

**REVISED**  
**Workforce CONNECTIONS**  
**Local Elected Officials Consortium**  
**AGENDA**

**April 5, 2012**  
**4:00 pm**

Workforce CONNECTIONS  
Conference Room  
7251 W. Lake Mead Blvd., Ste. 200  
Las Vegas, NV 89128

**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  
WorkforceCONNECTIONS, 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](http://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.  
An Equal Opportunity Employer/Program.

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

**Local Elected Officials Consortium members: Commissioner Lawrence Weekly, Chair; Councilwoman Anita Wood, Vice-Chair; Councilwoman Peggy Leavitt; Councilwoman Gerri Schroder; Commissioner Dominic Pappalardo; Commissioner Andrew Borasky; Councilman Bob Coffin; Commissioner George T. Rowe;**

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

**AGENDA**

1. Call to order, confirmation of posting and roll call
2. **DISCUSSION and POSSIBLE 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 ..... 3
4. **DISCUSSION and POSSIBLE ACTION:** Approval of the Local Elected Consortium meeting minutes of March 27, 2012..... 4
5. **DISCUSSION and POSSIBLE ACTION:** Discussion, possible interview of candidates, and selection of an Interim Executive Director ..... 7
6. **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 ..... 22
7. LEO Consortium Member Comments ..... 23
8. Adjournment

**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. DISCUSSION and POSSIBLE ACTION:** Approval of the Local Elected Consortium meeting minutes of March 27, 2012

workforceCONNECTIONS

Local Elected Officials Consortium  
MINUTES  
March 27, 2012  
9:00 a.m.

Culinary Academy of Las Vegas  
710 W. Lake Mead Blvd.  
Parlors C & D  
North Las Vegas, NV 89032

Members Present

Commissioner Lawrence Weekly	Councilwoman Anita Wood
Councilwoman Gerri Schroder	Councilwoman Peggy Leavitt
Commissioner Butch Borasky	Councilman Bob Coffin
Commissioner Tommy Rowe	

Members Absent

Commissioner Dominic Pappalardo

Staff Present

Ardell Galbreth	Suzanne Potter	Carol Turner
Heather DeSart	Ricardo Villalobos	Cornelius Eason
Linda Yi	Jeannie Kuennen	Debra Collins
Emilio Pias	Celia Diaz	Lauren Stewart
Clentine January		

Others Present

Mary Beth Hartleb, Prism Global Mgmt.	Sandra Morgan, City of North Las Vegas
Tom Wilson, Clark County	Earl McDowell, DETR
Teri Ponticello, Las Vegas City Attorney	Derrick Berry, DETR
Mark Wood, Clark County-DA-Civil	Doug Lyon, Clark County
Janice Real, Nevada Partners, Inc.	

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

1. CALL TO ORDER, confirmation of posting, roll call  
The meeting was called to order by Chair Commissioner Lawrence Weekly at 9:00 a.m. Staff confirmed the meeting had been properly noticed and posted in accordance with the Nevada Open Meeting Law. Roll call was taken and a quorum was present.
2. DISCUSSION and POSSIBLE ACTION: Approve the Agenda with inclusions of any emergency items and deletion of any items  
*A motion was made to approve the agenda as presented by Commissioner Tommy Rowe and seconded by Councilman Bob Coffin. Motion carried.*
3. FIRST PUBLIC COMMENT SESSION  
None
4. DISCUSSION and POSSIBLE ACTION: Approval of the Local Elected Consortium meeting minutes of March 8, 2012

*A motion was made to approve the Local Elected Consortium meeting minutes of March 8, 2012 by Councilwoman Anita Wood and seconded by Commissioner Tommy Rowe. Motion carried.*

5. DISCUSSION and POSSIBLE ACTION: Election of new Vice-Chair of the Local Elected Officials Consortium

Councilwoman Peggy Leavitt submitted her resignation as Vice Chair of the Local Elected Officials Consortium and nominated Councilwoman Anita Wood commenting that it would be more expeditious for communicating and working with legal counsel which currently falls under the jurisdiction of the City of North Las Vegas as explained by Doug Lyon.

*A motion was made to elect Councilwoman Anita Wood as new Vice-Chair of the Local Elected Officials Consortium as presented by Councilwoman Peggy Leavitt and seconded by Councilwoman Gerri Schroder. Motion carried.*

6. DISCUSSION and POSSIBLE ACTION: Select and Appoint Workforce Connections Interim Executive Director

To allow the LEOs to ask questions to the individuals who submitted resumes for the Interim Executive Director position and then go into a closed session for discussion,

*A motion was made to hold this item and properly agendaize it for April 5, 2012 at 4:00 p.m. by Councilwoman Gerri Schroder and seconded by Councilman Bob Coffin. Motion carried.*

7. SECOND PUBLIC COMMENT SESSION

None

8. Adjournment

The meeting adjourned at 9:15 a.m.

- 5. DISCUSSION and POSSIBLE ACTION:** Discussion, possible interview of candidates, and selection of an Interim Executive Director

March 23, 2012

To Whom It May Concern:

Please accept this letter as an expression of my interest in the position of Interim Executive Director for *workforce* **CONNECTIONS**. Attached is my resume, which highlights my experience as a member of the current executive management team. I have a broad background and successful track record in leadership positions inside the Southern Nevada workforce system.

Working with several high-performance teams, I have implemented best practice solutions in program design, program management and performance, budget and finance management, auditing and compliance and building community partnerships, among others. My experience in leading the implementation of sector strategies will be particularly valuable as Nevada moves to align economic and workforce development initiatives.

We are in a current environment of rapid change and ambiguity. I am committed to transparency, integrity, partnership and communication both within the organization and with the community. I have a strong familiarity with the Workforce Investment Act and its related regulations. In addition to my technical knowledge of workforce programs, my record demonstrates my ability to hire and motivate exceptional staff.

I have represented the organization publicly in a variety of roles and established positive working relationships throughout the workforce system and broader community. I believe these executive strengths will serve the agency well in this period of formidable challenges and great opportunities. I have the proven ability to help find common ground and creative strategies for success.

I look forward to discussing how I might lead *workforce* **CONNECTIONS** into a bright future. Thank you for your consideration.

Sincerely,

Heather DeSart



# Heather DeSart

*Promoting Excellence*

## WORKFORCE DEVELOPMENT EXECUTIVE

**Dynamic, positive and results-driven Deputy Director with 12 years of experience  
Designing and executing employment initiatives that exceed performance expectations**

*Collaborative leader with comprehensive experience leading workforce development efforts in Southern Nevada. Strategic thinker and creative problem solver with a track record for combining knowledge of current economic and workforce trends with goal development and implementation. Exceptional communicator. Charismatic, articulate and persuasive, inspires trust and confidence. Establishes a work environment that supports and motivates cohesive teams.*

### SKILLS, ABILITIES & ACHIEVEMENTS MATRIX | VALUE OFFERED

#### Core Competencies / Strengths at a Glance:

**Innovative Leadership ▲ Strategic Planning ▲ Policy Framework Development ▲ Performance Metrics ▲ Budgeting ▲ Contract Administration ▲ Program Management ▲ Community Presence ▲ Business Partnerships ▲ Public Relations ▲ Reporting ▲ Statistics ▲ Personnel ▲ Quality Assurance ▲ Intuitive**

### CAREER SNAPSHOTS

**PROVEN LEADERSHIP.** Demonstrates "big picture" thinking and decisive leadership in diverse environments of financial growth and retraction. Established ability to work with committees and board of directors to implement workforce development strategies.

**STRONG INDUSTRY KNOWLEDGE.** Designed ADW programs for youth and adults that exceeded requirements of the Workforce Investment Act, federal and state law, policies and regulations. Tailored initiatives to respond to economic and employment trends and conditions.

**ORGANIZATIONAL MANAGEMENT.** Outstanding competencies encompass goal setting, work plans, and performance assessment, budget development and administration. Streamlined processes and procedures; enhanced operating efficiency and effectiveness.

**SUPERVISION.** Cited for "high EQ" and employee productivity. Provided support that made managers, professionals, technical and clerical staff feel valued and fostered company loyalty. Deployed mediation skills to resolve conflict and maintain "drama free zones."

### CAREER TRACK & PERFORMANCE | DRIVING FORCES

**DEPUTY DIRECTOR: Workforce Development Systems**  
WORKFORCE CONNECTIONS

2011 - Present  
Las Vegas, NV

*Purpose and Scope:* Provide expertise, energy, insight and leadership vital to conceive, plan, develop, institute, and manage employment programs. Engage with community representatives to assess needs, set goals, and define resource requirements. Develop budgets and control costs. Oversee quality assurance and contract management. Compile statistical data; recognize problems and negotiate solutions. Fulfill information requests from board members, elected officials, media, government agencies and the public.

**Heather DeSart**

**Organizational Impact | Contributions:**

- ▶ **Delivered key objectives for Adult and Dislocated Workers, Youth and Sector Strategies and competitive grant programs; operated within budget and improved program effectiveness.**
- ▶ **Hired, trained and managed staff; conducted performance evaluations; provided counseling and guided career paths; mediated and positively resolved workplace conflicts.**

**DIRECTOR: Adult and Dislocated Workers Program**  
SOUTHERN NEVADA WORKFORCE INVESTMENT BOARD

2008 - 2011  
Las Vegas, NV

*Purpose and Scope:* Spearheaded ADW programs and coordinated sector strategies to respond to unique regional needs for occupational skills, and developed opportunities that put people to work. Planned and developed programs; allocated resources. Directed and supervised staff and contractors. Reported statistical data and advised committees, Board and Local Elected Officials.

**Organizational Impact | Contributions:**

- ▶ **Met or exceeded DOL performance goals; reviewed and interpreted industry regulations, policies, and procedures for managers, subcontractors, and support staff as designated compliance expert.**

**PROGRAM MANAGER: Welfare to Work | Adult and Dislocated Workers**  
BRIDGE COUNSELING ASSOCIATES

2001 - 2008  
Las Vegas, NV

*Purpose and Scope:* Crafted and launched employment initiatives funded by the US Department of Labor. Assessed service area economy, employment, and labor issues; defined needs and established priorities. Collaborated with agency directors, local officials and community partners. Instituted budgets and directives, training and performance metrics. Monitored compliance with agency operating policies and legal requirements.

**Organizational Impact | Contributions:**

- ▶ **Enacted innovations that achieved key performance objectives; developed voucher systems with 20 local vendors and municipalities; streamlined delivery of employment and training services.**

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**LEARNING CREDENTIALS**

University of Las Vegas – Las Vegas, NV

2000

**BACHELOR OF ARTS: Criminology** ▲ *Academic Scholarship*  
**BACHELOR OF ARTS: Cultural Anthropology** ▲ *Dean's List*  
**LEADERSHIP LAS VEGAS GRADUATE** ▲ *Class of 2011*

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**COMMUNITY SERVICE**

Court Appointed Special Advocate (CASA) for the Clark County Family Division 7 years  
Co-host of Strictly Business radio program-KNUJ 970 AM

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*Ardell Galbreth*

March 19, 2012

Ms. Mary Beth Hartleb, Chief Executive Officer  
PRISM Global Management Group, LLC.  
701 N. Green Valley Pkwy., Ste., 250  
Henderson, Nevada 89074

Dear Ms. Hartleb:


In reference to the posted Workforce Connections position for interim executive director, please consider my qualifications and experience to serve in that role. I have well tested workforce development skills, experience and qualifications. From serving as a management analysis with the State of Nevada, to Director of Veterans Employment and Training Services for the U.S. Department of Labor, on to deputy director for Nevada's Department of Employment, Training and Rehabilitation, and now, deputy director for Workforce Connections.

My role in workforce development has expanded far beyond intensive training and service delivery oversight, to leading national level work plans and initiatives. For example:

- Wrote, edited, and published handouts outlining workforce development systems and employment services programs nationally and statewide
- Testified before U.S. Congress regarding resource issues and challenges impacting the nation's workforce development and services delivery system
- Facilitated Nevada-Arizona Workforce Development Summit with emphasis on partnerships and resource leveraging
- Provided liaison and technical assistance throughout the State of Nevada in the areas of workforce development
- Served as facilitator for special interest groups with emphasis in workforce development, career exploration and business ownership initiatives
- Averted Workforce Connections disallowed costs through research and examination of applicable workforce regulations and laws supporting stand-in cost activities while managing a budget in excess of \$25 million

I would be pleased to serve as Workforce Connections interim executive and contribute to building southern Nevada's workforce development outcomes second to none. My commitment is genuine. I am seeking to serve in a leadership capacity where my contributions count the most— for the betterment of life-quality employment and training for the residents of southern Nevada. Your consideration for employing my skills and talent is most appreciated.

Sincerely,



Ardell Galbreth, CPM  
Deputy Director – Operations  
Workforce Connections

## **RESUME**

Ardell Galbreth

### **OBJECTIVE**

Active role in executive leadership and team building in support of workforce development management and service delivery oversight initiatives

### **SUMMARY OF QUALIFICATIONS**

- MBA degree—with over 20 years of progressive workforce development and training systems implementation supported by a solid administrative and business development background
- Bachelor's degree in management studies, with over 15 years of executive management in workforce development
- Wrote, edited, and published handouts outlining workforce development systems and employment services programs
- Testified before U.S. Congress regarding resource issues and challenges impacting the nation's workforce development and services delivery system
- Facilitated Nevada-Arizona Workforce Development Summit with emphasis on partnerships and resource leveraging
- Provided liaison and technical assistance throughout the State of Nevada in the areas of workforce development
- Served as facilitator for special interest groups with emphasis in workforce development, career exploration and business ownership initiatives
- Averted Workforce Connections disallowed costs through research and examination of applicable workforce regulations and laws supporting stand-in cost activities while managing a budget in excess of \$25 million

### **PROFESSIONAL EXPERIENCE**

- Performed a case study which improved workforce development services productivity by more than 300% in 186 areas
- Developed fiscal resource publications and checklist guides for workforce development practitioners
- Reviews, monitors, and oversees the tracking and usage of workforce development services, resources and costs
- Developed, wrote, and successfully implemented workforce development strategic plans for the State of Nevada
- Analyzes alternatives and makes solid recommendations regarding personnel utilization, productivity, facilities, policies, procedures, and implementation of workforce development services
- Confers with, and briefs senior level executives and governmental officials regarding policy implementation and workforce development production goals and analysis
- Performs specific management support activities such as coordinating and facilitating executive boards in the area of workforce development services and activities
- Represents senior officials in executive level management during meetings and at social functions

### **LEADERSHIP QUALITIES**

- Provided leadership guidance through effective team-building and administrative management
- Led over 43,000 Air Force airmen with multiple career and educational disciplines
- Communicates advice and instructions which influence employees attitudes to achieve mission goals

## **EMPLOYMENT HISTORY**

- 2010 – Present Deputy Director, Workforce Connections, Las Vegas, Nevada
- 2006 – 2010 Deputy Director, Nevada's Department of Employment, Training and Rehabilitation  
Las Vegas, Nevada
- 2002 – 2006 Deputy Executive Director, Southern Nevada Workforce Investment Board  
Las Vegas, Nevada
- 2001 – 2002 Director, Veterans Employment & Training Services, U.S. Department of Labor  
Carson City and Las Vegas, Nevada
- 1998 – 2001 Management Analyst, Department of Employment, Training & Rehabilitation,  
Employment Security Division, Workforce Investment Support Services  
Las Vegas, Nevada
- 1996 – 1998 Credit Union Financial Services Supervisor  
Las Vegas, Nevada
- 1994 – 1996 Command Senior Enlisted Advisor  
Davis-Monthan Air Force Base, Tucson, Arizona
- 1988 – 1994 Command Senior Enlisted Advisor  
Nellis Air Force Base, Las Vegas, Nevada
- 1986 - 1988 Chief Enlisted Manager – European Region  
Headquarters, Army and Air Force Exchange Service, Munich, Germany

## **EDUCATION/CERTIFICATIONS**

M.B.A. - University of Phoenix

B.S. in Management Studies - University of Maryland

A.A. in Business Management - Georgia Military College

A.A.S. in Hotel and Lodging Management - U.S. Air Force

Certified Public Manager – State of Nevada

## **PUBLISHED MANUSCRIPTS**

Enlisted Leadership—Charting the Stripes (1994)  
Ethics in Administration (1981)

## **EXPANDED RESUME AND WORK HISTORY**

### **EMPLOYMENT INFORMATION**

**Qualifying Position:** Executive Director, Workforce Connections

### **PERSONAL INFORMATION**

**Name:** ARDELL GALBRETH

**Mailing Address:**

**Daytime and Evening Phone Numbers:** Daytime

**Country of Citizenship:** United States

**Veterans' Status:** Eligible

### **EDUCATION**

**High School:** Seagoville High School, Seagoville Texas, Graduated June 1967

#### **Colleges and Universities:**

- Master of Business Administration Degree – 1994  
University of Phoenix, Phoenix AZ
- Bachelor's of Science Degree (Management Studies) – 1988  
University of Maryland, College Park MD
- Associate in Applied Science Degree (Administrative Management) – 1984  
Community College of the Air Force, Maxwell AFB AL
- Associate in Applied Science Degree (Management) – 1983  
Georgia Military College, Milledgeville GA

## **Employment Experience and Core Competencies**

### **1. Executive Level Leadership and Management:**

- **Directs and coordinates workforce development systems on behalf of the Southern Nevada Workforce Investment Area and the State of Nevada. Facilitates collaborative workforce development initiatives with the U.S. Department of Labor, Nevada's Department of Employment, Training and Rehabilitation, and with local workforce investment boards and professional training institutions throughout the State of Nevada. Aggressively coordinate statewide grand funding efforts and oversees employment and training program implementation. Formulates position requirements and workforce development strategies, and interviews and appoints staff and managers with specialize talent to conduct and delivery workforce activities. Outlined selection criteria and evaluation process for individuals selected to deliver quality employment and training services. Designs staffing selection criteria to identify specific characteristics and leadership traits. Meets regularly with state and local elected officials, state legislative committees, councils, and local workforce investment boards. Serves on both northern and southern Nevada Workforce Investment Boards, as well as state appointed committees, councils and taskforces, and ensures statewide workforce development strategies support business establishments and job seekers training and skill sets for gainful employment. Meets with community groups, businesses and constituents to ensure workforce development strategies achieve established demand-driven performance outcomes.**
- **Skilled statewide workforce development management analyst and led Nevada's Workforce Development Strategic Planning team, resulting in U.S. Department of Labor approval of critical statewide tactics and strategies that meet compliance requirements. Gathers inputs and collaborative consensus from Nevada's Workforce Investment Boards, councils, governor's appointed committees in support of statewide workforce development strategies and resource alignment with improved employment and training service delivery. Reviews and analyzed social and economic impact data related to employment services and job placement in both rural and urban areas. Establishes workforce development monitoring and auditing guidelines for Nevada's community services programs by identifying potential compliance deficiencies and job seekers' barriers to employment, such as government supported childcare, transportation, temporary housing, and job training. Determines Nevada's workforce development programmatic effectiveness in meeting community and job seekers' needs.**
- **Clear and detailed understanding of federal, state and local Request for Proposals (RFP) procurement processes. Supervises and oversees project management staff responsible for monitored community services contracts for delivery of sorely needed employment and training services. Works with Local Workforce Investment Boards, councils, and committees to develop and implement employment and training services throughout the State of Nevada. Reviews and evaluates the delivery and development of community services program performed by Local Workforce Investment Boards' service providers through service contracts. Meets with and interviews Nevada residents who lack sufficient skills and education to obtain and maintain work so that they may become self-sufficient. Provides inputs and analysis data to the U.S. Department of Health and Human Services (DHHS) and**

the U.S. Department of Labor (DOL) regarding the most effective delivery of community services work related programs.

**2. Programs and Services Provided by Local Workforce Investment Board:**

- Ensures eligible citizens are allowed universal access to employment and training programs and services under WIA. Makes sure that one-stop coordinators encourage military veterans to self-identify themselves to establish their eligibility for priority services under both the Workforce Investment and Wagner-Peyser Acts. Ensures that employment and training service providers' performance is measured by comparing the needs of job seekers at the point of intake and exit with the service provider. Reviews participants' case files to verify that performance measures are client-centered and outcome oriented to include timeliness of services provided. Oversees the delivery of WIA, Welfare to Work, Displaced Homemaker and Career Enhancement Programs and provides technical assistance to one-stop center staff relative to programs, resources, and priority of services to those most in need. Ensures that outreach services are established at Service Delivery Points. This includes outreach services to employers, community service agencies, veterans' organizations and military installations in support of active duty personnel Transition Assistance Programs (TAP).
- Uses internet access and reviews Federal, State and private publications for researching grant-funding availability for nonprofit governmental organizations. Analyzes Federal grants compatibility with Nevada's rural and urban community service programs. Attends local and national conferences and symposiums promoting employment and training services and grant program funding for nonprofit organizations. Assists in preparing Nevada's State plans in response to Federal employment and training program funding. Based on the Fiscal Year 1999 State Plan proposal, Nevada was awarded more than \$5 million for Welfare to Work community services. Provides training in developing service providers' response to Request for Proposals (RFP) for childcare, transportation, temporary housing assistance and job and vocational training funding.

**3. Effective Communication—Written and Oral:**

- Testified before the Nevada State Legislators and U.S. Congress regarding employment and training initiatives in support of statewide activities and service delivery. Served as facilitator and moderator during Nevada—Arizona Regional Workforce Summit. As the first Joint Arizona—Nevada Workforce Investment Boards Summit meeting, led the coordination of key top officials from both states, the federal government, and national recognized trade associations to provide workforce development and economic perspectives to better serve jobseekers and businesses. Introduced keynote comments to be delivered by both State officials, and their respective Workforce Investment Board chairs. Prepared the agenda for experts from top political and workforce development trade associations to address summit participants regarding the upcoming Workforce Investment Act (WIA) reauthorization, and the Department of Labor (DOL) officials provided updates on newly developed WIA performance measurements. Presents presentations regarding Workforce Investment Act and activities to Nevada's Local Workforce Investment Boards, councils and committees and local citizens' groups. Briefs governor's appointed boards and committees during public forums on Workforce Investment Act and Welfare to Work programmatic issues and state performance outcomes. Writes local policies and programmatic review instruments and



monitoring reports for employment and training compliance and oversight. Served as facilitator between Local Workforce Investment Boards and State agents regarding Welfare to Work issues. Specifically, conducted interviews and meetings with local boards' administrative staffs and provided feedback to State agencies in order to streamline program support activities. Also works closely with Federal agents to facilitate their policy inputs and activities for easier communication and understanding by State agencies. Relays factual judgement to Federal, State and local agencies regarding the best possible approach or vehicle to use in delivering services to Nevada's residents.

**4. Cooperation in Working Common Tasks:**

- Serves on task forces and committees employed to design, develop and implement state-level employment and training programs, policies, and procedures. Served on committees that designed, developed and implemented Nevada's first Welfare to Work program. Conducted research and established performance standards while serving on a committee of four to publish and implement Nevada's Workforce Investment Act Technical Assistance Guide. Led a committee of four in developing Nevada's Welfare to Work Policy Guide. Gathered inputs and viewpoints from all committee members and resolved individual differences to produce the most effective product, i.e., a Welfare to Work Policy Guide admired and endorsed by the Department of Labor's Workforce Development Specialists.
- Routinely works with higher education institutions, e.g., the University of Nevada—Las Vegas, the College of Southern Nevada, and local school districts on issues relating to contracted Workforce Investment Act employment and training services. Provides on-site campus training to Nevada's educational institutions' service providers. Monitors and conducts audits of University and Community Colleges Workforce Investment Act services, i.e., childcare, job creation, educational services, job training programs, transportation support and community services outreach and intake services.
- Works with local faith-based organizations (churches) and ethnic groups to identify those who are most in need of community services and support. Assists in providing services to local communities with particular interest in delivery of food, clothing, and employment services for those in need of public or private assistance.

**Summary of Employment Experience**

**December 2001 – Present:** Served as Senior Workforce Development Executive, Nevada Workforce Development System. Serves as workforce development advisory counsel to the Governor's Workforce Investment Board and local workforce investment areas throughout the State of Nevada. Provides complete leadership and management advisory services and assistance, while encompassing all phases of workforce development oversight and compliance reviews. Establishes employee and business development relations with multiple private and nonprofit organizations, while overseeing the delivering of employment and training services throughout the state. During Program Year 2009 – 2010, oversaw and monitored the allocation of more than \$40 million of grant funds in support of employment and training activities throughout the State of Nevada. Prepared media publicity, analyzed controversial problems and recommended appropriate action to division and departmental managers.

4:

Reviews complaints and grievances; conducts fact finding inquires and investigations to resolve problems in a timely manner. Ensures government contracts and employment and training case management are executed and maintained in accordance with applicable laws, statutes, regulations, and directives. Provides supervisors and managers information on processing staff and job seekers' grievances, appeals, employment and training performance, and technical assistance in WIA areas. Provides local businesses and contracted employment and training entities employees with current, accurate information consistent with applicable directives. Drafts, edits, writes, and prepared hundreds of documents related to employment and training initiatives. Provides technical assistance and exercises direct compliance control over Southern Nevada Workforce Investment Area in the functions of employment and training case management, performance and service delivery.

**August 1998 – December 2001:** Senior Staff Workforce Investment Support Services Adviser—Southern Nevada; Workforce Investment Act (WIA), Management Analyst, for the State of Nevada, Department of Employment, Training and Rehabilitation, Employment Security Division. Reviewed and updates Federal and State program grants procedures which support more than \$17 million in annual grant funds statewide. Clarifies Federal laws, State statutes and regulations, and provide policy guidance to senior managers. Ensured WIA and Welfare to Work employment and training programs are standardized and in compliance with regulatory requirements. Worked with Nevada's Local Workforce Investment Boards, councils and committees to ensure that grants program monitors, reviewers and coordinators are prepared to conduct accurate, on-site reviews of WIA and Welfare to Work contracted service providers. Provided technical assistance to Local Workforce Investment Board members and staff and develops standardize grant monitoring and review instruments for oversight efficiency. Reviewed and analyzed quarterly grant employment and training participants' reports and advised service providers and Local Workforce Investment Boards of compliance deficiencies or problems impacting the workforce investment area's performance. **Secondary/Volunteer Profession: (September 1996 to 2004), (10 Hours Per Week)** Served as President of the Air Force Association's Thunderbird Chapter, Las Vegas, Nevada 89191, with a membership base of approximately 1,600 dedicated military veterans. Presided over the chapter's executive council and general membership meetings in support of America's veterans and airpower initiatives through lectures, public speaking, sponsored events, and published writings. Published quarterly newsletter articles for distributions to membership.

**October 1996 to April 1998:** Financial Services Supervisor, Nevada Federal Credit Union. Supervised credit union tellers and financial service representatives, oversaw credit union's cash flow management and financial transaction overrides. Approved account fee refunds and check cashing exceptions. Recruited, interviewed, selected, disciplined, and developed financial services employees. Conducted performance evaluations; motivated and coached employees to cross-sell credit union products and services to attain credit union goals and objectives. Compiled statistics for monthly reports; maintained a central cash fund up to \$400,000. Served as liaison between management, staff and credit union membership. Made recommendations for ways to improve morale, productivity, sales, and procedures. Used and operated Microsoft Word 6.0 Software and Summit On-Line Reflections Computer System.

**September 1994 to October 1996:** Senior Enlisted Advisor/Command Chief Master Sergeant, USAF, Twelfth Air Force and U.S. Southern Command Air Forces, Davis-Monthan Air Force Base AZ 85707-4224. Advised senior staff members on matters regarding government business development and the health, welfare, morale, and utilization of over 43,000 airmen. Ensured organizational policies were known and understood by local business and assigned personnel, and assessed their degree of understanding. Provided leadership and management guidance to assigned personnel and liaison to local businesses located in 18 states, Puerto Rico and throughout Latin America and the Caribbean. Communicated advice and instructions which influenced airmen attitudes and solicited mission commitment. Demonstrated resourcefulness, organizational ability, foresight, and understanding of people. Chaired personnel and activity boards, councils, task forces and committees for awards, recognition, and enlisted personnel promotions. Advised top-level management on aspects affecting personnel and business development, performance, recruitment, and equal opportunity. Served as key member and director on Air Combat Command's Professional Military Education Board. Used Microsoft Word 6.0, Excel, and PowerPoint 7.1 software.

**April 1990 to September 1994:** Senior Enlisted Advisor/Command Chief Master Sergeant, USAF Weapons and Tactics Center, Nellis Air Force Base NV 89191. Advised commanders and senior staff members on matters regarding government business development and the health, welfare, morale and utilization of over 10,000 airmen. Ensured organizational policies were known and understood by local businesses and assigned personnel; and assessed their degree of understanding. Provided leadership, business development, and management guidance to local establishments and assigned personnel located in 17 different geographical areas. Communicated advice and instructions which influenced airmen attitudes and solicited mission commitment. Demonstrated resourcefulness, organizational ability, foresight, and understanding of people. Chaired boards, councils, and committees for awards, recognition, and promotion of Air Force enlisted personnel. Advised top-level management on aspects involving personnel development, performance, recruitment and equal opportunity employment. Served as key member and director on Air Combat Command's Professional Military Education Board. Used Microsoft Word 6.0, Excel, and PowerPoint 7.1 software. **Secondary Profession/Volunteer (March 1991 - March 1995):** Served as Director (5 Hours Per Week) for Nevada's largest credit union—Nevada Federal Credit Union, with over 65,000 members and more than \$340 million in assets. Also served as Nevada Federal Credit Union's Supervisory Committee member to oversee credit union compliance and accountability.

**April 1988 to April 1990:** Executive Officer and Chief Enlisted Manager, USAF 554th Operations Support Wing, Nellis Air Force Base NV 89191. Directed executive support services for Tactical Air Command's largest support wing--a base population in excess of 10,000 people. Demonstrated resourcefulness, organizational ability, foresight, and understanding of people. Provided leadership and management guidance to over 9,000 airmen. Advised top management on aspects involving business development and enlisted force management. Served as top enlisted adviser to the 554th Operations Support Wing Commander. Coordinated with squadron commanders and first sergeants on matters relating to quality of life issues regarding assigned airmen. Planned, organized, and implemented administrative, operational, budgetary, and office support functions related to governmental affairs and operations. Wrote administration and office procedures manuals and letters providing guidance and directing action. Chaired boards,

councils, and committees for awards, recognition, and promotion of Air Force enlisted personnel. Used Microsoft Words 4.0 and Excel Software.

**March 1986 to April 1988:** Chief Enlisted Manager, U.S. Army and Air Force Exchange Service (AAFES), Munich Germany, HQ AAFES-Europe, APO AE 09245-003. Promoted and managed retail merchandise marketing operations as an executive manager for America's tenth largest retail operation, i.e., Army and Air Force Exchange Service. Oversaw support operations which generated over \$60 million in military annual sales. Conducted approximately 80 field visits per year for oversight in the areas of administration and management operations. Increased productivity and military clothing sales by more than 15% two straight years. Prepared and delivered presentations to senior commanders relating to organizational objectives and management support. Evaluated personnel staffing to insure adequate resources were assigned and effectively utilized. Provided counseling to AAFES Nonappropriate Fund employees and recommended staffing changes to exchange managers for increased productivity. Utilized IBM On-Line computers and software.

**April 1984 to March 1986:** Administration Support Superintendent and Chief of Executive Services, USAF, 7th Bombardment Wing, Carswell Air Force Base TX 76127. Planned and directed executive services functions that aided some of our nation's most honorable governmental officials, e.g., U.S. Speaker of the House of Representatives and major command general officers. Interviewed approximately 50 individuals per month for potential employment and assignment. Allocated personnel assignments in over 200 administration positions for support to some 5,000 production employees. Wrote, edited, and proofread more than 100 documents per week for senior executives and commanders' approval. Collected, analyzed and prepared occupational information for personnel, administration, and management functions for the 7th Bombardment Wing. Formulated personnel classification standards and requirements for positions never before authorized in the organization. Studied current organizational staffing positions and compiled reports which were used to properly align qualified employees in positions to support critical nuclear weapons personnel reliability programs. Used CPT Word Processor and IBM Typewriter.

**May 1983 to April 1984:** Chief of Aerial Postal Operating Location, USAF, 7025th Aerial Postal Operating Location OB02, Comiso Air Station, Italy, APO AE 09604. Hand picked to establish postal functions from scratch with limited supplies and equipment. Supervised postal personnel and services to over 2,000 military and civilian patrons in support of our nation's most critical defense program--Ground Launched Cruise Missiles in Europe. Managed money orders and stamp sales in excess of \$100,000 per week; oversaw 5,000 pounds of domestic and international mail processing per day; performed interface with U.S. postmasters concerning domestic mail movement to overseas locations. Interviewed local national civilian personnel for potential employment. Outlined performance standards and wrote step increases and employee eligibility criteria for competitive promotions. Oversaw job assignments and interviews of workers and supervisors to determine job and worker requirements. Analyzed occupational data, i.e., physical, mental, and training requirements of jobs and workers. Developed and wrote job descriptions and specifications.

**Job Related Training Courses:**

- Certified Public Manager – January 2008
- Strategic Planning and Training (October 1993—16 Hours)  
O'Rourke and Clark Accounting Corporation
- USAF Senior Noncommissioned Officer Academy (May 1984 - July 1984—280 Hours)  
U.S. Air Force
- Logistics Management Course (November 1980 - March 1981—80 Hours)  
U.S. Air Force
- Strategic Air Command NCO Academy (October 1979 - November 1979—145 Hours)  
U.S. Air Force
- Administrative Management and Executive Officer Course (September 1977 - November 1974—220 Hours) U.S. Air Force
- Microsoft Word, Excel, and PowerPoint Course (Apr – Jun 98—36 Hours) Vitrex Corporation

**Awards and Achievements:**

- Highly Decorated Air Force Chief Master Sergeant
- 7th Bomb Wing Senior Enlisted Administrator of the Year - 1985
- Air Force Outstanding Administrator of the Year - 1982
- Strategic Air Command Outstanding Administrator of the Year - 1981
- 5th Air Force Airman of the Year - 1981
- 51st Composite Wing Outstanding Executive Support Specialist of the Year - 1980
- Alaskan Air Command Outstanding Executive Support Specialist of the Year - 1977
- Wrote newsletters and articles published Air Force-wide (1980 – 1996)
- Keynote speaker before large audiences--as many as 1200 during some events and functions

**Other Information:**

- President, Air Force Association, Thunderbird Chapter (1996 - 2002) 10 hours per month
- Vice President, Aerospace Education, Air Force Association, Thunderbird Chapter (1996 – 2004) 8 hours per month
- Vice Chairman, Board of Deacons, Unity Baptist Church (1998 – Present) 20 hours per month
- Member, Las Vegas Urban Chamber of Commerce (1996 - 1998) 15 hours per month
- President, Noncommissioned Officer Association, Silver State Chapter (1990 - 1994 - Life Member) 20 hours per month
- Board Member, North Las Vegas Chamber of Commerce (1990 - 1994) 10 hours per month
- President, Nellis Chief Master Sergeants' Association (1990 - 1993) 10 hours per month
- Senior Advisor, Air Force Sergeants Association, Silver Eagle Chapter (1990 - 1994 - Life Member) 20 hours per month
- Director, Nevada Federal Credit Union (1990 - 1994) 10 hours per month
- Chairman, Air Force Enlisted Recognition Awards Board (1991)
- Director, Air Combat Command Professional Military Education Board (1990 - 1996)  
15 hours per month
- Chairman, Nellis Air Force Base Airman Leadership School Advisory Council (1990 - 1994)  
9 hours per month
- Chairman, Nellis Air Force Base Advisory Council (1990 - 1994) Five hours per month

**6. 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

**7. LEO Consortium Member Comments**