

Minutes of Governor's Workforce Investment Board
a.k.a.
State Workforce Investment Board (SWIB)
January 17, 2008 1:00 p.m.

Board Members Present: Clara Andriola, Linda Branch, Robert Brewer, Mary-Ann Brown, Senator Maggie Carlton, Jim Chavis, Michael Dayton, David Fordham, Elizabeth Ghanem, Robbie Graham, Richard Lee, Larry Mosley, Cass Palmer, Michael Pelton, Jean Peyton, Tim Rubald, Maite Salazar, Cameron Sorenson

Board Members Absent: Jim Annis, Michael Bahn, Pamela Egan, Marc Furman, Leslie Martin, Keith Rheault, Assemblywoman Debbie Smith, D. Taylor, Senator Randolph Townsend, Assemblywoman Valerie Weber, Mike Willden

Guests: Connie Williams, Bill Anderson, Tom Fitzgerald, Pyllis Dryden, Val Hopkins, Mick Coleman, Kelly Karch, Odalys Carmons, Lynda Palmer, Robert Whitney, Mae Flennoy, Anthony D. Snowden, Moshe Bialic, & David Haws

Staff: Tamara Nash, Board Liaison

Agenda Item I. – Welcome

Cass Palmer, Chair, welcomed everyone and thanked the members for their attendance.

Agenda Item II. – Roll Call and Confirmation of Quorum

Tamara Nash called roll and it was determined there was a quorum. Chairman Palmer called the meeting to order.

Agenda Item III. – Discussion/Possible Action on the Approval of the October 18, 2007 Meeting Minutes

Chair: Any questions or comments regarding the meeting minutes? Do I have a motion to approve?

1:09:12 Motion.

1:09:13 Second.

Chair: Second. All in favor?

Board: Aye.

Chair: Any against? Motion carries.

Agenda Item IV. -- Presentation – Nevada's Workforce Information Update

Chair: We have Bill Anderson with us today. Through the Workforce Transformation Section Initiative that the State is transforming to, Bill will be giving us a more detailed workforce information update to help us more clearly understand the State's economic and workforce issues. Bill?

Anderson: Thank you, Mr. Chair and members of the Board. For the record, Bill Anderson, Chief Economist with the Department of Employment, Training and Rehabilitation. As the Chairperson alluded to, what we thought we would start doing this meeting of the Board is rather than have our typical

workforce information report, that we typically provide, we thought that I would start kicking off these meetings with a very brief, roughly five to ten minute overview of what's going on in the economy here in Nevada. And hopefully that would serve in a manner that kind of sets up the environment against which you folks will be making various policy-related decisions. So with that, I'll move right to my Power Point presentation. And Mr. Chairman, down in Vegas, if you'll let me know if this Power Point is not coming through on your screen, I'd appreciate it. What we're seeing here in Nevada, and that's illustrated in these first two slides, we're seeing our measures of economic growth and activity moderate down. I think that is the best way to put it. Our economy continues to grow, but just at a more moderate pace than what we've been used to. In this first chart, you see that our unemployment rate bottomed out at about 4.1% back in mid-2006. Since then, it's been trending upwards and currently stands at about 5.4% and we'll be coming out with a December unemployment rate either tomorrow or right after the weekend. So you can see that up tick in our jobless rate. And what it's telling us is that in a state like Nevada, where our population continues to grow, in 2007, it grew by about 2.9% if memory serves me correct. We're in a situation right now where we're not being able to find jobs for all of those new entrants into the workforce. Hence the up tick in the jobless rate.

Looking at the flip side of that, on the job growth side, you can see that we started in 2006 with roughly 6% year-over-year job growth. And that trended down throughout 2006 and 2007, so that right now, we're sitting at about 1% or a little bit below 1% in terms of job growth. We're still generating roughly 10,000 jobs each month on a year-over-year basis. But it wasn't too long ago, back in 2004 to 2006, that we were generating some 60 to 70,000 new jobs on a year-over-year basis. So again, you see signs that economic growth, in this case job growth, is trending down here in Nevada. But we're still doing much better than in the nation as a whole. Our preliminary estimate is that we'll end up 2007 with roughly 1.9% job growth. That compares to about 1.3% in the nation as a whole. So we're still tracking quite favorably and very much better than the nation as a whole.

What we're starting to see at DETR is the sluggish job markets showing up in our various caseload measures. If you look at initial claims for unemployment insurance, those started trending up roughly a year ago and they continue to increase. And what it's, what this is showing is, is one component of the impacts of the slowing economy on working Nevadans, as they file for their unemployment insurance claims.

Another measure that I like to look at are unemployment insurance exhaustions. And these are final payments made to individuals under a specific claim. And again, you can see that about a year, year-and-a-half ago, we started to see our exhaustions, our UI exhaustions trend up. So we are seeing the impacts of sluggish labor markets on the work that we do day-to-day here in DETR.

I would argue that much of our current economic sluggishness is due to the residential housing situation. There's different ways to look at what's taking place in the housing markets. You can look at new home prices, resale prices, home sales, permits, whatever, but in general, if I'm forced to make one just broad general statement, it looks to me like residential real estate and construction activity is down by about one-half, relative to a year ago. And you can see that showing up down south with respect to new home closings and sales. But I also think it's important to kind of put this temporary down-turn in the residential construction sector in some sort of perspective. The construction sector in Nevada was going gangbusters until about a year ago. I've shown some trend lines here just to show the difference between trends in Nevada and trends in the nation as a whole. And since about calendar year 2000, our construction jobs have increased by about 60% here in Nevada, relative to the nation where construction jobs have only grown by roughly 15% or so. So I think it's important to put our construction related problems in some sort of perspective. You can't just focus on the bad. You can't just focus on the good. But the problems that we're going through are coming on top of a few year period during which we were growing at a remarkable pace. And while we're giving up some of those gains, we're far from giving them all back.

Now what's happening here, and this has been well publicized, is that the weakness on the housing side is showing up in some other areas of our economy. What I chose to focus on today is taxable sales since it's been an important part of fiscal and budgetary discussions in Nevada. What's happening here is that we're seeing the sluggishness on the residential side show up in fewer purchases of landscape materials, furnishings, building materials, things of that nature. And that's impacting our taxable sales and hence our sales tax collections and hence some of the well-publicized budgetary problems.

But let me end on a positive note. At the beginning of my comments, I called this kind of a temporary lull in our long-term economic growth. The fundamentals are still in place for Nevada's economy to continue to grow at a very respectable pace. When you've got population growth that's probably going to come in 3, 4, 5% year-over-year, as I'll get to in a couple of seconds. When you continue to have job growth, that sets the parameters or sets the environment for continued long-term solid economic growth. We're in a temporary lull. But our long-term prospects are very encouraging. As all of you know, we're in the early stages of what I would call a mega-resort boom. We have about 40,000 new rooms coming online down south. Housing is likely to stabilize and begin improving over the next couple of years. So by the time we get to 2010, we're looking at job growth in the Research and Analysis Bureau at DETR, we're forecasting job growth that's approaching 5%. So we'll be back in that period of time where we were generating some 50, 60, 70,000 jobs a year on a year-over-year basis. And specifically what you'll be hearing, probably in the press in the next couple of weeks when we release these numbers, we're looking at about 135, to 145,000 new jobs in Nevada between now and 2010. So we're going through a rough patch, but I think our long term prospects are pretty encouraging. And with that, I'll end my remarks. And if there are any questions, I'll be happy to answer them.

Chair: Bill, that's a nice overview, of taking us back a couple years and then giving us the expected forecast for the future. In talking with my counterparts in the industry, I've got to agree with you right now. It's always that lull before the storm so to speak, '08 being a lull. People are holding tight in terms of the hiring processes, even at the mega-resorts right now. But then here shortly, early '09, is when everything's going to break loose. Now the catch is, in our case, which sets us up nicely for the next presentation, but the catch is getting the workforce or the available work force ready to accept those positions. That's where we're really leading up into and how do we get ahead of the game. Getting these individuals trained so that they're readily employable. Any comments or questions for Bill on his presentation?

Carlton: Thank you, Mr. Chair. My question, in understanding the growth as far as new jobs, how do you factor in what we in the state call vacancy savings, or just not replacing people?

Anderson: To the Board Members through the Chair, what we're looking at is basically the demand side. We are estimating that there are going to be as I alluded to, some 135 to 145,000 new jobs. The extent to which that there may be, for lack of a better term, some quality constraints related to the ability to hire in those people, that's going beyond what these numbers are telling us.

Carlton: And if I may clarify, Mr. Chairman, what I'm trying to get at is we're talking about all these new jobs. What happens is there is a lot of lateral transfers, a lot of existing employees go with some of the newer resorts. You don't open a new resort with 100% new employees. That would be absolute bedlam. I mean, I've went through an opening of one and over 50% of the employees were experienced employees with that corporation and it was still nuts. So what I'm seeing the possibility of is as those existing employees move into the new positions, they may not be replaced at the other resort because of lack of demand. The competition level that's going to be out there. So I'm just wondering when you do your projections and your numbers in your equation someplace, I can do 18% really good, but I don't add apples and oranges to get pumpkins. So you guys are much better at the formulas than I am. How do you figure that in to these equations?

Anderson: Well, obviously, without trying to get too technical, we go back and look how these kinds of events have unfolded over time and I apologize through the Chairman to the Board Member, um, but I think what you're asking me is what we've started talking about in DETR, referring to as kind of churn. A new property opens up, workers from other properties migrate to that property and they just keep churning, in essence. That may be what you're getting at. The numbers that we are referring to are net figures. So we assume, we call it cannibalism that there's some cannibalism as workers migrate from property to property. Some of those positions won't get filled, but some of them will. So we've gone back in time and factored that in. But if you want to look at it on a gross basis, taking into account that churn, there are going to be more than 135,000 new job openings. Because there will be that 135,000 net gain, but then you have to go farther back in the chain, per se, and the properties that lose workers will then have to train new workers for their properties. So, kind of on a gross basis, you're looking at more than 135, but on a net basis, it works out to about 135,000. So there's a lot of dynamics at play here.

Carlton: And if I just, one final question, Mr. Chairman, is there a percentage number equated with what you call churn? Is there a figure?

Anderson: Through the Chairman to the Board Member, we don't have, that's kind of proprietary information and we don't get that kind of information on a property by property basis. So we can't go back in time and look at what happened . . .

Carlton: Let me clarify, as far as your equation goes, is there a number equated with that in the equation when you account for it? Is it 2% of the total? Is it 4% of the total?

Anderson: Not directly, no.

Carlton: No, okay.

Anderson: No. We just pick up on the historical trends.

Carlton: Alright, thank you.

Chair: Interesting conversation. Based on my past history, going through several openings and opening several properties myself in the HR function, Bill's right, the churn that we're talking about, it's been difficult to put a number to it. Property A opens up, and you're saying 50%. I would've loved to have had 80% of established individuals and 20% new blood, because they understand life. But that 80% is filled. The new property will have the bodies. The next tier property will be the one that they're going to draw from. The third tier property is where they're really going to have difficulties and they're going to go outside of the market to find individuals to play. And you're right, those third tier properties are the ones we may see, or may not see, a reduction in the number of jobs. Third tier market may say, hey, wait a minute, I gotta get creative and get out there in front of the curve, so to speak, because I know I'm going to lose my employees because I can't pay as much or my tip rate is not as much. Now, what do I do? Do I reduce business and close some operations? Or do I go out and get more stuff via marketing, whatnot, and try and increase my sales by some creative measure. It's a difficult issue to measure.

Bahn: Mr. Chairman? I had a question for Mr. Anderson. These are two sub-questions. One is if you talked, we could get stats on improvement year after year. That's a big concern to me and has been for a long time. And the other one is stats on employees other than the entertainment and government employees. Because Nevada seems to be dominated by entertainment industry and I think it's a benefit. But, on the other hand, it really does not contribute to the high taxable wage. Do you see any merit in collecting these stats?

Anderson: Through the Chairman to Board Member Bahn, we have that information. I can tell you right now, in the aggregate, with respect to wages, if you look at it on an average annual wage basis, our wages here in Nevada tend to grow anywhere from 3 to 5% a year. Recently, back in 2004, 2005,

when the construction industry was going full steam ahead, those are a lot of high wage occupations. And we saw wage growth into that 5 and it may have even slightly exceeded 5% on a year-over-year basis. Those highly skilled, highly paid, construction industry workers were hired. But over the long term, we're looking, as I said, anywhere from 3 to 5% year-over-year on an average basis. We have that information broken down by industry. So we can get that to you. Same answer with respect to your other question. We have all of that information for any number of industries. In terms of employment, in terms of average pay rates, things of that nature. So I'll be happy to get in touch with you and get you the kind of information that you need.

Bahn: Well I think it should be of great interest to the state from the point of taxable wages. What is your definition of high wages?

Anderson: Through the Chairman to Board Member Bahn, there is no real formal, widely acceptable measure of high wage. And again, I'll get you this information, if you go on to our website, and we talked about this briefly at the last meeting, we've broken down our forecast of occupational growth over the next ten years into different categories. And you can see where the wages are. So we can tell you that we think construction managers is a high demand occupational group. And their wage rates are x dollars. So all of that information is out there. And as I said, I'll be happy to get back in touch with you as early as next Tuesday, after the weekend, and give you all the information that you want.

Bahn: Well, I was going to hazard a definition as \$100,000 and above.

Anderson: I would think it would be less than that.

Bahn: I have had some discussions with Bob Hubert, the military advisor to Senator Reid on this issue. And I'm not trying to really change the policy of the state, but the state itself does not seem to put enough emphasis, and this might be outside of where your policy or what you're responsible for, we don't seem to promote high wages based on the defense industry, which we have here. We have defense bases. And what will happen is if we don't create a satellite industry around those bases, they're going to disappear. So we'll have them closing, so a double whammy. We'll have the bases closing as well as no industry as just a side comment. I had some correspondence with Bob Hubert and he's very much concerned. Particularly in Northern Nevada, this is a big factor here. Anyway, that's what was driving this whole, my question. Thanks again.

Anderson: Sure.

Dayton: It's Mike Dayton, Bill. I have a question for you on your net figure in job growth. Are you taking into any consideration people maybe moving from one industry into the gaming industry, say the financial industry which we're seeing as suffering. Because of the sub-prime industry. Citibank's laying thousands of people off and obviously, that's going to impact us here. You know, Home Depot, Lowe's, are laying people off. The construction industry, obviously they are. Are we looking at retraining those people to come into these new places that are being built on the strip?

Anderson: Through the Chairman to Board Member Dayton, yes, we have that information. I gave you the numbers in aggregate, but we have those broken down into roughly ten or twelve industry groups. And if you track the different groups, you can see the economic dynamics playing out. What you see towards the end of the forecast horizon is pretty solid growth in leisure and hospitality. As those 40,000 new rooms come on line. You see construction being pretty sluggish until roughly 2009, and then as the housing market crises and the mortgage crises and whatnot works its way towards improvement, you see more solid job gains there. So we have factored in events specific to each individual industry in coming up with this grand total.

Chair: Thank you, Bill. For next meeting, Bill, if you would, let's go a 30,000 foot view of the major sectors, hospitality, mining, manufacturing, and give us just the average wage on those.

Anderson: That won't be a problem, Mr. Chairman.

Chair: Thank you. Valorie.

Weber: Thank you, Mr. Chairman. I just wanted to piggyback a question that was related to Senator Carlton's question, on those net gain of jobs that we're looking at when we have the next surge, obviously some of those people aren't here yet. They haven't arrived at our borders, and I wanted to find out what kind of a role this Board plays in some sort of marketing to bring people to Nevada, since probably not one entity or the other is going to be able to pull that off. I don't know if we have that in our crystal ball or our forecasts for what this Board's going to do this next twelve months, perhaps.

Chair: That's actually a very nice segue into our next presentation. Over the past couple of months, Director Mosley from DETR and his staff have been attending and garnering information on a sector-based transformational process to get our state, Nevada, ready for this mass impetus of 140, 150,000 new jobs. How are we going to get ahead of the game, timing-wise, in terms of the incumbents are already here, getting them trained so they're ready to step into those positions. One aspect is, how are we going to market outside of the state to bring new bodies in to assist in this job growth, that really no other state is experiencing at this time, or will be in '08, '09, '10. So those are some of the aspects this sector-based transformational program are addressing as we speak. Bill, very good presentation. Very healthy discussion, thank you.

Agenda Item V – Presentation – Driving Transformation: Sector Partners Initiative

Chair: Presentation with Larry Mosley our Director and Ardell Galbreth, our Deputy Director of DETR.

Mosley: Thank you, Mr. Chair. With your permission, I would like to provide this mission a presentation that I presented yesterday to the Economic Development Commission, regarding driving transformation and workforce. Mr. Anderson accompanied me to the Economic Development Commission as my Lieutenant Governor yesterday. And as he stated and clearly indicated, there is a surge as Assemblywoman Weber had indicated, a surge of 145,000 new talent requirements for the State of Nevada. Now I've met with industry executives from some of the major properties, and that's an extremely conservative number. I'm told that for those 40,000 new rooms, there's going to be a requirement of seven employees for each room. I'm told in the Northern region and especially in the mining areas, that again, the mines are not at full capacity because of not having the appropriate number of skilled and unskilled to accommodate the need for the mines. We are also told, within the northern areas by the Commissioners in Elko, that mining employment problem is also driven by a need for housing. And my peer, Director Mindy Elliott and I are now working with the Governor and the Chief Operator Officer, as well as the Chief of Staff, that we're currently working on CEO Round Tables for both mining and gaming to really understand from the CEO perspective, where their points of pain, especially in dealing with the surge that's coming. The Department of Labor is extremely concerned with what we're seeing and how we have been addressing workforce throughout the United States. And have developed partnering initiatives. Their turn is driving workforce transformation. What this really and clearly means, it clearly indicates a strategic initiative to develop a sector strategy. Again, Mr. Anderson spoke of twelve sectors that we have already started working with. And again, Research and Analysis will be a key component here in the State. But what do we hope to do? We hope to develop workers to accommodate regional demand-driven industries. And that also includes the military bases as a sector, if you would. But how are we going to develop a strategy. And as I stated yesterday, governors in a significant number of states are making sector strategies a central element of their state workforce and economic development policy. And to that end, I will assure you that the Lieutenant Governor and the Economic Development Commission is extremely interested in partnering with this initiative to develop a two-year strategy, Assemblywoman Weber, to get in front of the surge. Within that, the Economic Development Commission has passed Commissioner Whitwork and also a SAP to support this workforce striving transformation team of Nevada in putting this strategy together. And I'll speak to some of the other members in a

minute.

The sector strategies will build partnerships of employers, training providers, community organizations and other key stakeholders around specific industries, to address the workforce needs of employers and address career advancement to accelerate those wages. Hopefully, we can get to the 100,000. But within that, this team will consist and has consisted of thus far in the development, we have Stations Casino on board as one of the members. Opportunity Village is on board.

Higher education is strategic and every state that is looking at developing a transformation strategy. I've met with Chancellor Rogers. He had assigned a member of his team to accommodate us at the meeting that we had in Chicago. The defining elements of states sector strategies include a focus on customized solutions for a specific industry at a regional level. And that is key. And I want to underscore that, at a regional level. As Diane Cornwall and I spoke of today, this will obviously include the mining sector. Tom Fitzgerald and I have spoke recently in terms of building this strategic teams with more members of the north to clearly articulate the specific sectors needs within the region of the northern area.

1:39:18

(--can't understand what Director Mosley is saying--) intermediaries to bring the industry partnerships together and a dual goal of promoting the competitiveness of industries and advancing the employment of low, middle income workers. DETR is looking across lines. Across department state lines, to develop this collaboration, if you would. We are interesting, as the Chief of Staff will tell you, we have an extreme problem with this 145,000. It's not only within the gaming community that we're looking at, we're also looking at a serious drain of talent within the State of Nevada. At the cabinet meetings, my peers and I, we have extreme concerns with the loss of that baby boomer generation. And I'm looking at my Deputy as I'm speaking to you, because he will be leaving me in about three months. And I will tell you, that's going to be a severe gap within the Department of DETR as well as other organizations. So pulling together within this two-year strategic planning process, if you would, we have to look at and analyze from the Starbucks to the retail industries, to the gaming industries, how do we bring about this 145,000 people within the State of Nevada. New talent we're talking about. Yes, there will be a churn and yes, different areas will be cannibalizing. That's all factored in. But we must understand and we must be able to put together a strategic strategy that will accommodate this. And to that end, the Department of Labor will be providing the states, and we have already started the application, process, for \$250,000 to a half a million dollars to bring about the planning process. But what's going to be very important, Chairman Palmer, as you and I have talked, the strategic role the Governor's Workforce Board as a strategic body to help us to develop the plans. The Economic Development Commission is very much on target with partnering with us as higher education is in concert with us. The Governor, the Chief of Staff is working currently with the Governor to host a CEO Roundtable of CEO's within the gaming industry to understating what specific points of pain and having their involvement in the development of a strategic approach. Again, the Chief Operating Officer, Diane Cornwall, and Mindy Elliott and I are currently looking at again hosting the roundtable with the Commissioners in the Elko area and also with our partner within the Northern Workforce Board within doing this. But the partnerships, we're still bringing in partners from all of the sectors. This is an initiative that DETR is involved in as a partner. It's an absolute must that this Board be a partner within the planning process. We hope to utilize some of the funds that will be coming in to hire a consultant that has worked with the Department of Labor and several other states in order to help us to craft this strategy.

My friends, we have a tidal wave that's approaching. With the opening of the new properties and then we have one of the major industries within the North that is still not at full capacity because of the need for skilled and unskilled. We have an area within the mining community that truck drivers are making \$17 an hour. But still, there's not enough. And there's still much more to be done. It's not going to happen by osmosis. And it will certainly not happen as business as usual. And so as Chairman Palmer and I have discussed on multiple occasions, it's the perfect opportunity for this Governor's Board to work with strategically on this transformation team to

drive the sector initiative. That will give us a road map for the next years to hopefully be ahead of the storm. There will be a baby boomer consideration involved in it. Education is going to be strategic within it, both higher and K through 12. But, again, all elements. NDOT is going to have to be a part of it. Corrections will be a part of it. so we're talking about state. We're talking about local. We're talking about the private sector. But most importantly, what this means, we're talking about strategic initiative. Thank you.

Chair: Very encouraging words, Director Mosley. Interesting words too. And the challenge that's out here to this Board is essentially, as we develop these sector initiatives, each one of you were hand picked, for lack of a better word, to sit on this Board because of your backgrounds. And because of your insights and your ability to speak on behalf of those individuals or constituents within your areas. That's what we're going to utilize this Board for is to help us when the state provides the programs to us. Give us your insights. Doesn't make sense to your industry what you're knowledge base is about and help drive and direct the development of these plans. Two years is, we're already there, for lack of a better word. We've got to get ahead of the game right now. And it's going to be in the next six months when we develop these plans that we're really going to need your input. Any questions or comments, discussion for Director Mosley or any of us?

Weber: Thank you, Mr. Chairman. I wanted to know if there was also analysis done and if it's available and I missed it, I apologize, regarding as baby boomers retire out of government jobs, whether state, county, local municipalities, and if that's been quantified. Because I think that, again, we're talking about a net effect of all of these upcoming jobs, but there's also going to be individuals leaving the workforce. And I just want or maybe, doing a second career. I'm not saying necessarily, just in the role that they play now, there'll be a movement. Maybe that's part of that churn again. That if we have a handle on, over the next five years, what it looks like government workers will be leaving that sector. Because I know in Clark County, that's going to take place, even with this next twelve months. There'll be a movement of outbound out of those jobs.

Mosley: Mr. Chairman, to Assemblywoman Weber. The answer to that is, not at this particular time. But yes, it is definitely in strategically on the radar as one of the vital, if you would, initiatives of this transformation team. As again, Diane Cornwall and I have spoken specifically to the baby boomer situation, we are very much in concert with the fact that a strategy must be put in place to find out how we can get the baby boomers reengaged in areas that, again, would be significant to this number. She advised me that she had worked in the health industry with a very similar type of concern and problem and developed some creative strategies within that area. And so, therefore, she will be a vital component of this transformation team as she agreed to be up on to help us with the direction thereof. I have asked Mr. Bill Anderson to be a vital component of providing the type of research and analysis for the transformation team. The baby boomer generation is one that I will ask Bill and some of the talented members on this team to take a look at.

Chair: Any other questions or comments for Director Mosley? Okay, thank you.

Agenda Item VI – Discussion/Possible Action on Memorandum of Understanding

Chair: We've tabled that for now. We've pulled it due to some concern over the wording of the Memorandum of Understanding. This item may be reconsidered at a later time.

Agenda Item VII – Discussion/Possible Action on Approval of Revisions to the WIA State Compliance Policies.

Chair: Ms. Valorie Hopkins, our Chief Workforce Investment Supports Services. Valorie?

Hopkins: Good afternoon, Mr. Chairman and Members of the Board. My name is Valorie Hopkins. I am Chief of the Employment Security Division Workforce Investment Supports Services Unit. We've presented to you today policies that have been reviewed by members of our local workforce investment boards. We have received their comments and I will share with you what

we have done with them and what our organization recommends.

On 3.3, which related to financial, it's clarification of various financial issues that we have dealt with in the past and trying to make them clear. We received from our two boards basically clerical corrections, which have been made. With that being done, we do recommend to the board that the policy go forward for approval.

Policy number 5.6, we recommend go forward for approval. Neither board had any comments to make.

5.7, we have made the corrections that both the two boards requested. Basically, again, clerical. However, we did post the wrong e-mail address to one of our websites and that has been corrected. With that being done, we do recommend approval.

Nash: Mr. Chairman? This is Tami. I think that we neglected to let the Board know that we did pull two of these compliance policies from the Agenda. That being policy number 3.5 and 3.4. and they'll be reconsidered by the Board at a later date. So those will not be considered for approval today.

Hopkins: Mr. Chairman, Tami, I think it is 3.14.

Nash: Excuse me. I apologize. Thank you.

Chair: So that we're clear for the record, we're reviewing and discussing items number 3.3, 5.6 and 5.7. And items 3.5 and 3.14 have been removed.

Hopkins: Correct.

Chair: Correct, Tami?

Nash: That's correct, Mr. Chairman.

Chair: Thank you, Valorie. Any questions or comments regarding, let's go one-by-one, on item number 3.3? Any questions or comments for Valorie?

1:51:16 Just because of my experience in the past, when you say most of these are clerical, that would lead me to believe that some of them are not clerical. Could you point out if there's anything substantive in the changes on this one that we should be aware of?

Hopkins: Yes. There are not. On page one, item two, there's a numbering problem. On page 3, period of availability should be named as Roman Numeral V. And it is a page number correction. That's on 3.3.

Chair: And that's all the changes on 3.3, Valorie?

Hopkins: Yes, sir.

Chair: Then item 5.6?

Hopkins: Item 5.6, there were no corrections. It was strictly a review.

Chair: And 5.7?

Hopkins: On 5.7, page three, Roman Numeral V, C, second and third sentence, the language was changed to reflect the appropriate time frame. And on page three, Roman Numeral VI, A, was the correction to the website that I alluded to.

Chair: Okay.

1:52:44 Mr. Chair? I have a question on 3.3. Maybe it's just a clarification, so I can understand the section. And it's in reference to the, I guess it's section 2, A, 5, regarding the Budget Committee's review of project performance and expenditure rates for the local boards. Am I correct in saying that should some of these requirements not be met in the expenditure for the 80% and then the 100% expended, the first question I have is this money that is originally allocated from the Governor's Reserve and if so, if they don't meet these requirements, is that money that is then returned for reallocation? That's my understanding and I want to make sure that that's clear.

Hopkins: Are you referencing our formula funds?

1:53:34 I'm referencing Section 3.3, and it's number 5 regarding the Budget Committee's review of the project performance.

Hopkins: Section 5. I'm sorry, I'm just not following you.

1:53:46 It's okay.

Hopkins: On item 2, reallocation, is that where you are?

1:53:49 That's right. Reallocation and then it's talking about the Budget Committee's review of the performances. And so my question is, initially is this money from the Governor's Reserve Funds?

Hopkins: Yes.

1:54:07 That the Budget Committee, okay. And should these expenditure rates not be met by the boards, is that money then reallocated back to the Reserve Fund?

Hopkins: It will be, but it does have a time limit on it. The money has a limit. And yes, if they do not meet their performance or if they do not meet their expenditure rates, and it is through fault of their own in not taking action. Let me give you an example. If, per chance, their contract got delayed for some reason, that would necessitate that they start at a later time. There are other options we can do. We can extend their time frame, if, in fact, they stay within the limit of the life of the money. Without that happening, yes, then those funds come back and they reactivate into our Gov's Reserve, but only, again, for the lifetime of the money.

1:54:59 Okay, meaning for that final year?

Hopkins: Yes.

1:55:04 So whatever the money, the year it was taken from and allocated. Okay, so will there be a problem, I guess if we're reviewing it on a quarterly basis, will there be time to reallocate it?

Hopkins: In my office, it's reviewed as the requests come through. So it's much more frequent than quarterly. We report quarterly for your Board and others. It would be doubtful to me that we would run out of time.

1:55:29 Okay, thank you.

Chair: Then let's go through them one more time. Item 3.3, any other discussion on item 3.3? Any discussion on item 5.6? Any discussion on item 5.7? Then let's go ahead and package these together. Do I have a motion to approve Workforce Investment Act State Compliance Policies?

1:56:12 So moved.

Chair: Do I have a second? All in favor?

Board: Aye.

Chair: Against? For the record, it passes. Thank you.

Agenda Item VIII – Local Workforce Investment Board Reports

Chair: We'll start up North with Tom Fitzgerald, CEO Nevadaworks. Tom?

Fitzgerald: Thank you, Mr. Chair. I appreciate being a little less technical. So I will keep the report quite brief. Beside the brief report you have in your packet, this is the time of year when staff at Nevadaworks is engaged in what I term, bureaucratic things that must be done that will measure the success of what we're doing per the measurements that we have to live up to. We have a board meeting coming up in early February. We are preparing for that. We had most of our staff out of the office one week last month attending things such as transformation in Chicago. We're doing a lot of follow up work on that. And at our board meeting in February, we're going to have a lot of input from our board members in terms of the direction where Nevadaworks should go. So it's hard to give a long, lengthy list of this is what's done, because, quite frankly, I think it would cause your eyes to roll. But I assure you, we're doing a lot right now that we're supposed to be doing. And I'll be glad to take any questions.

Chair: Any questions for Tom?

Brown: I do, Mr. Chairman. It's Mary-Ann Brown in Reno. I have a question about, we haven't seen as a board outcomes, reports or overview of programming. I know from the Youth Task Force Council perspective, we're really interested to know what programs are out there, their effectiveness, what's happening, what areas of performance improvement are occurring. I see sort of an overview that continually changes are occurring and improvements, but I have, frankly, no idea what those would be, specifically. I certainly have an interest from the Youth Council perspective.

Fitzgerald: I'm not sure I understand. We give quarterly reports to DETR, every quarter. And the measurements that have to be met are there. And those, I'm sure, are available to anybody on the Board if they would like to look at them. In terms of the way contracts work for helping individuals, be it the adult dislocated workers or youth, it's not a nice neat package that we can say every month, here's what's happened, who's gained what. And we do have these reports available that come to the state all the time. And if you would like to just work with WIS on getting that information out, if you'd like to see those measurements.

Brown: You know, if I'm the only person interested in that, I can certainly ask staff to provide those to me and I can share them with my committee. So I'd be happy to do that.

Fitzgerald: Okay.

Mosley: Mr. Chair?

Chair: Yes, Director Mosley, yes.

Mosley: What I would like to inform the Board is the youth and youth measurement is one of my top priorities. And working with the boards as well as the DETR staff. Mr. Galbreth and the deputies led an incredibly successful meeting in my absence last week in which members from both boards were present. What we're looking at and I'm working specifically with DOL to look at how we revitalize, if you would, the youth program and developing the types of measurements that are obtainable and the types of programs. What DETR is doing is we will be assigning a manager that will be available to both the Northern Board, Southern Board and has specific oversight of youth as a key and strategic initiative. So you and this Board will have a full, if you would, programmatic update on that at our next meeting.

Chair: Thank you, Director Mosley. That's what several members of the Board down here were asking for also. You addressed the issue nicely. Any other questions or comments or discussion for Tom on his report? Thank you, Tom.

Fitzgerald: You're welcome.

Chair: Down here in the South, please welcome John Ball.

Ball: Thank you, Mr. Chairman, Members of the Board. I'm happy to be with you today. And to follow up on Director Mosley was talking about on the youth side, as we go through our local board report, I think you saw in your memo, I think we outlined the two major policy tracks that the board is working on right now, Youth Council and the Sector Strategies that you've previously discussed. Let me touch on those two very briefly, and then a couple of other discussions about some of our internal processes and then be open for questions.

I'm very happy to hear the report from Director Mosley. As you know and the Board knows and as our local boards are, we have had some problems on the youth performance side. Certainly at our board, and I think at the state level as well. As Larry said, that's an unacceptable situation. It's a high priority there. It's a high priority for Chairman Brewer and our board as well. The Youth Council is taking a brand new look at what we're doing in terms of our youth services, how we relate to the other programs in the community and how we target our resources a little better towards some fresh outcomes.

Along those lines, very happy to report that we have persuaded Kelly Henwood to come work with us on a part-time basis over the next few months to assist our youth council and to tie in with whatever staffing that Larry puts together at the state level and certainly with the State Youth Council as well. Kelly is one of the rising stars nationally in the youth development system. She spent the last five years as the Director of Youth Programs at the San Diego WIB. And before that, she was instrumental in putting together the youth program system for the Portland, Oregon WIB. So we're very happy to have her. She'll be working with Mujahid Ramadan who is chairing our Youth Council. They've already kicked off a new strategic planning process to kind of take a look at the whole range of issues in Southern Nevada, how we've been performing at the youth level and how we get after precisely some of these youth measures that we're not hitting, how that will roll up into a new request for proposal on the ground this spring and summer and new contracts in place by October 1st on the youth side. As I said, we look forward to coordinating that and working very closely with the State Youth Council and the DETR office.

On the sector strategies side, we listened to your presentation at your last meeting and started thinking about how we could make sure we coordinate our sector initiatives with yours. Fortunately, just about that time, Larry had the brainstorm to get in on this transformation process. And so we look to that mechanism as a way to make sure that we do stay coordinated. Our Board, in its planning process, has identified five sectors as kind of a beginning pool to target. Construction trades, gaming and hospitality, healthcare, retail and manufacturing. We may reduce that by one or two as we go through the process. But the key person in our local effort to identify our targeted sectors is Cornelius Eason. For those of you who don't know Cornelius, he's with us today. Cornelius, if you could kind of say hi and he also sits on the Team Nevada that Director Mosley has put together. So he'll be a key person in keeping those efforts on track and coordinated. We will very quickly be working with the subcommittee of the Board to create new type of contracts for our local board that will target these sectors and hone in specifically on performance measures as a key element in those contracts. So we look forward to working in Team Nevada and addressing these challenges that you've heard about today.

Let me say, I know an issue over the last couple years has been the internal procedures of the Southern Board, where we are in our accounting and budgeting, etcetera. I just want to report that we spent the morning looking at our 12/31/07 close. Our first six month run-rate on our budget

for this year, we're dead on in terms of our budgeting and we'll have a draft of an audit probably in the next few days. Last year's audit and so we'll be passing that on through the channels. I know that's an item of some interest at the state level.

Let me say there is one area where we're not dead on in terms of our run rate. And that's the rent. We continue to pay substantially more for facilities than we need at this point in our evolution. So if any of you know a wonderful agency that's looking for about 10,000 feet of space, we can really make you a deal on that. You know, we're paying just a little less than two for Class A square footage out at Rancho and Charleston and we've got another three years on that lease. And, let me put it this way, our monthly run rate is so far over what we need and the contract itself, which was sealed two years ago, has such a large deposit on it that we could subsidize somebody's space rate and still come out way ahead, in terms of the local board's expenses. So we really are in a position to make a deal. If it makes sense.

Let me say, additionally, we continue to track through Chairman Brewer's chairmanship at the national level, we're paying close attention to the discussions in D.C., the funding and the reauthorization. We know that's hung up at the present time, but we continue with Bob's help, we're right in the middle of that discussion and we'll stay in there. Everyone knows there's been a rescission direction on the workforce investment act funds and we look forward to information from the regional office probably pretty soon about where they've identified those cuts to come from.

So with that, I'd be happy, Mr. Chairman to answer any questions that the Board may have.

Fordham: This is Dave Fordham in Las Vegas. I'm a commercial real estate broker. What are you doing to market the space, other than telling us?

Ball: We've had it marketed very aggressively for the last few months. We actually had . . .

Fordham: Do you have it listed with a broker?

Ball: Yes.

Fordham: Alright, good.

Ball: We did have a deal signed up with a group of let me say, unfortunately, I don't want to offend anyone, a company of attorneys from Atlanta who actually were supposed to be in there several months ago. They have backed off on their part of the deal. We have continued to market the property. We have a potential interested party at this point that we'll hear more from in a couple of weeks. But until we have signed a deal and moved out, we'll continue to pursue every lead we can get. In real life, sir, I'm a real estate broker as well. That's what I was doing before I got in the public service. So we're turning every stone we possibly can at this point.

Dayton: John, in your sector services, sector strategies section, I think we've all been watching closely these last couple weeks and today was another bad day for the financial services industry. We've obviously seen a lot of people who are mortgage brokers and consultants in the last year have lost their jobs or gone elsewhere. We're seeing credit card services announcing thousands of layoffs which will impact us here. Banks are starting to make major layoff announcements. Do you think that should be one of the sectors that we target? I don't know what the numbers are there. I don't know if anybody at the Department can provide us stats there, but obviously, the financial services industry, while we're not a regional banking center here in Nevada, we do have Citibank out at The Lakes and we do have some others that aren't as well known, but they're out there. I mean, is that part of the discussion? And I know that maybe a month ago it wasn't, but every day we hear another one. I think Merrill Lynch's loss today was the biggest they've had in 94 years. Ten billion dollars. That's a lot of money. And also, kind of unrelated to this, but that obviously impacts the gaming industry to an extent. There's only so many places you can go to find money.

And I think the cosmopolitan is learning that today. They're looking for somebody to help them fund their project. I really think that we need to keep a very close eye on the financial services sector and industry because I think it's going to ripple through the whole economy and affect every one of these industries you have listed here.

Ball: It's all there. Let me say that within our normal course of doing business, if any of these individual company's situations rise to a significant level, they end up on our rapid response list and get plugged into our system. If it's something below that, many of them, if not most of them, have some relationship with our One-Stop System and operators, and so we hear about that and include them into that. When you aggregate that out across businesses and start looking at it, which is what I think you're talking about, a more comprehensive strategy. We did have an interesting discussion in Chicago when we were up there with Team Nevada with the Department of Labor about planning grants, specifically focused to these kinds of major constructions in the labor market. Now we were the only group in the room of all these various states that had to make an argument. We have a problem at the time when we're looking at 135,000 new jobs coming on. But I think we were able to make the case successfully that given the real estate and particularly residential construction and sales downturn, this being the most heavily impacted labor market in the country in that regard, we could actually come in a door that they're not used to seeing. And make the argument that given that kind of disruption in the sector you're talking about, we needed to put together a more comprehensive plan and talk about transfer to some other sectors. I believe it's accurate that in the DETR office now and we will be supporting this as well, we are writing one or two what are called Regional Innovation Grants to knock down up to a quarter million per episode of planning money that will allow us to take a good look at what kind of a cross sector strategy would look like in that regard.

Chair: Any other comments or deals, for lack of a better word, for John? Excuse me, Monty.

Ghanem: Yes, Mr. Chair. I have a question. Elizabeth Ghanem. I don't know if this is appropriate to address here, or not. But since you brought up the audit report and it's not on the Agenda, which is my first question, why it isn't on the Agenda. At the last meeting in October, we had, I believe, Mr. Perea, come forward and ask if anyone had any questions. I think many people on the Board echoed the sentiment that it was difficult to ask questions without the report. We hadn't had the report at that time. I believe it has since then been provided, at least through the website. I had had a draft of that at the last meeting. So I have many questions from the '06 audit report and I'm wondering when that might be on the Agenda and when we might have a chance to address some of the concerns I have from that report. And I don't know if that's addressed to Mr. Ball or who that should be addressed to, but I thought I'd bring it up now.

Nash: Mr. Chairman?

Chair: Yes, Tami.

Nash: Mr. Chairman, I had sent out, following when I sent out the audit requesting that Board Members submit to me any questions that they had so that I could get those answered and provide them in a written form to the Members and I did not receive any questions back from any Members.

Ghanem: Okay, then, perhaps I had a misunderstanding. Because we did have that it was going to be put on the Agenda for our next meeting and that's where I thought our questions would be addressed.

Nash: Correct.

Ghanem: I do have questions. Is there a way we can put it on the Agenda? I don't know if the other Board Members have questions or if anyone's had an opportunity to review the audit, but I certainly have questions.

Nash: Absolutely. And I'll resend that request to the Board Members. You're welcome to submit all of

your questions to me and I'll get them compiled and we'll get them back out to you for your review and then we'll address it again at the next meeting.

Ghanem: Okay. And will there be something provided regarding the audit report, at least the draft that I'd seen, responding to some of the recommendations that were made and whether those have, in fact, been put into place?

Nash: You're welcome to submit whatever you would like to see additional information on and I'll get that information to you.

Ghanem: Okay, thank you, Tami.

Chair: Thank you, Tami. Yes, John.

Ball: Mr. Chairman, if I might, the audit I referred to will be subsequent to the one I think you're referring to. But be that as it may, we haven't had the opportunity to meet but it you're based here locally in Southern Nevada, Mr. Chairman, we'd be happy to arrange a meeting with the appropriate parties from our staff, DETR staff, if need be, and visit with you at length on the issues that you have. We've spent quite a bit of time on this internally over the last six, eight, ten months. And so we have kind of a nuance perspective with what some of these issues mean, what the history, and what we've done going forward. And we have DETR staff locally, Dennis and others, that have been working with us. So we're happy to take that off track and have a meeting with one or more of the Board Members as folks may be interested.

Chair: Elizabeth?

Ghanem: I appreciate that offer. But I do think it's something that needs to be on the record and should be addressed to the entire Board.

Ball: Oh, sure. Happy to do that as well.

Ghanem: Thank you.

Chair: Tami, please reiterate the Board action, the request. My understanding from what I just heard is, again, at the next Board meeting, we'll make this a Board Agenda item. But in the interim time period, you'll send out a notice with the website so that we can take a look at the audit itself again. Tami is correct. The request was to put in some questions to her so that DETR could respond appropriately. But Elizabeth also is correct. That's a good HR answer. The last discussion was that we would bring it up here at this Board meeting. But, we will definitely make it a Board Agenda item for next time period. And I would suggest the South go ahead and prepare for that. And John, we'll just ask you to give us a quick overview and then we'll direct the questions towards you.

Ball: Happy to do that.

Chair: Any other questions?

Anderson: Mr. Chair, this is Bill Anderson up North. Just to provide a little perspective to Board Member Dayton's line of questioning. In Nevada as a whole, we have about 65,000 jobs in the financial services sector. And indeed, we're showing the cyclical nature of that industry that Mr. Dayton alluded to. In 2005, we had about 5.3% job growth in that sector. And right now, we're sitting basically on 0% growth. And we see that basically remaining zero through roughly the first half of this year, 2008. And then it'll gradually pick up so that by the time we get out to the end of 2010, we'll be growing in the financial services side at about 3% per year. And again, I just wanted to add a little perspective to that to give you an idea about the numbers.

Chair: Thank you, Bill. And again, that readdresses what we think is a hopefully momentarily lull before the storm, so to speak. Because '08 and early '09, it's going to be quiet for the gaming industry, which is one of the major industries. But, like I said before, early '09 to middle of '09 is when everything's going to break loose. So, even on the financial services market, hopefully, construction will pick back up which means the homes are for sale, as we attract employees to come to work here. Employees will have a place to live, therefore they can come. It's the domino theory concept. We've got to get it into play. John, good questions. And again, a comment for John and for Tom up North, I know we've teased a little bit in terms of technicalities and everything else, but clearly, as you can see from the Board perspective, we're looking for details. Not technical, but we want details, no holds barred, in terms of the information flow. And I know there's nothing to hide and we'll just be asking and looking for that in the future.

Ball: That's great.

Chair: Thank you.

Ball: Okay, thank you.

Peyton: Mr. Chair?

Chair: Yes, Jean.

Peyton: Jean Peyton. And I do have a question for John. I wasn't sure if you were done or not, John.

Ball: I guess not.

Peyton: Sorry. I didn't want to interrupt you. On the Agenda, it has a proposal and has A and it talks about some sort of a proposal for the Foundation for . . .

Chair: Independent Tomorrow?

Peyton: Right. Is someone going to report on that?

Ball: My understanding is that was pulled from the Agenda.

Chair: That is correct. That item has been pulled. It will be resubmitted at a later date. Jean, did you have a question we may be able to answer?

Peyton: No, I didn't have a specific question. I was just wondering what the proposal was.

Chair: Okay.

Ball: We're working on it. We think you're going to like it.

Agenda Item IX – Governor's Workforce Investment Board Committee Reports

a. Governor's Reserve Funds Budget Committee

Chair: Our first report, Item a., Governor's Reserve Funds Budget Committee. Elizabeth Ghanem?

Ghanem: Thank you, Mr. Chair. The Committee met I believe it was November 29, 2007 and we just had a couple of items on for review. The Committee approved two requests from DETR to fund travel to Denver and Chicago for Board Members and State Staff to attend conferences on transforming Nevada's Workforce Investment System to a sector-driven initiative. Much of what we've been talking about here today. So, hopefully that was helpful and perhaps much of the information that

we got here today about that, came from that conference. The amount approved from PY07 , WIA Governor's Reserve Funds was \$24,402.85. Correct me if I'm wrong, Tami, but I think there was either eleven or twelve members that went. And perhaps it was the Nevada Team, what's now being called the Nevada Team, that went. But I know there was a lot of attendance there.

Additionally, the Committee readdressed a request from the Southern Nevada Workforce Investment Board to fund an accounting software program that they were looking at. Unfortunately, the request was not approved because we had received clarification from the Department of Labor that this request could not be funded from this source of money. So those were really the only Agenda items that we had. And that's our report. It looks like we'll be having another meeting hopefully soon. And hopefully, there'll be some projects to fund.

Chair: Thank you, Elizabeth. Any questions or comments for Elizabeth?

b. Marketing and Business Support Committee

Chair: Marketing and Business Support Committee report by Richard Lee.

Lee: Thank you, Mr. Chair. Happy New Year, everybody. I don't know about you, but I'm glad to see '07 over with. I am glad to then look at the opportunity to make change in '08. As I have looked through what the Marketing Committee has been emerged in for the last year, and thinking about our role as a marketing committee, is to help make connections. Marketing is all about connecting. It's about connecting a buyer with a seller with a product. And we all know what our product is and what we're trying to do. The handout that I think you'll find on your desk, not actually in the handout, but it's headlined with BBC, recaps the last quarter of the campaign that's getting ready to launch. It's been a year of understanding how to work the system. And it's been a year of getting all of the material in place so that we can launch. We've put together a pretty strategic campaign to coordinate all of the things that we do. And I'm going to have Steve from BBC Advertising, he's up North. Is he ready to make a little presentation? Because one of the questions we are posed from Chairman Palmer was how are you going to handle this tidal wave that Director Mosley talked about. And then after he's done, I have a few comments to make too. So, Steve, please take the floor.

Aramini: Thank you. Well, just to really briefly recap really the major accomplishment with 2007, that was primarily putting together all of the production for the marketing. So we basically have our full campaign and our full look, if you will, in place. And for '08, what we're really looking for now are sort of three marketing goals: extending the brand; building great consistency, that's at every level from a marketing level to within the career centers themselves; and then, of course, addressing that Las Vegas hiring crunch and that tidal wave of job openings. I was asked specifically to talk about the Las Vegas hiring crunch and what our game plan was for that. So, just kind of looking at the basic facts of having several new Las Vegas, the mega-, meta-resorts underway, creating all of these tens of thousands of new jobs and Nevada JobConnect's role in fulfilling these employment needs. Some of the key employment issues that we kind of identified are the new job demands that create the major strain on the Nevada job markets. Specifically, the new properties are going to tap the existing properties for employees. As you had talked about earlier, the whole idea of cannibalizing. So these new properties are going to tap into existing hotel properties, which will then tap into other industries for employees. And then we're going to see a challenge of these other industries being faced with an employee shortage. This extends to beyond just Las Vegas. So that's kind of what we see as our key employment issues in a very brief nutshell.

As far as the key marketing issues, we're faced with some challenges. Limited staff assistance and resources at the Career Center level. We've been told several times that the job seekers are coming in. That's not the problem. The problem is really related to the businesses using Nevada JobConnect more effectively. And also, if we are going to be going after the job seekers, we're looking more at trying to get more skilled workers in. So for this Las Vegas hiring support

campaign, as we're calling it, really what we're primarily looking to is to develop a business community outreach program that really educates businesses that are going to be affected by this tidal wave of new jobs. That there is a resource that they can turn to for job seekers. And then, additionally, we'd be looking at targeting in-state job seekers as well as out-of-state job seekers, with the goal of trying to target the higher skilled. I'm now being joined by Mark Bayer who is also with the agency. But as far as the campaign objectives, really, primarily, we're looking to educate the affected industries about our available resources and provide some achievable solutions to their employment needs. I think above all, we're looking to maintain a consistent message that doesn't overpromise services that we can't deliver. So, really what we look at for this Las Vegas hiring support campaign, we're really at the beginning steps. So I think what we'd like from the Board is your input as to next steps to get us off in the right direction, I guess you could say, in terms of concept development, media and PR strategies. Some of the ideas we know we'd like to do are talk to the Economic Development Authorities as well as, you know, I think it could be great if we could talk to Mr. Anderson at the Research and Analysis Bureau. We'd also like to talk to any Board Members here. I know Mr. Palmer has expressed interest, along with Richard and Tami, to get together and develop a strategic plan for moving forward and developing this campaign so it can be as effective as possible. I think the last thing that we'd be looking to do is be able to track this in some way so that we have something that we can get back to you with in terms of our response mechanisms. So you can see a return on your investment. I think that goes to tracking the activity that we see, particularly from the business side with our website, as well as kind of looking at the feedback and reports from the Career Center level. That's in a nutshell where we're at. Like I said, we're at the sort of beginning stage of planning and today I think what we'd like to do is hear from the Board what their thoughts are on creating a hiring support campaign that addresses the Las Vegas hiring crunch as effectively as possible. So with that, I guess we'll open it up to any comments or thoughts.

Mosley:

Mr. Chair? The question that I would have is how locked in are you and how flexible will you be with your strategies? The Team Nevada train is really leaving the station. There's going to be different strategies and strategies develop as we continue to move on and especially as it relates to the role of our employment centers. I think that it's going to be extremely important that we have consistence with what's coming out of this strategic direction of the team with our advertising and marketing efforts. So, my being a professional marketer of thirty years, I'm very much interested in what we're doing and I think that you would offer an incredible resource for an output of information that we would like to have. But I think that it's going to be also very important that we have consistency within our message with our strategies.

Aramini:

Yeah, I think definitely we'd like to remain as flexible as possible in terms of working with you and making sure that the left hand is talking to the right hand. So really I'd say communication is the key. So, we'd be happy to meet with any members that you think it would be beneficial to be in and just throw everything on the table from where we've been so we can take a look at our marketing committee thus far and we can take a look at the numbers that we've got together and our thoughts. But, yeah, I think, like you said, the train is leaving the station. This tidal wave is going to hit us very soon so we have to act quickly and I think our goal would be by the next quarterly meeting be able to have some tangible steps forward to show you in terms of concept development and having a campaign put together. So, yes, I mean, we're definitely game for meeting immediately.

Bayer:

I just have the good news to go along with that, in addition to being flexible, now is a good time to be flexible. Most of what we've done up to this point has been to establish a level of awareness and to drive some traffic to the website since it's been redesigned and kind of really refine that message. Just, really, from the standpoint of who we are and a little bit about what we do. So the timing is right to be working together and solidifying strategies that have bigger picture consequences down the road. And we'd very much like to be a part of anything that can help out there. Because I think we're finding it's a very big job. Bigger job than we have a budget to do on our own. So we are looking all the time for ways to stretch those resources. So I think the timing is excellent for that.

Lee: Any other questions from anybody? I think consistency, Director Mosley, is one of the things we worked on last year. The consistency of getting the brochure. The consistency of driving things to the website. Now let me ask, remember last time we were here, I asked everybody in the Board to take a moment, sometime in their busy schedule, and look at the website. How many of you did that?

Nash: I didn't get any comments.

Fordham: Oh, yes you did, Tami.

Nash: You're right, David, I did. You're the only one.

Lee: David must have made a comment.

Fordham: Oh, I did. I was very confused trying to use the website. I don't think it works well from somebody trying to find a job, trying to navigate through all the screens to finally to get to one that helps. It's very, very confusing and I can see people giving up.

Nash: And, Mr. Chairman, this is Tami again. And we have already worked on that issue and I think that if you visit it again, you'll find great improvement in that area already, David.

Lee: Thank you, David. We knew that that was a challenge, definitely. We had to simplify it a great deal and we're working on that.

Fordham: I've got another question, Richard. I mean, we're talking about 130, 145,000 jobs coming in. Obviously, they're coming through different spectrums of the talent and wage pool, does anybody have any kind of guess of how much of which kinds of people that we need? And if that does exist, what portion of those people can realistically be expected to be found through the website? Because I don't think, the website's not a cure-all for everybody out looking for a job and recruiting into the area.

Lee: No, I appreciate that comment. It's not just hearing Director Mosley and his call to arms, if you will, about our challenge for next year. This is the time of year when I find myself preparing for the annual prognostication of what's going to happen in Las Vegas. And I have spent a lot of hours interviewing directors, boardroom members of the gaming industry, the medical profession and other people in the job sector. The fact to the point where we're probably going to develop a private tape that's going to be aired on TV. and public television called Nevada, I think it's called Las Vegas Help Wanted. And in our discussions with the executives of the hotel gaming industry, they said, listen, we're probably going to fill the back of the house. We're probably going to be able to fill the maid service. We're probably going to be able to fill the bartenders. But maybe not as much as we'd like. But we're not going to have, and what we don't find ourselves being able to fill is the mid-level management and upper management. People in what normally are not perceived to be Las Vegas employment is the corporate world that we now have, which means we're talking about accountants, financial analysts, bookkeepers. All of the things that you think in mega-corporations that are taken for granted in Los Angeles and Chicago and New York. They're not perceived that we need those kind of jobs in Las Vegas. Their big thing is where are you, where do we need to recruit. And they talk about recruiting in campuses. The average college graduate doesn't think of Las Vegas. How do we get a college graduate to think about Las Vegas? What kind of a campaign? And that's where they're spending their time. One of the other ones says is we'd like you to somehow put together this tape and broadcast it in airports. Because people who fly consistently are executives. And we'd like to attract executives. And they thought that might be some kind of a strategy. There's a lot going on out there. Now this increase in population is not going to be, it's going to happen. Whether we play a big role here, or a vital strategic role, which I think we need to do, one part of the important thing is as a board or as a workforce board need to worry about with this coming in migration of people, they're going

to come here. The challenge is and from what I'm hearing from the gaming sector and the medical sector is training. Where are we going to train these people? We need people who are trained. So maybe a role we could look at, we don't have the budget to go out and start building facilities to train people. But maybe we have the budget to find out who is? Where they can be trained. You know, what parts of the university are training people to fill these jobs. Yeah, we need to look at medicine. We need to look at all the other sectors. But the one that we're going to be bombarded the most with is gaming and hospitality, and as I mentioned, corporate. So, maybe we need to spend some time figuring out a way to find out where all the universities are at that are available. Where all the private universities are at. Where all the training. Where people can be trained for all these jobs they're going to need. But I'm talking about here, when they move here. People are going to move here. They're on their way. Whether you like it or not, man, they're coming. They're coming. They're leaving Detroit because there has been a job created in Detroit for five years or ten years. And they're coming from the Midwest. And they're going to come from the East Coast. And they're going to come here and they're going to want to get a job. The only reason they're not going to get a job is they don't have the skill level to get it. So we've got an interesting challenge there. And I don't know whether we can maybe coordinate like that to prepare for this coming tidal wave. But maybe the Marketing Committee could put together some kind of a, let's find out where they can be trained and let people know. It's about connection. If I'm coming here for a job, where can I get trained? If we could be the resource for that, I think we could add a great deal of value to what's coming ahead. That could be a part of it. Any other input, thank you.

Fordham: Yeah, training programs through the university, I mean, imply like a four-year effort to me which is too late given the time period that we're looking at.

Lee: Well, and I'm not talking about those. There are university adult education courses that are very short lived. I'm not talking about that. We're going to go to universities. They're going to go to universities and bring people who have four-year degrees. But the facilities that we can hunt down are the adult education facilities. Either private or those things that are very quickly, within thirty day school, a sixty day school, ninety day school.

Fordham: I can understand the need of wanting to leave Detroit and some of the other economically hard-hit spots. But how do these people know that we're sitting on a gold mine out here of 135,000 jobs and this is where they should come, rather than sitting and feeling sorry for themselves and getting dug deeper in a hole? I mean, are we getting, is there some way of getting word out into the airport, I like the idea of the tape in the airport, but business magazines?

Lee: The problem is the money. You don't have the money to spend it. So the only way you can do it is through evangelistic selling, if you know that term. Or you can do it through, it's going to get out there. The press is going to start printing. What they're printing right now is the catastrophe of Las Vegas. What they're printing right now is mortgage explosion and jobs are out of work and the financial institution. So maybe we need to engage the media sector to talk about another big problem, in Las Vegas, if they want to only talk about problems, is that we don't have enough people to fill the jobs. And that's going to get around.

Mosley: Mr. Chairman, I'm certainly in concert with both schools of thought, the marketing element and the training element. What levels. It's going to vary. But, what we learned in Chicago and what we're learning from the Department of Labor and every other state, the institution of higher education is a major, major player in the development of the strategies. If we're talking about marketing, that's going to have to be another component of Team Nevada in bringing in, if you would, the partners from the private sector as well as members of the Board and our strategies. We must address the marketing component. But as, again, we spoke to Chancellor Rogers, it's going to be vital because if you take a look at it regardless of what sector, they have campuses. When we understand and clearly identify what specific training needs, be it skilled, professional or unskilled, that's going to be an area that we spoke of. But we must be on the same page. We must be able to fit where we're going from a strategic perspective under an umbrella. And if we do this,

and if we do this correctly, we'll answer the training problems. There will be not only the higher education, community colleges, there will be special training schools that specialize in areas. But we must identify what those needs are. And then understand where we're going to apply resources. But I would really hate to see us get involved on tangents on several different tangents and not putting things under one strategic umbrella.

Chair: Good comment. The strategic planning aspect has to be done accordingly. And like we're all saying, there's going to be multiple tangents off of that. One of them being marketing. One of them being education. But the piece of the pie that I heard that I think we need to ensure gets addressed, is that if the One-Stop mechanisms, the website and the actual One-Stops themselves, if we're going to have this rush of hundreds of thousands of individuals applying, we've got to make sure the One-Stops are ready to accept that. Another aspect is also we take a look at the tooling of the One-Stop and go more electronic rather than personalized visits. For people to come down there and physically go when we can do everything online, from the convenience of Michigan or Florida before they come here, I think we can get ahead of the game too. But again, I think Director Mosley's on target. We've got to have a strategic plan that all these aspects fit into and support nicely. So we have to develop that plan here in the next couple months. Get input from this Board and then draw that plan going forward.

Mosley: Mr. Chairman? I have a request for both the BBC participants. I would really like to see you as another party for Team Nevada. Mr. Lee, I would certainly like to put you on spot and ask you to become a member of the Team Nevada. I think that it's very, very important for the members of this Board, as the Chairman had indicated earlier, you all have vital roles and expertise in a variety of different sectors in industry. We need you to be a part of this team. And a lot of things when we're therefore coming back to this Board, we can come back with specific strategies and we'll know what train we're on and what direction we're going in.

Chair: Mr. Lee, comment?

Lee: Yeah. Okay. Yes, I'll be there. I'd be glad to be with you on that. I'm excited to follow your leadership and your enthusiasm especially what I felt the last time we met. So I'll be glad to participate in that. One of the comments, too, was about the One-Stops. Making them more efficient. You know, the gaming industry, and especially when Artie was here, they have quite a system for doing it electronically. So we need to make sure our website, and BBC, I'm not sure if we drive to actually have employment applications being filled out. Well, that's one of the things we need to take. We've got people who have perfected that, we need to find out how we can get a hold maybe of some of that software or that program and have our website make that, so we can make our One-Stops more efficient. Actually having the physical bodies, we don't have the budget to handle the physical bodies. So we've got to figure out, like everything, we talk about downsizing and replacing jobs as we mentioned earlier, in our industry, a lot of jobs are being replaced by the digital, by technology. That aren't being replaced. We've downsized a great deal in the last year because of technology and that's happening all over. So we can take advantage of that, make sure our technology is worked on in our One-Stops so that we, with the limited budget, it can help us get that goal accomplished that we're trying to do.

Without any further comments, that's my report, Mr. Chair.

Chair: Mr. Lee, nice report. Nice volunteering efforts also. I appreciate that. But I think, one other comment, and we're not going to use names for the inscription process, but there's several individuals on this Board that have applicant tracking backgrounds, employment backgrounds that I think could really assist the process. I think we'd take that aside at one of your marketing meetings off site from here and go from there to drive that Team Nevada process forward.

Just taking a look at the time. Let's go ahead and move forward.

Brown: Mr. Chairman, if I may. Just one quick comment. And I would be remiss if I didn't say very

proudly that with Nevada Partners expansion coming online, the last time I was over there, I saw a wonderful layer of concrete on the ground and I'm sure it's grown a lot more since then, I think we'll be able to do some wonderful training over there and I have some experience with some of them so I'm very proud to say they saw this coming and they're going to try and be as ready as possible. The other thing I'd like to caution the Board on is that we keep hearing 135, 145,000 people. Working in Nevada is not like working in any other state. There are restrictions in the State of Nevada that if you're from Detroit, you're not going to think that that problem you had when you were 21-years-old is going to come back and haunt you when you move to Nevada. I would like to inspire the folks who put the word out on the street as it is, to make sure that all the ground rules for Nevada are out there for folks. Because what'll happen is they'll come here, they'll think, oh, I've done this job someplace else, or I can move in to something. They'll find out that they can't be hired and all of a sudden Mr. Dayton and I are in Carson City trying to figure out how do we provide these people services. Because the system really is set up that it is hard to succeed in Nevada, especially if you do have any type of past at all. So I would just caution us all that, I know we're excited to get all these people, but we want to make sure that the folks that we market to will actually succeed when they get here.

Lee: May I follow up on that? In BBC we need to make that part of the website. It's not, you know, a lot of people live in Nevada and they don't need a work permit or a work card to serve, to be a waitress. And if you come from other parts of the country, they don't need that. So they're coming here and it's just a very simple thing like that. Oh, I've been a waitress for fifteen years. You walk in Nevada, let alone the problem with something in the past, but even if you had nothing in the past, you still have to go through a procedure here that you have not had to anywhere else. And that's something we need to, probably, some of the services we can provide very easily without a lot of expense.

Aramini: Yeah, I would agree with that and that's something we can definitely address with the website and really key in on the Nevada advantages. I think that's an excellent idea.

Chair: That is an excellent idea and I think that's a good comment. And I keep reminding everybody why this Board is here. It's for comments of that nature. For that type of guidance to keep us going forward in the right direction. Thank you.

c. Youth Council Taskforce Committee

Chair: Youth Council Taskforce Committee, Mary-Ann Brown up in Carson City.

Brown: Thank you, Mr. Chairman. In light of our time and the items on the rest of the Agenda, I'll be brief. Just to let you know, the Youth Council Taskforce is working on two major areas. One being strategic planning. And I think that's the reason I was asking about program information and outcomes, because we were provided with a draft strategic plan for the Youth Council and in that, it referenced that the Council would provide direction and assurance of the quality of youth programming, and the overall effectiveness and capacity and then make recommendations. And we will be unable to do that if we don't have a level of detail about what is happening as it relates to youth programming. So again, I'm sort of reiterating why it would be important for the Youth Council Taskforce to have access to that information. So hopefully staff will be able to get that to us.

Along with looking at strategic planning for the Council and what work we need to be doing, we're also looking at planning for our youth conference. And we've had some new staff assigned to that endeavor and look forward to their expertise. The basic plan at this point is to hold two one-day programs both in the North and the South. The North being able to capture the rurals. With an emphasis on program best practices and engaging employers to help us identify what that would be. And again, with certainly the youth perspective in those most at-risk youth, which is the intent of the funding. So the conferences will be at some point. We're thinking in August. We're going to use the UNR and the UNLV campuses as the location. And right now, we're sort

of going through the process of looking for facilitators and presenters. And I was very excited to hear about what's happening in the South as it relates to their strategic planning. I think that will add to our ability at the Taskforce Council level to work with them and understand what their goals are in planning is. And also, Director Mosley's assignment of responsibilities to sort of a manager, we'll look forward to working and being engaged with that person. So with that, I'll take any questions.

Nash: Mary-Ann, Mr. Chair, this is Tami again. Mary-Ann, I just wanted to make a clarification and we've had this discussion before. The money that we've set aside for that youth conference does die June 30th. So August will be too late.

Brown: Right. Well, our understanding was, and I'll reiterate that with staff, was that it had to be promised but didn't have to be expended until, yeah, we had to obligate it, but didn't have to be spent until September. In the minutes, it reflects, this was from staff, that the money must be obligated by June and paid by September.

Nash: Okay, we'll make sure that really is true. I just had a conversation with our Department of Labor rep and it didn't sound like there was as much leeway with this incentive money because it technically has a shorter lifespan than the other. So let me verify that.

Brown: Yeah. We just need clarification because we asked about that and that was, if you look in the minutes, that's what staff advised us.

Nash: Okay, thank you.

Brown: Sure.

Chair: Questions or comments for Mary-Ann? Good report, thank you, Mary-Ann.

d. **Committee on Employment of Persons with Disabilities**

Chair: Committee on Employment of Persons with Disabilities with Jean, Jean Peyton.

Peyton: Thank you, Mr. Chair. We have not met for over a year because our membership has dropped so substantially and I really would like to get this group back together and would encourage anyone that's on this committee or knows anyone that might be interested to get a hold of Tami to join us. There's some major issues coming up in my opinion. I think we need to really look at the One-Stops again to make sure that they are philosophically and physically accessible to people with disabilities. I think there's a great need for some outreach to employers to remind them that people with disabilities have many, many abilities that can help them.

And the last thing kind of came up just at today's meeting. When I realized that a number of our youth initiatives don't focus on youth with disabilities. I don't believe. And there's a large group of kids that are getting into the transition age that really need to move into the workforce. So there's a lot going on with people with disabilities. And I'd encourage you to volunteer to join us and help make a difference. Are there any questions? Okay.

Chair: That's a nice call to arms. Thank you, Jean.

Agenda Item X – Staff Reports

Chair: WIA Financial Update with Marty Ramirez, our Chief Financial Officer for DETR. Marty?

Ramirez: Thank you, Mr. Chairman and Board Members. In your packet, we have the standard financial report that we issue every quarter. And I'll leave that in there for your perusal as time allows. The issue that I would like to share with you during my brief time here has to do with a little bit of

follow up to what John Ball had mentioned. And that is the upcoming rescission of WIA dollars. We did receive some preliminary information from the Department of Labor, participated in a teleconference to get some guidance and hope to receive final clarification from Department of Labor by mid-February as to the process that we will go about with the actual rescission and the final numbers. But what we have before us now is, it looks like they're going to be recapturing approximately \$577,000. A portion of these, about \$400,000 of these are from PY05 and PY06 that were not liquidated as of June 30, 2007. And then there are standard 1% and 1.747% reductions to formula funds that will hit each of the three titles, adult, youth and dislocated workers. We've also been alerted that PY08, that there are additional reductions to the program headed our way. The only hope that we have would be that the funding allocation would be somewhat responsive to the downturn in Nevada's economy and that perhaps our share of lesser amounts of monies would be actually resulted in more money coming to Nevada.

Of the \$577,000, \$170,000 approximately, will be passed on to the Governor's 10%, WIA Admin as well as the two local boards through the typical formula process. My staff, once we get the final numbers, we'll go ahead and prepare those rescission dollars. The larger amount, which is the PY05 and PY06 dollars, which is a little over \$400,000 that we're going to lose, we're going to go back and take a snapshot of which monies were actually on the books as unliquidated from PY05 and PY06 as of June 30, 2007, and we will generate percentages and then we will issue instructions to the Department of Labor as to what those percentages actually result in and those dollars will then be taken back based on who actually had them. So if the Northern Board, the Southern Board, there was WIA Admin dollars, there could've been Gov Reserve dollars, it's probably a combination of all of those dollars and so the rescission will be distributed accordingly. So it'll just be basically who didn't spend their money, those will be the people that will lose that particular pot of money.

Sorry I didn't have better news, but this is all we have at this point. We won't be distributed anything officially for at least the better part of a month because according to the teleconference we had, we're not going to get the final numbers and final instructions from Department of Labor until at least mid-February, maybe later than that.

I'll field any questions.

Chair: Questions, comments? Thank you, Marty. Next, Staff Report, Nevada's One-Stop Operating System Update with Dave Haws, our Administrator from DETR.

Haws: Good afternoon, Mr. Chair and Board Members. You have the update report in your packet there. And I'll just share two highlights. We have been working on Version 4.2 upgrade, which has quite a few new features and functions within the software. We're pretty excited about it and I think the users are as well. Because of the size of the upgrade, we were looking for a three-day weekend to be able to apply that to our software. After working with the user committee, we've determined that we need to postpone that probably into the February time-frame so that we have adequate time to test. We want to be cautious not to disrupt production and so we're taking that step.

The other highlight, of course, is the chart that was discussed in the last meeting. We've included the numbers here and it might be surprising to some that when we thought the numbers would be going up significantly, they've actually dropped. Part of that is because we did update the DETR internet website. We reduced the number of links from our website going out to America's Job Exchange, and also to the JobConnect website. As a result of that, I think people were still trying to find those links in our refreshed website. But the numbers are starting to pick up again. And I would like to point out that these numbers simply represent when somebody comes to the DETR website and they click on the link, we count that. But as soon as they go over to JobConnect or America's Job Exchange, we have no way of tracking their internet activity at that point. And that's my report and I'd be happy to answer any questions.

Chair: Any questions, comments for Mr. Haws? Thank you, Dave.

Agenda Item XI – Public Comment

Chair: I'd like to open it up to public comment. Due to the timing, I would like to limit individuals to five minutes per person. At this time, any questions up in Carson City, public comment in Carson City.

Nash: Mr. Chair, it doesn't look like there's anybody here to speak.

Chair: Okay. I'd like to open it up for public comment here in Las Vegas. If you would, please state your name.

Bialac: Moshe Bialac, Nevada State AFLCIO. Just a couple of quick things. I'd like to get a copy of the list from the Team Nevada, who's on that committee to attract workers to come into the State of Nevada. I want to see that because I've noticed contradictions the general State of Nevada website and the DETR website to attract workers to come in. There's sometimes contradictory information on there that we would want to see get uniformed or something.

The second is something that Jean said. This year is the 18th year of the ADA being in process. And what we have now is young people who have just finished an entire school session, their entire life schooling, something I never had. Something a lot of other people never had. And also, because of well, war, what is it good for. We have new technologies now for the disabled and the amount of vets that are coming out of the middle east, that that same committee give a different look. Because we're not looking at the disabled worker. It's not the same kind of disabled worker that it once was, seventeen years ago. Somebody injured on the job or coming out of the closet or out of the home and never having an equal education or opportunity to go to work, now we have a substantial population of people who have finished schooling, equal schooling, and who have been educated and have worked in real jobs and now are dealing with a new kind of job market and I think that the employers have to look at, they have a new kind of employee potential in the disabled workers. So those were the two things. Thank you.

Chair: Interesting comments. For the record, could you please give us your name and mailing address or how would you like that information shipped to you?

Bialac: Moshe Bialac, Nevada State AFLCIO, Statewide Job Coordinator, 4413 Kay Place, Las Vegas, 89107.

Chair: Thank you. Good comments. Interesting comments.

Snowden: Good afternoon, Mr. Chairman. My name is Anthony Snowden. And you know, I've heard a lot in dialogue here that is very positive. I think that finally, after ten years of trying to implement this thing and get it shooting in the right direction, that there's actually some real I guess thoughtful reflection on what it is that we're trying to do. In terms of the Board's participation and being more involved in the process, I think this Board needs to be a little more proactively involved in the actual day-to-day implementation to staff and to those servers providers out there. So you have to take a look at your overall service delivery system. If the only thing that you have as your, for lack of a better term, actual strategic end is to use the JobConnect, then I think you're going to fall short of attracting a lot of those people and bringing a lot of those skilled laborers to the job market that you're actually trying to bring into the workforce.

First of all, I think that there needs to be a policy by getting the actual numbers, the real time numbers. You have organizations out there, the local workforce investment boards and they have the information at their disposal. I think it's incumbent upon you to direct them to provide that information for you. Because like Ms. Ghanem pointed out, you can't make any intelligent decisions or any type of strategic-based forethought on any plan, unless you have the accurate

information in your hand. The A-1 surgery art is just an example of that. However, you know, I do feel that this Board is on the right track and I think that in order for you to look at employment for a state the size of Nevada, you're going to have to actually identify those obstacles that are out there. For example, bilingual being a qualification for jobs. That puts a lot of people out of the job market. There's a lot of competition for employment here. You talk about the construction sector that's growing here, you say by at least 60%. I dare say I go by a lot of the construction sites and I don't see people of different nationalities being represented out there. And these would be a way to actually bring out those people who might have those skills into the job market and also provide them with an opportunity. Having said that, I think that the whole overall function and purpose of the Board is for one thing, just get the right people, from the right place and to the right jobs. We know that gaming is what drives the wheel here. So we have to look at it from that standpoint. We talk about the culinary union, bringing in people from hospitality, maids, those people working in the kitchen, that's fine. But there's also other areas of employment in the hotel industry that's out there we need to look at. Hotel, front desk. You talk about your quasi-upper management positions. I think that a lot of those types of issues that you don't actually get the information brought to you here, that's preventing you from seeing why people are not actually being able to matriculate in those positions. And so there's a lot of information out there. It's like a big old chunk of stuff to chew off and swallow. But I can only tell you this. You can only do like one thing and do it right Like the Colonel. Do chicken. Take a very, very basic standpoint. Get your culinary union online and address them.

As far as the education portion of that, I think a lot of people come here with education and skills, but they don't actually come here with the concept that they're going to be on the job market. Because you come here with a 4-year degree, Ph.D. degree and you come here and there's nothing available for you for a maid and a porter or something that you're not used to. And I don't know what vary exists specifically with those people, but I think that having need more as being a criteria, you would take what you could get until you can get a little bit further. And that goes to the issue of you talking about livable working wage. I mean, a livable working wage, it depends on what your lifestyle is, I think. And if you're living a lifestyle where your mortgage is out in the \$200,000 home, I don't think \$7.50 an hour is going to do it for you. And we need to bring the wage to more or less try to streamline, the majority of positions that's going to be the demand positions here. So we can make and afford the wage. And bring people into those positions. And hopefully that will get you somewhere down the road on doing what you need to do.

And finally, in closing, I'd like to actually address the issue of the One-Stop. I think in terms of a lot of your programs you're trying to run here, the dislocated workers and as far as the youth program, I don't think that the One-Stop is actually being utilized full capacity. How do you deliver programs here on the local level and you don't have those programs being offered at your One-Stop JobConnect system. You talk about people wanting to be on the internet and having the electronic information more readily available to them, well a lot of your people that's out there in the job market don't have access to computers. And if you go into one of those work sites out there and you've got people there who don't want to print stuff out for you. You go in there and they're selling a product. They're selling a product. The workforce investment board. But if they represent the youth type of attitude that they'd rather have you online and not here, in my fact asking me a bunch of questions, then that needs to be revisited. And I think there are a lot of issues that are out there, but you have to take the smallest component and work with their first. I think you need to work with those people that are directly affected by a lack of programming. You talk about \$400,000 is going to be rescinded back for non-use and I don't think they understand that is the first money in, first money out. So you have a youth program here. Summer youth employment program here, where you had fifteen hundred youth in a community, an ethnic community, the black community, is my concern, who didn't have employment. And that needs to be seriously addressed. Because if the youth miss the ball, excuse me, and other people that's connected with the Southern Nevada Workforce Investment Board to bring information to you, but until they develop an actual programmatic, rubber to the road, RAP system that's going to actually address that, can they do a lot to be a problem. And not a solution. And I just hope you take those things into consideration. I appreciate your time. Good afternoon.

Chair: Thank you, Mr. Snowden. Interesting comments. Very well spoken. Thank you. Any other public comment?

Agenda Item XII – Adjournment

Chair: One note, our next meeting is March 20th. March 20th. In consideration for our aggressive planning process, we moved that up a month. So we're trying to get us together a little bit quicker so that we can react to a lot of the strategic sector planning initiatives that we're putting on. So I appreciate you're indulgence in coming back in two months' time. I appreciate that. Thank you for today. I have a motion to adjourn?

3:07:46 So moved.

Chair: A second?

3:07:48 Second.

Chair: Anyone not in favor? Thank you very much.