

STATE OF NEVADA
GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

Performance and Reporting Subcommittee

Wednesday, December 18, 2020 – 9:00 a.m.

TELECONFERENCE ONLY
1-669-900-6833 | Meeting ID 868 1817 4513

MINUTES OF MEETING

Present: William “Bill” Stanley, Ann Silver, Nancy Olsen, Hugh Anderson, William “Larry” Fagerhaug
Craig von Collenberg, Jennifer Keiser, Stacey Bostwick

Absent: Erik Jimenez, Steve Fisher,

Also present: Andres Feijoo, (OWINN), Joan Finlay, (OWINN), Denise Castle (JOIN), Adrienne Santiago (Northern Nevada Literacy Council)

1. **OPENING REMARKS** William “Bill” Stanley, **Chair**, called the meeting to order and welcomed participants. he explained that under normal circumstances, the Board would not be permitted to conduct business via teleconference. However, due to COVID-19, the Governor issued Emergency Directive 006, which permits public bodies to conduct proceedings via teleconference.
2. **ROLL CALL - CONFIRMATION OF A QUORUM AND VERIFICATION OF PUBLIC POSTING**
Per direction from Chair Bill Stanley, Andres Feijoo took a roll call and confirmed the presence of a quorum.
3. **VERIFICATION OF PUBLIC POSTING**
Andres Feijoo affirmed that the agenda and notice of the GWDB Performance and Reporting Subcommittee meeting on December 18, 2020, was posted pursuant to Nevada's Open Meeting Law, NRS 241.020.
4. **FIRST PUBLIC COMMENT(S) NOTICE**
Chair Stanley read the notice into the record as follows: “Members of the public are invited to comment at this time; however, 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. At my discretion, in the interest of time, public comments will be limited to three minutes per person.”

There were no comments.

5. **FOR POSSIBLE ACTION – Approval of December 11, 2020 Minutes**

Chair Stanley tabled this action item because the minutes were not complete

6. **DISCUSSION/INFORMATION ONLY – Overview of JOIN, Inc. and Subcommittee Questions**

Chair Stanley welcomed and thanked **Denise Castle** for appearing before the subcommittee.

Denise Castle read the following statement into the record:

“Good morning and thank you for this opportunity to engage with you. You have before you an overview of JOIN’s programs & services/Asset Map. I would like to spend this time sharing more about JOIN’s story and answer any questions you may have.

JOIN Inc. is a 501(c)(3) Community Benefit Organization focusing on Workforce Development Solutions for Northern Nevada and has been doing so for more than 48 years. Operating under a set of core Values and Principles, our Vision is to help break the cycle of poverty and promote prosperity for all Nevadans. This is accomplished through our Mission of Training Nevadans for Careers by providing access to educational and occupational training for individuals seeking careers, financial stability, and personal success. Although we highly support the 4+ year degree/University track, JOIN's focus areas are on the 2 years or less in-demand skills training that results in accreditation, certifications or licensure, paid work experiences (work-based learning, apprenticeships, on-the-job training, and the like).

Thus the ultimate impacts to Industry Partners & Employers:

- Access to Skilled and Work-ready Candidates
- Identifying Unique Training Needs of each Business – Solution....
- Providing Wage Reimbursed On-The-Job training opportunities =
- Supporting Development of Sustainable Workforce Pipelines

The ultimate impacts for participants:

Informed, educated, and work-ready. Additionally, because all costs associated with exploration, training, and supportive services are covered, participants exit JOIN's programs DEBT FREE and Career Bound. With 26 employees and 7 Regional office locations, JOIN's services are available throughout the 65,000 sq. miles and 13 counties that make up the Northern Nevada Region, including the Tahoe Basin.

Six Rural Regional Locations are in

- ✓ Carson City Fernley
- ✓ Elko Winnemucca
- ✓ Ely
- ✓ Fallon (inside the Western Nevada College (WNC) campus)

The seventh regional office operating in Reno in the American Job Center (One-stop) Headquarters location is in Carson City.

Pre-COVID JOIN offered Mobilized Advising (go to the individual). Team members traveled to outlying communities and counties, offering up office hours in partner houses such as libraries, community centers, or a local coffee shop for those individuals not able to access a Regional office. Currently, these areas are primarily being served via virtual engagement – in extreme need cases, we will still travel as regulations allow. We are hopeful to return to full scale mobilized advising in the Spring/Summer.

JOIN can offer services by funding secured through federal and state grants, private grants, and donations. The current program year operating budget is \$3,999,279 (three million, nine hundred ninety-nine thousand, two hundred seventy-nine dollars) with Nevadaworks funding being 81% of the total budget.

To address the TBA and TBD under the National Dislocated Worker Grant – Employment Recovery – as we understand at the moment, all will be similar to the National Dislocated Worker Emergency Grant and WIOA Dislocated Worker programs.

Although we all understand the focus sectors are being redefined, our current contractual obligations require the support of all previously identified in-demand sectors of Aerospace & Defense, Construction, Health Care & Medical Services, Information Technology, Manufacturing & Logistics, Mining and Materials, Natural Resources, Tourism, Gaming & Entertainment.

On average JOIN serves 800 – 1,200 participants per program year. Factors that vary include training & supportive service costs per participant and or program cost, # of wage reimbursed employers participating (wages & length of Work experience/OJT), and most impactful, funding levels awarded. Contractually, funding must be managed properly to ensure delivery of all contractually agreed upon services throughout the entire program year (fiscal July-June PY).

As of the end of November 2020, JOIN has served 862 clients and is navigating 746 active clients for this PY. Again, we are focusing and offering services that support all sectors. However, trending last PY to this year is the training demand and support are going to #1) Health Care & Medical Services (especially in rural), followed by 2) Manufacturing & Logistics, 3) Construction, 4) combo of other and 5) Information Technology.

What has proven most impactful and greatly contributes to JOIN success is the common thread of key services throughout all programs, specifically our ability to offer individualized service (each County, employer, and the participant are unique and have different needs) career exploration, comprehensive case management and success skills training.

Before I speak to the column category of Program Notes and Other Important Information, I would like to share some of my backgrounds. I came to Nevada and this industry from Corporate America. Since in Nevada, I have worked in the Tourism, Hospitality, and Gaming Industry & other 501c3 agencies that focus on human services.

Developed the Employment Program for Douglas County Social Services

Been a Nevadaworks Board Member/Local Elected Official Designee 2010-2015

Served on the Governor's Workforce Development Board Manufacturing Sector Council 2012-2015 (working closely with Ryan Costella and others at grassroots level efforts to bring in the ACT WorkKeys to the State (JOIN is a test site)

Been With JOIN since January 2015, in the Leadership role since January 2016

I have served and am currently serving on a wide variety of boards, committees, coalitions, and initiatives throughout Nevada that pertain to workforce development, education (post-secondary & K-12), economic development, health, and human services, and government.

Therefore my comments and observations are based on firsthand experience as 1) an outside the "system" navigator for clients and business partners seeking services 2) Workforce Development Board Member/Local Elected Official seat and 3) now a Provider within the "System"

My top 4 areas in this category are:

1. Leadership – At the highest levels of influence, I am hopeful for a more robust understanding of the Workforce Development system in Nevada and more effective leadership in this arena.

I believe that the work you as the GWDB are undertaking will begin to accomplish that. I applaud and support the continued effort to peel back the layers and continue to investigate the "System". More specific areas of observation –

a. In regards to the workforce development system, what are the desires of the Governor, this board, and the local boards?

b. Are we organized and streamlined in order to meet the demands of industry/economic growth in our state? Are all the oars rowing in the right direction? Is that even the desired outcome? Would be helpful to understand.

c. I see an opportunity for the GWDB to work more closely with the North and South Boards ensuring a higher level of understanding/education of the "system", effective and synonymized alignment with State and Local plans (respectfully – and because I've been there, just like many of you have commented – do the Board and LEO members understand their role, their accountability to the Governor/State, the current state of the "System" and what is happening in the world of workforce development?)

d. Question the make-up of the Boards

e. Know and understand the Providers within the System

f. Oversight practices & the relationship between the funders, state, and providers – common practice between the North & South? Should there be?

2. American Job Center - One-Stop – Reno operational management – there is an A & B to this one – A) I strongly believe we do not need an outside management company. I have not experienced any level of return on investment from KRA's presence. Frankly, the State dictates the "show" and B) Report outs that the Reno one-stop is open, is accurate, but it is certainly not functioning/operating as it was contractually obligated. JOIN is the only full-time provider in the center. My highly valued partner and colleague Adrienne Santiago can explain her position.

3. Duplication of services and the negative impact this continues to have on both the communities and providers. I would like to address the impact I experienced as I learned about the Reimagine Grant and the approval for the Nevada Hospital Association application:
 - a. Neither of these opportunities provides funding support to the System's current Title providers. Adds another layer of entities and services for career seekers and employers to navigate. Increases the confusion and complexity, which ultimately is a deterrent for these audiences.

Questions that come to mind:

- b. What about the providers currently and for many years, doing the work?
 - i. Consider the 48 years of building a successful workforce development model that includes various programs, the relationship-building accomplished, the knowledge of need per individual County and Industry partners
 - ii. Consider the proven track record of ability to pivot and evolve existing programs or create and design new programs to meet the ever-changing workforce development needs
 - c. Is it the desire of "leadership" to transform the system to be completely or primarily government-run?
 - d. If the government desires specific and/or new techniques (i.e. centralize data system) why no discussion with current providers to investigate existing tools or allow for the development of? JOIN's K-12 Career Bound NV program utilizes Nevada Career Explorer and can be quickly scaled up and incorporated into other programs.
 - e. Let's talk population – Can our counties support multiple providers offering the same and or similar services. For example *Humboldt County has pop. of 17,091 – how many are employable? Reflecting on the Hospital Association example. If awarded you will have 3 organizations engaging the one hospital and vying for the same clientele...how is that effective?*
 - f. I am asking Leadership to consider Scaling up the System vs. diluting it.
4. Funding - With the magnitude of recovery funds coming into the state I can see the potential for Dislocated Worker saturation. I would like to see more workforce development dollars dedicated to K-12 Work-Based Learning and Career Exploration engagement as it is key to Nevada's economic recovery and long-range success. In addition to earlier grade level engagement, it is crucial to capture the current juniors and seniors and involve them in some level of work-based learning opportunities. Meaning for the present, I would like to see some of the Relief and Recovery dollars go to K-12 programs like Career Bound NV vs. only Dislocated Workers.

As you have probably gathered, I am a very impassioned leader, have much to share, and strongly desire to be a part of the solution. I am extremely grateful for your time and attention today and hope this is just the beginning of meaningful dialogue and an opportunity to work together for the greater good. Thank you."

Chair Stanley asked if Join's funding comes from Nevadaworks.

Denise Castle said approximately 81% of Join's funding comes from Nevadaworks.

Chair Stanley clarified for the subcommittee that, to avoid double-counting of funds, these funds were counted already in Nevadawork's matrix.

Ann Silver said she previously served as Join's CEO. She asked **Denise Castle** her recommendations, from the perspective of a service provider, on what could be streamlined in the workforce development system?

Denise Castle said she would start by looking at the populations of the counties, understanding the workforce development needs of each county, and seeing if there is an organization that has an existing platform that can scale up workforce development efforts rather than bringing in a new layer. If we identify what is in these areas, what is working, what is not working, what needs to be scaled up etc. would help streamline efforts rather than bringing in something new. There are existing organizations doing good work.

Ann Silver asked what percentage of Join's dollars go to pay service for KRA' oversight of the one-stop

Denise Castle says it is a little unclear. The equation has been revisited – Nevadaworks has removed the dollar amount from the grant award and pays KRA directly. Join does pay a per-seat expense but she did not have a specific amount.

Ann Silver asked about the Nevadaworks board and what they specifically do.

Denise Castle asked for the whole workforce development system to be looked into and ask questions like what type of representation should be on the state and local boards. For example, Title I is not represented by the Governor’s Workforce Development Board. In regards to the Nevadaworks board, she wanted to know if there are individuals on the board who receive WIOA funding.

Ann Silver asked if there was a more streamlined and efficient way for workforce funds to be allocated to avoid duplication of effort.

Denise Castle said she wanted to understand what the state and federal regulations are regarding this area. She asked if we need two local workforce development boards and if this can be streamlined. She said basic questions need to be asked like what is the desire of the state workforce board, OWINN, the Governor, what are the needs, what can be streamlined to avoid unnecessary administrative layers so money can go where it is needed.

Ann Silver asked what the relationship is between Join and KRA. Does Join pay KRA? Does KRA have any authority over Joins role at the one-stop?

Denise Castle said she has not received a return on investment in the partnership with KRA. She is not engaged directly with KRA. She operates Join independently. Either there is an opportunity to strengthen the partnership with KRA or she feels there is no need for an outside organization to run the one-stop.

Ann Silver said she believed KRA is not a Nevada business but they were selected by Nevadaworks to operate the one-stop.

Nancy Olsen said it was a competitive RFP process that went into the selection of the one-stop operator.

Ann Silver asked if there were competitive bids made.

Nancy Olsen said she did not know how many bids there were. In the south, she sat on the review committee for the bids for their one-stop operator. But she said there were other bids to be the one-stop operator in the north and KRA was selected by the review panel.

Ann Silver asked **Nancy Olsen** that as a provider if she was on the panel.

Nancy Olsen said yes. The one-stop operator is not a provider.

Chair Stanley asked if **Craig von Collenberg** can explain how the one-stop operators were selected in the north and south.

Craig von Collenberg said he was not involved in the north’s process of selecting the one-stop operator and he was aware that the South has an extensive process in selecting their operator. In WIOA, it details the steps needed for the RFP process. WIOA has fewer details on how the one-stop is to be managed. He suggested that the question over whether a one-stop operator is needed or if DETR’s management is sufficient is a question the state workforce board could ask and answer.

Chair Stanley summarized what has been previously said by asking if an operator required for the one-stops by law? Was the selection process for the one-stop operator fair? Is there value in that process or should it be done differently?

Stacey Bostwick asked how Join does employer engagement.

Denise Castle said Join has a wide variety of programs and employer engagement is different for each one. Industry partners are brought to the table to listen to their concerns in partnership with county leadership/local elected officials. She also works with GOED and economic development districts to understand their mission. To get all the “oars rowing in one direction” she suggested it would help if local and state plans were synchronized.

Stacey Bostwick said the matrix mentioned limitations to the Eligible Training Provider List (ETPL) and wanted to know if this is connected to previous comments about 4 years vs. 2-year credential options.

Denise Castle said the ETPL is cumbersome for education providers to go through the approval process and keep their listings current. For all WIOA programs other than out of school youth, they are not able to send a client under WIOA funding to a training program that is not on the ETPL, so the training program must be up to date and accessible whereas for out of school youth that regulation is not required so they can get into a variety of training without delay. From her work, she hears that Nevada employers need those with employability skills so two-year program options are what is needed.

Nancy Olsen said that Title II was included in the Reimagine Workforce Grant. She also suggested everyone read Title 1A of WIOA that goes into all the board, operator, and one-stop requirements.

Larry Fagerhaug thanked **Denise Castle** for appearing in front of the subcommittee and sharing her concerns.

7. DISCUSSION/INFORMATION ONLY – Overview of Northern Nevada Literacy Council and Subcommittee Questions

Adrienne Santiago introduced herself and explained what the Northern Nevada Literacy Council (NNLC) does such as providing education to those with barriers to employment. She said she shares the same concerns as what Denise Castle stated earlier on subjects like the American Job Center. Sixty percent of funding comes from adult basic education programs from the Nevada Department of Education; 25% comes from Nevadaworks WIOA Title I; the rest from grants and donations. NNLC has an adult basic education program, youth program, and family reading program. They serve over 300 individuals.

Adrienne Santiago said that regarding KRA, there was a contract between Nevadaworks and KRA and it was her understanding that KRA was the only one that applied. She feels there needs to be more transparency in the scope of work for KRA. She felt there was a lack of transparency regarding expectations between KRA and the partners. The operator is supposed to integrate the system.

Chair Stanley asked if KRA has any reporting requirements for outcomes for adult education or title I youth; do they give regular reports to the local workforce development board?

Adrienne Santiago said when she was the operator for 18 months, she did go through fiscal monitoring but there were no requirements to achieve goals and outcomes.

Chair Stanley asked if the one-stop operator tracks the services the partners deliver to individuals and reports it to the local workforce development board.

Adrienne Santiago said that to her knowledge when she was the operator and now, that is not happening. When she was there she tried setting up a referral process to send people with certain needs to the right service provider or program but it was challenging to do that when she was there.

Chair Stanley said that taking away from the conversation in this meeting, he wanted to see that in the one-stop there is a trackable reportable – when a person goes to the one-stop, which service or program helped them, why they were helped and what was the outcome. Without this information, the state workforce board cannot have the information it needs to decide which programs to support.

Denise Castle said there has been some progress from KRA on reporting. This information is reported at the Nevadaworks board meeting but at the last meeting, KRA misreported Join performance so she has to correct it at the next meeting.

Ann Silver asked **Adrienne Santiago** that when she was the KRA administrator, did she report to Nevadaworks or someone in another state.

Adrienne Santiago said she had a supervisor at KRA and she also reported to Nevadaworks. The contract with KRA is with Nevadaworks, not the providers.

Ann Silver asked who paid for armed security.

Adrienne Santiago said the security requirement was a DETR requirement, not a KRA requirement. The costs are in the infrastructure agreement.

Ann Silver said that in addition to looking into performance measures and accountability, she wanted to look into the RFP process for selecting the one-stop operator and why it was necessary to hire an external organization to do this.

Nancy Olsen stated that what Nevadaworks was playing in lieu of Title I to the infrastructure cost agreement is 11.54% which amounts to \$84,680.42. She said she also shared the same frustrations Adrienne Santiago stated earlier.

Stacey Bostwick asked **Adrienne Santiago** how she markets her services to participants.

Adrienne Santiago said that when she was the operator at KRA, marketing was done through word of mouth mainly and connecting with agencies.

Stacey Bostwick asked how she engaged participants through NNLC.

Adrienne Santiago said NNLC is not operating the Title I youth program at the American Job Center but everything else is marketed through social media or the NNLC website.

Stacey Bostwick asked about the challenges around the computer and digital literacy.

Adrienne Santiago said a lot of adult learners do not have access to technology or the skills to use technology. A new computer lab was recently built along with new available courses.

8. PUBLIC COMMENTS NOTICE (SECOND)

Chair Stanley read the statement into the record: “Members of the public are invited to comment at this time; however 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. In my discretion, in the interest of time, public comment will be limited to three minutes per person.” She invited comments from Carson City, Las Vegas, or on the telephone.

There were no comments.

9. ADJOURNMENT – The December 18, 2020 meeting was adjourned.

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

OWINN’s Public Meetings website - <http://owinn.nv.gov/GWDB/Performance and Reporting Subcommittee Meetings/> and Nevada’s Public Notice website at <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 Web site at <http://owinn.nv.gov/GWDB/ Performance and Reporting Subcommittee Meeting> and may be requested from the Executive Director’s Office at 555 E. Washington Ave, Las Vegas, Nevada or call (702) 486-8080