

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

MINUTES OF STRATEGIC PLANNING SUBCOMMITTEE MEETING

Wednesday, September 10, 2025 – 2:00 p.m.

The GWDB Strategic Planning subcommittee held a public meeting on Microsoft TEAMS

Audio Conference Number: +1 775-321-6111
Phone Conference ID: 879 326 468#

1. Call to Order - Opening remarks

Chair Olsen called the meeting to order at 2:01 pm.

2. Roll Call - Confirmation of Quorum

Tiffany Vazquez took roll and confirmed the presence of a quorum.

Members Present

Nancy Olsen, Chair
Edward Estipona, Vice Chair
Brett Miller
David Schmidt
Chair Soderberg, GWDB Chair
Milt Stewart
Michael Yoder

Absent

Natalie Brown
Drazen Elez
Dr. Tiffany Tyler Garner
Michael Yoder

Others present

Louis DeSalvio
Arianna Florence
Sara Millett
Richard Neal
Marchele Sneed
Tiffany Vazquez

3. First Public Comment

Chair Olsen read the notice into the record as follows; “Members of the public are invited to provide comments at this time. No action may be taken on any matters during public comments

until the matter itself has been included on an agenda as an item for possible action. Public comments will be limited to 3 minutes per person. Please clearly state and spell your full name for anybody who would like to make a public comment, you can dial 775-321-6111 when prompted using phone conference ID 879326468#.”

There were none.

4. Approval of June 11, 2025, meeting minutes - (For possible action)

Chair Olsen called for a motion to approve the meeting minutes. **It was moved by Chair Soderberg and seconded by Vice Chair Estipona. The motion carried.**

5. Review of goals and strategies in Strategic Plan - (Discussion/Informational only)

Chair Olsen did an overview of strategies and action items for Goal 1 – Population.

Strategy	Action Item	Measurement	Execution Team / Partners
Awareness	Create shared calendar of job/resource fairs and outreach events	# of job fairs # of resource fairs # of new outreach centers	OWINN, DETR, Workforce Connections, Nevadaworks, DWSS, nonprofits, board, Chambers of Commerce, business/industry, trade associations
	Track effectiveness of events via surveys and display metrics on workforce dashboard	# hired after job fair # on public assistance after resource fair # entering training programs	Meeting participants
Access	Develop working group to streamline applications and referrals (no wrong door approach)	Increase in referrals (once tracking is established)	Titles, Workforce Connections, Nevadaworks, business/industry, Veteran Services, DOC
	Create asset map of workforce and supportive services	NA	OWINN, GWDB
Supply	Improve job opportunities for client-assisting agency staff	Increase in caseworkers Increase in partnerships	

Chair Olsen noted that efforts to streamline the referral system have been ongoing and will continue. While the ultimate goal is to increase the number of referrals, it was acknowledged that a reliable tracking method must first be established. The time frame for this work is expected to be extensive due to the complexity of coordination across agencies.

6. Review Goal 1 work - (Discussion/Informational only)

Chair Olsen mentioned proposed budget cuts include an estimated 30% funding cut, which can impact increasing caseworker staffing.

Milt Stewart noted that the House Appropriations Committee eliminated some federal funding streams. Due to funding uncertainty, “instead of an increase, the subcommittee may want to stop the bleeding.”

Chair Olsen emphasized the importance of eliminating duplicated services. She also talked about using the job seeker asset map that needs to be worked on to identify which organizations provide what services and where can services be streamlined.

7. Review Goal 2 work - (Discussion/Informational only)

Chair Olsen did an overview of strategies and action items for Goal 2 – Engagement.

Strategy	Action Item	Measurement	Execution Team / Partners
Awareness	Launch a “Did you Know?” campaign in conjunction with other business organizations to spread the word about workforce resources available to employers.	# of campaign posts on social media # of increased website traffic # of direct employer engagements	GWDB, OWINN, Workforce Connections, Nevadaworks, DETR, chambers of commerce, regional and state economic development agencies, trade associations, Business & Industry.
	Connect commonly touched business departments within the State to cross-promote workforce services.	Develop consistent branding of workforce services promotion for the commonly touched business departments.	Department of Taxation, Secretary of State, DETR, Business & Industry.
	Ensure small businesses are a priority to assist with public workforce training resources and funding opportunities by attending small business events and partnering with small business advocacy groups to demonstrate all available resources.	Develop consistent branding of workforce services promotion for the commonly touched business departments.	Chambers of Commerce, LWDBs, Nonprofits, DETR, Business & Industry, GOED, Secretary of State, OWINN, GWDB.

Effectiveness	Create an in-demand skills list similar to the in-demand occupations list (created by GOED) by surveying employers of their most needed skills for their workforce. Once the in-demand skills list is created, meet with K-12 career and technical education instructors and post-secondary training providers to confirm that their courses provide the in-demand skills of each industry.	Task the GWDB and OWINN to work with GOED and produce the in-demand skills list by ____. Disseminate list to K-12 career and technical education instructors training providers and evaluate the match of skills provided by each training program to the in-demand skills for each industry by ____. Update the in-demand skills list semi-annually to keep current with current workforce trends. Meet with K-12 and postsecondary providers annually.	Industry Sector Partnerships, Nevadaworks, Global Gaming Women (Sara Millett), Workforce Connections, GWDB, OWINN, GOED, NDE, school district CTE coordinators, NSHE institutions, training providers.
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Chair Olsen commented that a small percentage of businesses currently utilize EmployNV. She acknowledged that the initiative for the Did you Know campaign may be challenging due to budget constraints. However, the development of a shared calendar was identified as a potential tool to support that effort. She asked for an update on the redesign of the EmployNV platform, where the calendar is expected to be integrated into.

Vice Chair Estipona noted that the EmployNV redesign is in the early brand design phase. As individual pages are developed—especially those involving partners like the calendar—stakeholders will be re-engaged for feedback. In addition, an awareness campaign is currently underway and is expected to run through the end of the year. It targets two main audiences: job seekers, directing them to EmployNV resources (both online and in-person), and businesses, through coordination with EmployNV business account managers.

Chair Olsen asked Vice Chair Estipona what media is being used primarily.

Vice Chair Estipona highlighted the campaign includes bus ads, billboards, and a wide range of digital media. Digital outreach covers streaming TV, website ads, and social media—primarily Meta platforms and LinkedIn. The campaign currently avoids TikTok and X due to state preferences and platform stability concerns.

Sara Millett added that Caesars Entertainment has been working with EmployNV representatives to develop certification programs and partnerships aimed at creating a talent pipeline for their properties. While progress has been slowed by the broader tourism decline, it was noted that EmployNV continues to provide outreach and support at no cost.

Chair Olsen commented on action item two involving engaging with state business departments to promote workforce services overlaps with Action Item 1 and the "Did You Know?" campaign.

Vice Chair Estipona noted that the website redesign will support a "no wrong door" approach, ensuring users are directed to the appropriate services, even if that means digital referrals to partners. Local workforce boards are also promoting the program independently, reinforcing the goal of connecting individuals to the right resources regardless of their entry point.

Chair Olsen asked for clarification in including the Department of Taxation and Secretary of State in the execution team. Was it intended to ensure these agencies are well-informed about available workforce services, enabling them to refer businesses appropriately during their interactions?

Vice Chair Estipona responded that the goal is to collaborate with the Department of Taxation, the Secretary of State's Office, and DETR to leverage their existing communication channels with businesses. Since these agencies cannot share contact lists, the strategy is to include workforce service information in their regular emails or letters. This low-cost approach aims to raise awareness among businesses about available state-supported workforce resources.

Chair Olsen moved on to action item three of ensuring small business is aware of public workforce training, resources, and funding opportunities.

Vice Chair Estipona suggested that chambers of commerce should be included as key partners on the execution team. These organizations have strong connections with small businesses and can help promote workforce services effectively and at low cost. Building relationships with chamber leaders across all counties is a priority. Larger business networks like BNI may also be considered as a secondary outreach strategy.

Milt Stewart informed the group that local workforce boards already engage hundreds of businesses through established industry sector partnerships. He recommended to include these boards in the execution strategy and to ensure existing efforts are acknowledged and integrated. While improvements are welcome, recognizing current work—such as that being done by the local boards—is essential to avoid duplication and strengthen the overall approach.

Vice Chair Estipona agreed that many workforce initiatives are already underway but not being acknowledged. To strengthen the strategic plan, there's a need for better coordination and communication among workforce partners to avoid duplication and ensure alignment with existing efforts.

Chair Olsen highlighted the need to have a category involving implementation.

Vice Chair Estipona suggested that the execution team should take the lead in identifying specific next steps, as they are ultimately responsible for implementation. While strategic planning starts at a high level, progress will require broader engagement, which may slow timelines due to scheduling challenges. Flexibility will be key, with the understanding that the plan may need to adapt based on changing market conditions.

Chair Olsen highlighted the action plan is missing.

Chair Soderberg suggested to develop a draft strategic plan and present it to the board before circulating it to all listed workforce partners for written feedback. This approach would allow broader input beyond subcommittee meetings, which may not capture all perspectives. The goal is to refine the plan based on partner input—acknowledging what is already being done, what is feasible, and what may need adjustment. It was emphasized that producing a well-vetted, realistic plan is more important than meeting the initial December deadline.

Chair Olsen asked Chair Soderberg, “Are you thinking that it would go out for comment to the execution teams before it goes to the full board for feedback or full board 1st then execution teams?”

Chair Soderberg doesn't have a preference.

Richard Neal had a question about whether there is a clear strategy for identifying and engaging nonprofits and other key players in the workforce space, or if outreach efforts risk being too limited or incomplete.

Chair Olsen mentioned that we most likely have the contacts of majority of the groups and will collaborate to ensure outreach is directed to the appropriate individuals across groups.

Vice Chair Estipona emphasized that the execution team should not only lead implementation but also define clear, tactical actions and responsibilities. While the strategic plan remains high-level, flexibility is needed to adapt tactics based on changing conditions, resources, and input from all involved entities. Aligning all partners—especially government agencies and workforce boards—is essential for effective execution.

Chair Olsen liked the idea of developing an in-demand skills list, similar to the in-demand occupations list, to guide more flexible and transferable training. While the execution team includes training providers and institutions, employer input will be essential to ensure the list reflects real workforce needs. The slower pace of government processes was acknowledged as a challenge.

Vice Chair Estipona noted that the current execution team lacks key players needed to identify in-demand skills. Local workforce boards, DETR (via EmployNV business account managers), and GOED were identified as essential sources for gathering real-time input from industries. These entities regularly engage with employers to understand skill gaps. Training institutions play a role in aligning programs to those needs, but cannot act without clear input. Broader industry associations may also be valuable partners in this effort.

Sara Millett noted that Caesars Entertainment is working to build talent pipelines through EmployNV and other community partners offering certification programs. It was noted that industry needs shift frequently—ranging from hospitality to transportation and welding. She is willing to assist with the education team.

Chair Olsen thanked her and asked what organization she had mentioned earlier.

Sara Millett informed the organization is Global Gaming Women.

Chair Olsen asked Milt Stewart, “How prepared would Nevadaworks be from the Sector Council meetings to answer the question of the in demand skills for different occupations?”

Milt Stewart noted that the effectiveness of workforce data and planning depends on the depth and sector of the occupations involved. EmployNV represents a broad system that includes DETR, local boards, Title II, and vocational rehabilitation partners. Workforce Connections may currently be more advanced in this area. The group is committed to improving industry engagement by validating skills needs through data sources like BLS, ACS, and Lightcast, and by incorporating employer feedback through sector partnership meetings.

Chair Olsen clarified that the documents presented are based on the state plan and last year's board strategic plan, with updates reflecting a reworking rather than entirely new content. The documents will be sent out after the meeting for additional comments, edits, or strategy suggestions. Once feedback is received, the group will review them again before broader distribution.

Milt Stewart noted that the strategy documents originated from the WIOA state plan, with input from R&A, GOED, and other partners to expand and operationalize the content into a more agile, actionable format. It was emphasized that early engagement with execution team members is essential to confirm their willingness to participate. While state-funded entities are likely to engage, others—like chambers and nonprofits—may not share the same mission. Identifying and confirming committed partners early is key to ensuring the plan is actionable and impactful.

Chair Olsen suggested that before moving into implementation and action planning, the current high-level framework should be shared with execution teams. Their input is needed to further develop the plan in collaboration with this group.

8. Start Goal 3 work - (For possible action)

Chair Olsen did an overview of strategies and action items for Goal 3 – Alignment and Collaboration.

Strategy	Action Item	Measurement	Execution Team / Partners
Awareness	Connect with current partners and utilize connections to create an inventory of all workforce development partners in the state.	Create list of partners by _____	GWDB, OWINN
	Create an asset map of the services provided by each of the workforce development partners on the inventory for workforce system partners.	Create workforce system asset map by _____.	GWDB, OWINN
Effectiveness	Use the jobseeker and workforce system asset maps to develop a gap analysis and conduct stakeholder engagement among partners to see where their shortfalls are and how the GWDB could convene partners to mitigate those gaps.	Conduct a gap analysis using the asset maps by _____. Start conducting stakeholder engagement meetings on _____.	GWDB, OWINN

	Pair the gap analysis with the in-demand skills list to develop new programming that meets the emerging workforce needs of businesses, leveraging connections with education, economic development, and workforce development.	Analyze the gap analysis and in-demand skills list by _____. Begin to develop working groups with targeted education, economic development, and workforce development to design new programs by _____.	GWDB, GOED, OWINN, regional economic development authorities, NSHE institutions, NDE, school district CTE coordinators, training providers, nonprofits, Business & Industry, DETR, Workforce Connections, Nevadaworks
Performance	Approach relevant local, regional, and state agencies to determine which metrics would be appropriate to display in the GWDB workforce development dashboard. Develop data-sharing agreements with data-sharing partners.	Develop list of potential data-sharing partners by _____. Meet with data-sharing partners by _____. Develop data-sharing agreements with partners by _____.	DWSS, Adult Education, Vocational Rehabilitation, NDE, Business & Industry, NSHE Institutions, training providers, nonprofits, GOED, chambers of commerce, regional economic development authorities.
	Create the GWDB workforce development dashboard and analyze data updates at GWDB Full Board meetings with relevant stakeholders as guest speakers. Use dashboard to monitor continuous improvement for the workforce development system.	Once data-sharing agreements in place, OWINN develop dashboard by _____.	GWDB, OWINN

Chair Olsen highlighted that goal 3 focuses on improving alignment and collaboration among workforce agencies, specifically Nevadaworks and Workforce Connections, in accordance with WIOA requirements. While collaboration exists, it was noted that system-wide alignment has not yet fully met the intent of the law. The first strategy under this goal is to increase awareness through asset mapping—developing an inventory of workforce development partners and their services. This effort aims to reduce duplication, highlight strengths across partners, and improve coordination through shared information.

Milt Stewart noted that a similar exercise was conducted years ago by multiple agencies for the Governor’s Workforce Development Board. Some foundational work may already exist, possibly through OWINN, and could be referenced to support current efforts. The name of the subcommittee was Performance and Reporting.

Chair Olsen shared an example of duplication of services, where Workforce Connections purchased a contextualized ESL program that adult education providers already offered at no cost. This highlighted the need for better awareness and coordination. Additionally, efforts are underway to enable data sharing—specifically testing and demographic information—between adult education and workforce systems to support common intake and reduce redundant assessments. Follow-up is needed with Krista Marshall on the status of this initiative.

Vice Chair Estipona suggested that the Governor’s Workforce Development Board (GWDB) and OWINN should lead coordination efforts, as OWINN’s role is to align workforce groups statewide. While a foundational framework may already exist, it likely needs updating due to changes in the landscape. A key challenge noted was that grant requirements often push organizations into workforce activities without proper alignment, leading to inefficiencies. Moving forward, the focus should be on collaboration, not blame, with tools like a clear, accessible asset map to support joint grant efforts and reduce silos. This approach is expected to improve efficiency and competitiveness for future funding.

Tiffany Vazquez added that she will start working on the asset map.

Chair Olsen noted that even retaining a basic list of all workforce entities would help streamline efforts. She suggested setting a target date for this work at the next meeting. Once the asset mapping is complete, a gap analysis can be conducted to identify missing services and improve system effectiveness.

Vice Chair Estipona suggested that asset mapping should include both available services and the skills needed by the private sector. By comparing existing assets to current skill demands, gaps can be identified. The next step would be to engage partners to determine who has the capacity to address those gaps.

Chair Olsen noted that asset mapping should also help identify unknowns—areas where services may exist but are not yet captured. This highlights the importance of thorough data collection. She suggested considering conducting the gap analysis in person. Additionally, pairing the asset map with the in-demand skills list was emphasized as a key step. The execution team should be expanded to include underrepresented stakeholders such as economic development authorities, school districts, CTE coordinators, training providers, nonprofits, and the State Business and Industry agency.

Arianna Florence suggested that in addition to identifying execution teams, each strategy or action item should also have a designated champion or lead assignee. This person would be responsible for driving the effort forward and maintaining engagement with relevant partners, helping ensure accountability and sustained progress.

Vice Chair Estipona emphasized that while OWINN plays a coordinating role for the GWDB, it does not have authority over other agencies. Success depends on maintaining a collaborative tone, recognizing that no single entity is "in charge." Respectful partnership, rather than hierarchy, is key to effective coordination across agencies.

Milt Stewart clarified that the Governor’s Workforce Development Board (GWDB) is responsible for setting strategic direction, alignment, and coordination, while local boards are tasked with implementation under WIOA. The importance of not overlooking the local boards’ mandated role in executing many of these efforts was emphasized.

Vice Chair Estipona noted that if work is already being done by entities like the GWDB or local boards, efforts should build on that rather than duplicate it. OWINN’s role was described as a neutral facilitator, helping identify existing efforts and filling in gaps. Improved communication

and coordination were emphasized as key to avoiding redundancy and advancing progress.

Chair Olsen suggested that each action item should have a facilitator—not someone in charge, but someone responsible for keeping efforts on track. This role would support collaboration across entities, such as Nevadaworks assisting Workforce Connections or Adult Ed sharing expertise. Using the term “facilitation” emphasizes coordination without hierarchy, helping the execution team maintain momentum.

Milt Stewart reiterated that the GWDB is responsible for setting the strategic vision, ensuring alignment, and providing oversight and policy direction. Since OWINN is staffed to the GWDB, a discussion was proposed around OWINN’s role in supporting implementation. Specifically, OWINN could serve as the coordinating body that ensures responsible entities—such as Nevadaworks or Title II partners—are following through on agreed actions, using defined check-in points and metrics to track progress.

Chair Olsen agreed and noted that when the execution team includes external partners such as nonprofits, private businesses, or state agencies like the Department of Taxation, a dedicated effort is needed to actively engage and encourage their participation.

Marchele Sneed typed in the chat, “The GWDB is a strategic and recommendation body as Milt stated and as Ed stated OWINN is the workforce convenor, facilitator and coordinator for the state. We are currently convening with the partners in this doc to ensure alignment on state initiatives such as this and can move this along. Yes, OWINN is the entity to ensure alignment of workforce entities.”

Chair Olsen continued on to the third strategy focusing on performance, including the development of a dashboard. While originally proposed to be housed under GWDB, it was suggested that the State Longitudinal Data System (SLDS) may be a better fit, as it already includes Title II data and will soon include Titles I and III. A facilitator from a local board could support execution.

Milt Stewart commented that Dave Schmidt and his team could help with those insights.

Arianna Florence raised a question about what performance data the dashboard will include—whether it reflects this group's metrics and if it will show program-level data like measurable skill gains (MSGs), wages, other WIOA outcomes or some other measures determined by the strategic committee that we determine like “setting up a common referral system” or whatever we come up with as combined measures.

Chair Olsen clarified question, “So is it federal performance measures or is it state performance measures that may or may not include those federal performance measures?”

Vice Chair Estipona suggested that a conversation is needed with the team managing the existing dashboard to understand its capabilities and limitations. Leveraging existing tools is preferred to avoid delays, but customization for state-specific data should also be considered. Final decisions depend on the resources and constraints of the dashboard’s current owners.

Chair Olsen noted that federal performance measures reflect outcomes, while the action items and timelines in the current document often represent progress toward those outcomes.

Arianna Florence suggested that the group first define which measurements are needed to track progress and performance before assessing data feasibility.

Milt Stewart noted that tracking participant flow and service delivery (e.g., measurable skill gains,

number served) is relatively easy and can be captured in real time. However, outcome data—such as employment details—is much harder to obtain due to limited data-sharing systems. He emphasized the need for improved data-sharing agreements, aligning with national efforts to streamline workforce data access.

Chair Olsen discussed using implementation progress as a key performance measure. Progress can be viewed across three areas: participant outcomes, federal performance reporting, and strategic plan implementation. The State Longitudinal Data System (SLDS) was highlighted as a valuable resource, with existing dashboards already in place for CTE, NSHE, and Title II programs.

She also discussed refining the workforce development dashboard and using it to support continuous improvement. Realistic targets should be set for metrics like Title I to Title II referrals, distinguishing between general progress indicators and specific, time-bound targets.

Vice Chair Estipona noted that many contributors came from the private sector and may be accustomed to a faster pace. While progress may seem slow, the focus should remain on gathering complete data before setting specific targets. Once the foundation is in place, the process will accelerate and evolve continuously. Patience and collaboration were encouraged, as ongoing input from multiple stakeholders is essential to long-term success.

Chair Olsen added that it should be a living document.

Arianna Florence commented that many key strategies—such as increasing employer engagement—lack existing data collection mechanisms. There is an importance of identifying all desired metrics, determining what data is already available, and planning how to collect any missing information.

Milt Stewart discussed the importance of distinguishing between progress, flow, and outcomes. While some data is harder to capture, there are opportunities to identify and highlight "quick wins" using existing information. These early successes can help demonstrate effort and initiate stakeholder conversations.

Chair Olsen acknowledged that while some initiatives will take time, identifying and acting on "low-hanging fruit" is a practical next step. Members were asked to review the three upcoming documents and mark items they believe can be accomplished quickly. Additionally, partners should flag any items that may not align with their role or capacity. This will help clarify which entities should be part of the execution team versus serving in an advisory role. Send them to Tiffany and she will send them back to Chair Olsen and make edits accordingly. She mentioned the subcommittee should meet a minimum of quarterly, next one in first part of November.

9. **New business from subcommittee members** - (Discussion/Informational only)

No additional items were brought forward under new business.

10. **Second Public Comment**

There were none.

11. **Adjournment**

Chair Olsen called for a motion to adjourn the meeting. **It was moved by Chair Soderberg and seconded by Vice Chair Estipona. The motion carried.** The meeting adjourned at 3:45 pm.