

2024-2027 STRATEGIC PLAN

The Nevada Governor's Workforce Development Board's roadmap to mitigate workforce and learning barriers for underserved Nevadans with low labor force participation and high unemployment rates, promote awareness and engagement of the Nevada's businesses with the public workforce system, and align the Nevada workforce system among education, economic development, and sector partners.

NEVADA GOVERNOR'S WORKFORCE
DEVELOPMENT BOARD

JUNE 2024



Office of the Governor

June 12, 2024

Dear Fellow Nevadans,

I write to you today to endorse the efforts of the Governor's Workforce Development Board (GWDB) to create its first-ever Strategic Plan based off the goals from the WIOA State Plan.

Our state is at a critical inflection point for workforce development. To uphold Nevada's status as a premier state for business attraction and retention, it's essential to cultivate a robust workforce capable of meeting the demands of both existing and emerging employers. Improving education, workforce, and economic development in Nevada are three of my top priorities as Governor. In my inaugural 2023 State of the State address, I discussed the dysfunction and inefficiency of the workforce system, emphasizing its adverse effects on students, jobseekers, and businesses.

To address these shortcomings, I focused on three specific areas outlined in my "3-Year Plan Policy Matrix." These include establishing education-to-workforce pathways, coordinating, and integrating workforce training to align with the requirements of Nevada businesses, and attracting new industries while fostering the growth of small businesses. Additionally, my administration aims to streamline government service delivery. These strategic initiatives will continue to be pursued over the next three years.

The GWDB is tasked with implementing my vision for workforce development and ensuring that government workforce services are transparent, accessible, and efficient. My appointees to the GWDB include accomplished leaders from diverse sectors of the private industry, as well as knowledgeable representatives from labor, state, and local government. Every other month, the GWDB members meet to learn from best practices in other states, evaluate the performance of Nevada's workforce system's current initiatives, and provide recommendations to support the workforce system utilizing their industry expertise.

The GWDB worked diligently to write the 2024 Workforce Innovation and Opportunity Act (WIOA) State Plan and submit to the U.S. Departments of Labor and Education and secure millions of dollars for public workforce services in Nevada. Chair Hugh Anderson, Vice Chair Ken Evans, and the Governor's Office of Workforce Innovation Director Scott Hammond recognized the need for a policy playbook that the GWDB could use to build upon the goals of the WIOA State Plan while emphasizing the



necessity for public and private collaboration in workforce development. The GWDB Strategic Plan contains specific, measurable, and actionable goals and strategies to improve Nevada's workforce development system.

Three key components of the Strategic Plan that I endorse include ensuring that students and job seekers are fully informed about and have access to the workforce development system, collaborating with the private sector to enhance resources available to businesses (especially small businesses), and ensuring that workforce training programs equip students with the skills needed by employers. Additionally, aligning workforce development priorities across education, economic development, and workforce development partners at all levels of governance in both the public and private sectors is crucial. Within each goal, there are specific strategies, action items, measurements, time frames, and execution teams specifically called out to guarantee things get done.

We cannot afford to let significant workforce development opportunities slip through our state's grasp. I have complete confidence that the GWDB will successfully accomplish the objectives outlined in their Strategic Plan and uphold the Nevada Way for workforce development.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Joe Lombardo', with a stylized flourish at the end.

Joe Lombardo
Governor

GWDB BACKGROUND

The Governor's Workforce Development Board (GWDB) serves as the primary convener for industry, labor, and government leaders dedicated to innovating workforce development for the State of Nevada through examining the statewide workforce development system, creating the Workforce Innovation and Opportunity Act (WIOA) State Plan, and recommending workforce development policy improvements to the Governor's Office, Office of Workforce Innovation (OWINN), Nevada Legislature, and all relevant workforce stakeholders. The GWDB is codified by NRS 232.935 and administered by OWINN. The GWDB is led by Chair Hugh Anderson and Vice Chair Ken Evans. The GWDB's 33 members are Governor appointed and a majority represent businesses from various industry sectors, along with state and local elected officials, organized labor representatives, and administrators of the State's WIOA core programs.

STRATEGIC PLAN BACKGROUND

Over the course of 2023, the GWDB worked diligently to write and submit the WIOA State Plan to the US Department of Labor and Education to secure millions in federal funding for workforce development. After submitting the WIOA State Plan on March 4, 2024 GWDB Chair Hugh Anderson and Vice Chair Ken Evans created a task force of business Board members representing various sectors and industries and State agencies to draft the first GWDB strategic plan. The vision for the strategic plan was to build upon the goals set forth in the WIOA State Plan and add emphasis on private and public sector alignment and collaboration for workforce development. The GWDB Strategic Plan is intended to be much more concise and actionable than the WIOA State Plan.

Special thank you to the GWDB Strategic Plan Task Force Members: GWDB Vice Chair Ken Evans, Nancy Olsen, Edward Estipona, Ryan Woodward, Ken Goodrich, and Scott Hammond. Thank you as well to the 75 agencies and organizations that reviewed the plan during stakeholder engagement.

GWDB CHARGE

To gather perspectives from industry, labor, and government partners; craft policy recommendations that support the Governor’s vision; and deploy these recommendations to the Governor’s Office, Nevada Legislature, state agencies, and local workforce development boards.

GWDB MISSION

The GWDB will mitigate workforce and learning barriers for Nevadans with low labor force participation and high unemployment rates (who are defined as “underserved populations”), promote awareness and engagement of the Nevada’s businesses with the public workforce system, and align the Nevada workforce system among education, economic development, and workforce development private and public sector partners.



Goal 1: Population

The GWDB will mitigate workforce and learning barriers for underserved Nevadans (those who have low labor force participation and high unemployment rates).

Strategies:

- Awareness
- Access
- Supply



Goal 2: Engagement

The GWDB will promote awareness and engagement of Nevada’s businesses with the public workforce system.

Strategies:

- Awareness
- Effectiveness



Goal 3: Alignment

The GWDB will align the Nevada workforce system among education, economic development, and workforce development private and public sector partners.

Strategies:

- Awareness
- Effectiveness
- Performance

GOAL 1: POPULATION

The GWDB will mitigate workforce and learning barriers for underserved Nevadans.

Underserved Nevadans- those who have low labor force participation and high unemployment rates.

Strategy 1: Awareness

Actively promote and market public workforce system services and career opportunities to underserved communities to increase awareness and access.

ACTION ITEM 1A: CREATE SHARED CALENDAR OF WORKFORCE EVENTS.

TIME FRAME: February 2025

EXAMPLE MEASUREMENTS: _ job fairs, _ job centers, etc.

EXECUTION TEAM: OWINN, GWDB, DETR, Workforce Connections, Division of Welfare and Supportive Services, NevadaWorks, nonprofits, chambers of commerce, Dept. of Business & Industry, private businesses, trade associations

ACTION ITEM 2A: TRACK THE EFFECTIVENESS OF OUTREACH. DISPLAY METRICS ON GWDB DASHBOARD.

TIME FRAME: September 2025

EXAMPLE MEASUREMENTS: _ hires after job fair, _ clients placed in training after visiting job centers, etc.

EXECUTION TEAM: OWINN, GWDB, DETR, Workforce Connections, Division of Welfare and Supportive Services, NevadaWorks

Strategy 2: Access

Streamline application to apply for workforce and supportive services and develop asset map for jobseekers of workforce and supportive services resources available across the state.

ACTION ITEM 3A: DEVELOP A BETTER APPLICATION & REFERRAL SYSTEM.

TIME FRAME: December 2024

EXAMPLE MEASUREMENTS: _ % increase in referrals, _ reduced time for client to receive assistance

EXECUTION TEAM: DETR, Workforce Connections, Division of Welfare and Supportive Services, NevadaWorks, Dept. of Business & Industry, Adult Education, Vocational Rehabilitation, Dept. of Veteran Services, Dept. of Corrections

ACTION ITEM 4A: CREATE WORKFORCE AND SUPPORTIVE SERVICES ASSET MAP FOR JOB SEEKERS.

TIME FRAME: February 2025

EXAMPLE MEASUREMENTS: Complete asset map by _.

EXECUTION TEAM: OWINN, GWDB

Strategy 3: Supply

Champion the public and nonprofit workforce staff that provide these services and remove duplication of services to best allocate resources.

ACTION ITEM 5A: PROVIDE BETTER CAREER OPPORTUNITIES TO CLIENT-ASSISTING STAFF.

TIME FRAME: June 2026

EXAMPLE MEASUREMENTS: _ increase in case workers

EXECUTION TEAM: State DHRM, OWINN, DETR, Workforce Connections, Division of Welfare and Supportive Services, NevadaWorks, nonprofits

ACTION ITEM 6A: ASSESS WHERE SERVICES CAN BE STREAMLINED.

TIME FRAME: May 2025

EXAMPLE MEASUREMENTS: Create crosswalk of similar services by _, begin resource streamlining by _

EXECUTION TEAM: OWINN, GWDB

GOAL 2: ENGAGEMENT

The GWDB will promote awareness and engagement of Nevada's businesses with the public workforce system.

Strategy 1: Awareness

Make employers aware of public workforce training resources and funding opportunities.

ACTION ITEM 1B: LAUNCH "DID YOU KNOW?" CAMPAIGN.

TIME FRAME: December 2024

EXAMPLE MEASUREMENTS: _ % increased website traffic, _ direct employer engagements, etc.

EXECUTION TEAM: OWINN, GWDB, DETR, Workforce Connections, NevadaWorks, chambers of commerce, GOED, regional development authorities, Dept. of Business & Industry, trade associations

ACTION ITEM 2B: CROSS PROMOTE WORKFORCE SERVICES WITH COMMON BUSINESS-SERVING AGENCIES.

TIME FRAME: September 2025

EXAMPLE MEASUREMENTS: Develop consistent branding by _.

EXECUTION TEAM: OWINN, Dept. of Taxation, Secretary of State, DETR, Dept. of Business & Industry

ACTION ITEM 3B: ENSURE SMALL BUSINESSES ARE A PRIORITY FOR PUBLIC WORKFORCE SYSTEM RESOURCES.

TIME FRAME: September 2025

EXAMPLE MEASUREMENTS: Attend _ small business events. Partner with _ small business advocacy groups.

EXECUTION TEAM: OWINN, GWDB, nonprofits, DETR, Dept. of Business & Industry, GOED, Secretary of State

Strategy 2: Awareness

Ensure job training coursework meets employer needs.

ACTION ITEM 4B: CREATE IN-DEMAND SKILLS LIST. CONFIRM WITH TRAINING PROVIDERS THAT THEIR COURSES TEACH THE IN-DEMAND SKILLS.

TIME FRAME: February 2025

EXAMPLE MEASUREMENTS: Produce in-demand skill list by _. Work with _ training providers by _ .

EXECUTION TEAM: GWDB, OWINN, GOED, NDE, Career and Technical Education coordinators in school districts, NSHE institutions, training providers

GOAL 3: ALIGNMENT

The GWDB will align the Nevada workforce system among education, economic development, and workforce development private and public sector partners.

Strategy 1: Awareness

Identify services provided by all workforce partners.

ACTION ITEM 1C: CREATE INVENTORY OF ALL WORKFORCE PARTNERS IN THE STATE.

TIME FRAME: December 2024

EXAMPLE MEASUREMENTS: Complete inventory by _.

EXECUTION TEAM: OWINN, GWDB

ACTION ITEM 2C: DEVELOP ASSET MAP OF WORKFORCE PARTNER SERVICES.

TIME FRAME: May 2025

EXAMPLE MEASUREMENTS: Complete asset map by _.

EXECUTION TEAM: OWINN, GWDB

Strategy 2: Effectiveness

Determine gaps in services then create new programs to meet business needs.

ACTION ITEM 3C: PRODUCE GAP ANALYSIS OF SERVICES AND CONDUCT STAKEHOLDER ENGAGEMENT TO DECREASE GAPS.

TIME FRAME: September 2025

EXAMPLE MEASUREMENTS: Complete gap analysis by __. Start stakeholder engagement by __.

EXECUTION TEAM: OWINN, GWDB

ACTION ITEM 4C: DESIGN NEW PROGRAMMING TO MEET BUSINESS WORKFORCE NEEDS.

TIME FRAME: June 2026

EXAMPLE MEASUREMENTS: Analyze gap analysis and in-demand skills list by __. Convene work groups by __.

EXECUTION TEAM: OWINN, GWDB, GOED, regional development authorities, NSHE, NDE, Workforce Connections, NevadaWorks, Career and Technical Education coordinators in school districts, training providers, nonprofits, Dept. of Business & Industry, DETR.

Strategy 3: Performance

Develop comprehensive GWDB workforce dashboard.

ACTION ITEM 5C: APPROACH PARTNERS TO DETERMINE DASHBOARD METRICS. DEVELOP DATA-SHARING AGREEMENTS.

TIME FRAME: February 2025

EXAMPLE MEASUREMENTS: Develop list of data-sharing partners by __. Meet with partners by __. Finalize agreements by __.

EXECUTION TEAM: OWINN, GWDB, DETR, Workforce Connections, NevadaWorks, Adult Education, NDE, Vocational Rehabilitation, Dept. of Business & Industry, NSHE, GOED, regional development authorities, chambers of commerce, training providers, nonprofits.

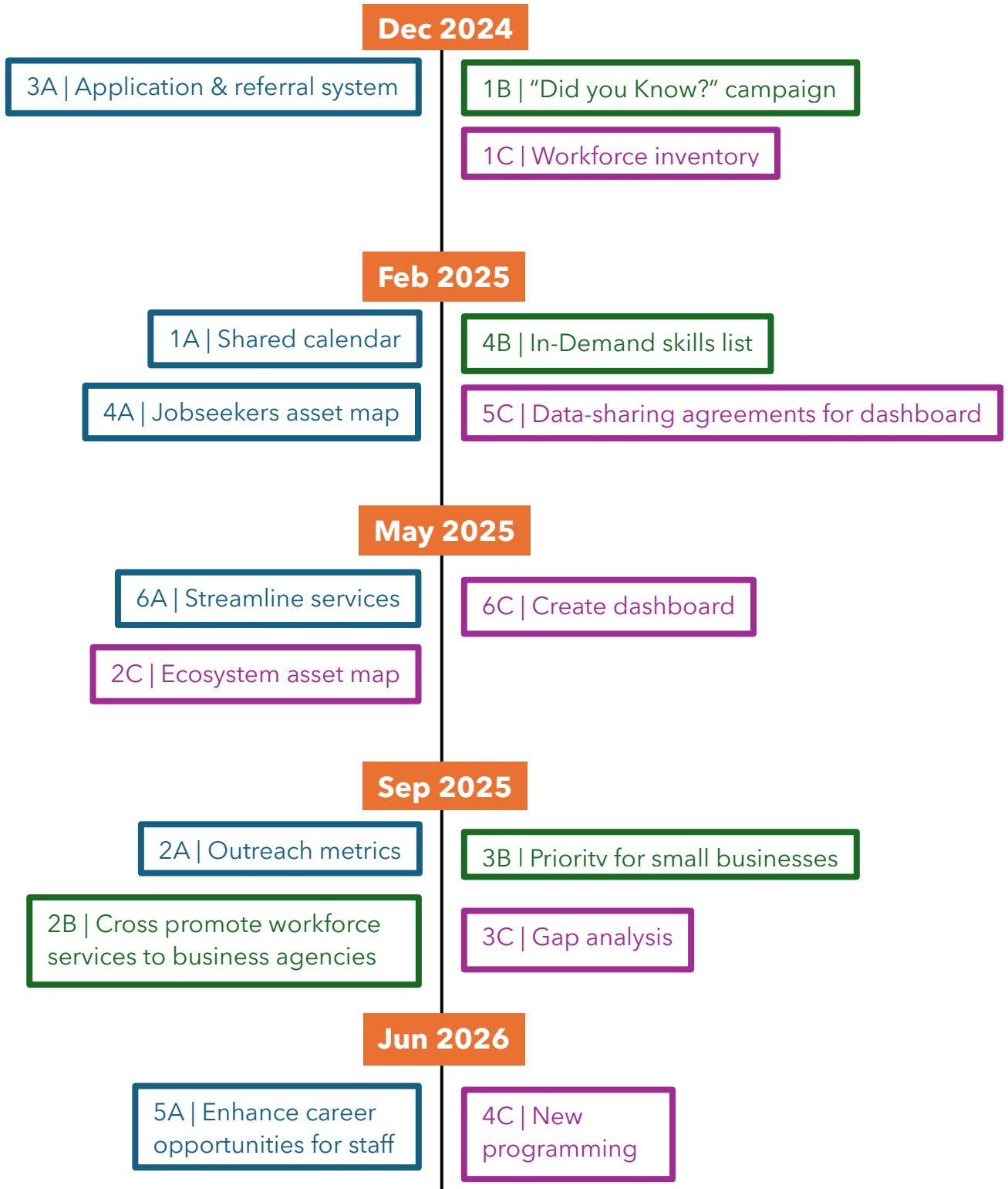
ACTION ITEM 6C: CREATE THE GWDB WORKFORCE DASHBOARD. MONITOR CONTINUOUS IMPROVEMENT AT GWDB MEETINGS.

TIME FRAME: May 2025

EXAMPLE MEASUREMENTS: Complete dashboard by __.

EXECUTION TEAM: OWINN, GWDB

Action Item Timeline



Strategic Plan Performance Scorecard

This scorecard will be regularly updated on the OWINN website:
<https://gowinn.nv.gov/boards-commissions/gwdb/>

2024-2027 GWDB Strategic Plan Performance Scorecard						
Unit	Action Item	Time Period	Execution Team	Measurement	Status	Notes
3A	Application & referral system	Dec 2024	DWSS, DETR, WC, NVWorks, Dept. of B&I, NDVS, NDOC, Adult Education, Vocational Rehabilitation	_ % increase in referrals, _ reduced time for client to receive assistance		
1B	"Did you Know?" campaign	Dec 2024	GWDB, OWINN, WC, NVWorks, DETR, chambers of commerce, GOED, RDAs, trade associations, Dept. of B&I	_ % increased website traffic, _ direct employer engagements, etc.		
1C	Workforce inventory	Dec 2024	OWINN, GWDB	Complete inventory by _.		In-progress with LVGEA
1A	Shared calendar	Feb 2025	OWINN, GWDB, DETR, WC, DWSS, NVWorks, nonprofits, chambers of commerce, Dept. of B&I, private businesses, trade associations	_ job fairs, _ job centers, etc.		
4A	Jobseekers asset map	Feb 2025	OWINN, GWDB	Complete asset map by _.		Assign to Barriers Subcommittee
4B	In-Demand skills list	Feb 2025	GWDB, OWINN, GOED, NDE, CTE coordinators, NSHE institutions, training providers	Produce in-demand skill list by _ . Work with _ training providers by _ .		Began meeting with GOED
5C	Data-sharing agreements for dashboard	Feb 2025	GWDB, OWINN, DETR, WC, NVWorks, Adult Education, NDE, Vocational Rehabilitation, Dept. of B&I, NSHE, GOED, RDAs, chambers of commerce, training providers, nonprofits	Develop list of data-sharing partners by _ . Meet with partners by _ . Finalize agreements by _ .		
6A	Streamline services	May 2025	OWINN, GWDB	Create crosswalk of similar services by _ , begin resource streamlining by _		
2C	Ecosystem asset map	May 2025	OWINN, GWDB	Complete asset map by _.		
6C	Create dashboard	May 2025	OWINN, GWDB	Complete dashboard by _.		
2A	Outreach metrics	Sep 2025	OWINN, GWDB, DETR, WC, NVWorks, DWSS	_ hires after job fair, _ clients placed in training after visiting job centers, etc.		
2B	Cross promote workforce services to business agencies	Sep 2025	OWINN, Dept. of Taxation, Secretary of State, DETR, Dept. of B&I	Develop consistent branding by _.		
3B	Priority for small businesses	Sep 2025	Nonprofits, DETR, Dept. of B&I, GOED, Secretary of State, OWINN, GWDB	Attend _ small business events. Partner with _ small business advocacy groups.		
3C	Gap analysis	Sep 2025	OWINN, GWDB	Complete gap analysis by _ . Start stakeholder engagement by _.		
5A	Enhance career opportunities for staff	Jun 2026	State DHRM, OWINN, DETR, WC, NVWorks, DWSS, nonprofits	_ increase in case workers, etc.		
4C	New programming	Jun 2026	OWINN, GWDB, GOED, RDAs, NSHE, NDE, WC, NVWorks, CTE coordinators, training providers, nonprofits, Dept. of B&I, DETR	Analyze gap analysis and in-demand skills list by _ . Convene work groups by _.		

Conclusion

The GWDB Strategic Plan serves as the blueprint for the GWDB, the Executive Committee, and three subcommittees to carry out over the duration of the next 3 years. Specific measurements must be agreed upon by the Execution Team of each Action Item before the 83rd Legislative Session begins. After 3 years, the GWDB will assess the progress made on each goal, strategy, and action item and consider how to build upon existing work. Future considerations for the second GWDB Strategic Plan include wraparound services businesses can offer to employees; targeted supports for barriers to employment including childcare, transportation, housing, etc.; automation and its impact on the workforce; skills-based hiring and dropping degree requirements; digital literacy and equity; and other topics the Governor or the GWDB may wish to explore in the near future.