

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

**EXECUTIVE COMMITTEE**

**Tuesday, May 24, 2016 – 3:00 P.M.**

**Department of Employment, Training and Rehabilitation  
500 E. Third Street – Director's Conference Room  
Carson City, NV 89713**

Alternate Location: Some members of the board may be attending and other persons may observe the meeting and provide testimony through a simultaneous videoconference conducted at the following location:

**Department of Employment, Training and Rehabilitation  
2800 E. St. Louis Avenue – Director's Conference Room  
Las Vegas, NV 89104**

**MINUTES OF MEETING**

**Members Present:** Dr. Luther Mack (Chair), Commissioner Marilyn Kirkpatrick, Horatio Lopez, Jim New, Mike Raponi, Patrick Sheets, Bill Stanley, Don Soderberg

**Members Absent:** Debbie Banko

**Also Present:** Kristine Nelson (DETR), Dale Erquiaga (Chief Strategy Officer, Office of Governor Brian Sandoval), Manny Lamarre (Governor's Office), Roger Brown (United Health Care/HPN)

**1. OPENING REMARKS**

**Chair Luther W. Mack** called the meeting to order, welcomed participants and made announcements.

**2. ROLL CALL – CONFIRMATION OF A QUORUM**

Per direction from Chair Mac, **Kristine Nelson** took roll and confirmed the presence of a quorum

**3. VERIFICATION OF PUBLIC NOTICE POSTING**

**Kristine Nelson** affirmed that the agenda and notice of the Governor's Workforce Development Board Executive Committee of May 24, 2016 was posted pursuant to Nevada's Open Meeting Law, NRS 241.020.

4. **FIRST PUBLIC COMMENT(S) NOTICE**

**Chair Mack** 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.”

**Chair Mack** invited comments from Carson City, Las Vegas or via telephone.

**Patrick Sheets** introduced his close friend and associate in the United States Air Force, Roger Brown, who wanted to make a public comment.

**Roger Brown** thanked the Chair and explained that he is the Vice President for Business Development for United Health Care (Community/State) for Nevada, better known as Health Plan of Nevada (HPN), who has taken great interest in jobs, as well as other social determinates, such as housing, transportation, and food, as they impact their costs in the health care system.

He went on to state that HPN has various initiatives he would like to explain more fully at a future date, to make committee members aware and ensure that their efforts are “in concert” with the state’s efforts. He cited two initiatives, 1) *My Community Connect*, which uses data analytics to target specific members as the right candidates for employment, enabling them to leave the Medicaid system, and 2) *Project Search* (targeted to support the intellectually/developmentally disabled population) to find the right programs for employment.

5. **\*FOR ACTION – GWDB Executive Committee – Approval of April 12, 2016 Minutes**

**Marilyn Kirkpatrick raised a motion to approve the April 12, 2016 Minutes and Mike Raponi seconded her motion. Motion carried.**

6. **INFORMATION/DISCUSSION – Learn and Earn Advanced Career Pathway (LEAP)**

**Corey Hunt**, Northern Regional Director, Governor’s Office of Economic Development (GOED) greeted the committee members and asked for Dale Erquiaga to provide his comments on this item.

**Dale Erquiaga** reminded the committee members about his previous comments on the number of players involved in workforce development between the Governor’s Workforce Development Board, the Department of Employment, Training and Rehabilitation, and the new Office of Workforce Innovation (OWINN), but added that a great deal of work to date in Governor’s Sandoval’s administration has also taken place at GOED.

Their constant desire is to align workforce development initiatives with the Governor's economic development strategic plan laid out by Mr.(Steve) Hill and Mr. Hunt's office. One of the component pieces they have been working on is the *Learn and Earn Advanced Career Pathway* (LEAP). He added that their goal is to incorporate all the players in workforce development into the framework that Corey Hunt and Karsten Heise will be presenting.

**Corey Hunt** explained that Karsten Heise, the Director of Technology Development for GOED, contributed greatly to the LEAP framework which brings together industry, job seekers, students, K-12 and higher education institutions to give a better understanding of the needs for standards for the right skills/training/education/certifications, and will ensure a "technically skilled workforce."

By way of a PowerPoint presentation, Mr. Hunt highlighted GOED's innovation based economic development (IBED) approach that addresses Nevada's most imminent workforce needs.

**Karsten Heise** went on to mention that the manufacturing part of the framework was developed in conjunction with GOED and manufacturing industry partners in 2014. In a record time, the high school CTE standards and state catalog were completed, and credentials/certifications had been integrated. To indicate how involved manufacturers were in this program, they recently completed a series of reviews, and after scrutinizing/identifying gaps, endorsed the program.

To meet future global trends that will impact Nevada, GOED created three LEAP frameworks:

- LEAP Manufacturing Framework  
(Advanced Manufacturing Technician)
- LEAP Life Sciences
- LEAP Information Communication Technology (ICT)  
(Artificial Intelligence, Machine Learning, Cybersecurity)

Mr. Heise explained the European based (mainly German) vocational training principles, blending classroom and on-the-job training, articulates curriculum to allow a no gap transition from high school through university.

**Mr. Erguiaga** commented that what is not seen in this structure is local workforce provided programs or non-profit provided programs. He also mentioned that as so many Nevadans face some barrier (long term unemployment, disconnected youth, for example) and individuals are re-entering workforce training at a different ramp, and this is the framework they think that WIOA, the local boards and DETR will be addressing in the coming months.

**Marilyn Kirkpatrick** questioned the value of the U.S. Chamber certification to industry, and she stressed that current high school students should be in some sort of certificated CTE program before graduating. She added that this started as a pilot program in Carson City and Truckee Meadows Community College (TMCC), and as she understood these classes were overfilled, asked if they anticipated the demand.

**Mike Raponi** responded that there is one manufacturing program (MT 1 certification level) at Western Nevada College and Sparks High School, and Reno has one active program. In addition, Carson High School in Carson City will implement a program in the fall and two high schools in Las Vegas are making plans to start the program in the fall as well. TMCC has a different program than Western Nevada College, but is fully articulated to this pathway model.

**Jim New** commented that TMCC has had great success with this program. Of the 200 students enrolled, several students were hired before they completed the program, and the job market *is* available for all who enter the program. He agreed that the model does not recognize workforce programs, which is the next logical step, and stated that robust on-the-job training or apprenticeship programs should also be validated as a ramp onto the LEAP model. He suggested this may be a way the sector councils can be of assistance.

**Dale Erquiaga** agreed that they would like the industry sector councils to play a role in validating the truth behind a pathway, and give credit for life experiences, so they are in discussion with the vice-chancellor of public affairs around their current policies for prior learning assessments.

**Horatio Lopez** asked how success is measured, for example, of the 200 students enrolled in the program, how many were successful in gaining employment or went elsewhere for additional education. Mr. Erquiaga responded that this is an appropriate question, and as many performance/benchmarks measures are currently used. In working to unify the authorizers, they also want to unify the measurements, looking at not only obtaining the credential, but gaining employment and wage gain. Mr. Lopez asked about the role the (WIOA) Performance Accountability Workgroup plays.

**Dennis Perea** explained that the Performance and Accountability Workgroups were established to bring non-traditional performance measurements to the Governor's Workforce Development Board for their consideration, as the federal performance measures are inadequate to tell the whole story, and there is a plan to have the Office of Workforce Innovation (OWINN) use more non-traditional measures to help tell the performance story.

He also mentioned that the State Longitudinal Data System (SAWS), the NPWR system, will allow them to really see how programs across K-12, NSHE transfer down into the labor market and reflect wage gain.

**Bill Stanley** commented that this manufacturing framework chart is what they push in their apprenticeship programs, and many are still unemployed, and he is concerned that new apprenticeship programs are established using DETR dollars, when programs are already available.

**Dale Erquiaga** reiterated that his job is design a cohesive workforce development system, and Mr. Stanley raised a prime example of the *lack* of that cohesive system. While some of the apprenticeship programs are funded by DETR dollars, others are not, and it is the realm of the Office of the Labor Commission, rather than this board. He wants to introduce a common framework and language (for career pathways), recognizable to all, and added that he welcomed their feedback as they work toward a goal of system cohesiveness.

**Don Soderberg** commented that it was fortunate that Ardell Galbreth and Jaime Cruz were both present as they discuss career pathways, such as the high school CTE (government funded). He referenced Mr. Erquiaga's earlier comment about *at-risk youths*, and added that the local workforce boards are the organizations designed to work most with these individuals.

He also noted that CTE academies are phenomenal, but are highly competitive and once a student is accepted, will probably do very well and added that they, as the workforce team, should find a way to help the students who were not accepted or have contemplated not applying to take advantage of the program.

After commending the LEAP framework, he drew their attention to some key cogs: 1) who is admitted/what they are getting, 2) the need for school credits to be transferable, and 3) the need for employers to embrace this framework (sponsorship).

**Marilyn Kirkpatrick** questioned how they could best help the underemployed develop skills, and **Karsten Heise** reminded members of the review/scrutiny of the LEAP framework conducted with northern Nevada manufacturers of the high school/community college components/certifications, who after much straightforward feedback, endorsed the program. He also noted that even nationally recognized certifications may not mean much to the employer. While they seek to include certifications/stackable credentials, as Mr. Hunt had mentioned, this framework stresses *standards*. Wherever a student exits this framework with a qualification, the employer understands exactly what skill level/job description the qualification corresponds, and this is how they should proceed with other career pathways that are developed.

**Mike Raponi** supported some of Mr. Heise's comments, and noted that there were over 60 years of experience within the manufacturing standards writing team. In addition, he mentioned that before taking the standards to the Department of Education they had received the approval/endorsement of the GWDB Manufacturing Industry Sector Council. He also commended Mr. Erquiaga's efforts in developing a career pathway framework, and encouraged them to develop a parallel career pathway in manufacturing at the community college level.

**Marilyn Kirkpatrick** stated that she also supports the program, but would like additional information in order to share it more effectively with others. She also asked if the standards for manufacturing vary by regions.

**Jim New** stated that the advanced manufacturing degree at TMCC is flexible to allow for variations in the industry, and there are common/basic skills set established in the manufacturing program they put together in LEAP.

**Corey Hunt** commented that they can modify or add to the LEAP framework to meet the needs of a specific company, citing Faraday Future as an example, to give a better understanding of what the standards mean to job seekers *and* employers. Lastly, he mentioned that they are working to have skills/standards incorporated into job postings, as a measure of ‘real world’ success for them, in order to have companies agree/identify with job descriptions to help determine the skills individuals already have/what they need to help them get on a pathway to success.

Discussion ensued amongst committee members about the various employability skills assessments, and **Ardell Galbreth** briefly explained the services that Workforce Connections provide in helping assess skills for job seekers. In the interest of time, **Chair Mack** moved to the next agenda item.

**7. \*FOR POSSIBLE ACTION/DISCUSSION – Possible Adoption of Career Pathways definition**

**Dale Erquiaga** commented that many use the term “career pathways” in a slightly different manner and for their planning purposes, he would like to create common vocabulary *among the whole workforce development system* covering all the authorizers and all component parts. He asked for their consideration of a definition draft he presented.

**It was moved by Jim New to adopt the Career Pathways definition with the term “foundational” changed to “historic” (third bullet-point) and was seconded by Mike Raponi. Motion carried**

**8. \*FOR POSSIBLE ACTION/DISCUSSION – Discussion of Industry Sector Councils and those industries the Governor’s Workforce Development Board should consider in establishing additional councils.**

**Dale Erquiaga** reminded members that the GWDB establishes the sector councils, and should they choose to add a sector council to represent another industry, they can make recommendation to the board and at a staff level they would work to provide members for that sector council. Two ideas for a sector council that were mentioned previously were construction and retail services. He asked for their comments about the appropriateness of one or both of these industries being represented by sector councils.

**Don Soderberg** briefly shared an evolution of the sector councils, which was very theoretical. He stated that when he first arrived at DETR, he was told of certain problems that needed to be fixed, but he was unaware that some of councils had formed subcommittees. The meetings may not have included a discussion of workforce, many did not meet a quorum, but all of the meetings had to be managed by DETR (which is not a function of DETR).

In addition, Mr. Soderberg indicated that someone within DETR once told the councils that they all needed to have pilot projects, which would be funded with Career Enhancement dollars. If the project was successful, the sector council was to refer the project to the local workforce boards (he was unaware if any pilot reached this level). If DETR did not fund these pilots after the first year, problems ensued, and he had numerous complaints.

He stated that many of these projects were amazingly ill-focused and self-serving. With one exception, he did not know if anybody got trained to get a job they wouldn't have gotten anyway. In one instance, money was spent to hire a consultant to help DETR with one of their projects, and even dedicated an employee to try to convince other employers to start using a certain type of testing, with horrible results. Much public money was wasted that could have been used to train people to enhance their careers, which was the purpose intended by the legislature for those funds.

In a more recent instance, a sector council proposed that DETR train their own employees, so they could promote them. Mr. Soderberg approved the project, with a caveat that all those in the project would have to come from Nevada JobConnect (ensuring that all unemployed people were given the opportunity). While he noted that this did work out, the project would have required perpetual funding from DETR, and did not create a model to help people enhance their careers.

He went on to state that sector councils should *not* exist so that people can represent their industries in order to get help from the public workforce program. The Governor issued an Executive Order (paragraph three), which founded this body (Executive Committee) and made huge changes to how the sector councils operate. The concept is really now to meet twice a year to receive/weigh-in on economic information.

As he was recently told by one of the sector council chairs (one with multiple subcommittees), all they wanted now was a *reality check*, with which he agreed. With these comments being said, Mr. Soderberg added that DETR would advocate fewer sector councils rather than more.

Mr. Soderberg stated that Dale Erquiaga had mentioned to him that the concept is that these sector councils should function similar to the economic forum, taking information derived from various sources, and testing it (with economic information from Research and Analysis Bureau, GOED's economists and other sources), to see where they think job demand is today and project where will it be in the future, while other types of things (such as spending public funds) have been taken away.

He concluded his comments by stating that they should be focusing on recession-proof careers that contribute to the Governor's vision of a new Nevada. While the construction industry may be considered a secondary industry, it clearly is a transformative career path that requires training and sometimes, private or workforce dollars to enter, and from DETR's perspective, they would be comfortable with a Construction Sector Council, but not necessarily a Retail Sector Council (considered underemployment overall).

**Marilyn Kirkpatrick raised a motion to table further discussion of this topic until the next meeting, and her motion was seconded by Patrick Sheets. Motion carried.**

**9. FOR DISCUSSION – WIOA Unified State Plan – Update**

**Dennis Perea** explained that the WIOA Unified State Plan was submitted to the Department of Labor on March 3, 2016, who subsequently asked for non-substantive changes to be submitted immediately to avoid a 'delay in funding.' Mr. Perea added that substantive changes will need to be integrated in the state plan (for example, Welfare, Title II Adult Literacy, changes in the demographics of the workforce system as a result of the Executive Order, the performance standards mentioned by Mr. Lopez, and entry points mentioned by the Director) The final plan should be either approved, approved with tentative changes or rejected by the DOL June 2, 2016, and this information will be brought back to the GWDB.

**10. BOARD COMMENT(S) AND DISCUSSION**

No comments were made.

**11. PUBLIC COMMENTS NOTICE (SECOND)**

**Chair Mack** 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. At my discretion, in the interest of time, public comment will be limited to three minutes per person." He invited comments from Carson City, Las Vegas or on the telephone. There were none.

**12. ADJOURNMENT**

**The May 24, 2016 meeting was adjourned.**