors;

c) The LEOs' attorney has confirmed the urgency of the action items, as explained in 3.2(d)(i)(b); and

d) Notice and a copy of the Executive Committee meeting agenda has been provided to the LEOs.

(ii) The Executive Committee shall not have the authority to act on behalf of the Board with respect to the following issues:

a) Amending or repealing any Board resolution;

b) Amending or repealing the Board's By-Laws;

c) Adopting a plan of merger or consolidation;

d) Selling, leasing, or otherwise disposing of all or any property and assets (excluding program monies) of the Board;

e) Voluntarily dissolving the Board or revoking a voluntary dissolution;

f) Modifying the Board's 5 year plan; and/or

g) Adopting or eliminating major programs.

⁶ For example, if the Board's Chairperson is also the Chairperson for the Budget Committee, then the Vice-Chairperson of the Budget Committee would serve on the Executive Committee.

(e) **Executive Committee Quorum:** A simple majority of the voting members of the Executive Committee shall constitute a quorum.

3.3 Other Committees: The Board Chairperson may establish and dissolve other committees as necessary and appoint members to serve on those committees at Chair's discretion.

3.4 Committee Size, Term, and Responsibilities

(a) **Size:** Committees shall be established with at least three Board members. Additional Committee members are not required to be a member of the Board.

(b) **Term:** With the exception of Standing Committees, Committees will be active as long as necessary to serve the purpose for which the Committee was created. With the exception of Standing Committees, Committees may be dissolved and later reformed at the Chair's discretion.

(c) **Responsibilities:** Committees shall record and maintain meeting minutes and report their progress and provide information and recommended action to the Board.

(d) All Committees shall be chaired by a member of the Board.

(e) All Committee chairpersons, with the exception of the Executive Committee Chairperson, shall be elected annually by a majority vote of the committee's members. A Board member shall not chair more than one committee.

3.5 Any committee member shall be removed from said committee after:

(a) The committee member fails to attend three consecutive regularly scheduled committee meetings, in person or by telephone, without a valid excuse, the validity of which shall be determined in the sole discretion of the committee's Chairperson;

(b) The committee member requests to be removed;

(c) The LEOs determine that the Board member serving on the committee should be removed from the Board; or

(d) The LEOs determine a non-Board member be removed from the committee.

3.6 A Board member who does not serve on a Committee for three consecutive months shall be automatically removed from the Board.

**ARTICLE IV
MEETINGS**

4.1 Open Meeting. All Board and Committee council meetings shall be conducted in accordance with Nevada's Open Meeting Law, found in NRS Chapter 241.

4.2 Meetings and Agendas.

(a) **Regular meetings:** The Board shall meet at least once every quarter throughout the year. If necessary, the Board may meet more frequently. Likewise, the Standing Committees as well as any other

Board committees (collectively "Committees"), shall meet at least once every quarter or more frequently as deemed necessary by the Committee's Chairperson or the Board Chairperson.

(b) Special meetings: The Board may hold special meetings from time to time as deemed necessary or appropriate by the Board Chairperson, the LEOs Chairperson, and/or the ED.

(c) Agendas: Agendas for Board meetings, Committees meetings, and LEOs meetings shall be prepared by Staff. All requests to place matters on an agenda along with the needed back-up information to properly agendize an item must be presented to Staff a reasonable time before the relevant meeting date to facilitate compliance with Nevada's Open Meeting Law. Otherwise, the requested agenda item may not be included on the agenda. The ED shall have the sole discretion to agendize any untimely, late or incomplete request to agendize a matter. The following individuals may place a matter onto the Board's agenda:

(i) The LEOs Chairperson;

(ii) The Board Chairperson;

(iii) Any Committee Chairperson, provided the matter the Committee Chairperson wishes to agendize is within the scope of responsibility for the Chairperson's Committee; and/or

(iv) The ED.

The following individuals may place a matter onto one of the Committees' agenda

(i) The LEOs Chairperson;

(ii) The Board Chairperson;

(iii) The Committee's Chairperson; and/or

(iv) The ED.

(d) The LEOs control who may place matters onto the LEOs' meeting agendas.

(e) Members shall receive meeting agendas in a reasonable timeframe to comply with the State of Nevada's Open Meeting Law.

4.3 Presiding Officer

(a) The Board: The Board Chairperson shall preside over all Board meetings. In the absence of the Board Chairperson, the Board Vice-Chairperson shall be the presiding officer. When deemed appropriate, even during the presence of the Board's Chairperson and Vice-Chairperson, the Board Chairperson may choose a Board member to serve as temporary Board Chairperson for that specific meeting.

(b) In the absence of both the Board's Chairperson and Vice-Chairperson, then the Board meeting shall be called to order and, if a quorum is present, an election of a temporary Chairperson to chair that meeting shall be the first order of the Board's business. The meeting shall be opened and the election shall be conducted by one of following individuals, in the following order, if they are present: first, by the LEO Chairperson; second, by the LEO Vice-Chairperson; third, by the LEO who has been serving on the Board for the longest time; and fourth, by the Board member who has been serving on the Board for the longest time. If

the Board's Chairperson or Vice-Chairperson arrives late, then the temporary chairperson will immediately turn control of the meeting over to the Board's elected presiding officer.

(c) Committees: Committee Chairpersons shall preside over their respective committee meetings. In the absence of a committee's Chairperson, then the presiding officer of that committee meeting shall be the committee's Vice-Chairperson. In the absence of both the committee's Chairperson and Vice-Chairperson, then a temporary Chairperson for that committee meeting shall be chosen by a majority vote of the then present committee members, which shall be conducted by the most senior Board member serving on the committee. When deemed appropriate during a committee meeting, even during the presence of the committee's Chairperson and Vice-Chairperson, the committee's Chairperson may choose a committee member (who is also a Board member) to serve as temporary Chairperson for that committee meeting.

4.4 Parliamentary Authority. Unless otherwise adopted by the Board (Revised) Robert's Rules of Order shall be used to govern all board, council and committee meetings.

4.5 Quorum. For a Board meeting, a quorum shall consist of a simple majority of the Board members. For a committee meeting, a quorum shall consist of a simple majority of the committee members.

ARTICLE V BOARD OFFICERS

5.1 Officers. The Chairperson and the Vice-Chairperson shall be the only officers of the Board.

(a) Board Chairperson. The Board Chairperson shall only be elected from among the Board members who are part of the "Business in the Local Area" category set forth in 29 U.S.C. § 2832(b)(2)(A)(i). In addition to presiding over Board meetings, the Chairperson shall establish committees, certify meeting quorums and perform other duties as required by WIA.

(b) Board Vice-Chairperson. The Board Vice-Chairperson shall be elected from among any of the appointed Board members. The Board Vice-Chairperson shall fulfill the duties of the Board Chairperson in the absence of the Board Chairperson.

5.2 Elections and Terms of Service

(a) The Board's Chairperson and Vice-Chairperson shall be elected by a majority vote of the Board's members present at the Board meeting when the election is held. Each officer shall serve a term of two-years, which shall begin on July 1st of the election year and end on June 30th two years later.

(b) There is no limit to the number of terms the Board's Chairperson and Vice-Chairperson may serve. Election of the Board's Chairperson and Vice-Chairperson shall be complete no later than June 30th of the final year of the officers' term of office; alternatively, if a meeting to conduct the vote in the month of June is impractical, then the vote will be conducted at the next Board meeting before any other business is conducted.

5.3 Election Procedures

(a) Staff will solicit nominations for potential future officers from among the Board members no later than during the month of May immediately before the officers' terms expire. Additionally, Board members who desire to serve as an officer will be presented to the Board for consideration after the Board

members desiring to serve have submitted to Staff their names, resumes, and the office in which they desire to serve. Staff will provide information regarding those Board members running for office to each Board member.

(b) The Board will hold a meeting, before the officers' terms expire, where the election of officers will occur. During this meeting, the Board Chairperson will ask the Board members to provide nominations for potential officers. Any qualifying Board member, who is nominated and seconded, will be an officer candidate, unless that Board member does not accept the nomination. Board members will then vote on those members who accept their nominations. The candidate for office who receives the most votes for that office prevails and will serve in that office. In the event qualifying nominated candidate(s) do not exist, then the LEOs Chairperson shall appoint a temporary Board Chairperson and Vice-Chairperson, as needed, who shall serve until a qualified nominated candidate(s) may be elected, which election shall be agendized in each subsequent Board meeting until the officer(s) are elected.

5.4 Vacancies. The Board shall elect successors to fill the unexpired term of any officer within two months after the office becomes vacant. The Board member who is elected to fill a vacant office shall only serve to the end of the original term for which the vacancy was filled.

5.5 Removal. Officers will be automatically removed from office under the following conditions: (1) by a majority vote of a quorum of Board members; (2) if the Officer does not qualify under WIA to serve as in the office; (3) if the LEOs remove the Officer from the Board, or (4) if the Officer ceases to be a Board member for any reason.

ARTICLE VI AUTHORIZATION TO INCUR DEBT (NOT TO EXCEED \$25,000)

When necessary to ensure the continued operations and functions of the Board, the ED, or a Staff management member to whom the ED has designated specific authority in writing, may incur debt in the name of the Board for allowable expenditures in accordance with federal, state and local laws, statutes, regulations, and policies, not to exceed \$25,000.00 annually. Whenever finances are expended pursuant to Article VI, Staff will provide the Board a summary and justification of the purchase during the next Board meeting.

ARTICLE VII LITIGATION

7.1 The Board will maintain its own legal counsel for all matters related to the Board. However, if there is litigation or claims against the Board, then the Board's counsel may, subject to the LEOs approval, also represent the LEOs in a limited capacity with respect to the litigation or claims, because the LEOs' municipalities may ultimately be fiscally responsible to pay any award of damages or settlement resulting from the litigation.

7.2 The LEOs shall have exclusive authority to settle monetary damage claims made against the Board and to direct the ED with respect to how to respond to litigation and claims against the Board. The Board's attorney shall take instruction from the ED regarding litigation and settlement strategy, subject to LEO direction and approval. To avoid waiving the attorney client privilege, litigation shall not be discussed with the Board in Board meetings. Moreover, to preserve the confidential nature of the Board's strategy, litigation shall not be discussed with Board members unless the need arises, e.g. the Board member is a witness.

**ARTICLE VIII
REVISIONS AND AMENDMENTS**

The Board understands and agrees that although the Board has duties and responsibilities to comply with applicable federal and state laws, that pursuant to 29 U.S.C. § 2832(d)(3)(B)(i)(I) and the Organizational Agreements the LEOs respective municipalities are responsible to ensure that WIA funds are properly awarded and spent. As such, the Board will be governed in accordance with these By-Laws, which must be approved by the LEOs. If it is ever determined that WIA or another applicable law conflicts with these By-Laws, then the WIA or applicable law shall be followed.

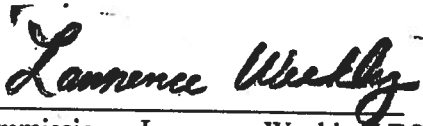
8.1 These By-Laws may only be amended by a majority vote of the LEOs during a LEOs Consortium meeting.

RATIFICATION SIGNATURES ON THE NEXT PAGE

LEO RATIFICATION

These By-Laws having been reviewed and considered by the LEO Consortium during the January 10, 2012, LEO Consortium meeting and the LEOs having voted to approve these By-Laws; now therefore, the LEOs present these By-Laws to the Board as having been approved by the LEOs and requests the Board review these By-Laws, and consider them for approval.

Dated this 18th day of January, 2012



Commissioner Lawrence Weekly, LEO Consortium Chair

BOARD RATIFICATION

These By-Laws were considered and approved by the Board during the Board Meeting held on _____
_____ 2012.

Dated this _____ day of _____, 2012

Hannah Brown, *workforce*CONNECTIONS Chairperson

~~SOUTHERN NEVADA WORKFORCE INVESTMENT~~ THE workforce CONNECTIONS
BOARD
BY-LAWS

~~ARTICLE I~~ ARTICLE I
AUTHORITY AND RESPONSIBILITY

1.1 ~~1-~~ The workforce CONNECTIONS Board, formally known as the Southern Nevada Workforce Investment Board, (the "Board") is organized as a ~~state~~ local workforce investment board under the requirements of the Workforce Investment Act of ~~1998~~, 1998¹ ("WIA").

1.2 ~~2-~~ It is the principal responsibility of the Board to ~~establish policy and~~ perform the functions set forth in WIA² and to provide policy guidance for strategic planning activities, as well as to monitor ~~the Southern Nevada Workforce Investment Board~~, review, and direct activities toward achieving the Board's goals and objectives. The Board will carry out its ~~responsibility~~ responsibilities in partnership with agencies and organizations of general local government in the workforce area.

~~3. One of the responsibilities of the Board is hiring an executive director to be responsible for daily operations, policy implementation, techniques and methods to be employed in attaining the Southern Nevada Workforce Investment Board's goals and objectives. The Executive Director's responsibilities also include having signatory authority to sign contract agreements on behalf of the Board with the State of Nevada. In turn, the Executive Director shall hire, organize and supervise all other board staff members, consistent with the Board's policies and approved budgets.~~

1.3 The Board's workforce area is Southern Nevada, including Clark County, Esmeralda County, Lincoln County, and Nye County, and including but not limited to the cities of Las Vegas, Henderson, North Las Vegas, and Boulder City.

1.4 The Board shall operate in accordance with the applicable portions of the June 20, 2007, Amended and Restated Chief Local Elected Official Consortium Agreement (and any amendment thereto or replacement agreement thereto) and with the June 20, 2007, Amended and Restated Agreement Between the Chief Local Elected Officials Consortium and the Southern Nevada Workforce Investment Board to a Southern Nevada Workforce Investment Area (and any amendment thereto or replacement agreement thereto) (collectively referred to as the "Organizational Agreements"), which are incorporated herein by reference.

1.5 The Board shall operate on a fiscal year, and shall develop an annual budget to carry out the Board's goals, objectives, and duties pursuant to WIA. Pursuant to WIA, the Local Elected Officials³ ("LEOs") have authority to approve or disapprove the Board's budget and therefore, the Board shall present the budget to the LEOs, in a LEOs consortium meeting, for consideration and approval within a reasonable time to allow for: (1) the LEOs to review the budget; (2) revision of the Budget, if necessary; and (3) final approval of the budget

¹ In the event that the WIA or any amendment thereto conflicts with these By-Laws, then the WIA shall overrule the conflicting portion of these By-Laws. The WIA is located in 29 U.S.C. § 2801 et seq.

² As of the approval of these By-Laws, WC's functions, as a local workforce investment board, are generally detailed in 29 U.S.C. § 2832(d).

³ Pursuant to 29 U.S.C. § 2832(d)(3)(B)(i) and the Organizational Agreements, the LEOs are the WIA fund grant recipients and the LEOs municipalities are liable for the misuse of the WIA funds expended by the Board. As of the date of these By-Laws, the following municipalities each have one local elected official who serves in the LEOs: (1) Clark County; (2) City of Las Vegas; (3) City of Henderson; (4) City of North Las Vegas; (5) Boulder City; (6) Nye County; (7) Esmeralda County; and (8) Lincoln County.

before the Board's fiscal year begins. The Board shall work with the LEOs to revise the Board's budget as necessary in order to obtain the LEOs' final approval of the Board's budget.

1.6 Part of the Board's budget will be used to pay staff ("Staff"), including but not limited to an Executive Director ("ED") who will assist the Board in carrying out its various functions. The ED shall be selected, hired, directed by the LEOs, and shall answer solely to the LEOs. The ED shall select, supervise, and direct the Staff.

1.7 The ED's responsibilities include but are not limited to:

- (a) having authority to sign contracts on behalf of the Board;
- (b) organizing, hiring, firing, managing and supervising of Staff;
- (c) responding to and complying with Board audits; and
- (d) generally overseeing the functions and activities necessary for the Board to carry out its goals and responsibilities.

~~ARTICLE II~~ **ARTICLE II** **MEMBERSHIP AND VOTING**

~~1. Composition By Membership Category shall be in accordance with WIA~~

2.1 Nominations and Appointments. The LEOs shall have sole authority to appoint Board members during the LEOs consortium meetings, and shall make such appointments pursuant to 29 U.S.C. § 2832(b)(2) et seq., as well as applicable federal and state law, and the Organizational Agreements.

2.2 See: 117(2)(A)(i-vi)(B) Composition By Membership Category shall be in accordance with 29 U.S.C. § 2832(b) et seq. Individuals may represent more than one category; provided they meet such criteria.

- ~~a. Business Community Category: At least 51 % of the membership shall be appointed from the business community.~~
- ~~b. Labor Organizations Category: At least two members shall be appointed to represent labor organizations.~~
- ~~c. Community Based Category: At least two members shall be appointed to represent community-based organizations.~~
- ~~d. Faith Based Category: One member may be appointed to represent faith-based organizations.~~
- ~~e. Education Community Category: At least two members shall be appointed to represent the education community. Of the members appointed, at least one shall be appointed from the secondary education community and at least one from the post-secondary education community.~~
- ~~f. Economic Development Category: At least two members shall be appointed to represent the economic development community.~~
- ~~g. One Stop Operating System Partners Category: Only mandatory One Stop partners, as outlined in the Workforce Investment Act, may be appointed.~~

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SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY-LAWS

~~h. Local-Elected Officials Category: Only elected officials who represent the counties of Clark, Lincoln, Nye, and Esmeralda, and the cities of Boulder City, Henderson, Las Vegas and North Las Vegas shall be appointed.⁴~~

2.3 ~~2-~~ Terms of Appointment

~~(a) e-~~ Board members appointed from the ~~business community~~ “Business in the Local Area” category, pursuant to 29 U.S.C. § 2832(b)(2)(A)(i) shall serve ~~terms which are three-year terms~~ years long.

~~(b) b-~~ Board members other than those appointed ~~from the business community~~ to the “Business in the Local Area” category shall serve ~~terms which are two-year terms~~ years long.

~~(c) e-~~ A Board ~~members'~~ member's term ~~cycle~~ shall begin the month of ~~their~~ the member's appointment and shall end on the last day of the same month of appointment during the final year of the member's term.

~~(d) d-~~ There is no limit on the number of terms board members may serve.

~~3. Nominations and Appointments Sec. 117 (a)(27)(A)(i)(III)(ii)(iii)~~

~~a. Members appointed to represent the business community category shall be nominated by local business organizations and business trade associations.~~

~~b. Members appointed to represent the labor organizations category shall be nominated from local labor organizations.~~

~~c. Members appointed to represent the education community category shall be nominated from the education community.~~

~~d. Members appointed to represent community-based, faith-based, and economic development categories shall be nominated from interested organizations.~~

~~e. All board members shall be appointed by the local elected officials to serve the Southern Nevada Workforce Investment Area.~~

2.4 ~~4.~~ Removal of Board Members

~~a. Members shall be removed after three consecutive absences from regularly scheduled board meetings.~~

~~b. Any committee member shall be removed from said committee, after three consecutive absences from a regularly scheduled committee meeting.~~

~~5. Vacancies~~

~~(a) Resignation: Board members may resign at any time. Board members shall be removed automatically and immediately cease to be Board members after:~~

~~(i) The Board member provides a written notice of resignation to:~~

~~a) The Board's Chairperson;~~

~~b) The Board's Vice-Chairperson;~~

⁴ As of the date of these By-Laws, WIA requires the Board membership to comply with criteria set by Nevada's Governor, which must include at a minimum representatives from the following groups: (1) Local business owners, officers, and managers; (2) Local educational entities, school boards, etc.; (3) Local labor organizations; (4) community based organizations, including organizations representing people with disabilities and veterans; (5) Economic development agencies; and (6) each one-stop partner with the Board. Additional the LEOs may be and are currently members of the Board. However, a majority of the Board members must be representatives from business owners, officers, and managers as described in 29 U.S.C. § 2832(b)(2)(A)(i). The Board membership will always be composed pursuant to the most current WIA requirements.

c) The Executive Director; or

d) The LEOs' Chairperson.

(ii) The Board member fails to attend, in person or by telephone, one Board meeting after providing an oral notice of resignation to:

a) The Board's Chairperson;

b) The Board's Vice-Chairperson;

c) The Executive Director; or

d) The LEOs' Chairperson.

(b) Removal: Board members shall be removed immediately and immediately cease to be Board members after:

(i) The Board member fails to attend three consecutive regularly scheduled Board meetings, in person or by telephone, without providing a valid excuse, the validity of which shall be determined in the sole discretion of the Board's Chairperson;

(ii) The LEO's determine by a simple majority vote that the Board member should be removed; or

(iii) The Board member ceases to qualify under the category in which the Board member was appointed. However, in the LEOs sole discretion, a Board member in these circumstances may be reappointed under a different qualifying category, as long as the reappointment complies with 29 U.S.C. § 2832(b)(2) et seq.,

2.5 Vacancies. Vacancies caused by unexpired terms shall be filled ~~in the same manner as prescribed in the nominations and appointments section~~ by the LEOs pursuant to § 2.3 of these By-Laws.

~~6. Voting~~

2.6 ~~To vote on board, committee or council meeting issues.~~ Voting. Only Board members may vote at Board meetings. Board members must be physically or electronically present at such meetings or connected (e.g. via video conference or via telephone conference call) at the Board meeting. Proxy-voting authority is not authorized. and/or absentee voting is prohibited.

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~~SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY-LAWS~~

~~ARTICLE III MEETINGS~~

~~1. Open Meeting~~

~~All board, committee and council meetings shall be openly conducted in accordance with Nevada's Open~~

Meeting Law:

2. ~~Schedule of Meetings~~

- a. ~~Regular meetings: The Board shall meet at least once every quarter throughout the year. If necessary, the Board shall meet more frequently, as is determined by the Board chair.~~
- b. ~~Special meetings: The Board shall hold special meetings from time to time as deemed necessary or appropriate by the Board chair. Members shall receive meeting agendas in a prescribed timeframe to comply with the State of Nevada's Open Meeting Law.~~

3. ~~Presiding Officer~~

- a. ~~Southern Nevada Workforce Investment Board: The Board chair shall preside over all board meetings. In the absence of the chair, the presiding officer of board meetings shall be the vice chair. When deemed appropriate, even during the presence of the chair and vice chair, the chair may choose a board member to serve as temporary chair.~~
- b. ~~Southern Nevada Workforce Investment Board, Youth Council: The Youth Council chair shall preside over all Youth Council meetings. In the absence of the chair, the presiding officer of the Youth Council meetings shall be the vice chair. In the absence of both chair and vice chair of the Youth Council, the chair of the Youth Council shall choose a Council member who is present during the meeting to serve as temporary chair. When deemed appropriate, even during the presence of the chair and vice chair, the chair may choose a Youth Council member to serve as temporary chair.~~
- c. ~~Southern Nevada Workforce Investment Board Standing Committees: Committee chairs shall preside over all meetings as appropriate to the respective committee. In the absence of the appropriate chair, the presiding officer of the committee meetings shall be the appropriate committee vice chair. In the absence of both chair and vice chair of appropriate committees, the chair of the appropriate committee shall choose a committee member who is present during the meeting to serve as temporary chair. When deemed appropriate, even during the presence of the committee chair and vice chair, the chair may choose a committee member to serve as temporary chair.~~

4. ~~Parliamentary Authority~~

~~Unless otherwise adopted by the Board, Nevada's Open Meeting Law and (Revised) Robert's Rules of Order shall be used to govern all board, council or committee meetings.~~

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SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY-LAWS

5. ~~Quorum~~

~~A quorum shall consist of a simple majority of the Board, council or committee members appointed.~~

2.7 ~~6. Conflict~~Conflicts of Interest

(a) a. Prior to taking office as a Board member of the ~~Southern Nevada Workforce Investment~~potential Board, a member must declare in writing, on a form provided by Staff, all ~~substantial~~ business interests or representational interests the member has ~~to a~~with known past, current, or potential ~~recipient~~recipients of WIA funds. The written declaration must be updated ~~periodically~~annually to reflect any changes. The written declaration must include substantial business interests or representational interests of the Board member's immediate family members. ~~[Ref. Article III, Section 6 (f)]~~

(b) A Board member may not vote on a matter under consideration by the Board:

(i) regarding the provision of services by that Board member;

(ii) regarding the provision of services by an entity that Board member represents;

(iii) regarding any topic that would provide direct financial benefit to that Board member or the immediate family of that Board member; or

(iv) regarding any other topic where that Board member had, has, or would have a conflict of interest pursuant to 29 U.S.C. § 2832(g) et seq., NRS § 281A.420, or NRS § 281A.430.

(c) Definitions applicable to these By-Laws:

(i) An "immediate family member" includes but is not limited to the Board member's: father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, boyfriend, girlfriend, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, half sister, registered domestic partner, domestic partner, or any other relationship similar to those listed herein.

(ii) An "entity the board member represents" or a "representational interest" is defined as:

a) When the Board member is employed, retained, hired, or contracted by the organization, business, governing body, or project (the "entity"); and/or

b) When the Board member is named as one of the board of directors, managers, commissioners, councilperson, or other member of a direct governing body of the entity, business or project;

c) When the Board member has been retained by the board of directors, commission, council, or other direct governing body of the entity, business or project in any capacity; and/or

d) When the Board member has an ownership interest or other economic interest in an entity.

(d) Disclosure of Conflict of Interest: When a Board member has a conflict of interest, then the Board member shall:

~~(i) b. When a board member, a business partner, and/or an immediate family member has an interest as described in paragraph 6. (a.) in any proposal or request for funds which comes before the Southern Nevada Workforce Investment Board, the member must, prior to discussion, vote, or decision by the Board, publicly disclose the nature of the conflict of interest in the matter: action item under consideration. The member must also abstain from voting on the matter. [Ref. Article III, Section (6f)];~~

~~e. A board member with substantial business interests or representational interests in proposals or requests for funds may not vote or initiate discussion on any proposals or requests for funds, that compete with the proposals or requests in which the member has the interest. At the sole and exclusive discretion of the Board Chair, a board member with interest shall answer questions posed by board members or Board chair during discussion of an agenda item concerning the proposal or requests for funds in which the board member with interest has declared a conflict. The Board chair shall question the board member with interest in these limited instances: (a) when the facts cannot be obtained from the organization of the board member with interest or~~

~~(b) from the Board staff [Ref Article III, Section 6(f)].~~

(ii) answer any questions regarding the Board member's conflict of interest, which may be asked if the Board/Committee Chairperson determines that questions regarding the Board member's disclosure are needed for the Board to properly consider the matter;

(iii) not initiate the discussion of the action item to which the conflict of interest pertains;

(iv) not request funds or proposals that compete with the action item to which the conflict of interest pertains; and ~~abstain from voting on~~ the matter to which the conflict of interest pertains; and

(v) Comply with NRS 281A entitled Ethics in Government.

~~(e) d.~~ A ~~board~~ Board member who violates the conflict of interest requirements of this section set forth herein may be removed from the Board, ~~upon two thirds vote of the Board members present. They may also be removed by a simple majority vote of the Local Elected Officials~~ LEOs.

(f) ~~e.~~ All declarations of conflict of interest and abstentions from voting will be recorded in the minutes of ~~board meetings.~~ the Board meeting.

~~f.~~ A "substantial business interest" is defined as: (1) any ownership of the business; or (2) receiving any gross income during the previous or current year from the business; or (3) ownership in real property of the business valued at \$2,500 or more.

An "immediate family member" is defined as: (1) father, mother, brother, sister, daughter or son of the member, and/or (2) the spouse of the member; and/or (3) father, mother, brother, sister, daughter or son of the member's spouse.

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SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY-LAWS

A "representational interest" is defined as: (1) employed by the organization, and/or (2) a member of the board of directors, commission, council, or other direct governing body of the organization.

ARTICLE IV OFFICERS

~~1.~~ Elected Officers

~~a.~~ Elected officers of the Southern Nevada Workforce Investment Board shall be the Chair and a Vice Chair.

~~b.~~ The Board Chair shall be elected from appointed members of the private business community category. The vice chair shall be elected from among any of the appointed board members.

~~2.~~ Elections and Terms of Service

~~a.~~ The chair and vice chair shall be elected by a majority vote of board members.
Each officer shall serve two year terms.

~~b.~~ There is no limit to the number of terms the chair and vice chair shall serve.

~~Election of the chair and vice chair shall be made no later than July 1 to start each official's term of office.~~

~~3.~~ Election Procedures

~~a.~~ In May of the final term of office, the Board will solicit nominations for officers from among its members.

~~Members desiring to serve as officers will submit their names, resumes, and the offices which they wish to hold, to all members.~~

~~b. At the meeting designated for the election of officers in June of each two years, the membership will vote on those names previously submitted and any nominations from the floor.~~

~~4. Chair~~

~~In addition to presiding over board meetings, the chair shall establish committees, certify meeting quorums and perform other duties as required by the Workforce Investment Act.~~

~~5. Vice Chair~~

~~The vice chair shall serve as board chair in the absence of the chair.~~

~~6. Vacancies~~

~~The Board shall elect successors to fill the unexpired term of any officer.~~

~~7. Removal~~

~~Officers shall be removed from office by a majority vote of board members.~~

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~~SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY LAWS~~

~~ARTICLE IV-A~~

~~Board Members' Responsibility~~

~~(ii)~~

~~a.~~

Each ~~board~~Board member is required to serve on at least one committee.

~~ARTICLE V COMMITTEES~~

~~1. Executive Committee~~

~~a. The Board shall adopt an Executive Committee by a majority vote of its membership~~

~~b. The designation of an Executive Committee and the delegation of authority thereto, shall not operate or function to relieve the Board of its responsibility unless for emergency action.~~

~~(i) Executive Committee Composition~~

~~A. The Executive Committee shall be comprised of the Board Chair, Board Vice Chair and elected chairs of the standing committees:~~

~~Youth Council, Southern Nevada JobConnect One-Stop Consortium, Marketing, Membership, Personnel, Budget, Programs/Performance Standards, and By-Laws Committee.~~

~~b. Board chair shall serve as chairman of the Executive Committee.~~

~~Executive Committee Authority~~

~~The Executive Committee shall have and exercise all authority authorized by the Workforce Investment Act on behalf of the Southern~~

~~Nevada Workforce Investment Board, only when the following has been met:~~

~~(1) When it can be demonstrated that it is impractical for a board meeting to take place; and impractical in this instance means, when attempts have been made to achieve the necessary quorum for a subsequent full board meeting have failed; and~~

~~(2) Such business, as determined by staff, to come before the Executive Committee, shall only be, of such urgency, that failure by the Board to take timely action will greatly impede the~~

~~continued workings, and/or operations of the Board and/or its service providers, vendors, customers, and contractors;~~

~~b. The Executive Committee shall not have the authority to act on behalf of the Southern Nevada Workforce Investment Board with respect to the following issues:~~

- ~~(1) Filling any vacancies on the Board;~~
- ~~(2) Amending or repealing any resolution of the Board;~~
- ~~(3) Amending or repealing the Charter or the By-Laws;~~
- ~~(4) Adopting a plan of merger or consolidation;~~

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SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY-LAWS

- ~~(5) Selling, leasing, or otherwise disposing of all or any property and assets (excluding program monies) of the Board;~~
- ~~(6) Voluntarily dissolving the Board or revoking a voluntary dissolution;~~
- ~~(7) 5 year plan modification;~~
- ~~(8) Change a board approved budget;~~
- ~~(9) Adopt or eliminate major programs; and~~
- ~~(10) Personnel issues.~~

~~(iii) Executive Committee Quorum:~~

~~A simple majority of the voting members of the Executive Committee shall constitute a quorum.~~

~~(iv) Executive Committee Procedure:~~

~~The Executive Committee shall establish its own procedure, provided they are consistent with the Board's By-Laws and the Workforce Investment Act.~~

~~(v) Vacancies, Resignation and Removal:~~

~~Vacancies shall be filled by a resolution adopted by the Board. Any member of the Executive Committee shall resign by presenting a written notice to the chair of the Board. The acceptance of such resignation shall not be necessary to make it effective.~~

~~(vi) Executive Committee Term:~~

~~Executive Committee members shall serve one year terms.~~

~~2. Standing Committees~~

~~3.1 The chair recommends Standing Committees. The Board Chairperson may appoint Board members to serve on standing committees. By virtue of their elected status, local elected officials shall members of the LEOs may serve on any board committee without board approval. Board committee the elected official desires without the need for the Board Chairperson's appointment. The following committees and council have been shall be established as standing Southern Nevada Workforce Investment Board committees: Standing Committees:~~

~~(a) a. The Executive Committee: Please refer to Article V (a)(b)(i)(a)(b)(ii)(a)(b)(1-10)(iii)(1-12)(iv)(v)(vi)(vii)(viii), (See 3.2 below).~~

~~(b) b. The Youth Council:⁵ In accordance with the Workforce Investment Act WIA, the Youth Council is an established subgroup of the Workforce Investment Board. The Youth Council's function is to work~~

⁵ The Youth Council is a Standing Committee and for the purpose of these By-Laws shall be included in the general term "Committees."

with the Board and ~~local-elected-officials~~ LEOs to establish youth employment linkages and oversee service providers' delivery of youth employment and training services.

~~e. — Southern Nevada JobConnect One Stop Consortium: In accordance with the Workforce Investment Act, the Southern Nevada Workforce Investment Board, by and through Nevada JobConnect One Stop Consortium, is designated and certified by the Southern Nevada Local Elected Officials Consortium as the "One Stop Consortium Operator" for the Southern Nevada JobConnect One Stop Centers located throughout the Southern Nevada Workforce Investment Area.~~

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~~SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY LAWS~~

- ~~(i) — Nevada JobConnect One Stop Consortium Membership: Nevada JobConnect One Stop Consortium shall be comprised of at least the following agencies or entities, with the exception of the LEOs as in Article V (2) "Standing Committees":~~
 - ~~(a) — At least one member in any category to represent the SNWIB as appointed by the SNWIB chair.~~
 - ~~(b) — At least one member from the business sector as appointed by the SNWIB chair.~~
 - ~~(c) — At least one member from the State of Nevada Department of Employment, Training and Rehabilitation (DETR) shall be appointed as a mandatory partner (appointment recommendation shall be made by the Director, Nevada Department of Employment, Training and Rehabilitation to the SNWIB chair).~~
 - ~~(d) — At least one member from the SNWIB contracted Workforce Investment Act (WIA), Title I, service providers shall be appointed as a mandatory partner (appointment recommendation shall be from a majority vote among SNWIB, WIA Title I service providers to the SNWIB chair).~~
- ~~d. — Marketing Committee: The Marketing Committee shall monitor and develop business strategies to enhance, employers and job seekers services.~~
- ~~e. — Program/Performance Standards Committee: The Program/Performance Standards Committee was established to review the performance of service providers and recommend action on their program's performances.~~
- ~~f. — Local Elected Officials: The Local Elected Officials work with the Board to carry out their fiduciary responsibility under the Workforce Investment Act.~~
- ~~g. — Membership Committee: The Membership Committee shall recruit individuals to serve as board members. Potential board members shall be nominated by the membership committee for appointment by the Local Elected Officials as outlined in WIA Section 117.~~

~~(c) h. The~~ **Budget Committee: The Budget Committee shall provide guidance to the ~~staff~~ Staff in developing and submitting a comprehensive annual budget to the ~~Southern Nevada Workforce Investment Board. The ~~committee~~ Budget Committee shall review financial activities (including incurred debt), monitoring and audit reports (internal and external), as well as periodic budget analysis prepared by the Board staff regarding employment and training programmatic and fiscal processes. The ~~committee~~ Budget Committee shall review budget modifications and fiscal financial policy. Additionally, the ~~committee~~ Budget Committee shall have the responsibility to help ~~board~~ Board members understand the full financial implications of ~~board~~ Board actions and measure the effectiveness of projects and programs in terms of relative value.~~**

~~i. — By-Laws Committee: The By-Laws Committee shall from time to time, review the Board's By-Laws and recommend necessary changes for updates and revisions to ensure the Board's business is conducted in~~

compliance with all

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~~SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY-LAWS~~

~~federal, state and local laws, statutes, regulations and policies. The By-Laws committee shall also consult with the Board and other committees regarding questions of procedure that are consistent with provisions outlined in these By-Laws and/or with Robert's Rules of Order as the parliamentary authority recognized in these By-Laws.~~

- ~~J. Personnel Committee: The personnel committee shall from time to time review the staffing of the SNWIB and make recommendations to the full board for staffing increases or decreases when warranted. At least annually, the Personnel committee shall conduct a performance appraisal of the Executive Director and report the results to the full board. The personnel committee shall be responsible for working with staff in developing employee job descriptions and human resource policies, to include staff grievance procedures and processes; ensuring periodic performance appraisals are conducted for all staff members; review and recommend staff compensation (salary and benefits) based on executive and deputy directors' recommendation along with comparable data obtained from local municipalities. The personnel committee shall also serve as the grievance/complaint appellate entity, with final authority for resolving staff grievances and complaints.~~

~~3.~~

3.2 Executive Committee

(a) The Board shall maintain an Executive Committee.

(b) The delegation of authority to the Executive Committee shall not operate or function to relieve the Board of its responsibility except as explained below in paragraph 3.2(d) "Executive Committee Authority."

(c) Executive Committee Composition:

(i) The Executive Committee shall be comprised of the Board's Chairperson, the Vice-Chairperson, the LEOs Chairperson, and the elected chairpersons of the Board's other current committees.

(ii) If the LEOs Chairperson is unable to attend an Executive Committee meeting, then the LEOs Vice-Chairperson shall be permitted to attend the Executive Committee meeting and participate and vote as a member of the Executive Committee during that meeting in the place of the LEOs Chairperson.

(iii) If the Board's Chairperson or Vice-Chairperson also serves as a Chairperson of one of the Board's other current committees, then the Vice-Chairperson of that other committee shall be a member of the Executive Committee.⁶

(iv) The Board Chairperson shall serve as the Chairperson of the Executive Committee.

(d) Executive Committee Authority

⁶ For example, if the Board's Chairperson is also the Chairperson for the Budget Committee, then the Vice-Chairperson of the Budget Committee would serve on the Executive Committee.

(i) The Executive Committee shall have and exercise the same authority WIA grants to the Board, and shall be able to act on behalf of the Board, only when the following has been met:

a) It can be demonstrated that it is impractical for a Board meeting to take place (meaning attempts have been made to obtain a quorum for a full Board meeting and have failed);

b) The business and action items, as determined by Staff, which would have been presented to the Board during the meeting which cannot occur due to impracticality, are of such urgency that the failure of the Executive Committee to act on behalf of the Board will greatly impede the continued workings, operations of the Staff, and/or services provided by the Board, and/or its service providers, vendors, and contractors, or will greatly impede the continued services provided to the clients of the Board, and/or its service providers, vendors, and contractors;

c) The LEOs' attorney has confirmed the urgency of the action items, as explained in 3.2(d)(i)(b); and

d) Notice and a copy of the Executive Committee meeting agenda has been provided to the LEOs.

(ii) The Executive Committee shall not have the authority to act on behalf of the Board with respect to the following issues:

a) Amending or repealing any Board resolution;

b) Amending or repealing the Board's By-Laws;

c) Adopting a plan of merger or consolidation;

d) Selling, leasing, or otherwise disposing of all or any property and assets (excluding program monies) of the Board;

e) Voluntarily dissolving the Board or revoking a voluntary dissolution;

f) Modifying the Board's 5 year plan; and/or

g) Adopting or eliminating major programs.

(e) Executive Committee Quorum: A simple majority of the voting members of the Executive Committee shall constitute a quorum.

3.3 Other Committees:

~~Other committees shall be established as necessary and appointment of members shall be at the discretion of the chair. The Board Chairperson may establish and dissolve other committees as necessary and appoint members to serve on those committees at Chair's discretion.~~

3.4 4. Committee Size, Term, and Responsibilities

~~a. Size: Committees shall be established with at least three members.~~

(a) Size: Committees shall be established with at least three Board members. Additional Committee members are not required to be a member of the ~~Southern Nevada Workforce Investment~~ Board.

(b) ~~b.~~ Term: With the exception of Standing Committees, Committees will be active as long as necessary to serve the purpose of the Board for which the Committee was created. With the exception of Standing Committees, Committees may be dissolved and later reformed at the Chair's discretion.

(c) ~~e.~~ Responsibilities: Committees shall record and maintain meeting minutes and report their progress and provide information and recommended action recommendations to the Board.

(d) ~~d.~~ All ~~committees~~ Committees shall be chaired by a member of the Board.

(c) ~~e.~~ All ~~committee chairs~~ Committee chairpersons, with the exception of the Executive Committee Chairperson, shall be elected annually by ~~said committee members~~ by a majority vote with the exception of the Executive Committee of the committee's members. A Board member shall not chair more than one committee.

~~f. — A board member shall not chair more than one committee.~~

ARTICLE VI

3.5 Any committee member shall be removed from said committee after:

(a) The committee member fails to attend three consecutive regularly scheduled committee meetings, in person or by telephone, without a valid excuse, the validity of which shall be determined in the sole discretion of the committee's Chairperson;

(b) The committee member requests to be removed;

(c) The LEOs determine that the Board member serving on the committee should be removed from the Board; or

(d) The LEOs determine a non-Board member be removed from the committee.

3.6 A Board member who does not serve on a Committee for three consecutive months shall be automatically removed from the Board.

ARTICLE IV MEETINGS

4.1 Open Meeting. All Board and Committee council meetings shall be conducted in accordance with Nevada's Open Meeting Law, found in NRS Chapter 241.

4.2 Meetings and Agendas.

(a) Regular meetings: The Board shall meet at least once every quarter throughout the year. If necessary, the Board may meet more frequently. Likewise, the Standing Committees as well as any other Board committees (collectively "Committees"), shall meet at least once every quarter or more frequently as deemed necessary by the Committee's Chairperson or the Board Chairperson.

(b) Special meetings: The Board may hold special meetings from time to time as deemed necessary or appropriate by the Board Chairperson, the LEOs Chairperson, and/or the ED.

(c) Agendas: Agendas for Board meetings, Committees meetings, and LEOs meetings shall be prepared by Staff. All requests to place matters on an agenda along with the needed back-up information to

properly agendaize an item must be presented to Staff a reasonable time before the relevant meeting date to facilitate compliance with Nevada's Open Meeting Law. Otherwise, the requested agenda item may not be included on the agenda. The ED shall have the sole discretion to agendaize any untimely, late or incomplete request to agendaize a matter. The following individuals may place a matter onto the Board's agenda:

- (i) The LEOs Chairperson;
- (ii) The Board Chairperson;
- (iii) Any Committee Chairperson, provided the matter the Committee Chairperson wishes to agendaize is within the scope of responsibility for the Chairperson's Committee; and/or
- (iv) The ED.

The following individuals may place a matter onto one of the Committees' agenda

- (i) The LEOs Chairperson;
 - (ii) The Board Chairperson;
 - (iii) The Committee's Chairperson; and/or
 - (iv) The ED.
- (d) The LEOs control who may place matters onto the LEOs' meeting agendas.
- (e) Members shall receive meeting agendas in a reasonable timeframe to comply with the State of Nevada's Open Meeting Law.

4.3 Presiding Officer

(a) The Board: The Board Chairperson shall preside over all Board meetings. In the absence of the Board Chairperson, the Board Vice-Chairperson shall be the presiding officer. When deemed appropriate, even during the presence of the Board's Chairperson and Vice-Chairperson, the Board Chairperson may choose a Board member to serve as temporary Board Chairperson for that specific meeting.

(b) In the absence of both the Board's Chairperson and Vice-Chairperson, then the Board meeting shall be called to order and, if a quorum is present, an election of a temporary Chairperson to chair that meeting shall be the first order of the Board's business. The meeting shall be opened and the election shall be conducted by one of following individuals, in the following order, if they are present: first, by the LEO Chairperson; second, by the LEO Vice-Chairperson; third, by the LEO who has been serving on the Board for the longest time; and fourth, by the Board member who has been serving on the Board for the longest time. If the Board's Chairperson or Vice-Chairperson arrives late, then the temporary chairperson will immediately turn control of the meeting over to the Board's elected presiding officer.

(c) Committees: Committee Chairpersons shall preside over their respective committee meetings. In the absence of a committee's Chairperson, then the presiding officer of that committee meeting shall be the committee's Vice-Chairperson. In the absence of both the committee's Chairperson and Vice-Chairperson, then a temporary Chairperson for that committee meeting shall be chosen by a majority vote of the then present committee members, which shall be conducted by the most senior Board member serving on the

committee. When deemed appropriate during a committee meeting, even during the presence of the committee's Chairperson and Vice-Chairperson, the committee's Chairperson may choose a committee member (who is also a Board member) to serve as temporary Chairperson for that committee meeting.

4.4 Parliamentary Authority. Unless otherwise adopted by the Board (Revised) Robert's Rules of Order shall be used to govern all board, council and committee meetings.

4.5 Quorum. For a Board meeting, a quorum shall consist of a simple majority of the Board members. For a committee meeting, a quorum shall consist of a simple majority of the committee members.

ARTICLE V BOARD OFFICERS

5.1 Officers. The Chairperson and the Vice-Chairperson shall be the only officers of the Board.

(a) Board Chairperson. The Board Chairperson shall only be elected from among the Board members who are part of the "Business in the Local Area" category set forth in 29 U.S.C. § 2832(b)(2)(A)(i). In addition to presiding over Board meetings, the Chairperson shall establish committees, certify meeting quorums and perform other duties as required by WIA.

(b) Board Vice-Chairperson. The Board Vice-Chairperson shall be elected from among any of the appointed Board members. The Board Vice-Chairperson shall fulfill the duties of the Board Chairperson in the absence of the Board Chairperson.

5.2 Elections and Terms of Service

(a) The Board's Chairperson and Vice-Chairperson shall be elected by a majority vote of the Board's members present at the Board meeting when the election is held. Each officer shall serve a term of two-years, which shall begin on July 1st of the election year and end on June 30th two years later.

(b) There is no limit to the number of terms the Board's Chairperson and Vice-Chairperson may serve. Election of the Board's Chairperson and Vice-Chairperson shall be complete no later than June 30th of the final year of the officers' term of office; alternatively, if a meeting to conduct the vote in the month of June is impractical, then the vote will be conducted at the next Board meeting before any other business is conducted.

5.3 Election Procedures

(a) Staff will solicit nominations for potential future officers from among the Board members no later than during the month of May immediately before the officers' terms expire. Additionally, Board members who desire to serve as an officer will be presented to the Board for consideration after the Board members desiring to serve have submitted to Staff their names, resumes, and the office in which they desire to serve. Staff will provide information regarding those Board members running for office to each Board member.

(b) The Board will hold a meeting, before the officers' terms expire, where the election of officers will occur. During this meeting, the Board Chairperson will ask the Board members to provide nominations for potential officers. Any qualifying Board member, who is nominated and seconded, will be an officer candidate, unless that Board member does not accept the nomination. Board members will then vote on those members who accept their nominations. The candidate for office who receives the most votes for that office prevails and will serve in that office. In the event qualifying nominated candidate(s) do not exist, then

the LEOs Chairperson shall appoint a temporary Board Chairperson and Vice-Chairperson, as needed, who shall serve until a qualified nominated candidate(s) may be elected, which election shall be agendized in each subsequent Board meeting until the officer(s) are elected.

5.4 Vacancies. The Board shall elect successors to fill the unexpired term of any officer within two months after the office becomes vacant. The Board member who is elected to fill a vacant office shall only serve to the end of the original term for which the vacancy was filled.

5.5 Removal. Officers will be automatically removed from office under the following conditions: (1) by a majority vote of a quorum of Board members; (2) if the Officer does not qualify under WIA to serve as in the office; (3) if the LEOs remove the Officer from the Board, or (4) if the Officer ceases to be a Board member for any reason.

ARTICLE VI

AUTHORIZATION TO INCUR DEBT (~~not to exceed~~ NOT TO EXCEED \$25,000)

When necessary, ~~as outlined in the Board's policy, debt may be incurred by the Executive Director or Deputy Director to ensure the continued operations and functions of the Board, the ED, or a Staff management member to whom the ED has designated specific authority in writing, may incur debt in the name of Southern Nevada Workforce Investment~~ the Board for allowable expenditures in accordance with federal, state and local laws, statutes, regulations, and policies ~~to ensure continued operations and functions of the Board,~~ not to exceed \$25,000.00 annually. Whenever finances are expended pursuant to Article VI, Staff will provide the Board a summary and justification of the purchase during the next Board meeting.

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SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD BY-LAWS

ARTICLE VII LITIGATION

7.1 The Board will maintain its own legal counsel for all matters related to the Board. However, if there is litigation or claims against the Board, then the Board's counsel may, subject to the LEOs approval, also represent the LEOs in a limited capacity with respect to the litigation or claims, because the LEOs' municipalities may ultimately be fiscally responsible to pay any award of damages or settlement resulting from the litigation.

7.2 The LEOs shall have exclusive authority to settle monetary damage claims made against the Board and to direct the ED with respect to how to respond to litigation and claims against the Board. The Board's attorney shall take instruction from the ED regarding litigation and settlement strategy, subject to LEO direction and approval. To avoid waiving the attorney client privilege, litigation shall not be discussed with the Board in Board meetings. Moreover, to preserve the confidential nature of the Board's strategy, litigation shall not be discussed with Board members unless the need arises, e.g. the Board member is a witness.

ARTICLE VIII ~~ARTICLE VII~~ **REVISIONS AND AMENDMENTS**

~~These By Laws shall be revised or amended at a regular meeting by a two thirds vote of the members present, provided previous notice has been sent to board members and the proposed amendment has been announced in the business agenda of the scheduled meeting. Notice of the proposed amendment must be provided to members at least thirty calendar days prior to the meeting date at which the amendment will come before the Board for vote.~~

-VIII
RATIFICATION

The Board understands and agrees that although the Board has duties and responsibilities to comply with applicable federal and state laws, that pursuant to 29 U.S.C. § 2832(d)(3)(B)(i)(I) and the Organizational Agreements the LEOs respective municipalities are responsible to ensure that WIA funds are properly awarded and spent. As such, the Board will be governed in accordance with these By-Laws, which must be approved by the LEOs. If it is ever determined that WIA or another applicable law conflicts with these By-Laws, then the WIA or applicable law shall be followed.

8.1 These By-Laws ~~shall be effective immediately upon approval~~may only be amended by a majority vote of the ~~Southern Nevada Workforce Investment Board present voting thereon, after due notice to the membership.~~ LEOs during a LEOs Consortium meeting.

May 24, 2006

~~Date of~~ RATIFICATION SIGNATURES ON THE NEXT PAGE

+0
LEO RATIFICATION

These By-Laws having been reviewed and considered by the LEO Consortium during the January 10, 2012, LEO Consortium meeting and the LEOs having voted to approve these By-Laws; now therefore, the

LEOs present these By-Laws to the Board as having been approved by the LEOs and requests the Board review these By-Laws, and consider them for approval.

Dated this _____ day of January, 2012

Commissioner Lawrence Weekly, LEO Consortium Chair

BOARD RATIFICATION

These By-Laws were considered and approved by the Board during the Board Meeting held on _____ 2012.

Dated this _____ day of _____, 2012

Hannah Brown, workforceCONNECTIONS Chairperson

Document comparison by Workshare Professional on Tuesday, January 17, 2012 11:07:30 AM

Input:	
Document 1 ID	interwovenSite://192.168.1.4/iManage/1531819/1
Description	#1531819v1<iManage> - 2006-05-24 SNWIB By-laws - no revisions
Document 2 ID	interwovenSite://192.168.1.4/iManage/1531820/1
Description	#1531820v1<iManage> - Draft of WC Board BYLAWS approved by LEOs on Jan 10, 2012 (2)
Rendering set	standard

Legend:	
<u>Insertion</u>	
Deletion	
<u>Moved from</u>	
<u>Moved to</u>	
Style change	
Format change	
Moved deletion	
Inserted cell	
Deleted cell	
Moved cell	
Split/Merged cell	
Padding cell	

Statistics:	
	Count
Insertions	345
Deletions	248
Moved from	36
Moved to	36
Style change	0
Format changed	0
Total changes	665

AMENDED AND RESTATED CHIEF LOCAL ELECTED OFFICIAL CONSORTIUM
AGREEMENT

THIS AMENDED AND RESTATED AGREEMENT, entered into this 20th day of JUNE 2006, by and among the counties of CLARK, LINCOLN, NYE, and ESMERALDA and the cities of BOULDER CITY, HENDERSON, LAS VEGAS and NORTH LAS VEGAS under the Workforce Investment Act of 1998 [P.L. 105-220].

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

WHEREAS, the County Commissions/City Councils of each of the aforementioned counties and cities did previously adopt resolutions authorizing the Chairperson of the respective Commission or Council to sign a charter creating the Chief Local Elected Official Consortium in order to administer the provisions of Public Law 105-220, the federal Workforce Investment Act; and

WHEREAS, the County Commissions/City Councils of each of the aforementioned counties and cities has adopted a resolution authorizing the Chairperson of the respective Commission or Council to sign this Charter of the Local Elected Officials Consortium under the Workforce Investment Act of 1998 (P.L. 105-220)(*hereinafter*, the Charter); and

WHEREAS, the aforementioned counties and cities desire to amend and restate the terms and conditions of the Charter as set forth in the original April 19, 2000 consortium agreement; and

WHEREAS, this amended and restated consortium agreement will be submitted to the governing bodies of the aforesaid counties and cities for adoption by concurrence as provided in Section 9 of the April 19, 2000 consortium agreement; and

WHEREAS, each of the parties is empowered to enter into cooperative agreements for the performance of any governmental function pursuant to NRS Chapter 277.

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 amendment and restatement of the Charter.

1. That the Counties and the Cities under N.R.S. Chapter 277, do hereby constitute themselves to be a consortium for the purposes of Section 117 (c)(1)(B) of Public Law 105-220, the Workforce Investment Act (WIA).

2. The Chief Local Elected Officials (Chairpersons of the respective Commissions or City Councils) or the designees of said officials of the Counties and Cities shall constitute the Local Workforce Development Area Consortium of Commissioners and Councilpersons(hereinafter, the LEOs).

A. The LEOs is hereby constituted to fulfill the responsibilities of and to function as the "chief elected officials" of the participating "units of general local government" as those terms are used under the WIA.

3. The LEOs shall elect from its membership a Chairperson, and Vice-Chairperson 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.

4. The LEOs may adopt operational and procedural by-laws consistent with this Charter, 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.

5. *Membership of the SNWIB*

The LEOs shall appoint members to the Local Workforce Investment Board of the area, under section 117(c)(1)(A) of P.L. 105-220 and applicable rules thereunder, herein referred to as the Southern Nevada Workforce Investment Board (SNWIB). The SNWIB will additionally be governed by the "Agreement Between The Chief Local Elected Officials Consortium and the Southern Nevada Workforce Investment Board" or any amendment and/or restatement thereof, which will provide the operational framework for administration of and responsibility for the WIA funds.

Members of the SNWIB that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies or entities. A majority of the members of the SNWIB shall be represented as described in paragraph 5(A-F) below. The SNWIB shall elect a chair from among the representatives described in 5(A-F) below. Pursuant to the WIA, criteria for membership is established by the state, but must include at a minimum:

A. Representatives of business in the local area who:

- i. are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority;
 - ii. represent businesses with employment opportunities that reflect the employment opportunities of the local area; and
 - iii. are appointed from among individuals nominated by local business organizations and business trade associations;
- B. Representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and Postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities;
- C. Representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees;
- D. Representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present;
- E. Representatives of economic development agencies, including private sector economic development entities; and
- F. Representatives of each of the one-stop partners; and

In addition, the SNWIB may include such other individuals or representatives or entities as the LEOs may determine to be appropriate.

6. Staff of the SNWIB

The SNWIB is authorized to employ staff including, but not limited to, an Executive Director. The staff shall be employees of the separate legal, administrative entity known as SNWIB. The staff shall perform support functions for the SNWIB in performance of its responsibilities under the WIA. The SNWIB staff will be governed by the Amended and Restated Agreement Between The Chief Local Elected Officials Consortium and the Southern Nevada Workforce Investment Board” which will provide the operational framework for administration of and responsibility for the WIA funds.

- A. Whenever a vacancy occurs in the position of Executive Director of SNWIB, a new Executive Director shall be selected by the LEOs. The Executive Director shall be directed by and answer solely to the LEOs and shall serve at the pleasure of LEOs.
- B. The Executive Director shall provide all information and documentation regarding all SNWIB administrative, operational, and fiscal matters and to the LEOs and the SNWIB upon request. The nature, scope and frequency of the information relating to the WIA that is to be provided pursuant to this paragraph by the Executive Director shall be specified by the LEOs.

7. The LEOs shall execute an agreement with the SNWIB for the operation and functions of the Board under Section 117 of the WIA and shall approve the Local Plan under Section 118 of the WIA, which has been agreed to by all participating Counties and Cities.

8. LEOs Fiscal Responsibilities

The LEOs shall perform all functions of local elected officials as contained in P.L. 105 220, the federal Workforce Investment Act of 1998. Specifically, the LEOs, as the local grant recipient for funds allocated under WIA, shall:

- A. Be financially liable for any misuse of grant funds and disallowed costs pursuant to WIA.
- B. The LEOs, by and through the Southern Nevada Workforce Investment Board shall have sole responsibility for
 - i. Receiving, disbursing and budgeting of all funds relating to WIA programs.
 - ii. Collecting program data necessary for management, evaluation and preparation of required and desired reports.
 - iii. Monitoring and evaluation of programs and program operators, subrecipients and service providers pursuant to the WIA.
 - iv. Procuring audits of funds as required under the WIA 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.
- C. Develop and manage a system to hear and resolve grievances brought by participants, vendors and other interested parties as required by the WIA.

D. In the case where liability is identified and validated concerning the misuse of grant funds or the disallowance of costs, liability and repayment of funds shall be in accordance with the following formula based on per capita:

- i. Clark County – 42.71%**
- ii. City of Las Vegas- 30.78%**
- iii. City of Henderson- 13.11%**
- iv. City of North Las Vegas- 9.97 %**
- v. Boulder City- .86%**
- vi. Nye County- 2.37%**
- vii. Esmeralda County – .04%**
- viii. Lincoln County- .25%**

A mandatory review of the liability formula and the underlying factors upon which the calculations are based will be performed 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. The formula liability herein governs prospective liability and becomes effective upon executing this consortium agreement. The liability formula provision regarding fiscal liability shall also be included in the required two-year WIA plan.

9. 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 SNWIB conforms with applicable laws and meets the WIA objectives.

- A. 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.**
- B. The LEOs shall create a legal counsel advisory committee consisting of members attorneys from the Cities of Las Vegas, North Las Vegas**

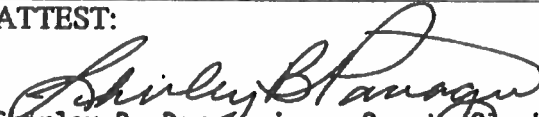

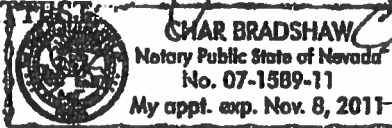




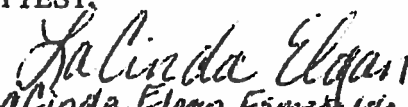
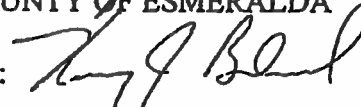





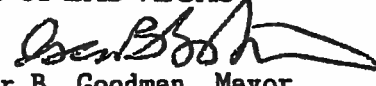

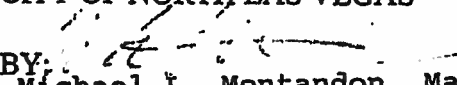
and Henderson and the County of Clark, herein referred to as the Joint Legal Counsel Advisory Committee. The Joint Legal Counsel Advisory Committee will be responsible for advising the LEOs, providing legal opinions and ensuring compliance with applicable laws. The Joint Legal Counsel Advisory Committee will also be responsible for rendering direction and suggestions to the LEOs in order to maintain due diligence compliance with the requirements of the WIA. 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 SNWIB will be required to obtain separate representation on behalf of the members and the organization.


10. This amendment to and restatement of the Charter agreement shall be effective when approved 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, or P.L. 102-367, the Job Training Partnership Act.

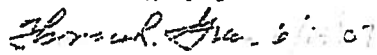
11. Amendments to this Charter agreement may be adopted with concurrence of the Commissions and City Councils of each county and city party hereto. The LEOs may be dissolved and this agreement may be rescinded with two-thirds vote of the county and city parties hereto and the Governor.

This section left intentionally blank

12. This Charter agreement shall be of full force and effect upon its passage and execution of all the Counties and Cities herein. IN WITNESS WHEREOF, the parties hereto have caused this Charter agreement to be executed by the Chairperson of the County Commission and City Council of the aforementioned Counties and Cities.

<p>ATTEST:  Shirley B. Pappaguirre, County Clerk</p>	<p>COUNTY OF CLARK  BY: Rory Reid, Chairman</p>
<p>ATTEST:  </p>	<p>COUNTY OF LINCOLN BY:  Linda Okunich, Chair</p>
<p>ATTEST:  Sandra L. Merlino, Nye County Clk</p>	<p>COUNTY OF NYE BY:  Gary Hallen</p>
<p>ATTEST:  LaCinda Elgan, Esmeralda Co. Clerk</p>	<p>COUNTY OF ESMERALDA BY:  Roy Beal</p>
<p>ATTEST: </p>	<p>CITY OF BOULDER CITY BY:  Heidi Hayes</p>
<p>ATTEST:  Monica M. Simmons, CMC, City Clerk Council Action: 7/3/07</p>	<p>CITY OF HENDERSON BY: </p>
<p>ATTEST:  Beverly K. Bridges, CMC, City Clerk</p>	<p>CITY OF LAS VEGAS BY:  Oscar B. Goodman, Mayor</p>
<p>ATTEST:  Karen L. Storms, CMC, City Clerk</p>	<p>CITY OF NORTH LAS VEGAS BY:  Michael L. Montandon, Mayor</p>

APPROVED AS TO FORM:

 Dave Olsen, City Attorney

 7/3/07

AMENDED AND RESTATED AGREEMENT BETWEEN THE CHIEF LOCAL ELECTED OFFICIALS CONSORTIUM AND THE SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD TO A SOUTHERN NEVADA WORKFORCE INVESTMENT AREA

THIS amendment and restatement of the April 10, 2000 AGREEMENT, entered into this 20TH day of JUNE 07, and effective as of the ____ day of _____, by and between the Chief Local Elected Officials Consortium (herein after "LEOs") and the SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD (herein after "SNWIB") for the Southern Nevada Workforce Service Delivery Area.

WITNESSETH

WHEREAS, the Workforce Investment Act of 1998 (P.L. 105-220, 112 Stat. 936, as amended) herein referred to as the "Act" authorizes the expenditure of federal funds for workforce development services in locally determined workforce investment areas; and

WHEREAS, pursuant to the Act, the Chief Local Elected Officials (LEOs) 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 Act, the Southern Nevada Workforce Investment Board (SNWIB) has been created and consists of representatives of the private sector, educational agencies, organized labor, one-stop partners, community based organizations, economic development agencies and such other representatives as the LEOs deems appropriate; and

WHEREAS, pursuant to the Act, the LEOs have designated the SNWIB as the administrative entity and grant subrecipient to administer WIA funds; and

WHEREAS, pursuant to the Act the LEOs and the SNWIB may enter into an agreement that describes the respective roles and responsibilities of the parties.

WHEREAS, LEOs and the SNWIB desire, by this Agreement to define the scope of their relationship and their individual rights, duties and obligations;

NOW, THEREFORE, in accordance with the Act and related regulations and in consideration of the mutual covenants contained herein, the parties hereby agree as follows:

1. The LEOs is designated as the policy-making and budgetary control body for the SNWIB to the extent that such policies recognize and do not conflict with State law, the Workforce Investment Act State Compliance Policies, and the terms of this agreement which establish the SNWIB as a separate entity. These two boards are responsible for carrying out their respective and joint responsibilities under the Act in accordance with guidelines that may be approved by the Governor of the State of Nevada and the terms of the Act and as such shall:

- A. Ensure delivery of services pursuant to the Act and other workforce investment programs and related services in such a manner to provide the most beneficial mix of program options to residents of the Local Workforce Investment Area (LWIA).
 - B. Stimulate the active, effective participation of all sectors of the LWIA community in the provision of workforce development services.
 - C. The LEOs or the SNWIB, as applicable, shall establish all advisory boards, councils, or committees, or other advisory groups as mandated by federal laws and state regulations.
 - D. The LEOs and the SNWIB shall establish their respective bylaws for meetings and other matters of internal governance. These bylaws shall be consistent with any applicable federal and state laws, any regulations promulgated by the Governor and/or the State, and the provisions of this agreement. All meetings of the LEOs, the SNWIB, or its subcommittees shall be conducted in accordance with Nevada's Open Meeting Law NRS Chapter 241.
 - E. Establish the criteria for workforce service centers and the criteria, for the process for the selection or designation of one-stop operators and service providers.
 - F. Select youth service providers and programs after receiving recommendations of the Youth Council.
 - G. Review and approve all programs and budgets to be funded under the Act; except the LEOs may withhold approval of any training program if:
 - 1) There are insufficient funds available to support the program; or
 - 2) Funding of the program is not authorized by the Act.
 - H. Provide oversight with respect to activities authorized under the Act to include youth activities, local employment and training activities and the one-stop delivery system in the local area.
2. The SNWIB shall undertake the following and may do so jointly with the LEOs:
- A. Identify
 - 1) employer labor force needs
 - 2) programs to address those needs
 - 3) appropriate linkages with resources
 - 4) economic development opportunities of the area
 - 5) employment needs of the unemployed or underemployed

- B. **Develop programs based on locally determined business community needs.**
 - C. **Provide policy recommendations to the LEOs on matters pertaining to the provision of services under the Act.**
 - D. **Select, monitor and independently assess the performance of and evaluate the benefit, productivity and impact of all programs funded and report their assessment and recommendations to the LEOs.**
 - E. **The SNWIB staff is responsible for preparing an annual budget which must be submitted for approval by the LEOs.**
 - F. **Maintain a consolidated office support and staff structure in order to minimize costs of administration, and maximize the funding available for programs and services under the Act. The SNWIB is authorized to employ support staff as recommended by the Executive Director. The staff shall be considered to be employees of the separate legal entity known as SNWIB. However, the staff shall provide support services to the LEOs and SNWIB jointly and perform functions for the SNWIB in performance of its responsibilities under the Act.**
 - G. **The SNWIB will be required to obtain legal counsel, separate and apart from the LEOs, on behalf of the SNWIB members and the organization. The legal counsel will be responsible for advising the SNWIB, providing legal opinions and ensuring compliance with applicable laws. The legal counsel will also be responsible for rendering direction and suggestions to the SNWIB in order to maintain due diligence.**
3. **Any member of the SNWIB may be removed for cause, by majority vote of the LEOs at a regularly scheduled meeting of the LEOs. "Cause" includes, but is not limited to:**
- A. **Failure to attend meetings as required by the SNWIB Bylaws.**
 - B. **Unprofessional conduct, including conduct detrimental to the effectiveness and/or objectives of the SNWIB.**
 - C. **Willful neglect or failure to observe and carry out programs or policies adopted by the SNWIB.**

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 State Policy for notification of and filling of Local Workforce Investment Board vacancies.

4. **The LEOs shall:**

- A. **Be financially liable for any misuse of grant funds and disallowed costs pursuant to WIA.**

- B. Have sole responsibility, by and through the SNWIB, for:**
- 1) Receiving, disbursing and budgeting of all funds relating to WIA programs.**
 - 2) Collecting program data necessary for management, evaluation and preparation of required and desired reports.**
 - 3) Monitoring and evaluation of programs and program operators, subrecipients and service providers pursuant to the Act.**
- C. Work with the Executive Director and SNWIB staff to resolve any questions arising from the audits.**
- D. Develop and manage a system to hear and resolve grievances brought by participants, vendors and other interested parties as required by the Act and state compliance regulations.**
- E. Hire, evaluate and remove the Executive Director. The Executive Director shall be directed by and answer solely to the LEOs and shall serve at the pleasure of LEOs. The Executive Director shall provide all information and documentation regarding all SNWIB administrative, operational, and fiscal matters relating to the Act to the LEOs and the SNWIB upon request. The nature, scope and frequency of the information relating to the Act that is to be provided pursuant to this paragraph by the Executive Director shall be specified by the LEOs. Whenever a vacancy occurs in the position of Executive Director of SNWIB, a new Executive Director shall be selected by the LEOs.**
- F. In the case where liability is identified and validated concerning the misuse of grant funds or the disallowance of costs, liability and repayment of funds shall be in accordance with the following formula based on per capita:**
- i. Clark County – 42.71%**
 - ii. City of Las Vegas- 30.78%**
 - iii. City of Henderson- 13.11%**
 - iv. City of North Las Vegas- 9.97 %**
 - v. Boulder City- .86%**
 - vi. Nye County- 2.37%**
 - vii. Esmeralda County – .04%**

viii. Lincoln County- .25%

A mandatory review of the liability formula and the underlying factors upon which the calculations are based will be performed 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. The formula liability herein governs prospective liability and becomes effective upon executing this consortium agreement. The liability formula provision regarding fiscal liability shall also be included in the required two-year WIA plan.

5. This Agreement may be amended by mutual consent of the SNWIB 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 SNWIB. Any amendment must be approved by majority vote of each party.



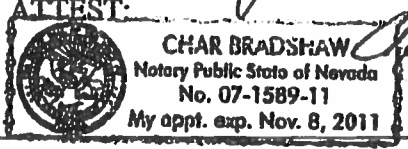
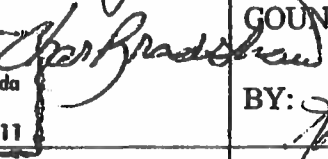
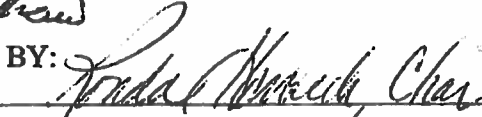

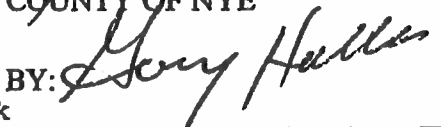
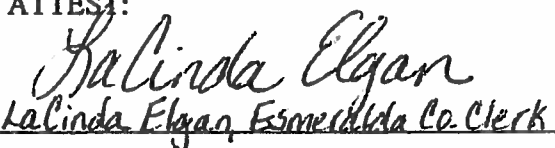


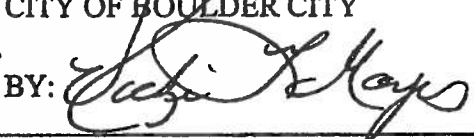
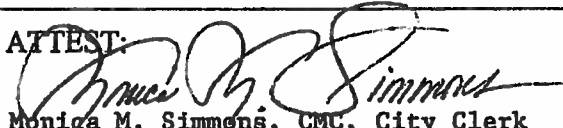
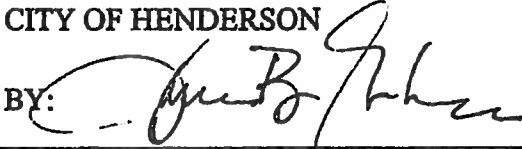



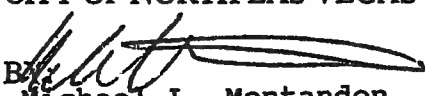
- A. Amendments to this Agreement become effective only upon concurrence of the respective county commissions and city councils of each county and city which is a signatory hereto.


6. This Agreement shall automatically be renewed from year to year unless either party notifies the other in writing of its intention not to renew at least 180 days prior to the expiration of any one year period.

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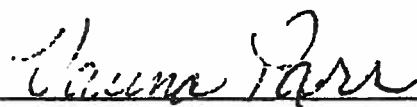
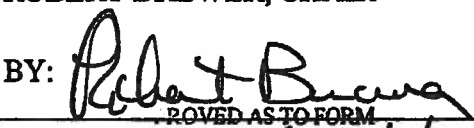
7. SNWIB and the LEOs agree that this document contains all of the agreements between the parties and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the matter hereof. All terms referred to in this Agreement are deemed to be part of this Agreement.

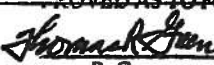
CHIEF LOCAL ELECTED OFFICIALS

ATTEST:  Shirley B. Parraguirre, County Clerk	COUNTY OF CLARK  BY: Rory Reid, Chairman
ATTEST:   CHAR BRADSHAW Notary Public State of Nevada No. 07-1589-11 My appt. exp. Nov. 8, 2011	COUNTY OF LINCOLN  BY: Linda W. Welch, Chair
ATTEST:  Sandra L. Merlino, Nye County Clk	COUNTY OF NYE  BY: Gary Hallen
ATTEST:  Lalinda Elgan, Esmeralda Co. Clerk	COUNTY OF ESMERALDA  BY: Tony G. Bell
ATTEST:  Camella A. Malmstrom	CITY OF BOULDER CITY  BY: Liza L. Hays
ATTEST:  Monica M. Simmons, CMC, City Clerk Council Action: 6/19/07	CITY OF HENDERSON  BY: Dave Olsen
ATTEST:  Beverly K. Bridges, CMC, City Clerk	CITY OF LAS VEGAS  BY: Oscar B. Goodman, Mayor
ATTEST:  Karen L. Storms, CMC, City Clerk	CITY OF NORTH LAS VEGAS  BY: Michael L. Montandon, Mayor

APPROVED AS TO FORM:

 Dave Olsen, City Attorney

SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD

ATTEST: 	ROBERT BREWER, CHAIR BY: 
--	--

APPROVED AS TO FORM
 6/19/07
 Thomas R. Green Date

ACTION: Approve Revised PY2011 Budget Revision – February 2012

workforceCONNECTIONS
PY2011 WIA Formula Budget
July 1, 2011 - June 30, 2012
(Revised February 1, 2012)

Revenue by Funding Stream	Approved	Revised	\$ Change	Available for LWIB Operations		Service Providers	TOTAL
	Budget PY2011	Budget PY2011		10% Admin	16% Program		
Adult	5,660,975	5,660,975	-	566,098	905,756	4,189,121	5,660,975
Dislocated Worker	6,637,823	6,637,823	-	663,782	1,062,052	4,911,989	6,637,823
Youth	5,760,743	5,760,743	-	576,074	921,719	4,262,950	5,760,743
PY2010 Adult Budget Carry Forward	2,433,862	2,433,862	-	243,386	389,418	1,801,058	2,433,862
PY2010 Dislocated Worker Budget Carry Forward	443,620	443,620	-	44,362	70,979	328,279	443,620
PY2010 Youth Budget Carry Forward	2,905,927	2,905,927	-	290,593	464,948	2,150,386	2,905,927
Other Revenues (Interest)	1,250	1,250	-	-	1,250	-	1,250
Governor's Reserve - Strategic Initiative	75,000	75,000	-	-	75,000	-	75,000
Total Revenue by Funding Stream	\$ 23,919,200	\$ 23,919,200	\$ -	\$ 2,384,295	\$ 3,891,122	\$ 17,643,783	\$ 23,919,200
					\$ 6,275,417		

Notes:

1. PY2011 Revenues include additional DETR funding Adult \$478,408 and Dislocated Worker \$694,623.
2. Carry forward funds have been estimated for PY2010 in the amount of \$5,783,409. These fund estimates will be revised later this year when the A-133 audit is complete.
3. The Department of Labor allows local boards to expend up to 10% of their total allocation for administrative costs. WC also allocates 16% of the total allocation for program management and oversight.
4. WIA funds have a two year life at the local level and an additional year at the state level.

Service Providers/Contractors	Approved	Revised	\$ Change	Service Providers	TOTAL
	Budget PY2011	Budget PY2011			
Adult Services	5,990,179	5,990,179	-	5,136,759	5,136,759
Dislocated Worker Services	5,240,268	5,240,268	-	4,493,688	4,493,688
Youth Services	6,413,336	6,413,336	-	5,413,336	5,413,336
Strategic Initiative - Adult/Dislocated Worker				1,600,000	1,600,000
Strategic Initiative - Youth				1,000,000	1,000,000
Subtotal Service Provider/Contractors	\$ 17,643,783	\$ 17,643,783	\$ -	\$ 17,643,783	\$ 17,643,783

Administrative and Program Operating Expenditures - Board Staff

Expense Category	Approved	Revised	\$ Change			Total	
	Budget PY2011	Budget PY2011		Admin	Program		
6260 Salaries	2,833,021	2,912,731	79,710	1,077,710	1,835,021	2,912,731	
6265 Employee Fringe Benefits	991,557	1,019,456	27,899	377,199	642,257	1,019,456	
6550 Employer Payroll Taxes	84,991	87,382	2,391	32,331	55,051	87,382	
6100 Audit/Accounting Services	190,000	440,000	250,000	440,000	-	440,000	
6120 Bank/Payroll Services	13,250	13,250	-	13,250	-	13,250	
6130 Equipment/Furniture	200,000	200,000	-	64,000	136,000	200,000	
6140 Equipment Repairs	5,000	5,000	-	1,600	3,400	5,000	
6150 Legal Publication/Advertising	50,000	50,000	-	20,000	30,000	50,000	
6160 Dues & Subscriptions	15,000	15,000	-	4,800	10,200	15,000	
6170 Equipment Rental	20,000	20,000	-	6,400	13,600	20,000	
6190 Insurance	45,000	45,000	-	14,400	30,600	45,000	
6200 Janitorial & Maintenance	15,000	15,000	-	4,800	10,200	15,000	
6210 Legal Fees	60,000	60,000	-	60,000	-	60,000	
6230 License & Permits	5,000	5,000	-	1,600	3,400	5,000	
6250 Office Supplies	25,000	25,000	-	8,000	17,000	25,000	
6270 Postage & Delivery	5,000	5,000	-	1,600	3,400	5,000	
6280 Printing & Reproduction	15,000	15,000	-	4,800	10,200	15,000	
6285 Board Support & Travel	25,000	25,000	-	-	25,000	25,000	
6290 Facility Rent/Lease	333,924	333,924	-	106,856	227,068	333,924	
6300 Telephone	50,000	50,000	-	16,000	34,000	50,000	
6305 Program Support Contracts	80,000	80,000	-	-	80,000	80,000	
6306 Admin Support Contracts	55,000	55,000	-	55,000	-	55,000	
6310 Travel - Staff	70,000	70,000	-	24,500	45,500	70,000	
6320 Training & Seminars - Staff	65,000	65,000	-	24,050	40,950	65,000	
6390 Utilities (included in Rent)	-	-	-	-	-	-	
6440 Systems Communications Support	75,000	75,000	-	24,000	51,000	75,000	
6500 Workforce Development Outreach	80,000	80,000	-	25,600	54,400	80,000	
6700 Youth Program Activities	15,000	15,000	-	-	15,000	15,000	
6720 Adult/DW Program Activities	15,000	15,000	-	-	15,000	15,000	
6130-11 NVTrac - Data Tracking System	250,000	140,000	(110,000)	-	140,000	140,000	
6850 Strategic Initiative	588,674	338,674	(250,000)	-	338,674	338,674	
Subtotal Operating Expenditures	6,275,417	6,275,417	-	2,408,496	3,866,921	6,275,417	
Total Expenditures	23,919,200	23,919,200		2,408,496	3,866,921	17,643,783	23,919,200
Fund Balance	\$ -	\$ -		\$ (24,201)	\$ 24,201	\$ -	\$ (0)

INFORMATION: Revised PY2011 Budget Narrative

**Workforce Connections
Program Year 2011
WIA Formula Budget Narrative**

Workforce Connections is responsible for providing management and oversight of the Workforce Investment Area's employment and training programs and services. The Board's staff provides direct support to the Workforce Investment Area by carrying out the Board's operations plans. Staff responsibilities include implementing Board policies and establishing techniques and methods to achieve the Board's mission. Staff administers and oversees all internal administrative service provisions, including program administration, management analysis and administration support for the Workforce Investment Board.

Revenues:

Workforce Investment Act (WIA) Program Year PY 2011 revised allotted funds were awarded in the amount of \$18,059,541. Allocated (revised) among the three funding streams: Adult - \$5,660,975; Dislocated Worker-\$6,637,823; and Youth - \$5,760,743.

Due to Congressional change in states WIA formula allocations, an additional 10% of adult and dislocated worker funds were reallocated for distribution to Local Workforce Investment Areas. As such, Workforce Connections received an additional \$478,408 in the adult category and \$694,623 in the dislocated worker category.

Because of Workforce Connections' exceptional program services delivery, all established performance measures were met or exceeded during PY2010. As such, an incentive award of \$75,000 was allocated to Workforce Connections in recognition of outstanding workforce development services oversight and delivery.

The overall funding for the PY 2011 was increased by \$1,385,123 (0.92%), compared to the Program Year 2010 WIA allocation which was \$16,749,418.

Other anticipated funding includes operating carry forward funds from Program Year 2010 WIA allocation of approximate \$5,783,409.

Total budgeted revenues for PY 2011 are \$23,919,200.

Expenditures – Service Providers/Contractors/Vendors:

On June 28th, 2011, the board of directors approved the Adult and Dislocated Worker PY2011 contracts. The approved board funding awards were: \$2,475,000 for Green Economy Sector contracts; \$2,475,000 for Healthcare Sector contracts; and \$2,450,000 for incumbent service providers' contracts. The Board of Directors also approved the Youth PY2011 contracts in the amount of \$2,000,000 for Year-Round services and \$250,000 for Youth Tri-County Coalition contracts.

Administrative and Program Operating Expenditures – Board Staff:

The Department of Labor allows local workforce investment boards to expend up to 10% of their total formula funding allocation for administrative services. For programmatic operations and oversight, over the last four years, the board of directors have allocated 16% of the total budget allocation. Such operational and management oversight include but not limited to:

- Providing technical assistance to contracted service providers
- Tracking and monitoring of participating clients and performance outcome
- Program oversight and monitoring of service provider contracts

Note: A number of these expense categories were initially decreased in comparison to the PY2010 budget allocation. Although such budget line decreases were appropriate at the time of recommendation, the economic and job training markets have driven staff to make some adjustments in a few budget line items. This overall budget line item reductions in the initial approved budget were due to the exhaustion of the American Reinvestment and Recovery Act (ARRA) funding that was received in PY 2009 with a carry forward allocation to the PY 2010.

6260 - Salaries: \$2,912,731 – an increase of \$79,710. This is a reclassification of funds from Line Item # 6130-11 (NV Trac). Even though capacity has been added in the area Workforce Connections' staffing over the last couple of program years, management anticipates adding a few more positions during this program year in various areas to include but not limited to fiscal, adult and dislocated program staff, and contract administration. A decision was made to hire a full-time employee to develop NVTrac instead of a consultant.

6265 - Employee Fringe Benefits: \$1,019,456 – an increase of \$27,899. Employee benefits include medical, dental and life insurance, as well as other benefits like employer paid Public Employees Retirement System (PERS) contributions. A rate of 35% of the total salaries has typically been used to calculate the fringe benefits. This increase is due to an addition in staff salaries.

- 6550 - Employer Payroll Taxes: \$87,382 – an increase of 2,391.** The employer payroll tax average rate is 3% of the total salaries. As indicated in budget line items 6260 and 6265, this increase is due to an addition in staff salaries and associated benefits.
- 6100 - Audit/Accounting Services: \$440,000 – an increase of \$250,000.** This line item includes the cost of the A-133 audit as well as extended accounting and financial consulting and technical support which were not budgeted in the prior program year. Because of the agency's significant fiscal challenges, this additional increase is due to the anticipation of accounting and auditing consultants to assist staff throughout the program year.
- 6120 Bank/Payroll Services: \$13,250.** This was a prior year (PY2010) decrease of \$4,000; however with a noted U.S. Department of Labor (DOL) finding, an interest bearing account must be established which will be an additional cost of banking operations. This line item is for various banking services which include wire transfers and ACH payments and payroll services provided. We believe actual expenditures for PY2011 will result in more additional costs than those reflected in the previous program year.
- 6130 Equipment/Furniture: \$200,000.** With a classification change in this line item during the previous program year, this line item held steady with no increase in the initial budget allocation. However, due to the increased operations requirement, this line item includes the costs for additional equipment/furniture, e.g., computers, servers, furniture, etc., for administrative and programmatic support staff.
- 6140 Equipment Repairs: \$5,000.** This line item is for normal wear and tear or unanticipated equipment repair or breakdowns. There is a prior year decrease on this line due to the actual expenditures for PY2010 being lower than the budgeted amount. We do not anticipate expenditures increasing this program year and have reduced the budget line to reflect a more accurate expectation of expenses based on prior years' history.
- 6150 Legal Publication/Advertising: \$50,000.** This line item represents legal publication, i.e., job postings, Request for Proposals and controlled advertisements.
- 6160 Dues and Subscriptions: \$15,000.** This line item serves to establish memberships in trade and technical associations that benefit Workforce Connections' outreach and oversight initiatives, and offers valued key contacts for workforce/economic development and technical information support.

- 6170 Equipment Rental: \$20,000.** This line item is allocated for continuing existing leases on copiers and postage meter equipment, and any rental equipment needed in daily operations.
- 6190 Insurance: \$45,000.** Allocated costs for Board liability insurance such as workers' compensation, general business liability and Board directors and officers' omission and errors liability. This line also provides insurance for our green training vehicle.
- 6200 Janitorial and Maintenance: \$15,000.** This line item is allocated for any janitorial services or repairs needed to Workforce Connections' administration offices. This budget line element also provides funds for repairs to our green training vehicle.
- 6210 Legal Counsel Fees: \$60,000.** This budget allocation is for legal services in areas such as board and official open meetings preparation, i.e., review of agendas and contract agreements, and review of RFPs and policies.
- 6230 License and Permits: \$5,000.** This line item is allocated for software licenses and permits associated with new computers or purchased upgrades for current software.
- 6250 Office Supplies: \$25,000.** This line item is allocated for various office supplies needed for every day operations.
- 6270 Postage and Delivery: \$5,000.** Postage and mail delivery costs include such activities as routine postage, courier delivery service, and Federal Express delivery. Staff's progressive use of electronic mail has led to a reduction in postage and delivery expenditures.
- 6280 Printing and Reproduction: \$15,000.** This item includes local office copier costs on leased copy equipment and other ancillary copying and printing costs associated with Board administration and daily operations.
- 6285 Board Support and Travel: \$25,000.** This budget allocation is primarily used for Board members' travel to grant, and support business activities tied to WIA requirements. This allocation also includes costs associated with facility costs tied to board and committee meetings
- 6290 Facility Rent/Lease: \$333,924.** The allocation has increased due to Workforce Connections' anticipation of acquiring additional office space for operational staff in support of the Board's capacity building in critical administrative and programmatic functions.

- 6300 Telephone: \$50,000.** This budget item is designated for all activities related to telephone services, i.e., local and long distance phone charges and wireless communication
- 6305 Program Support Contracts: \$80,000.** This line item represents the agency's programmatic progress in supporting awarded contracts and workforce development initiatives in the form of professional agreements and temporary staffing with focus on WIA grant performance and system data support activities.
- 6306 Admin Support Contracts: \$55,000.** This item is for administrative support contracts, including professional agreements and temporary staffing with focus on WIA grant fiscal management and personnel management.
- 6310 Travel (Staff): \$70,000.** Local and out-of-town staff travel for grant related matters such as WIA State and USDOL sponsored training and conferences. This line item also covers travel for staff training on an array of programmatic and fiscal activities, as well as local and rural areas site reviews and monitoring visits to ensure compliance with WIA initiatives and work plans.
- 6320 Training and Seminars (Staff): \$65,000.** This item is designated for staff training/seminars for both local and out-of-town locations. For example, financial management, program and systems management and oversight training and seminars/conferences which focus on grant support activities.
- 6390 Utilities: \$0.** This budget line has been reduced to zero because the cost of utilities is included in the monthly lease agreement.
- 6440 Systems Communications Support: \$75,000.** This allocation is to support systems such as data backup, T-1 lines and web hosting for internal e-mail support.
- 6500 Workforce Development Outreach Initiatives: \$80,000.** This line item represents business/employer outreach initiative to attract businesses and establish partnerships for workforce development and employer services initiatives.
- 6700 Youth Program Activities: \$15,000** – This budget line is for youth program activities outside of daily operations such as service provider trainings and various youth conferences and summits.
- 6720 Adult/DW Program Activities: \$15,000** - This budget line is for adult and dislocated worker program activities outside of daily operations such as service provider trainings and various employability conferences.

6130-11 NVTrac - : \$140,000 – a decrease of \$110,000 – This budget line is for contractual expenditures related to the completion of the NVTrac data tracking system. This system will replace NJCOS which is the current system used to track participant data and serve as a reporting tool. A decision was made to hire a full-time employee to develop NVTrac instead of a consultant.

6850 Strategic Initiatives: \$338,674 – a decrease of \$250,000 – This item was created to utilize and tract strategic projects in support of workforce initiatives with detailed tactics and strategies in response to unanticipated high demand workforce needs. This decrease includes the cost of the A-133 audit as well as extended accounting and financial consulting and technical support which were not budgeted in the prior program year. Because of the agency’s significant fiscal challenges, this increase is due to the anticipation of accounting and auditing consultants to assist staff throughout the program year.

INFORMATION: Budget vs. Actual PY2011 Workforce Connections Operations

workforce CONNECTIONS

DECEMBER YTD 2011

PY11 WIA Formula Expenses
CONSOLIDATED BUDGET REVISED

For the Period : July 1 ' 2011 through June 30 ' 2012 (Formula WIA)

Line Item Number	BUDGET			ACTUAL EXPENSES			BUDGET AUTHORITY REMAINING			% Of Program Year Concluded			50.00%
	Operating Expenses			Total			Total			% Expended from Budget			
	Admin	Program	Total	Admin	Program	Total	Admin	Program	Total	Admin	Program	Total	
6260	Salaries - Operations	1,077,710	1,835,021	2,912,731	499,812	940,819	1,440,631	577,898	894,202	1,472,100	46.38%	51.27%	49.46%
6265	Employee Fringe Benefits - Ops	377,199	642,257	1,019,456	126,665	252,589	379,254	250,534	389,668	640,202	33.58%	39.33%	37.20%
6550	Employer Payroll Taxes - Ops	32,331	55,051	87,382	4,584	12,038	16,622	27,747	43,013	70,760	14.18%	21.87%	19.02%
6100	Audit/Accounting Services	440,000	0	440,000	145,547	0	145,547	294,453	0	294,453	33.08%	0.00%	33.08%
6120&6128	Bank/Payroll Services	13,250	0	13,250	2,111	0	2,111	11,139	0	11,139	15.93%	0.00%	15.93%
6130-6139	Equipment/Furniture/Capitalized Prof Fees	64,000	136,000	200,000	50,978	111,842	162,820	13,022	24,158	37,180	79.65%	82.24%	81.41%
6130-11	NV Trac Data Tracking Systems	0	140,000	140,000	10,496	32,121	42,617	-10,496	107,879	97,383	0.00%	22.94%	30.44%
6140	Equipment Repairs	1,600	3,400	5,000	0	0	0	1,600	3,400	5,000	0.00%	0.00%	0.00%
6150	Legal Publication/Advertising	20,000	30,000	50,000	3,917	9,976	13,893	16,083	20,024	36,107	19.58%	33.25%	27.79%
6160	Dues & Subscriptions	4,800	10,200	15,000	1,438	3,199	4,637	3,362	7,001	10,363	29.96%	31.36%	30.91%
6170	Equipment Rental	6,400	13,600	20,000	3,449	6,487	9,936	2,951	7,113	10,064	53.89%	47.70%	49.68%
6190	Insurance	14,400	30,600	45,000	1,502	3,319	4,821	12,888	27,281	40,179	10.43%	10.85%	10.71%
6200	Janitorial & Maintenance	4,800	10,200	15,000	875	1,728	2,603	3,925	8,472	12,397	18.24%	16.94%	17.35%
6210	Legal Fees	60,000	0	60,000	16,151	0	16,151	43,849	0	43,849	26.92%	0.00%	26.92%
6230	License & Permits	1,600	3,400	5,000	40	107	147	1,560	3,293	4,853	2.50%	3.14%	2.94%
6250	Office Supplies	8,000	17,000	25,000	2,915	6,350	9,265	5,085	10,650	15,735	36.43%	37.35%	37.06%
6270	Postage & Delivery	1,600	3,400	5,000	549	1,236	1,785	1,051	2,164	3,215	34.30%	36.35%	35.69%
6280	Printing & Reproduction	4,800	10,200	15,000	2,319	4,573	6,891	2,481	5,627	8,108	48.31%	44.83%	45.94%
6285	Board Support & Travel	0	25,000	25,000	0	2,391	2,391	0	22,609	22,609	0.00%	9.57%	9.57%
6290-11	Facility Rent/Lease	106,856	227,068	333,924	44,558	89,626	134,184	62,298	137,442	199,740	41.70%	39.47%	40.18%
6300	Telephone	16,000	34,000	50,000	6,668	12,891	19,559	9,332	21,109	30,441	41.68%	37.91%	39.12%
6305	Program Support Contracts	0	80,000	80,000	0	44,187	44,187	0	35,813	35,813	0.00%	55.23%	55.23%
6306	Admin Support Contracts	55,000	0	55,000	11,513	0	11,513	43,488	0	43,488	20.93%	0.00%	20.93%
6310	Travel - Staff	24,500	45,500	70,000	5,135	10,243	15,378	19,365	35,257	54,622	20.96%	22.51%	21.97%
6320	Training & Seminars - Staff	24,050	40,950	65,000	5,188	12,260	17,448	18,862	28,680	47,552	21.57%	29.94%	26.84%
6440	Systems Communication Support	24,000	51,000	75,000	11,605	23,691	35,296	12,395	27,309	39,704	48.36%	46.45%	47.06%
6500	Workforce Development Outreach	25,600	54,400	80,000	8,369	17,306	25,674	17,231	37,064	54,326	32.69%	31.81%	32.09%
6700	Youth Program Activities	0	15,000	15,000	0	9,322	9,322	0	5,678	5,678	0.00%	62.14%	62.14%
6720	Adult/DW Program Activities	0	15,000	15,000	0	673	673	0	14,327	14,327	0.00%	4.48%	4.48%
6850	Strategic Initiative (Operations)	0	338,674	338,674	0	0	0	0	338,674	338,674	0.00%	0.00%	0.00%
	Total	2,408,496	3,866,921	6,275,417	966,384	1,608,972	2,575,356	1,442,112	2,257,949	3,700,061	40.12%	41.61%	41.04%



INFORMATION: PY2011 Awards & Expenditures – Monthly Update

workforce CONNECTIONS
Awards and Expenditures
Program Year 2011 Adult/Dislocated Worker Programs
As of January 24, 2012

% of Program Year Completed 50.00%

WIA PY11 Adult and Dislocated Worker Green Sector

Provider	Contract Award	Adult Expenditures	DW Expenditures	Total Invoiced	% Spent	Remaining Balance
Bridge Counseling Associates	\$ 500,000.00	\$ 85,829.39	\$ 69,921.65	\$ 155,751.04	31.15%	344,248.96
GNU Family Life Center	\$ 600,000.00	\$ 179,146.58	\$ 102,201.72	\$ 281,348.30	46.89%	318,651.70
Goodwill of Southern Nevada	\$ 600,000.00	\$ 102,604.14	\$ 48,815.29	\$ 151,419.43	25.24%	448,580.57
Latin Chamber Foundation	\$ 600,000.00	\$ 105,078.18	\$ 80,476.26	\$ 185,554.44	30.93%	414,445.56
Nevada Partners, Inc	\$ 600,000.00	\$ 160,543.20	\$ 151,348.68	\$ 311,891.88	51.98%	288,108.12
So. NV Regional Housing Authority	\$ 175,000.00	\$ 14,058.05	\$ 13,311.85	\$ 27,369.90	15.64%	147,630.10
Total	\$ 3,075,000.00	\$ 647,259.54 58%	\$ 466,075.45 42%	\$ 1,113,334.99	36.21%	1,961,665.01

WIA PY11 Adult and Dislocated Worker Health Sector

Provider	Contract Award	Adult Expenditures	DW Expenditures	Total Invoiced	% Spent	Remaining Balance
CCSD - Desert Rose	\$ 500,000.00	\$ 2,719.00	\$ -	\$ 2,719.00	0.54%	497,281.00
Foundation for an Independent Tomorrow	\$ 600,000.00	\$ 172,065.54	\$ 178,090.26	\$ 350,155.80	58.36%	249,844.20
Latin Chamber Foundation	\$ 600,000.00	\$ 85,501.87	\$ 49,759.94	\$ 135,261.81	22.54%	464,738.19
Nevada Hospital Association	\$ 600,000.00	\$ 22,250.42	\$ 144.52	\$ 22,394.94	3.73%	577,605.06
Nevada Partners, Inc	\$ 600,000.00	\$ 160,543.20	\$ 151,348.68	\$ 311,891.88	51.98%	288,108.12
So. NV Medical Industry Coalition	\$ 600,000.00	\$ 270,134.94	\$ 71,916.53	\$ 342,051.47	57.01%	257,948.53
So. NV Regional Housing Authority	\$ 175,000.00	\$ 17,359.14	\$ 25,346.15	\$ 42,705.29	24.40%	132,294.71
Total	\$ 3,675,000.00	\$ 713,214.97 61%	\$ 451,259.93 39%	\$ 1,164,474.90	31.69%	2,335,525.10

WIA PY11 Adult and Dislocated Worker Rural Services

Provider	Contract Award	Adult Expenditures	DW Expenditures	Total Invoiced	% Spent	Remaining Balance
Nye Communities Coalition	\$ 750,000.00	\$ 170,554.89	\$ 132,408.13	\$ 302,963.02	40.40%	447,036.98
Total	\$ 750,000.00	\$ 170,554.89 56%	\$ 132,408.13 44%	\$ 302,963.02	40.40%	447,036.98

WIA PY11 Internal Programs and To Be Allocated Amounts

Contract	Contract Award	Adult Expenditures	DW Expenditures	Total Invoiced	% Spent	Remaining Balance
Pride	\$ 500,000.00	\$ 314,845.09	\$ -	\$ 314,845.09	62.97%	185,154.91
Strategic Initiative	\$ 1,600,000.00	\$ -	\$ -	\$ -	0.00%	1,600,000.00
To be allocated	\$ 1,630,447.00	\$ -	\$ -	\$ -	0.00%	1,630,447.00
Total	\$ 3,730,447.00	\$ 314,845.09 0%	\$ - 0%	\$ 314,845.09	8.44%	\$ 3,415,601.91
Total PY11 Adult/DW	11,230,447.00	1,845,874.49 64%	1,049,743.51 36%	2,895,618.00	25.78%	8,159,829.00

workforce CONNECTIONS
Awards and Expenditures
Program Year 2011 WIA Formula
As of January 24, 2012

WIA PY11 Youth General % of Program Year Completed | 15 Month Contracts **40.00%**

Provider	Contract Award	Youth In-School Expenditures	Youth Out-Of-School Expenditures	Total Invoiced	% Spent	Remaining Balance
CCSD - Desert Rose	\$ 362,000.00	\$ 3,030.00	\$ -	\$ 3,030.00	0.84%	358,970.00
HELP of Southern Nevada	\$ 713,000.00	\$ 85,380.70	\$ 147,476.70	\$ 232,857.40	32.66%	480,142.60
Nevada Partners	\$ 500,000.00	\$ 79,569.91	\$ 74,949.97	\$ 154,519.88	30.90%	345,480.12
Nye Communities Coalition (Year Round)	\$ 300,000.00	\$ 33,582.91	\$ 18,969.17	\$ 52,552.08	17.52%	247,447.92
Nye Communities Coalition (Summer)	\$ 48,514.00	\$ 34,427.16	\$ 14,019.15	\$ 48,446.31	99.86%	67.69
So. NV Children First	\$ 125,000.00	\$ 6,467.78	\$ 7,622.98	\$ 14,090.76	11.27%	110,909.24
Total	\$ 2,048,514.00	\$ 242,458.46	\$ 263,037.97	\$ 505,496.43	24.68%	1,543,017.57

48% 52%

WIA PY11 Youth Tri County

Provider	Contract Award	Youth In-School Expenditures	Youth Out-Of-School Expenditures	Total Invoiced	% Spent	Remaining Balance
Lincoln County School District (Tri-County)	\$ 100,000.00	\$ 471.80	\$ 6,965.03	\$ 7,436.83	7.44%	92,563.17
Nye Communities Coalition (Tri-County)	\$ 150,000.00	\$ 16,274.12	\$ 7,896.08	\$ 24,170.20	16.11%	125,829.80
Total	\$ 250,000.00	\$ 16,745.92	\$ 14,861.11	\$ 31,607.03	12.64%	\$ 218,392.97

53% 47%

WIA PY11 Internal Programs and To Be Allocated Amounts

Provider	Contract Award	Youth In-School Expenditures	Youth Out-Of-School Expenditures	Total Invoiced	% Spent	Remaining Balance
RFL Graduate Advocate Initiative	\$ 900,000.00	\$ 126,183.31	\$ -	\$ 126,183.31	14.02%	773,816.69
Youth Green - TBD	\$ 500,000.00	\$ -	\$ -	\$ -	0.00%	500,000.00
Youth HealthCare - TBD	\$ 500,000.00	\$ -	\$ -	\$ -	0.00%	500,000.00
Strategic Initiative	\$ 1,000,000.00	\$ -	\$ -	\$ -	0.00%	1,000,000.00
To be allocated	\$ 1,214,822.00	\$ -	\$ -	\$ -	0.00%	1,214,822.00
Total	\$ 4,114,822.00	\$ 126,183.31	\$ -	\$ 126,183.31	3.07%	3,988,638.69

100% 0%

Total Youth	6,413,336.00	385,387.69	277,899.08	663,286.77	10.34%	5,750,049.23
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58% 42%

workforce CONNECTIONS
Awards and Expenditures
As of January 24, 2012

WIA PY10/PY11 Governor's Reserve Youth

Provider	Contract Award	Total Invoiced	% Spent	Remaining Balance
Clark County - Summer Business Institute	\$ 299,028.00	\$ 260,470.92	87.11%	38,557.08
Nevada Public Education Foundation	\$ 645,000.00	\$ 628,199.30	97.40%	16,800.70
Total	\$ 944,028.00	\$ 888,670.22	94.14%	\$ 55,357.78

WIA PY10 Internal Programs Ongoing

	Contract Award	Total Invoiced	% Spent	Remaining Balance
Caliente	\$ 246,206.00	\$ 112,056.74	45.51%	134,149.26
Total	\$ 246,206.00	\$ 112,056.74	45.51%	134,149.26

Direct A/DW Grants

Provider	Contract Award	Total Invoiced	% Spent	Remaining Balance
Department of Justice - Get Out	\$ 692,096.00	\$ 472,512.53	68.27%	219,583.47
Health Resources and Services Admin. (HRSA)	\$ 140,509.00	\$ 95,643.95	68.07%	44,865.05
Layoff Aversion	\$ 210,000.00	\$ 33,428.01	15.92%	176,571.99
State Energy Sector Partnership (SESP)	\$ 4,050,000.00	\$ 1,331,353.23	32.87%	2,718,646.77
Youth Build PY09 - CCSD - Desert Rose	\$ 161,559.99	\$ 161,559.11	100.00%	0.88
Youth Build PY09 - GNJ Family Life Center	\$ 711,000.00	\$ 552,338.93	77.68%	158,661.07
Youth Build PY09 - WC	\$ 227,440.01	\$ 227,440.01	100.00%	-
Youth Build PY11 - CCSD Desert Rose	\$ 158,584.00	\$ -	0.00%	158,584.00
Youth Build PY11 - WC	\$ 941,416.00	\$ 170,033.38	18.06%	771,382.62
Total	\$ 7,292,605.00	\$ 3,044,309.15	41.75%	\$ 4,248,295.85

INFORMATION: Ready for Life Graduate Advocate Initiative ~ Kimberly Colagioia

Mentor Update

- 328 potential mentors have expressed an interest in the Graduate Advocate Initiative (GAI) program. Mentor applications have been sent to these people. Follow-up is being done via e-mail and phone calls.
- 86 potential mentors have completed their application. These potential mentors are participating in the interview process and the mentor training in preparation for matching with their mentee.
- 21 mentors are currently being matched with a mentee. Both the mentor and mentee are completing interest surveys to help ensure that a successful match occurs.
- Mentors continue to be recruited through a variety of avenues.
 - The Graduate Advocate Coordinators participated in UNLV's Spring Involvement Fair on February 1, 2012. They talked to students and faculty about the GAI Program, becoming a mentor, and the impact a mentor could have on a student.
 - Preview Las Vegas 2012 – GAI program will be represented at three different booths (Workforce Connections, School Community Partnership Program, Las Vegas Chamber). This will be a great opportunity for us to recruit mentors and talk about the GAI Program and the great work that is happening in the schools.
 - Mentor presentations and trainings are being set up with Bank of Nevada and various Kiwanis and Rotary Clubs.
 - MGM Resorts International has expressed an interest in working with the GAI Program. We are in the process of determining the program design and logistics of how their staff could become mentors considering the concerns and constraints around job release times.

RFL Graduate Advocate Initiative

Number of Youth Served

As of

February 1, 2012

<u>Graduate Advocate Coordinator</u>	<u>High School</u>	<u>Number of Youth Served</u>
Lori Thomas	Cheyenne	200
Jerrell Roberts	Cimarron Memorial	105
Asha Jones	Mojave	56
Nicole Jacobs	Sunrise Mountain	146
Tish Carroll	Clark	131
Michael Flores	Chaparral	103
Daniel Topete	Western	60
Keith Stark	Del Sol	163
Warren Evans	Desert Pines	89
Shaqueena Hall	Valley HS	88

RFL: Getting Connected

Workforce Connections Unites with Nevada Public Education Foundation Around Ready for Life to Connect At-Risk Youth to Vital Resources

Statewide movement and Workforce Investment Board join forces to enhance youth, larger region

Nevada Public Education Foundation (NPEF) and Workforce Connections—both adept at connecting individuals to the local resources they need to succeed—have forged a unique community partnership. Their alliance will help to improve outcomes for Southern Nevada’s most disconnected youth so they can graduate from high school ready for life and succeed thereafter as productive citizens through post-secondary education or career training.

Workforce Connections will now execute specific initiatives within the Ready for Life movement—convened in 2005 by the



Clockwise from left to right John Ball, Chanda Cook, Ricardo Villalobos, and Heather DeSart of Workforce Connections sign the agreement with Nevada Public Education Foundation Chair Kay Carl.

NPEF—to empower disconnected youth to cross the high school finish line and increase their odds of being college and/or career ready by age 25. Now, the statewide RFL movement will be

enhanced through the leveraged resources of two entities combining forces to create positive outcomes for youth. Ready for Life envisions that all Nevada youth are “ready for life,” supported by a com-

munity ethic that values education.

The most recent result of this RFL partnership is the Graduate Advocate Initiative. This partnership with the Clark County School District and United Way of Southern Nevada is a community movement that urges Southern Nevadans to raise the high school graduation rate through the simple but profound act of mentoring. Its counterpart in Northern Nevada is the Washoe Ready for Life Community Compact, a similar initiative to inspire all sectors of the community to raise the graduation rate and empower

Continued on page 2

Inside this report:

Nevada Leaders Will Convene to Examine Ways to Better Serve At-Risk Youth

When disconnected youth seek vital social services to re-engage, graduate from high school, and become productive citizens, bureaucracy and miscommunication may thwart their efforts. Nevada, along with four

other states, has been chosen for a unique opportunity to present recommendations to the Office of Management and Budget (OMB) on how federal funds can more flexibly serve disconnected youth and connect them to the proper

resources to succeed in school and beyond. Workforce Connections and the Ready for Life (RFL) Nevada, Our Shared Youth Vision Statewide Council, are hosting a State Leadership Convening on Wednesday, Feb. 29th in Las Vegas. Supported by Nevada

Governor Brian Sandoval, the convening features a live video conference with the OMB in Washington, D.C. to present Nevada’s specific requests for administrative flexibility to better serve youth, especially those

Continued on page 2

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RFL: Getting Connected

Agency Collaborative Aims to Deliver Enhanced Services Continued from page 1

youth to succeed beyond high school through volunteerism.

Workforce Connections, a Department of Labor Workforce Investment Board, builds career pathways by working closely with individuals, business, and allied agencies. In the youth arena, it connects young people to resources and potential careers through partnerships with various youth-serving organizations connecting thousands of young people to the resources they need to get ahead in life, including leadership/life skills and career exploration.

“This collaboration brings the focus and relevance of Ready for Life to a new and more powerful level and moves our scope beyond workforce development and employment to an even more holistic way to serve

“Together we can ensure the necessary regional and state-level connections, collaborations, and conversations happen to re-engage Nevada’s disconnected youth and help them become ‘ready for life’ .

youth,” said **Ricardo Villalobos, Ready for Life Systems Director at Workforce Connections.**

According to **NPEF Chair Kay Carl**, RFL aligns nicely with the focus of Workforce Connections and through this partnership, she hopes both organizations can make an even greater impact on disconnected youth who include high school dropouts, pregnant/parenting teens, foster youth, and those in the juvenile justice system.

“Together we can ensure the necessary regional and state-level connections, collaborations, and conversations happen to re-engage Nevada’s disconnected youth and help them become ‘ready for life,’ ”Carl explains.

Workforce Connections, a **Department of Labor Workforce Investment Board**, builds career pathways by working closely with individuals, business, and allied agencies; it connects young people to resources and potential

careers through partnerships with youth serving organizations, joining thousands of youth to leadership/life skills and career exploration.



Leaders Review Service Delivery to At-Risk Youth Continued from page 1

who are disconnected and served by multiple public systems.

“This is a wonderful opportunity to coalesce state leadership around the removal of policy barriers when it comes to serving disconnected youth,” says **Kenneth LoBene, Chairman of the Statewide Council and Director of HUD.**

Nevada has been chosen as one of five states nationwide to participate in this pilot program—convened by the Nevada Public Education Foundation (NPEF) and Workforce Connections—where experts directly present recommendations on ways

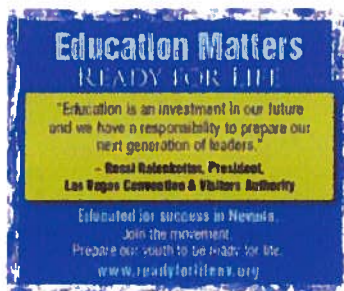
to more flexibly use federal funds to serve disconnected youth statewide, including high school dropouts, pregnant/parenting teens, foster youth, and those in the juvenile justice system. Success in doing so hinges on removing policy barriers and realigning and coordinating services. The Ready by 21© initiative is all about ensuring young people are ready for college, life, and work, which aligns with the goals of **Ready for Life**, a movement convened by NPEF with partners statewide.

The council is composed of public and private leaders from various sectors across the state, including the Governor’s office. Event sponsors include **Wells**

Fargo, Bank of America and Marquis Aurbach Coffing law firm.

Ultimately, leaders would like the convening session to result in the increased alignment of local-state-federal policies and funding (e.g. more consistent data linked across systems) as well as more engagement/collaboration among key youth-serving agencies/leaders statewide. For more information about the pilot program and examples of specific barriers and opportunities for administrative flexibility, visit <http://www.forumfyi.org/content/administrative-flexibility>. For more information contact: ccook@nvworkforceconnections.org.

Graduate Advocate Initiative—Mentoring Youth Forward



If you've had any measure of career success, and you've thought about giving back in a personal, meaningful way, mentoring a child in need can make a huge difference for youth and our region.

Consider this: In Nevada, members of the class of 2008 who failed to graduate from high school represent \$5.4 billion in lost lifetime earnings, according to the **Alliance for Excellent Education**. Imagine how those earnings would then stimulate the overall economy. In addition, studies promoted through the **National Mentoring Partnership** indicate that mentoring can

significantly reduce the incidence of delinquency, substance use, and academic failure among youth.

Go to the following: <http://www.nvworkforceconnections.org/graduate-advocate/> to make a difference for youth through the **Graduate Advocate Initiative (GAI)**, a collaborative cross-agency effort to improve southern Nevada's success at engaging and graduating "ready for life" students and reengaging those who left high school.

The Ready for Life (RFL) vision empowers youth through a community ethic that values education. The simple but profound act of mentoring allows anyone to make a difference. Telling your own story—your successes as well as your challenges—is a powerful way to connect with and guide youth toward more positive outcomes.

"When you can impart your

own wisdom and the firsthand experiences you had going through school and at work, you will have an impact," says Kimberly Colaioia, **Ready for Life Graduate Advocate Director**. "The mentees will remember you and that you cared enough to listen and share."

The GAI is targeting 2,000 of the nearly 7,000 students who are projected *not* to graduate from Clark County schools in 2012. Additionally, mentors and students will be assisted through the program by RFL Graduate Advocate Coordinators, who are now located in 10 at-risk high schools across Las Vegas.

Here's how you might help:

- Mentor high school seniors who will benefit from a positive role model who believes in them and will coach them through their final credits to graduate.

Real results in real time—your commitment will be measured by the increase in graduation rates at year end.

- Support the Clark County School District through the School-Community Partnership Program, which connects community resources with school resources to increase student achievement.
- Provide career awareness and work experience opportunities (e.g. job shadows and internships).
- Donate—Any amount helps.

The GAI is a partnership among **Clark County School District, Workforce Connections, United Way of Southern Nevada** and the **Nevada Public Education Foundation**, the key convener of Ready for Life. Participants are either credit deficient and/or haven't passed proper proficiency tests.



Students Statewide Participate in Job Shadow Day

Between Northern and Southern Nevada, nearly 800 youth across the state experienced the world of work first hand as over 60 participating businesses opened their doors in honor of **National Job Shadow Day** in early February, an occasion to give students a close view of the working world.

"As a longstanding supporter of education as a foundation for a productive future, and as Nevada's largest private employer, MGM Resorts is pleased to partner with the Clark County School District and Workforce Connections to host more than half of the students involved in Job Shadow

Continued on page 4



In Southern Nevada, over 530 students from 12 local high schools were introduced to 21 prospective employers during Job Shadow Day Feb. 2nd.

RFL: Getting Connected

Youth Experience the Potential Future at Job Shadow Days Continued from page 3

Day," says **Jim Murren**, Chairman and CEO of MGM Resorts.

Students statewide are participating in Job Shadow day through the efforts of partners in Ready for Life, (RFL) a collaborative movement that aims to increase Nevada's high school graduation rate. On Feb. 2nd, employers hosting the day from Southern Nevada included **MGM Resorts International**, the **City of Henderson**, the **Southern Nevada Water Authority** and the **Bureau of Reclamation**.

The 500-plus participating students from the **Clark County School District (CCSD)** are part of the **Graduate Advocate Initiative**—launched by **Work-**

force Connections in partnership with **CCSD**, **United Way of Southern Nevada**, and the **Nevada Public Education Foundation**—that encourages community members to mentor youth personal experience with a ctoward positive life outcomes by sharing onstructive, listening ear.

In Northern Nevada, businesses including **NV Energy**, **Reno Gazette Journal**, and **Northern Nevada Medical** opened their doors to more than 230 youth on Feb. 9th to highlight possible career paths and employers students may not have even considered. Youth participated from the **Washoe County** and **Lyon County School Districts** as well as youth service providers including **Truckee Meadows Boys &**

Girls Club, **Sierra Nevada Job Corps Center**, **Community Services Agency**, and **Washoe County Social Services**.

Job shadowing allows the business community to support education without ever leaving the office. Some businesses offer hands-on training while others engage students with tours of their facility. Job shadowing exposes students to a professional work environment and gives them the opportunity to explore the career options available to them when they graduate. Students gain an awareness of the skills needed for certain jobs, identify possible career interests, develop skills interacting with adults, learn what is expected in a professional environment and understand the connection between school and work.

YouthBuild: Elevating Youth through Real World Experience

YouthBuild Las Vegas, as its name suggests, gives disengaged young people a unique opportunity to piece their lives back together using brain power as well as good old fashioned sweat equity. Youth 18 to 24 years of age can earn their high school diploma or GED (General Educational Development tests) while learning vocational skills by building or refurbishing low-income houses, doing community cleanup, and more.

Available through **Workforce Connections**, YouthBuild is an international model program that also offers hands-on training, classroom instruction, supportive services, assistance in finding and maintaining employment, and the careful cultivation of leadership skills abilities. So far, about 100 youth have



participated in the program, which partners with **Desert Rose High School** (through the **Clark County School District**), **Habitat for Humanity Las Vegas**, **Mission Housing**, and the **Vitality Center**.

"We want to challenge individuals mentally and physically through this program," explains **Jennifer Padilla**, **Assistant Director of Youth Build through Workforce**

Connections. "It's all about cultivating mental toughness and a solid work ethic."

The rigorous 8-month program includes completing OSHA (Occupational Safety and Health Administration) certification as well as 30 hours of community service. Students are also exposed to leadership development strategy, resume writing workshops, mock interviews, financial literacy coursework, as well as classes on parenting and being environmentally conscious.

Through their hands-on work renovating homes through the YouthBuild program, young people earn wages and incentives to cross the finish line to graduate from high school while they learn valuable on-site construction skills building homes for needy residents—a win-win for youth and future Las Vegas Valley homeowners.

A Day in a YouthBuild Classroom in Southern Nevada

On a warm January morning in early 2012, about 30 teens and young adults are assembled in a classroom at Desert Rose High School, receiving training through the YouthBuild Las Vegas program. Their interest and youthful excitement are almost palpable when instructor Jaime Cruz—Director, Green Economy Workforce Development at Workforce Connections—arrives to begin the day’s lessons from the *What’s It Mean To Be Green* program curriculum.

Cruz immediately launches into a discussion on fuel-efficient transportation and passes around a model of a full-scale H2GO car that runs on sunlight and water. Everyone is interested and one young man jokes that the car nearly resembles a vacuum cleaner. Words such as “greenhouse effect,” “carbon

“The teachers here are dedicated and they motivate you,” explains Carmen. “I’m also learning ‘soft’ skills like anger management, team building and financial literacy that will come in handy some day.” — Carmen Salazar

cycle,” and “embodied energy” are also reviewed and discussed among the group.

Then, they quickly move into the nitty-gritty of how each person impacts the environment through the various energy sources each uses (from driving to water to electricity) to the materials they ultimately discard. Cruz notes that the typical American household disposes of nearly 1,640 pounds of garbage. For a sobering visual effect, he explains that such an amount

would fill their classroom from floor to ceiling.

Everyone seems surprised by the resources required by a typical person, as well as the energy required to create various products, referred to as their embodied energy. With this sobering knowledge, as well as a comparison of Americans’ typical energy use to that of other countries, everyone agrees they can do their part to cut back on energy use and discard less garbage. At the next session, according to Cruz, everyone must bring three ideas to reduce their carbon footprint, even in modest ways such as taking shorter showers.

Carmen Salazar, 23, dropped out of high school five years ago, just shy of meeting her academic requirements. Her participation in YouthBuild has provided motivation to move forward, camaraderie with peers in similar circum-



YouthBuild gives 23-year-old Carmen Salazar renewed hope for her future.

stances, and the critical ability to complete high school and gain certifications.

“The teachers here are dedicated and they motivate you,” explains Carmen. “I’m also learning ‘soft’ skills like anger management, team building, and financial literacy that will come in handy someday.”

The *What’s It Mean to be Green* Program is funded by Nevada’s State Energy Sector Partnership (SESP), which supports green economy workforce development initiatives including those geared toward building youth career pathways. SESP partners include Nevada’s State Office of Energy, Nevada’s Department of Employment Training and Rehabilitation, Nevada JobConnect, Workforce Connections, and Nevadaworks.

Community Compact Continues to Inspire

September 7, 2011, marked the beginning of a paradigm shift in Washoe County: the launch of the Washoe Ready for Life Community Compact—an unprecedented effort to bring every sector of the community together to show their passion to change the culture and create a community ethic that values education.

More than 400 community leaders, educators, business people, parents, service clubs, non-profits, elected officials, law enforcement and students came together to answer the question: “Who is responsible for ensuring we graduate all children?” One by one, prominent Northern Nevadans, stepped up on platforms, spotlights trained, and stated unequivocally that helping our

community’s youth become Ready for Life...Starts with ME. The teachers and administrators cannot make the changes alone. But the entire community pulling in the same direction can.

Development of the Community Compact took nearly two years and still is a work in progress. After talking with hundreds of individuals

Continued on page 6



workforce CONNECTIONS

PEOPLE. PARTNERSHIPS. POSSIBILITIES.

Workforce Connections, the workforce investment board serving Southern Nevada, focuses on coordinating job development and career pathway building to maximize the potential of the Southern Nevada workforce. A national effort grounded at the local level -- where the needs of businesses and individuals are best understood. For more information on Workforce Connections, call 702-638-8750 or visit www.nvworkforceconnections.org

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request for individuals with disabilities. TTY (800) 326-6868 or Nevada Relay 711.

Phone: (702) 638-8750

Fax: (702) 638-8774

Address: 7261 W. Lake Mead Blvd., Suite 200
Las Vegas, Nevada 89128

About the Ready for Life Movement

Convened by the Nevada Public Education Foundation, Ready for Life is a collaborative cross-agency effort to improve Nevada's success at engaging and graduating "ready for life" students and re-engaging those who prematurely left school. It aligns with the goals of the Workforce Investment Act that are directed toward youth, which include academic development, credit retrieval, and career training/development as well as life skills.

Washoe Compact a Community Commitment Continued from page 5

and literally dozens of organizations, the Community Compact identified many examples of how people can help regardless of how much or little time they have. Initiators took the idea to the media to ask them to get onboard and help in any way they could.

"Their response was overwhelming! From the launch and moving forward, the media has run hundreds of radio and TV spots, newspaper mentions, billboard displays plus numerous articles and interviews," says **Fred Boyd**, one of the original Compact organizers. In fact, the *Reno Gazette Journal* will be running 18 col-

umns over the next few months featuring actions being taken by the various sectors to support education in Washoe County. Churches, service clubs, the judiciary, professional organizations, and each of the sectors will be represented to showcase the wonderful work going on in our community and provide continuing examples and specific opportunities for every one of us to engage in these efforts, according to Boyd.



INFORMATION: Year-Round Youth Funded Partner Update ~ Clentine January

**Year Round Youth Program Report
Information as of February 13, 2012**

- Demographics
- Ethnicity
- Characteristics
- Residence City
- Zip Codes
- Monitoring

Demographics: This Program Year (7/1/2011 - 9/30/2012)

Age group 14-18	319
Age group 19-21	<u>151</u>
	470

Ethnicity: This Program Year (7/1/2011 - 9/30/2012)

African American	244
American Indian	11
Asian	6
Caucasian	156
Hawaiian/Pacific Islander	7
Hispanic or Latino	101
Ethnicity Not Disclosed	180
Ethnicity Not Hispanic or Latino	260
Female	242
Male	228

Enrolled Customer Characteristics:

At risk of Dropping out of High School	48
Basic Skills Deficient	230

Customer Characteristics Continued:

Basic Skills Sufficient	40
Disabled	21
Former Foster Youth	7
Foster Child	18
Homeless	86
Pregnant/Parenting Youth	66
Runaway	3
Juvenile Justice Involved/offender	100

Residence City: This Program Year (7/1/2011 - 9/30/2012)

Caliente	39
Fallon	3
Henderson	13
Jean	1
Las Vegas	210
Lincoln County	12
North Las Vegas	9
Pahrump	36
Palmdale	2
Sandy Valley	2
Searchlight	2
Tonopah	8

ZIP Codes Served:

CCSD/Desert Rose – 89030

72 Youth are enrolled

The youth they serve are located in the following 24 zip codes:

Zip Code	# Youth	Zip Code	# Youth
89030	7	89169	1
89031	7	89130	1
89032	7	89143	1
89101	5	89011	1
89102	2	89084	1
89103	4		
89104	1		
89106	4		
89107	2		
89108	7		
89109	1		
89115	9		
89117	2		
89120	1		
89128	3		
89129	3		
89131	4		
89135	1		
89146	7		

Lincoln County – 89008

11 Youth are enrolled

The youth they serve are located in the following 4 zip codes:

Zip Code	# Youth
89001	1
89008	4
89042	3
89043	3

Southern Nevada Children’s First - 89030

27 Youth are enrolled

The youth they serve are located in the following 10 zip codes:

Zip Code	# Youth
89115	3
89030	12
89030	3
89107	1
89103	2
89014	1
89156	2
89128	1
89119	1
89110	1

Nevada Partners - 89030

155 Youth are enrolled

The youth they serve are located in the following 33 zip codes:

Zip Code	# Youth	Zip Code	# Youth	Zip Code	# Youth	Zip Code	# Youth
89031	8	89108	8	89124	1	89011	1
89032	9	89109	1	89128	6	89074	1
89115	14	89121	4	89130	5	89415	1
89110	9	89156	5	89015	1		
89118	2	89030	14	89146	1		
89119	1	89081	10	89147	1		
89101	11	89084	5	89149	2		
89102	2	89117	1	89169	2		
89106	19	89122	2	89082	1		
89107	4	89123	1	89086	2		

HELP of Southern Nevada - 89119

125 Youth are enrolled

The youth they serve are located in the following 28 zip codes:

Zip Code	# Youth	Zip Code	# Youth	Zip Code	# Youth
89014	3	89104	2	89122	3
89015	1	89106	4	89124	2
89019	5	89107	2	89128	1
89030	2	89108	9	89130	3
89031	1	89109	2	89142	2
89032	2	89113	1	89147	4
89046	4	89115	2	89169	3
89081	5	89117	1	93951	4
89101	50	89119	5		
89102	1	89121	1		

Nye Community Coalition - 89048

71 Youth are enrolled

The youth they serve are located in the following 4 zip codes:

Zip Code	# Youth
89048	30
89148	8 (Tonopah)
89060	13
89049	20

Applied Analysis Zip Code Report

Total Youth Enrolled as of February 13, 2012 all Funded Partners: **461**

Enrolled youth represent youth who are in the year round program working towards obtaining their HS Diploma/GED, State or Nationally Recognized Certificate, Employment, or Training, on a work experience, etc.

Total Youth Enrolled within the Applied Analysis top 10 Zip Code areas representing Southern Nevada youth most at-risk. All Funded Partners: **188 (40%)**

Youth served in each of the applied analysis zip code:

89030	35
89086	2
89101	66
89104	3
89106	27
89109	4
89110	10
89115	28
89119	7
89169	6

Monitoring

Monitoring completed as of February 13, 2012:

- Olive Crest (not a partner this program year, but was scheduled for final monitoring; no findings)
- NyE-TCC monitored with no findings
- NPI monitored with no findings
- HELP monitored with no findings
- Southern Nevada Children First

Monitoring scheduled later this month:

- CCSD Desert Rose

YOUTH MONITORING SCHEDULE PROGRAM YEAR			
FUNDED PARTNER	DATE	TIME	MONITOR
Olive Crest	Completed 12/9/2011	9-2:00p	Fiscal/Program
NyE / Tri-County Coalition (TCC)	Completed 1/6/2012	All Day	Fiscal/Program
Nevada Partners (NPI)	Completed 2/6/2012	9-4:30p	Fiscal/Program
HELP of Southern Nevada	Completed 2/14/2012	9-1:00p	Fiscal/Program
Southern Nevada Children First	Completed 2/17/2012	9-1:00p	Fiscal/Program
CCSD/Desert Rose	2/24/2012	All Day	Fiscal/Program
Green Group	4/10/2012	All Day	Fiscal/Program
Health Care Group	4/17/2012 – 4/18/2012	All Day	Fiscal/Program
Lincoln County	5/11/2012	All Day	Fiscal/Program

INFORMATION: DETR Unified Workforce Investment Board Statewide Proposal ~
Dennis Perea, Deputy Director-DETR & John Ball, Executive Director-Workforce Connections

February 15, 2012

Jane Oates, Assistant Secretary of Labor
USDOL, ETA
Francis Perkins Building
200 Constitution Avenue N.W
Washington, DC 20210

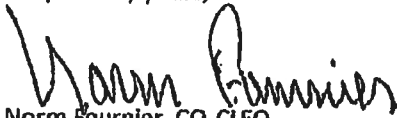
Dear Assistant Secretary Oates:

As the State of Maine's locally elected officials for the Workforce Investment Act (WIA) we are contacting you with the hope that you will be able to assist us with an urgent matter.

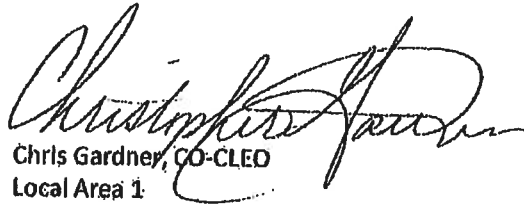
We are universally opposed to any action that would terminate the existing composition, structure and implementation of Maine's workforce system. A resolution was adopted in November by the Chief Local Elected Officials for the 16 counties in the State of Maine and agreed unanimously to keep the designation of the Local Workforce Investment Boards in place as they exist today; and, have existed since the implementation of the Workforce Investment Act (WIA). The following is the Resolution that was adopted by the CLEO members in November:

"The chief local elected officials support the current legal designation of the four local areas in Maine that was agreed to in the year 2000 through a collaborative process among Maine's County Commissioners, the Maine Jobs Council and the Governor and recognized by the United States Department of Labor and we do not support any attempt at re-designation."

Respectfully yours,



Norm Fournier, CO-CLEO
Local Area 1
Aroostook & Washington Counties



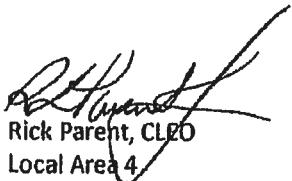
Chris Gardner, CO-CLEO
Local Area 1
Aroostook & Washington Counties



Tom Davis, CLEO
Local Area 2
Penobscot, Piscataquis & Hancock Counties



Gary McGrane, CLEO
Local Area 3
Oxford, Androscoggin, Franklin, Kennebec & Somerset Counties



Rick Parent, CLEO
Local Area 4
York, Cumberland, Sagadahoc, Lincoln, Knox & Waldo Counties



BDN MAINE Opinion

Wednesday, Feb. 22, 2012 Last update: 8:13 p.m.

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Lobster Festival donates to Rockland recreation »

CONTRIBUTORS

Governor's numbers wrong — job training works

By Ted St. Amand, Special to the BDN

Posted Feb. 14, 2012, at 5:39 p.m.



Recommend 12

The BDN's Feb. 6 editorial "Job Training Critical Conduit," praising a proposal by Gov. Paul LePage to drastically revamp the state's job training programs was short on facts.

It is correct in saying, "publicly funded job training should get the same attention that higher education gets," and that "it has the potential to sustain an important tier of the economy and provide a ladder out of low-wage jobs."

What the editorial doesn't do, and what the governor hasn't done, is make the case that Maine's current system of providing job training for displaced and economically disadvantaged workers isn't working. Frankly, it is working.

In order to implement the governor's drastic changes, the federal government will have to grant the state a waiver of federal law, similar to the Department of Health and Human Services waiver, which is also unlikely to be granted. There was also little involvement of the state's Chamber groups which are being asked to play a key role, something they are wholly unprepared to do.

Of even more concern, the governor's proposal was drafted and put forward without discussion with the Workforce Boards who are most affected. The governor claims that the Workforce Boards spend only 20 percent of their funds for job training with the rest going for administration and overhead. This is false.

To make his claim that 80 percent of the job training funds are going to the front, the governor fails to include the funds for training services that are mandated by law and go to such things as remedial education, resume writing and job search assistance.

Federal law limits the Workforce Boards to spending only 10 percent of their funds on administrative costs. According to the latest government audits for all contracts approved by the Maine Department of Labor, all of the Workforce Boards are in compliance with this requirement.

The governor fails to mention that each year before the Workforce Boards even receive their dollars from the federal government, the state withholds up to 25 percent of allocated funds for its own administration and overhead costs. If the governor believes more money should be going directly to job training, the Workforce Boards would gladly distribute these funds for additional work force training.

For nearly 12 years, the Workforce Boards have been successful in supplementing their federal allocations with grants and other leveraged funds not included as part of the administration's accounting. These additional job-training funds would be in jeopardy if the administration obliterates the capacity to obtain these funds.

Finally, the governor claims the success rate for placing participants in jobs is low, 44 percent over the last two years. His analysis is wrong. The truth is that Maine's Workforce Boards have achieved 75 to 80 percent success rate in placing participants.

Even in a slow economy, Maine's Workforce Boards are in the top 10 percent nationally in several areas of performance, and each board has received federal incentive award funds for performance that is spent on additional work force training and service projects.

At a time when our economy is still lagging from the recent recession and so many Maine citizens need assistance, it is not the time to scrap a job training strategy that's working well and instead roll the dice on a new and untested plan.

Ted St. Amand is president of Atlantic Pest Solutions in Arundel. He is former chairman of the Coastal Counties Workforce Board and a member of the Southern Midcoast Chamber of Commerce.

Similar articles:

Gov. LePage rolls out more changes to work force training program



Job training boards spend only 20% of funds on job training, LePage says



LePage announces new board to focus on job training

EMPLOYMENT AND TRAINING ADMINISTRATION ADVISORY SYSTEM U.S. DEPARTMENT OF LABOR Washington, D.C. 20210	CLASSIFICATION WIA/Wagner-Peyser
	CORRESPONDENCE SYMBOL OWI
	DATE October 26, 2011

ADVISORY: TRAINING AND EMPLOYMENT GUIDANCE LETTER NO. 9-11

TO: ALL STATE WORKFORCE AGENCIES
ALL STATE WORKFORCE LIAISONS

FROM: JANE OATES /s/
Assistant Secretary

SUBJECT: Revised Fiscal Year (FY) 2012 "Advance" Funding Levels Available
October 2011 for Workforce Investment Act (WIA) Programs and
Clarification on the Level of Governor's Reserve

1. **Purpose.** Per recent Congressional action, this Training and Employment Guidance Letter (TEGL) has two purposes:

- a) To provide states with revised allotment levels for the WIA Adult and Dislocated Worker Fiscal Year 2012 "advance" funds which become available to states in October 2011. The revised levels are based on the 1.503 temporary rate of operations reduction included in the short-term Continuing Appropriations Acts of 2012.
- b) To clarify that the Governors' Reserve is set at *five* percent for all Performance Year 2011 WIA funds.

2. **References.**

- Continuing Appropriations Act, 2012, Public Law (P.L.) 112-33, Sections 101, 115, and 133, enacted September 30, 2011, and Continuing Appropriations Act, 2012, P.L. 112-36, Sections 101, 115, and 133, enacted October 5, 2011
- Training and Employment Guidance Letter (TEGL) 26-10 (May 10, 2011)
- Full-Year Continuing Appropriations Act, 2011, P.L. 112-10, Division B, Title I, Section 1101, 1104, and 1119, and Section 1801 of Title VIII, signed April 15, 2011
- Department of Labor Appropriations Act, 2010, P.L. 111-117, Division D, Title I
- Training and Employment Guidance Letter (TEGL) 23-10 (May 3, 2011)
- Workforce Investment Act of 1998, (29 United States Code (U.S.C) 2801 et seq.), Public Law 105-220, as amended
- Wagner-Peyser Act, as amended (29 U.S.C. 49 et seq.)
- WIA Final Rule, 20 Code of Federal Regulations parts 660-671
- Planning Guidance for the Strategic State Plan for Title I of the Workforce

RESCISSIONS None	EXPIRATION DATE Continuing
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Investment Act of 1998 and the Wagner-Peyser Act [(73 FR 72853) (Dec. 1, 2008)] (OMB No. 1205-0398)

3. **Background.** TEGL 26-10, issued May 10, 2011, announced Program Year (PY) 2011 WIA allotments to states. In this Change 1 TEGL, we inform states that recent Congressional actions, contained in the two short-term Continuing Appropriations Acts of 2012, P.L. 112-33 and P.L. 112-36, have caused the Employment and Training Administration to adjust some of these initial figures. It should be noted that there were no changes made to the WIA Youth Activities funds (available April 1, 2011), nor to the "base" portion of funding for Adult and Dislocated Worker activities that were made available July 1, 2011. However, the short-term Continuing Appropriations Acts put into effect a temporary rate of operations reduction (1.503 percent) for the FY 2012 "advance" WIA Adult and Dislocated Worker program funds (see sections 101 and 115 of both Acts). The revised allotment levels are listed in the attachments to this TEGL.

Additionally, in TEGL 26-10 states were informed that Congress decreased the level of PY 2011 base funds that Governors may reserve for statewide activities by 10 percentage points, from 15 percent to 5 percent. At that time there was some uncertainty whether this reduction also would apply to the FY 2012 "advance" portion of Adult and Dislocated Worker PY 2011 funding which typically becomes available in October 2011. Pursuant to section 133 in each of the Continuing Appropriations Acts of 2012, this TEGL clarifies that the reduction in the Governors' Reserve does apply to all ("base" and "advance") PY 2011 funds.

4. **Distribution of WIA Funds in PY 2011.**

- a) **Within State Allocations of Adult and Youth Allotments.** The distribution of the PY 2011 allotments must conform with the requirement that:
- 1) A minimum of 95 percent of each state's revised Adult allotment will be allocated to local area activities; and
 - 2) A maximum of 5 percent of each state's revised Adult allotment may be used for statewide activities as authorized under WIA.
- b) **Within State Allocations of Dislocated Worker Allotments.** The distribution of the PY 2011 allotments must conform with the requirement that:
- 1) A minimum of 70 percent of each state's revised dislocated worker allotment will be allocated to local areas;
 - 2) A maximum of 5 percent of each state's revised dislocated worker allotment may be used for statewide activities as authorized under WIA; and
 - 3) A maximum of 25 percent of each state's revised dislocated worker allotment may be used for statewide rapid response activities as authorized under WIA.

The following table summarizes this information to show the formula breakdown for PY 2011 WIA funds:

	WIA Youth	WIA Adult	WIA Dislocated Worker
Statewide Activities (including State Admin)	Maximum 5%	Maximum 5%	Maximum 5%
Local Allocations	Minimum 95%	Minimum 95%	Minimum 70%
Rapid Response	-	-	Maximum 25%

Regarding funds set aside for statewide activities, states are authorized to reserve for state administration no more than five percent of each of the total allotments for WIA Youth, Adult, and Dislocated Worker programs

5. **Guidance on the Funding of Statewide Activities.** Over the past several months, states have been anticipating how the reductions in the Governor's Reserve would impact the state's ability to carry out required statewide workforce investment activities as described in WIA Section 134(a)(2)(B) and 20 C.F.R. 665.200 (b)-(i). States must continue to make investments in statewide activities central to state management of funds such as,
- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1)),
 - submitting required reports (WIA Section 136(f)),
 - disseminating the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i) and 20 C.F.R. 665.200 (b)(1)), and youth activities (20 C.F.R. 665.200(b)(4)), and
 - providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R. 665.200(f)).

ETA is unlikely to approve a waiver of the above required activities. ETA realizes that some states may be unable to fund all required activities due to a lack of funding. Except for the activities listed above, States may request a waiver to exempt them from the requirement to carry out some of the required statewide activities described at 20 C.F.R. 665.200 (b)-(i) that would have been financed with PY 2011 funds.

In particular, ETA will approve a waiver from the requirement to:

- conduct evaluations (WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d)),
- provide incentive grants to local areas (WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e)), and

- disseminate training provider performance and cost information (20 CFR 665.200(b)(3)).

States may use the waiver templates provided in Attachment III if they wish to request any of the above waivers.

For other required statewide activities that states may want to waive, ETA will review and consider waiver requests on a case-by-case basis and in the context of each state's unique circumstances. These requests must include a justification that describes estimated costs to carry out the required activity for which the waiver is needed, how statewide funds are being used, and the extent to which the funding levels are insufficient to cover the activity. The request must also address the anticipated impact of not funding the activity, and whether it may directly affect WIA participant services.

States wishing to request new waivers must submit full waiver plans to ETA. The waiver plan must include all of the required elements listed in the WIA regulations at 20 CFR 661.420(c) and discussed in TEGL 26-09. States may use a submission form available at <http://www.doleta.gov/waivers/pdf/waiver-template.doc> which provides a description of each element and submittal instructions.

6. **Notice of Obligation (NOO)**. The Department will issue a NOO with the new FY 2012 "advance" amounts for the Adult and Dislocated Worker programs. Because the temporary rate of operations reduction will be taken into account when the NOO is issued, no further accounting action is required of the state.
7. **Other Policies and Reporting Pertaining to PY 2011 Funds**. See TEGL 26-10.
8. **Inquiries**. Questions regarding these allotments may be directed to the appropriate Regional Office. Information on allotments and planning requirements may also be found on the ETA Web site at <http://www.doleta.gov>.
9. **Attachments**.
 - I. WIA Dislocated Program *Revised* FY 2012 "Advance" Allotments, Based on 1.503 Temporary Rate of Operations Reduction
 - II. WIA Adult Program *Revised* FY 2012 "Advance" Allotments, Based on 1.503 Temporary Rate of Operations Reduction
 - III. Waiver Request Template

POST

*** NOTICE OF PUBLIC MEETING ***

BOARD OF EXAMINERS

LOCATION: Capitol Building
The Guinn Room
101 N. Carson Street
Carson City, Nevada

DATE AND TIME: February 14, 2012 @ 10:00 a.m.

Below is an agenda of all items to be considered. **Action will be taken on items preceded by an asterisk (*).** Items on the agenda may be taken out of the order presented, items may be combined for consideration by the public body, and items may be pulled or removed from the agenda at any time at the discretion of the Chairperson.

AGENDA

1. PUBLIC COMMENTS
- *2. FOR POSSIBLE ACTION – APPROVAL OF THE JANUARY 10, 2012 BOARD OF EXAMINERS’ MEETING MINUTES
- *3. FOR POSSIBLE ACTION – AUTHORITY TO PAY MINING CLAIM REFUNDS
 - A. Department of Taxation – \$588,830

Pursuant to Senate Bill 493, Section 16.7 of the 2011 Legislature, the Department of Taxation must submit mining claim refund requests to the Board of Examiners for approval. The Department is requesting authority to pay 50 refund requests totaling \$588,830.

BOE #	DEPT #	STATE AGENCY	CONTRACTOR	FUNDING SOURCE	AMOUNT	EXCEPTIONS FOR SOLICITATIONS AND/OR EMPLOYEES
78.	902	DEPARTMENT OF EMPLOYMENT, TRAINING & REHABILITATION - EMPLOYMENT SECURITY	NEVADAWORKS	FEDERAL	\$169,616	EXEMPT
	Contract Description:	This is the second amendment to the original interlocal agreement, which provides ongoing employment and training services to adults in Northern Nevada. This amendment increases the maximum amount from \$2,552,461 to \$2,722,077 based on a directive from the Department of Labor Training and Employment Guidance Letter Number 09-11 that reduces the advance allotments by 1.503% and decreases the Governor's Reserve account from 15% to 5%, which increases the Adult allotment.				
		Term of Contract:	07/01/2011 - 06/30/2013	Contract # 12273		
79.	902	DEPARTMENT OF EMPLOYMENT, TRAINING & REHABILITATION - EMPLOYMENT SECURITY	NEVADAWORKS	FEDERAL	\$342,472	EXEMPT
	Contract Description:	This is the second amendment to the original interlocal agreement, which provides ongoing employment and training services to dislocated workers in Northern Nevada. This amendment increases the maximum amount from \$2,215,208 to \$2,557,680 based on a directive from the Department of Labor Training and Employment Guidance Letter Number 09-11 that reduces the advance allotments by 1.503% and decreases the Governor's Reserve account from 15% to 5%, which increases the Dislocated Worker allotment.				
		Term of Contract:	07/01/2011 - 06/30/2013	Contract # 12272		
80.	902	DEPARTMENT OF EMPLOYMENT, TRAINING & REHABILITATION - EMPLOYMENT SECURITY	WORKFORCE CONNECTIONS	FEDERAL	\$478,408	EXEMPT
	Contract Description:	This is the first amendment to the original interlocal agreement, which provides ongoing employment and training services to adults in southern Nevada. This amendment changes the contractor's name from Southern Nevada Workforce Investment Board to Workforce Connections and increases the maximum amount from \$5,182,567 to \$5,660,975 based on a directive from the Department of Labor's Training and Employment Guidance Letter Number 09-11 that reduces the advance allotments by 1.503% and decreases the Governor's Reserve account from 15% to 5%, which increases the Adult allotment.				
		Term of Contract:	07/01/2011 - 06/30/2013	Contract # 12260		
81.	902	DEPARTMENT OF EMPLOYMENT, TRAINING & REHABILITATION - EMPLOYMENT SECURITY	WORKFORCE CONNECTIONS	FEDERAL	\$694,623	EXEMPT
	Contract Description:	This is the first amendment to the original interlocal agreement, which provides ongoing employment and training services to dislocated workers in southern Nevada. This amendment changes the contractor's name from Southern Nevada Workforce Investment Board to Workforce Connections and increases the maximum amount from \$5,948,200 to \$6,637,823 based on a directive from the Department of Labor's Training and Employment Guidance Letter Number 09-11 that reduces the advance allotments by 1.503% and decreases the Governor's Reserve account from 15% to 5%, which increases the Dislocated Worker allotment.				
		Term of Contract:	07/01/2011 - 06/30/2013	Contract # 12261		

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Error: IllegalTag

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Position: 14395

INFORMATION: Workforce Connections Executive Director Update ~ John Ball

CONSENT AGENDA: The Consent Agenda is enacted in one motion without discussion; however, any item may be pulled from the Consent Agenda for discussion by any Board member. Policies have been reviewed and revised to comply with the current Federal and State law. The following items are on the Consent Agenda

- a. **ACTION:** Approve the meeting minutes from the *workforce*CONNECTIONS Board of Director's Meeting on January 24, 2012

Workforce Connections

Board Meeting

MINUTES

January 24, 2012

10:00 a.m.

Culinary Academy of Las Vegas

710 W. Lake Mead Blvd.

Parlors C&D

North Las Vegas, NV 89030

Members Present

Charles Perry	Commissioner Lawrence Weekly	Commissioner Tommy Rowe
Councilman Bob Coffin	Councilwoman Peggy Leavitt	Councilwoman Gerri Schroder
Dan Rose	Dennis Perea	Dr. David Lee
F. Travis Buchanan	Hannah Brown	Kenneth J. LoBene
Michelle Bize	Mujahid Ramadan	Pat Maxwell
Sonja Holloway		

Members Absent

Commissioner Borasky	William Bruninga	Dan Gouker
Commissioner Pappalardo	Valerie Murzl	Mark Edgel
Councilwoman Anita Wood		

Staff Present

John Ball	Suzanne Potter	Irene Bustamante	Sylvia Spencer
Ardell Galbreth	Jaime Cruz	Jennifer Padilla	Celia Diaz
Heather DeSart	Kim Colagioia	Kelly Ford	Lauren Stewart
Carol Turner	Debra Collins	Faith Cannella	Mike Hopper
Rick Villalobos	Cornelius Eason	Jeannie Kuennen	Chris Shaw
MaryAnn Avendano	Tom Dang	Byron Goynes	Chanda Cook
Kenadie Cobbin Richardson			

Others Present

Matt Cecil, Board Counsel	Michael Oh, City of Henderson
Ann Lynch, SNMIC	Helicia Thomas, GNJ Family Life Center
Tiffany Tyler, Nevada Partners	Wendy Villanueva, ISIS Connections
Trnee Stephenson, ISIS Connections	Lynda Parvin, DETR
Capucine Holmes, GNJ Family Life Center	LeVerne Kelley, DETR
Earl McDowell, DETR	Sharon Morales, LCCF
Laura Nowlan, HTL	Penny Hagen, FIT
Jake McClelland, FIT	Steve Chartrand, Goodwill of Southern Nevada
Janice M. Rael, Nevada Partners	Doug Geinzer, SNMIC
Theresa Kaufman, National Hospital Association	Peggy Oliver, ISIS Connections
Carol Elslager, ISIS Connections	Marissa Brown, National Hospital Association
Eva LaBarge, Nevada Hospital Association	Leon Jackson, The NIA Project
Chris A. Vito, SNMIC	

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

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

The meeting was called to order by Chair Hannah Brown at 10:00 a.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. **ACTION: Approve the Agenda with the inclusion of any emergency items and deletion of any items**

A motion was made to approve the Agenda as presented by Lawrence Weekly and seconded by Pat Maxwell. Motion carried.

3. **FIRST PUBLIC COMMENT SESSION:**

Douglas Geinzer, CEO, Southern Nevada Medical Industry Coalition distributed a letter (attached) and commented on SNMIC's return on investment rate for the \$700,000 grant received from Workforce Connections. Mr. Geinzer stated, "The Southern Nevada Medical Industry Coalition produced a return of \$10.2 Million of economic impact in the State of Nevada and the cost per job creation, \$7,750 per job." Mr. Geinzer referred to health care jobs, stating that Nevada has the lowest health care professional to population ratios in almost all areas. Mr. Geinzer commented on the overall importance of health care and the success of the Healthcare 20/20 program, which had nearly 100% placement, 100% recruitment, and average wages of \$26/hour.

Mr. Geinzer stated that Workforce Connections staff made unfounded accusations of mismanaging funds and wrongfully placed SNMIC on high risk destroying the reputation of the agency and it's Board. Attached to these minutes is Mr. Geinzer's letter dated January 24th addressed to Workforce Connections Board.

Ann Lynch, Chair, SNMIC, stated that it is good news that the Healthcare 20/20 program will continue to be run statewide by the Nevada Hospital Association.

Ms. Lynch stated that Workforce Connections staff gave SNMIC an unreasonable corrective action plan and timeline, which did not follow the policy set forth by Workforce Connections. As a result, SNMIC was placed on high risk status. Ms. Lynch made a plea to the Board to rescind the high risk status as if it never happened to prevent further damage to SNMIC and its Board members. Ms. Lynch stated that SNMIC Board members will have to disclose SNMIC's high risk status on all grant applications which will negatively affect their chances of receiving future grants from the Federal Government.

4. **Youth Council Update ~ Ken LoBene, Chair**

INFORMATION: Ready for Life (RFL) Graduate Advocate Initiative (GAI)

Rick Villalobos, RFL Systems Director provided a brief overview of the RFL Graduate Advocate Initiative.

Kimberly Colagioia, RFL GAI Director, provided a mentor update. Ms. Colagioia commented that recruiting mentors has been challenging and encouraged everyone to volunteer to become a mentor. Ms. Colagioia provided a letter sample that can be used to recruit mentors. Ken LoBene asked the Board members to forward the letter to people, group, and organizations in their networks.

The ten identified schools for the RFL GAI program and the Graduate Advocate Coordinator assigned to each school are:

Clark High School Tish Carroll
Desert Pines High School Warren Evans
Chaparral High School..... Mike Flores
Valley High School..... Queena Hall
Sunrise Mountain High School.... Nicole Jacobs

Mojave High SchoolAsha Jones
Cimarron High SchoolJerrell Roberts
Del Sol High SchoolKeith Stark
Cheyenne High SchoolLori Thomas
Western High SchoolDaniel Topete

Commissioner Lawrence Weekly inquired about the selection process for the ten Graduate Advocate Coordinators. Mr. Villalobos replied that a job posting was published in the Review Journal, on the Workforce Connections website, and at JobConnect. Mr. Ball stated that Human Resources can provide a full list of where the job posting was circulated. Commissioner Weekly asked if the mentors are paid; staff confirmed that mentors are volunteers only. Commissioner Weekly expressed concerns about the ten schools that were selected and asked why Rancho High School and Canyon Springs High School were not selected. Mr. Villalobos stated that Clark County School District provided Workforce Connections with the ten high schools based on their criteria that 200 or more senior students who are at risk of not graduating on time attended these schools; however, staff is in the process of discussing a potential program with Rancho High School. Councilman Weekly stated that the Board should be involved with the relevant committee in program decisions, such as the school selection process, rather than receive the information after the fact. Councilman Coffin suggested that the program be expanded to include more schools. Ardell Galbreth stated that proposals will be brought to the Youth Council for consideration. Discussion ensued.

Ken LoBene stressed we need to address education issues earlier, during students' freshman and sophomore years before they become so credit deficient that they fall at risk of not graduating. Mr. LoBene stated that the RFL GAI program will help some students graduate but it cannot be the only strategy in place or every year a high percentage of students will fall behind in credits, drop-out of school, and not graduate. Discussion ensued.

Denis Perea asked how the RFL GAI program will provide the ten required elements and serve 30% out of school youth as mandated for WIA Youth programs. Mr. Villalobos replied that the RFL GAI program will provide three program elements: objective assessment, Individual Service Strategy (ISS), and program design. Adult mentoring will be provided by the mentors that are recruited. The mentors will also help establish opportunities for the youth, such as job shadows, unpaid internships, and work experience opportunities. CCSD will provide educational support and assistance such as tutoring, courses/boot camp, and credit retrieval. If youth need services that are outside the scope of the RFL GAI program they will be referred to one of our funded partners to receive additional services as needed. Regarding serving 30% out of school youth, Mr. Galbreth replied that this information is tracked internally and reported to DETR.

5. **Adult & Dislocated Worker Committee ~ Dan Rose, Vice-Chair**

ACTION: Accept staff's recommendation to allocate \$1.6 million dollars of WIA Formula funds as strategic initiatives to be used for additional funding awards to service providers/funded partners based on meeting or exceeding established performance goals. Direct staff to increase funded partner contracts using these funds and report contract amendments at the subsequent Adult and Dislocated Worker Committee meeting.

Heather DeSart provided an overview of the information provided in the agenda packet. Ms. DeSart stated that based on direction received from DOL to increase training activities additional funds were set aside to award funded partners who met certain criteria for each program quarter. As a result, training was increased by about 65%. The current year (PY2011) the need for placement is higher

than training activities. Based on DOL performance measures, placement, retention and average earnings, new criteria were built to determine eligibility for the additional funding awards:

- Participant earns at least \$11.00 per hour
- Participant works at least 32 hours in any one week in the first month of the next quarter
- Provider has paycheck stub or work number verification with this information
- Placement is in permanent, unsubsidized employment not with a temporary service
- For new enrollments only, not carry-forwards

Funded partners that meet or exceed contracted placements based on the above criteria become eligible for additional funding awards. The funded partners are ranked by the percentage of placements made that meet the criteria. Eligible partners can request additional funding awards which are considered in the order they are ranked, from highest to lowest. The additional funding is to be used for training and supportive services; however, if a program grows as a result of the additional funds, the funded partner can use the funds for direct staff and fringe. The additional funding awards will continue each quarter until all of the funding is exhausted.

Next month at the ADW Committee meeting, staff will make a recommendation to approve additional funding awards for the eligible funded partners. The funded partners that met the eligibility criteria and ranked the highest for the first quarter are Foundation for an Independent Tomorrow (FIT), Latin Chamber Community Commerce Foundation, Goodwill, and Nye Communities Coalition. Councilwoman Gerri Schroder requested that all the funded partners, their rankings, and the amount of funding they requested be provided in the agenda packet at next month's Board meeting.

Following comments made by Chair Hannah Brown regarding the selection process for the additional funding awards, Mr. Ball stated that previously at the ADW meeting Ms. Brown declared a conflict of interest in this matter and should abstain from the discussion. Staff requested advice from legal counsel, Matt Cecil, who then read from the by-laws sections 6a, 6b and 6c regarding conflict of interests. Mr. Cecil stated that Ms. Brown can answer questions if they are directed from the Vice-Chair and only if the agency staff is unable to answer the questions.

Following some discussion, Ms. Brown abstained from the discussion due to a conflict of interest due to her membership on the Latin Chamber Board and abstained from the discussion. In the absence of the Vice-Chair, Commissioner Lawrence Weekly was designated as acting Chairman.

At 11:07 a.m., Acting Chairman Weekly requested a break in the meeting to consult with legal counsel. At 11:09 a.m. the meeting reconvened.

Chairman Weekly commented on the lack of communication and lack of respect between the Board and agency staff and requested a motion to hold or move forward on this agenda item.

A motion to hold agenda item 5a was made by Charles Perry and seconded by Travis Buchanan. The chair instructed the members to vote with a show of hands: of the 15 members present, 9 members voted yes, 5 members opposed. Motion carried.

INFORMATION: Nevada Hospital Association (NHA) Healthcare 20/20 Update

Marissa Brown, Workforce & Clinical Services Director, Nevada Hospital Association and Program Director for the Healthcare New Grad Transition into Practice Program provided an update on the Healthcare 20/20 Program. The Healthcare 20/20 program was transitioned from Southern Nevada Medical Industry Coalition (SNMIC) to Nevada Hospital Association (NHA). Under the new contract, NHA is responsible for 20 existing workers, 39 new nurse graduates, and agreed to take on an additional 45 new nurse graduates.

NHA is a statewide trade association that represents a majority of the acute care hospitals, psych hospitals, and rehabilitation/long-term hospitals in Nevada. On October 1, 2011, NHA also received funding from Northern Nevada Workforce Investment Board, NevadaWorks, to run the same program in Northern Nevada. The NHA offices are located at 3960 Howard Hughes Parkway, Suite 500, Las Vegas, Nevada. NHA is staffed with two full-time employees who have extensive WIA experience: Theresa Kaufman, Program Manager and Judy Foxworth, Case Manager. Dr. Sue Ulrich was transitioned from SNMIC to NHA as the program's consultant. Dr. Ulrich is responsible for standardizing the new program and developing the program based on the program's needs. Program support and fiscal oversight will be provided by staff from the north office.

Ms. Brown thanked Heather DeSart, Debra Collins, and the staff at Workforce Connections for making it such a smooth transition. Ms. Brown thanked SNMIC for initiating such a great program.

INFORMATION: Funded Partner Update

Ms. DeSart provided a brief overview of the funded partner performance update provided in the agenda packet.

6. Emerging Markets/Partnerships/Resource Development ~ Pat Maxwell, Chair

Pat Maxwell opened a discussion regarding realignment strategy for the Emerging Markets Committee. Ms. Maxwell stated that the committee has done good work for the past three years implementing strategies for emerging markets and developing partnerships and resources. Presently, the agency staff is fully functioning in the new sectors (green economy and healthcare) with some of the functions allocated to the ADW and Youth programs. Ms. Maxwell stated that now it's time to look at the need to continue or not the Emerging Markets Committee. Ms. Maxwell commented that Governor Sandoval recently identified additional emerging markets to pursue in Nevada as part of the State's economic diversification, such as logistics and distribution, manufacturing, IT, small business, and finance. Ms. Maxwell commented that the committee questions whether or not to continue the Emerging Market committee with its sub-committees, Green and Health, or transition it to a staff function with regular monthly reports. Ms. Maxwell stated that the staff is very skilled and do not require a committee to direct them. Ms. Maxwell asked the Board to consider the direction of the Emerging Markets committee.

Jaime Cruz provided an information update on the SESP (State Energy Sector Partnership) Grant and "What's it mean to be Green?" program. Detailed information is provided in the agenda packet (page 27-30).

Cornelius Eason provided an information update on Workforce Connections' 2011 Awards and Recognition.

- North Las Vegas Chamber of Commerce received the Non-Profit of the Year, recognized for Workforce Connections staff participation and support of multiple business initiatives, events, and workshops.
- Women's Chamber of Commerce received Non-Profit of the Year, recognized for participation in numerous events as participant and facilitator.
- Urban Chamber of Commerce received Non-Profit of the Year, recognized for developing and co-managing a series of Business Roundtables that brought together over 310 business leaders to discuss and develop action plans for the Urban Chamber; supported and participated in a number of other Urban Chamber events and activities.
- Las Vegas Chamber of Commerce received Best Green Booth at the Business Expo 2011, recognized for having the booth that most represented "green activities".

Kenadie Cobbin Richardson and Janice provided an information update on the Layoff Aversion program; detailed information is provided in the agenda packet (page 34-35). The Layoff Aversion program provides business resources and professional consulting services to small-medium sized businesses that are experiencing operational difficulties. The program assists to avoid layoffs and closures, provides incumbent worker training and workforce and economic development alignment for job creation and long-term stability. The Layoff Aversion program provides professional services in accounting, business consulting, financial restructuring, legal, management information systems, marketing, operations management, workforce development, and more.

Cornelius Eason stated that the Layoff Aversion program translates to a job creation strategy by making businesses more profitable; in turn, businesses hire more people.

Lauren Stewart, Communications Specialist and Mike Hopper, Web-Developer Manager, provided a Communications Progress Report and presentation to illustrate the work done by the Communications team which was developed in July 2011.

The presentation covered the following projects and initiatives:

Communications

- Website upgrades to nvworkforceconnections.org
- Email marketing launched
- Social media content distribution
- Annual report to DETR

Content creation

- Strictly Business Radio Show
- Promotional photo and video support
- Success stories

Advocacy

- Congressional Field Hearing Testimony
- Ready for Life/Leadership Las Vegas awareness campaign

Program Support

- NVTrac user interface
- Program branding
- YouthBuild online presence
- Graduate Advocate Initiative collateral
- SESP Incumbent Worker Workshop online registration
- Re-entry program collateral
- SESP youth curriculum book
- SESP website

Outreach

- Business Roundtable Series –Grassroots Economic Development
- Employment Edge Workshop for Veterans

- Nevada Chamber Roundtable calendar website
- Partner and community event participation
- Press

Ardell Galbreth announced that Debra Collins was elected to the Statewide Nursing Association.

7. **Operations Update ~ Ardell Galbreth, Deputy Director**

- a. **ACTION:** Approval of Legal Services Contract Award to Marquis Aurbach Coffing in an Amount not to Exceed \$100,000

Mr. Galbreth provided a brief overview of the criteria used for the scoring process and scoring matrix. The proposals were reviewed and scored by the Legal Services Review Committee from the jurisdiction. Based on the proposals reviewed, the committee recommends Marquis Aurbach Coffing. After some discussion,

A motion was made to approve Legal Services Contract Award to Marquis Aurbach Coffing in an Amount not to exceed \$100,000 as presented by Councilman Bob Coffin and seconded by Dr. David Lee. Motion carried.

- b. **REVIEW: Amendment to the Board's By-Laws**

The Board was provided a copy of the proposed amended By-Laws and will vote on them during the next Board meeting on February 28, 2012. Board members may contact staff or legal counsel if they have any questions about the proposed By-Laws before the next meeting.

- c. **INFORMATION: Budget vs. Actual Finance Report**

Carol Turner provided an overview of the Budget vs. Actual Finance Report on page 71 of the agenda packet.

- d. **ACTION: Accept Revised PY2011 Budget as Approved by Southern Nevada Workforce Investment Area Local Elected Officials**

Carol Turner provided an overview of the PY2011 Budget provided on page 74 of the agenda packet. ***A motion was made to accept Revised PY2011 Budget as Approved by Southern Nevada Workforce Investment Area Local Elected Officials by Dan Rose and seconded by Charles Perry. Motion carried.***

- e. **INFORMATION: Revised PY2011 Budget Narrative**

Ms. Turner provided an overview of the revised PY2011 Budget Narrative on page 75 of the agenda packet.

- f. **INFORMATION: Revised Budget vs. Actual Finance Report**

Ms. Turner provided an overview of the revised Budget vs. Actual Finance Report on page 82 of the agenda packet.

- g. **INFORMATION: PY2011 Funding Awards and Expenditures**

Ms. Turner provided an overview of the PY2011 Funding Awards and Expenditures for ADW, Youth, and Direct Grants. Detail is provided on page 84-87 of the agenda packet. With most of the November 2011 invoices in expenditures are at approximately 42% with a few exceptions: CCSD did not have a contract signed initially but does now and their program is up and running; Housing Authority is catching up on their invoices, and Nevada Hospital Association is a new provider. The other contracts are on track with spending.

h. INFORMATION: CFO and Financial Manager Recruitment Update

Mr. Galbreth provided an update on the CFO and financial manager recruitment. The job posting for the financial manager closed on January 20th; interviews will begin next week. The CFO search will be expanded; staff is working with the jurisdictions in the search process.

8. INFORMATION: Executive Director Transition

John Ball, Executive Director, stated that his five-year commitment to advance the work plan of the local board will end in March 2012. As stated in the memo included in the agenda packet, Mr. Ball is providing notice that he will leave employment with Workforce Connections as early as March 2, 2012 and no later than March 30, 2012. Mr. Ball will work with the LEO Consortium Chair Councilman Weekly and Vice Chair Councilwoman Leavitt to establish a precise departure date and work toward a smooth executive transition.

9. Consent Agenda

- a. Approve the meeting minutes from the *workforce***CONNECTIONS** Board of Director's Meeting on September 27, 2011
- b. Approve the meeting minutes from the *workforce***CONNECTIONS** Board of Director's Meeting on October 25, 2011

A motion was made to approve consent agenda items a and b as presented by Charles Perry and seconded by Dan Rose. Motion carried.

- c. Accept new Board member Homero A. Garza to the Workforce Connections Board for a 3-year term

10. SECOND PUBLIC COMMENT SESSION:

Janice Rael, Program Manager, Nevada Partners, Inc. distributed a two-page summary about NPI's workforce development program, including an adult and youth success story, and the program's positive youth impact. Ms. Rael thanked the Board for allowing NPI to deliver services in Southern Nevada.

Chris Vito, Southern Nevada Medical Industry Coalition (SNMIC), thanked the Board and requested that SNMIC's high risk status be rescinded. Mr. Vito stated that the audit has been completed and that the alleged \$35K in questions was cleared and justified by a third party.

Gwen Braimoh, Executive Director, Expertise Cosmetology Institute, shared about her experience when Expertise was put on high risk status. Hannah Brown applauded Expertise for the work they have accomplished.

Roxanne McCoy, Expertise, commented that supportive services to the service providers should be provided at the beginning of the contract rather than wait until the provider is put on high risk status because by then it is too late. Ms. McCoy stated that Workforce Connections came in at the end and worked with Expertise to address its issues and remove the high risk status. Ms. McCoy stated that with a little more support Expertise could still be in a working relationship with Workforce Connections.

Monica Bolden, former Workforce Connections staff member, commented on the inconsistencies of her termination and presented her side of the story.

Douglas Geinzer, SNMIC, asked that the high risk status be rescinded from SNMIC's record. Mr. Geinzer expressed gratitude for the transition of the Healthcare 20/20 Program to the Nevada Hospital Association, a long-term partner of SNMIC. Mr. Geinzer stated that John Ball told the Nevada Hospital Association that they could not hire Mr. Geinzer as a contractor or an employee. Mr. Geinzer

stated that he is helping the Nevada Hospital Association “out of his own pocket” because he is committed to the cause.

Mr. Ball said that we do not have the right to and never have told an agency who they can and cannot hire. Mr. Ball denies that a conversation like that ever took place and stated that Mr. Geinzer is and has been misrepresenting him.

Councilman Lawrence Weekly requested a copy of Workforce Connections policies and procedures.

Councilman Weekly requested a “cooling off” period discussion item on the agenda at the next meeting.

Adjournment

The meeting adjourned at 12:54 p.m.



**SOUTHERN NEVADA
MEDICAL INDUSTRY
COALITION**

Workforce Development Legislation Strategic Alliances

January 24, 2012

Workforce Connections
Board of Directors

Dear Board Member:

We come before you today to publicly ask that the entire SNMIC ordeal be placed on the agenda of the February board of directors meeting as an action item, not informational. This has gone on long enough and executive staff has continued to try and brush this under the carpet.

It is a shame that we must publicly ask for this, but you leave us no choice. We have addressed this matter in a public forum for over 6 months with no resolve. We have brought the issue in front of every committee including the ADW, Emerging Markets, Executive, Budget and Local Elected Officials Consortium. Yet, no action has been taken. And SNMIC's reputation continues to be tarnished in the community with the high-risk status that was wrongfully attached along with the previous unfounded accusations of fiscally mis-managing federal funds.

At the last Board of Directors meeting on October 25, 2010, you asked that the local elected officials (LEOs) look into the matter. They did on November 8, 2011 and determined that policy 5.2 was not followed and SNMIC was wrongfully placed on high risk status by executive staff of Workforce Connections. However, The LEOs we're not able to report their findings back to you because executive staff cancelled board meetings for the months of November and December. They stated this was standard practice, which is untrue as this board convened on December 10 of the prior year.

When the LEOs met again on January 10, 2012, there was no mention of SNMIC on the agenda; therefore no action could be taken. And minutes from the November 2011 LEO meeting made no mention that it was determined policy 5.2 was not followed, allowing executive staff to wrongfully place SNMIC on high risk status. One paragraph was dedicated to an overview of policy 5.2. Yet, nearly 2 pages were included in those meeting minutes of misrepresented facts about SNMIC.

How can a matter of such substance continue to be overlooked? Because Executive staff controls what is and is not included in the minutes as well as what is and is not included on the agenda. Well, today we are providing copies of this letter for each board member, as well as every public attendee. We ask that this be included in the meeting minutes and this matter be placed on the agenda as an action item.

In early 2011, SNMIC began reporting its outcomes to all of the relevant committees and the board of directors. These reports were never included in meeting minutes. Our reports measured Return on Investment (ROI), not Rate of Spend which is the dashboard you have been provided for years to measure the success of service providers. We also reported the standard WIA measured outcomes. If you recall, SNMIC delivered outcomes of nearly 100% recruitment, 100% placement and average wages of \$26 per hour, more than double the average outcomes of this agency.

SNMIC reports demonstrated and supported the fact that a new service provider, in just 9 short months, designed, developed and implemented the most successful workforce program in the history of the state of Nevada. And the Health Care 20/20 Program follows the intention of both SB239 and AB449, assisting the state of Nevada in economic diversification.

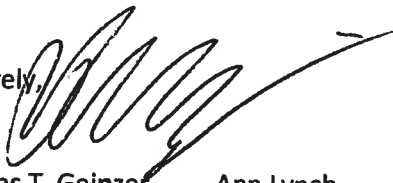
This program, and these outcomes, should have been replicated and provided additional funding. Instead, funding was reduced and every effort was made by executive staff to ensure SNMIC could not receive additional funding. Those efforts included:

- When SNMIC was included as a strategic partner in the majority of the ADW proposals for PY11 funding, staff disallowed such a partnership. Yet, this action was not taken until after the evaluators rated the proposals based upon strategic partnerships and health care experience. SNMIC brought the only meaningful health care experience to the proposals.
- When SNMIC submitted a proposal in partnership with the Clark County School District for Youth PY11 funding and delivered a proposal that would have brought this agency outcomes equivalent the ADW outcomes, executive staff deemed the proposal “unresponsive.” Workforce Connections then brought much of the program in-house.
- After SNMIC received a letter of intent to continue its Health Care 20/20 Program for PY11, the budget submitted to executive staff was never acknowledged and a contract never produced. After bringing this to the attention of the local elected officials, it was only after Congressman Joe Heck’s intervention that the letter of intent was extended 30 days.
- With the letter of intent extension, came SNMIC’s wrongful placement on high risk status, disallowing SNMIC from participating in the \$1.6 million additional funding opportunities that you will vote on today.

And as executive staff went out of their way to ensure SNMIC did not receive additional funding, they made unfounded accusations of financial mismanagement. The accusation of mismanagement of some \$35K was made on multiple occasions causing severe damage to SNMIC, its leadership, board of directors and the collective organizations they represent. These accusations remained open for over 90 days as executive staff reviewed checks written to employers for reimbursed wages, pre-approved training on the ETPL list, rents and payroll liability taxes. All of which were ultimately found to be legitimate expenses, further evidenced in our recent A-133 audit.

The amount of damage that has been done continues to grow as no action to resolve this matter has been taken. We ask that you mitigate future damage today and ask the LEOs to take the appropriate action and add that action item to the February Board of Directors meeting agenda.

Sincerely,



Douglas T. Geinzer
CEO

Ann Lynch
Chair, SNMIC