

**STATE OF NEVADA
GOVERNOR'S WORKFORCE DEVELOPMENT BOARD**

STRATEGIC PLANNING SUBCOMMITTEE

Wednesday, June 21, 2023 - 2:00 p.m.

**Teleconference Only
1-669-900-6833
Meeting ID: 836 8646 7865
Passcode: 470920**

MINUTES OF MEETING

Present: Nancy Olsen (Chair), Edward Estipona (Vice Chair), Drazen Elez, Arianna Florence, Brett Miller, Milt Stewart, Michael Yoder, Gina Bongiovi, Daniel McHatton

Absent: David Schmidt, Senator Lange, Councilman Black, Tommy White, Assemblywoman Monroe-Moreno, Sherri Mantanona, Michael Bolognini, Robert Fink

Also present: Katie Gilbertson

1. CALL TO ORDER - OPENING REMARKS

Chair Nancy Olsen called the meeting to order and welcomed participants.

2. ROLL CALL - CONFIRMATION OF A QUORUM

Per direction from Chair Olsen, **Katie Gilbertson** took roll call and confirmed the presence of a quorum.

3. VERIFICATION OF PUBLIC NOTICE POSTING

Katie Gilbertson affirmed that the agenda and notice of the Governor's Workforce Development Board (GWDB) meeting on June 21, 2023, was posted pursuant to Nevada's Open Meeting Law, NRS 241.020.

4. FIRST PUBLIC COMMENT(S) NOTICE

Chair Olsen read the notice into the record as follows: "Members of the public on remote technology are invited to provide comments at this time. No action may be taken on any matters during public comment until the matter itself has been included on an agenda as an item for possible action."

Chair Olsen invited comments. There were none.

5. *FOR POSSIBLE ACTION - Approval of March 22, 2023 meeting minutes

Chair Olsen called for comments/changes to March 22, 2023 draft minutes of the Strategic Planning Subcommittee. **It was moved by Edward Estipona and seconded by Drazen Elez to approve the March 22, 2023, minutes of the Strategic Planning Subcommittee.**

6. *FOR POSSIBLE ACTION - Approval of March 31, 2023 meeting minutes

Chair Olsen called for comments/changes to March 31, 2023 draft minutes of the Strategic Planning Subcommittee. **It was moved by Edward Estipona and seconded by Gina Bongiovi to approve the March 31, 2023, minutes of the Strategic Planning Subcommittee.**

7. **DISCUSSION/INFORMATIONAL ONLY– Updates on Work Group progress towards drafting the State Plan**

Chair Olsen explained the strategic planning work group has been making regular progress towards drafting the State Plan. The group has been meeting every two weeks and has also assigned work group members to different sections of the Plan to create a more cohesive system-wide response to federal prompts. Chair Olsen shared that previously, the State Plan had separate responses from each title and partner, resulting in a lack of cohesion. The work group is actively making significant changes to these sections. They are also focusing on defining goals and strategies within the Plan. Chair Olsen acknowledged the short timeline, with a rough draft of the State Plan expected to be ready for the Full Board and public comments before a due date to the federal government by the first week of March 2024. Special recognition was given to Brett Miller, Janiese Clyne, and Arianna Florence for their contributions to the state plan's development.

8. ***FOR POSSIBLE ACTION – Vote to approve State Plan goals**

Chair Nancy Olsen presented three proposed goals regarding population, alignment, and collaboration for the State Plan. The process involved reviewing existing goals in the State Plan and identifying gaps, especially in addressing historically underserved groups. It was noted that although core partners targeted these groups, the state plan lacked a dedicated focus on this aspect. Additionally, the state plan contained language about alignment and collaboration, but lacked actionable steps and measurable implementation measures for these concepts.

Karlene Johnson, DETR, shared that her she had recently met with the US Department of Labor and that a TEGL will be going out, advising more collaboration with registered apprenticeships to be present in the State Plan.

Milt Stewart pondered whether the first goal should be “decrease unemployment” or “increase employment.”

Chair Olsen changed the wording of the goal. She shared that the group needs to be cautious about adding specific measures to the State Plan because they could be held accountable to those measure by the federal government. Chair Olsen proposed using separate, shorter implementation documents, around two to three pages in length, to establish concrete measurements for outcomes from the direction of GWDB Vice Chair Ken Evans. These documents aim to be more focused and strategic compared to the extensive 200-page State Plan, which must still adhere to federal compliance standards from the Department of Labor and Department of Education. The approach involves improving the strategic orientation of the State Plan's content while also creating separate concise documents containing essential details and measurements. These documents would be more targeted towards achieving goals, such as addressing historically underserved populations. Chair Olsen explained that federal performance measures, such as how many people were employed second quarter after exit and how many people were employed fourth quarter after exit as well as median earnings and other measures, are not targeting specific metrics.

Edward Estipona acknowledged the challenge of setting specific percentage-based goals and suggested to omit exact figures in the State Plan but offered that specific percentage goals and sub-goals could be incorporated into the shortened plan. Mr. Estipona requested clarification from Chair Olsen if he was on the same page.

Chair Olsen concurred.

Edward Estipona elaborated on the need to keep the two plans separate and have the goals in the strategic plan attached to a dashboard to track progress and maintain accountability. He said that

having these goals explicitly listed keeps reporting expectations consistent and removes vagueness. Mr. Estipona further asked if the data that the Board members are seeking are even available.

Chair Olsen responded that data are available that could answer these questions.

Milt Stewart echoed Mr. Estipona's comments and highlighted the importance of setting goals that can be realistically achieved. Mr. Stewart brought up that while the titles collect data that are called "common measures," some may have the requested data readily available while another title may not have that information, so it is keep those data discrepancies in mind. Mr. Stewart's second question was whether the short strategic documents would be developed in conjunction with the State Plan.

Chair Olsen replied that GWDB leadership is anxious to receive the strategic documents at the same time as the State Plan, but realistically the goals from the State Plan will be used in the strategic plan, so it might be difficult to develop both at the same time.

Karlene Johnson, DETR explained that data could be retrieved for titles I, III, and IV in the EmployNV system however the data is only as good as the case managers who input the data.

Drazen Elez mentioned that the identification of underserved populations has been based on reports provided by Dave's research and analysis unit. However, these reports rely on survey data, which might not be entirely accurate due to the limited number of surveyed individuals. Mr. Elez said this highlights the need for more real-time data. Current reports from DETR are two to four months delayed after events occur. For effective alignment to impact specific underserved groups regarding employment, a more granular breakdown of the data is required. This involves pinpointing the geographic areas within regions, such as ZIP codes or neighborhoods, where these underserved populations are located. Mr. Elez explained that activities can then be tailored to these specific areas. However, it's acknowledged that even with these efforts, seeing tangible results in real-time isn't immediate. The frequency of Dave's team's surveys is uncertain, possibly biennial or annual, and the process of evaluating the impact of activities on employment takes time. The timeline for data availability must be considered to assess whether the initiatives are producing real-world outcomes.

Chair Olsen thanked Mr. Elez for his remarks and noted that this is why she believes setting a baseline should be the first step. It's unclear within each program whether underserving is a factor or if other variables are at play, making it challenging to establish a direct correlation. Once a baseline is established, it becomes possible to analyze trend data.

Brett Miller shared these proposed goals are seen as high-level objectives, with the possibility of having detailed numbers associated with the implementing strategies. Mr. Miller explained with the first goal focusing on reducing unemployment, if there are approximately two million people in the workforce and a five percent unemployment rate, that's about a hundred thousand individuals. Measuring the direct impact of programs on such a number seems like a complex research question that might be beyond current capabilities. However, the focus can shift to measuring the effectiveness of the strategies implemented to support these goals.

Ken Goodrich recommended that applying a SMART (specific, measurable, achievable, relevant, and time-bound) goals strategy to the proposed goals.

Chair Olsen replied that her original inclination was to use SMART goals for the State Plan. However, considering that these goals are in response to federal requirements, there's a preference for keeping them more overarching. Chair Olsen offered that more specific goals can be implemented in the shorter strategic plan. This approach allows for clear time frames and measurements. It's acknowledged that whatever is included in the state plan is subject to scrutiny by the US Department of Labor and Department of Education. Consequently, the goals are aimed at driving system improvement while minimizing risk and maintaining compliance.

Milt Stewart provided that he supports the proposed goals set forth by the working group as he knows all the hard work that had gone into crafting them. Mr. Stewart further expressed his support for keeping high-level goals in the State Plan and detailed operational plans in an external strategic document as the best approach. It's pointed out that the State Plan is a four-year document updated every two years, but an external strategic document created by the Governor's Workforce Development Board could be more easily adjusted based on the Board's preferences.

Edward Estipona concurred with Mr. Stewart's remarks, emphasizing the importance of a practical and realistic approach. Mr. Estipona highlighted the need for a concise two to three-page external playbook that supports federal goals while potentially incorporating additional goals that don't pose a risk at the federal level. He shared that the efforts the group is going through now will establish a template or pathway for future iterations of the Plan that can be continuously improved upon. Mr. Estipona acknowledged that he has reservations about the second and third proposed goals, but overall supports them.

Chair Olsen elaborated on the second and third goals, stating that asset mapping was conducted a few years ago which would have theoretically addressed the goals of alignment and collaboration of the Nevada workforce system, but the asset mapping effort was forgotten about and never used. Nonetheless, Chair Olsen shared that the asset mapping technique does not have a number for measurement but rather a checkmark to indicate that activity is done.

Edward Estipona replied that he believes goals are something that can be quantified, which are different than tactics and strategies. Mr. Estipona explained that goals are typically numerical and strategies, like asset mapping and connecting organizations, are tactics to achieve a goal.

Chair Olsen displayed a new document showing the draft of the State Plan and federal prompts for the section. The goals for this section must encompass both workforce preparation and education, as well as meeting the skilled workforce needs of employers. The presented goals are formulated in response to this requirement. The brainstorming of strategies and measures is described as a collaborative effort, involving discussions within the work group and Arianna and Chair Olsen.

Edward Estipona asked if it would make sense to have a single overarching goal centered around increasing employment and labor participation among the underserved population, while goals two and three could function as strategies to achieve the primary goal. While goal one remains measurable and feasible to include in the shorter plan, goals two and three seem to be more tactical in nature, and the question posed is whether it's acceptable to consolidate them into a single goal. He further added that the definition of underserved populations is ambiguous, and not narrowly defined to a specific demographic group. Mr. Estipona stressed that while this approach is okay for the federal plan, he would like to have some more measurable goals in the shorter plan to assess how the group is moving the needle.

Chair Olsen said one overarching goal for the strategic plan would work well to have specific populations stem from the umbrella of "underserved."

Edward Estipona shared that he supports moving forward with these goals. He further pondered if the development of the strategic plan should be concurrent or after the State Plan.

Chair Olsen responded saying that this decision would need to be in the next round of the State Plan since they are in a time constraint to get the State Plan done.

Edward Estipona asked if the group would be able to continuously update this document as opposed to doing it all at one time like what the group is currently experiencing.

Chair Olsen replied that there is a long process of review and approval, so unless there is a substantive change to the Plan, changes would be made every two years.

Drazen Elez questioned the timeline for developing the strategic plan. Mr. Elez noted that there might be a delay in the Board receiving the strategic plan if they wait until the State Plan is approved around mid-next year. He suggested it might be beneficial to create the strategic plan beforehand so that the State Plan could be formulated based off those goals.

Chair Olsen acknowledged that it would be nice to have the two documents put together at the same time but also stated that there is not a hard deadline for the strategic plan like there is for the State Plan.

Edward Estipona suggested that based off the goals and strategies already made for the State Plan, work on the strategic plan could begin in a different small group. Mr. Estipona emphasized that the strategic plan is flexible and can be changed based off State Plan feedback, but the benefit to starting now is that there is already a document to go from.

Chair Olsen concurred that she liked the idea of another working group but she does not necessarily want the all of the same people from the existing work group to be the same ones on the new working group and over-extend their efforts. Chair Olsen explained that the establishment of a new working group would need to be voted on by the Subcommittee.

Edward Estipona shared it would be a good idea to put the creation of another working group on the next Subcommittee agenda.

Chair Olsen called for comments/changes to State Plan goals of the Strategic Planning Subcommittee. **It was moved by Edward Estipona and seconded by Drazen Elez to approve the State Plan goals of the Strategic Planning Subcommittee.**

9. PUBLIC COMMENTS NOTICE (SECOND)

Chair Olsen invited comments. There were none.

10. ADJOURNMENT

Chair Nancy Olsen adjourned the June 21, 2023 meeting of the GWDB Strategic Planning Subcommittee.

Notice of this meeting was posted on or before 9 a.m. on the third day prior to the meeting on the Internet at:

<https://gowinn.nv.gov/boards-commissions/gwdb/> and
[Nevada's Public Notice website at https://notice.nv.gov/](https://notice.nv.gov/), as required by NRS 232.2175.

Supporting public material provided to Committee members for this meeting is posted on OWINN's Website at <https://gowinn.nv.gov/boards-commissions/gwdb/> may be requested from the Executive Director's Office at 555 E. Washington Ave. Ste. 4900, Las Vegas, Nevada 89101; or call (702) 486-8080.