

Nevada's New Workforce for
Economic Prosperity:
Strategic Plan Framework

2010 - 2014

Contents

Introduction	4
Vision	6
Mission.....	6
Purpose	6
Priorities	6
Build Capacity and Champions	10
Bust Silos: Break Down Walls and Work Together	14
Sector Strategies: Diversify Nevada’s Economy.....	16
Education and Training: Establish and Maintain a Competitive Workforce	18
Nevada’s Competitive Advantage	22
Call to Action: Statewide Aligned Priorities and Recommendations.....	24
Appendix	26
• Governor’s Workforce Investment Board	
• Strategic Planning Committee	
• Additional Stakeholder Interviews	
• Endnotes	



Introduction



Nevada has enjoyed a robust growing economy since the gold rush days, followed by gaming and tourism innovations. Low taxes, a favorable business climate, job opportunities, a lower cost of living, and other quality of life attractors fueled more than 20 years of unprecedented growth until 2008.

But, the worst recession since the Great Depression is changing the paradigm here in Nevada. The national recession, which began in late 2007, crippled Nevada's economy. The drivers of the recession, the housing collapse, frozen credit markets and waning consumer confidence have resulted in a perfect storm of economic negativity; and, projections suggest that Nevada will be one of the last states to recover.

When Nevada rebounds and repositions, **the foundation for economic prosperity must be anchored on an educated and skilled workforce to compete in a “new economy.”**

Much of 2009 can be described as “organized chaos”, a time when Nevada's workforce and economic development policy makers, business leaders and program providers reeled in the reality of vulnerability and unprecedented wealth and job loss. But, during this paradigm shift a new reality is developing, that **Nevada must plan for long term economic diversity and sustainability by investing in workforce preparedness.**

The Nevada Governor's Workforce Investment Board is responsible for ensuring federal funding from the 1998 Workforce Investment Act and 2009 American Recovery and Reinvestment Act funding related to workforce development have maximum impact. **Now; more than any other time in its existence, the Governor's Workforce Investment Board and its representative members must demonstrate leadership by focusing on policy development and outcomes that support the following planning horizons:**

Short Term:

Optimize the workforce to survive the economic challenges and increase efficiency,

Medium Term:

Develop the right workforce for strategic advantage and industry leadership; and,

Long Term:

Design and build the right workforce for new strategies and accelerated growth.



Nevada at a Glance:

Population Estimate 2008:

2.6 million

Median Age 2008:

35.6

Labor Force 2008:

1.39 million

Workforce

Median Age 2008:

40.3

*Source: Bureau of Labor Statistics
& US Census*

The purpose of *Nevada's New Workforce for Economic Prosperity: A Framework for Nevada's Workforce System Strategic Plan Framework 2010 - 2014* is two-fold; to guide statewide conversations on workforce and economic development toward shared goals; and, to serve as a conversation starter that mobilizes and aligns systemic change.

This document is informed by conversations with 33 Nevada workforce and economic development stakeholder representatives and non partisan policy studies. Population, workforce and industry projections are not included in this strategic plan framework because available data is largely based on economic conditions reflective of a 20 year population and economic growth cycle that began to unravel in 2007.

The Governor's Workforce Strategic Planning Advisory Council convened between June and December 2009 to develop this framework for statewide aligned strategies for workforce and economic development. **It is intended that this report serve as the framework of a living, breathing strategic plan that aligns Nevada's workforce development system with its workforce to create a global competitive advantage.**

Vision

Nevada's quality of life and economic prosperity is built on the foundation of a well trained and flexible world class workforce.

Mission

Nevada's workforce system promotes economic stability and growth by providing training for industry clusters through sector strategies that lead to sustainable employment. Statewide services provide flexibility to meet the economic needs of each region.

Purpose

The purpose of this framework is to align Nevada's workforce development system with its workforce to create a global competitive advantage.

Priorities

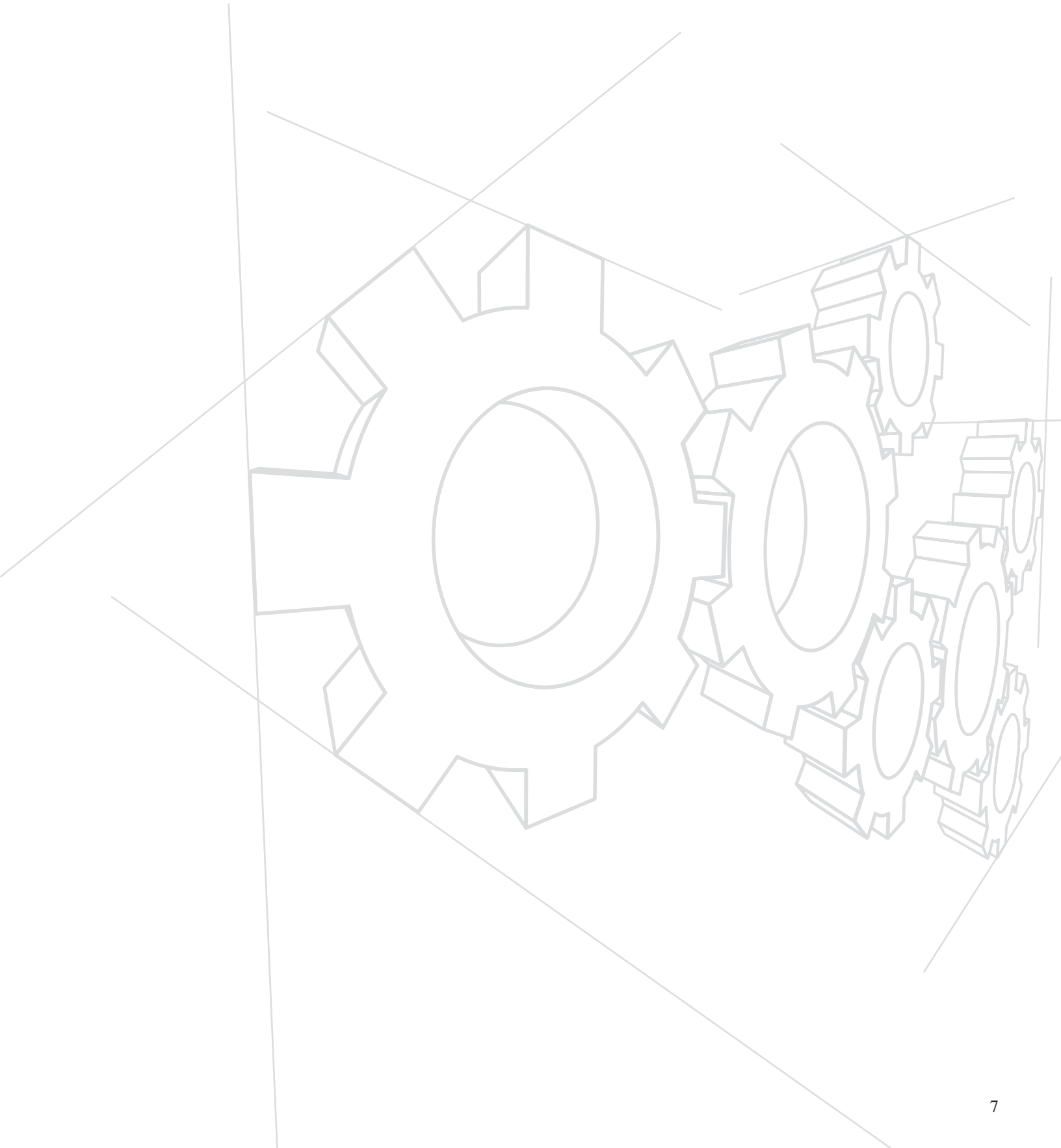
Build Capacity and Champions

Bust Silos

Develop and Implement Sector Strategies

Align Education and Training

Develop Nevada's Competitive Advantage



Nevada Workforce System SWOT's

Internal

Strengths, Weaknesses, Opportunities and Threats were derived from summaries of interviews with members of the Governor's Workforce Investment Board, Strategic Planning Advisory Council and additional interviews with Nevada workforce and economic development policy makers and program experts between February and December 2009. (see Appendix)

Strengths

- All want change
 - A lot of work already being done
 - System is slow – workarounds
 - Nevada has trainable workers
 - Senate Bill 239 (Green Jobs Initiative)
 - Senate Bill 152 (coordination of economic and workforce development goals)
 - Assembly Concurrent Resolution ACR2 (interim study on K-12 public education)
-

Weaknesses

- Chasing vs. developing opportunities
- Everyone has a plan, not in writing
- How do we know what's working?
- Politics (change in policy makers creates inconsistency)
- Turnaround (economy) mode vs. planning for change
- Organized chaos
- Lack of alignment (workforce investment, economic development, educational system)



External

Opportunity Statements

Build Capacity and Champions:

Governor's Workforce
Investment Board development;
statewide aligned and leveraged
collaborations

Bust Silos:

Break down walls and
coordinate resources and
services

Sector Strategies:

Diversify Nevada's economy
through sector strategies,
understand clusters of business
competency; and, develop skills
sets to support the
"new economy"

Education and Training:

Develop and maintain a
competitive workforce through
lifelong learning opportunities

Nevada's Competitive Advantage:

Understand and leverage what
will make Nevada competitive in
the new economy

Opportunities

- Aligned strategies
 - Collaboration
 - Leverage resources
 - Pool funding
 - Share knowledge
 - Easy access and mechanisms to share information
 - Public/private partnerships
 - Embrace systems change
 - Economic & worker development
 - Economic diversification
 - Sector strategies
-

Threats

- Organizational culture
 - This is how we've always done business
- Silos
 - Fragmented
 - Incongruent
 - Collaboration not the norm
 - Competition for funding
 - Conflict
 - Lack of communication
- Public/public, private/private, public/private not sharing information & best practices
- State plan could sit on shelf

Build Capacity and Champions

As a result of concerns expressed about education over the years, the 2009 Nevada Legislature passed Assembly Bill ACR2, which directs the Legislative Commission to conduct an interim study concerning the governance and oversight of the system of public education. Based on outcomes of the study, the committee will make recommendations on how to efficiently and effectively operate the system to ensure continued progression of Nevada's public schools and the achievement of Nevada's students to the 2011 Session of the Nevada Legislature.

Who are Nevada's Workforce Development "Champions"? Business leaders, labor organizations, education leaders, state agency heads, nonprofit agencies and individuals with experience in the delivery of workforce investment and youth development activities.

How do we engage "champions" in Nevada's Workforce System?

It begins by developing a statewide case for support that aligns strategies - a plan that is informed by experts and practitioners, and implemented by people committed to workforce and economic development. We engage "champions" as they develop and promote realistic, but flexible compliance policies, incentives, training, and customer service. A number of individuals interviewed for this report expressed that Nevada's workforce system, and specifically the Governor's Workforce Investment Board would be more effective with strategically aligned policies and goals for statewide workforce development (and) clarification of the role of the Department of Employment, Training and Rehabilitation (DETR).

**Recommendation:
Develop a board
recruitment plan aligned
with workforce and
economic development
strategies, provide ongoing
board development
and clarification of
roles, develop board
accountability
measures.**

Nevada's education system, secondary and post secondary, is the common thread when talking about workforce and economic development capacity building. K through 12 and higher education is at the top of the list. Workforce stakeholders point to the need to establish better standards for Nevada's K-12 students, which will result in secondary and post secondary students being better prepared for the workforce. If we want to prepare our students for future market opportunities (i.e. renewable energy and green technology) we must have

**Workforce Board Responsibilities¹ –
Creating a Workforce Ready to Compete**

ENGAGED AND FOCUSED LEADERSHIP

GENUINE AND ENTHUSIASTIC COLLABORATION

SIGNIFICANT AND APPLICABLE INNOVATION

CLEAR EXPECTATIONS AND SUCCESS MEASURES

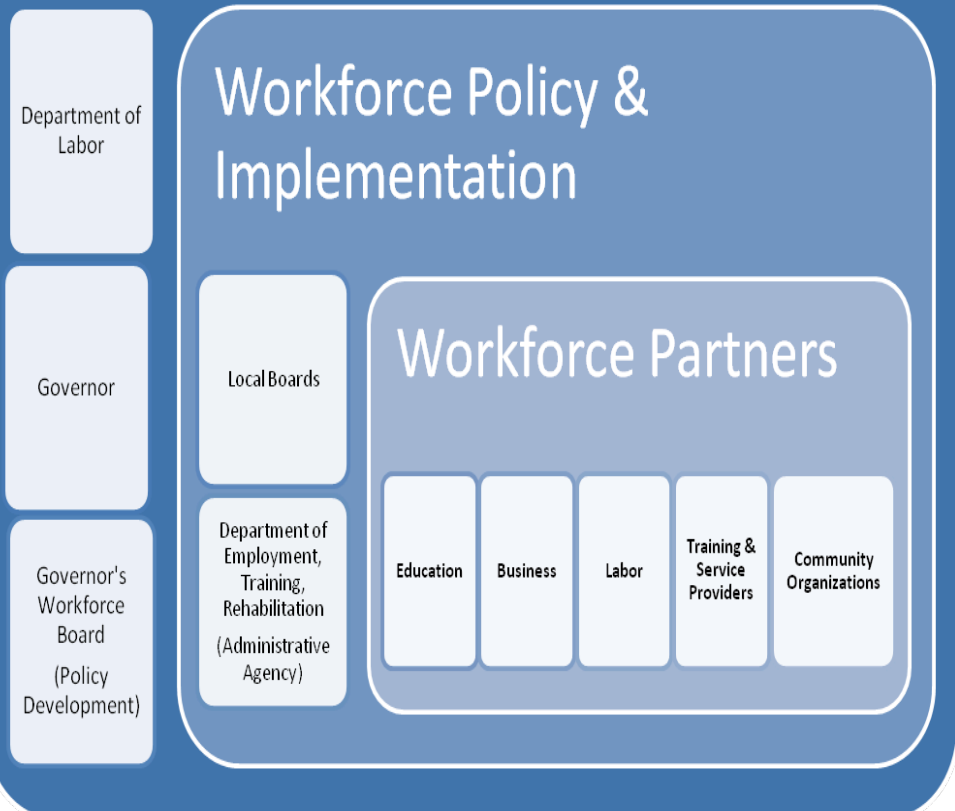
ADEQUATE AND DEPENDABLE FINANCIAL SUPPORT

Source: National Association of Workforce Boards

“As the funding agency responsible for distributing Workforce Investment Act funds and then monitoring as appropriate, DETR can best help the two local workforce boards (Nevadaworks and Workforce Connections) by providing a solid foundation of recommendations and support as needed.”

—Tom Fitzgerald,
CEO, Nevadaworks

Nevada's Workforce System



Build Capacity and Champions (continued)

Unions and trade associations play a major role in the development of Nevada’s workforce. However; unions and trade associations must continue to provide skills training to their members that will help them grow around emerging markets and remain competitive in traditional jobs and careers.

“We have thousands of people trained with skills, but no jobs.”

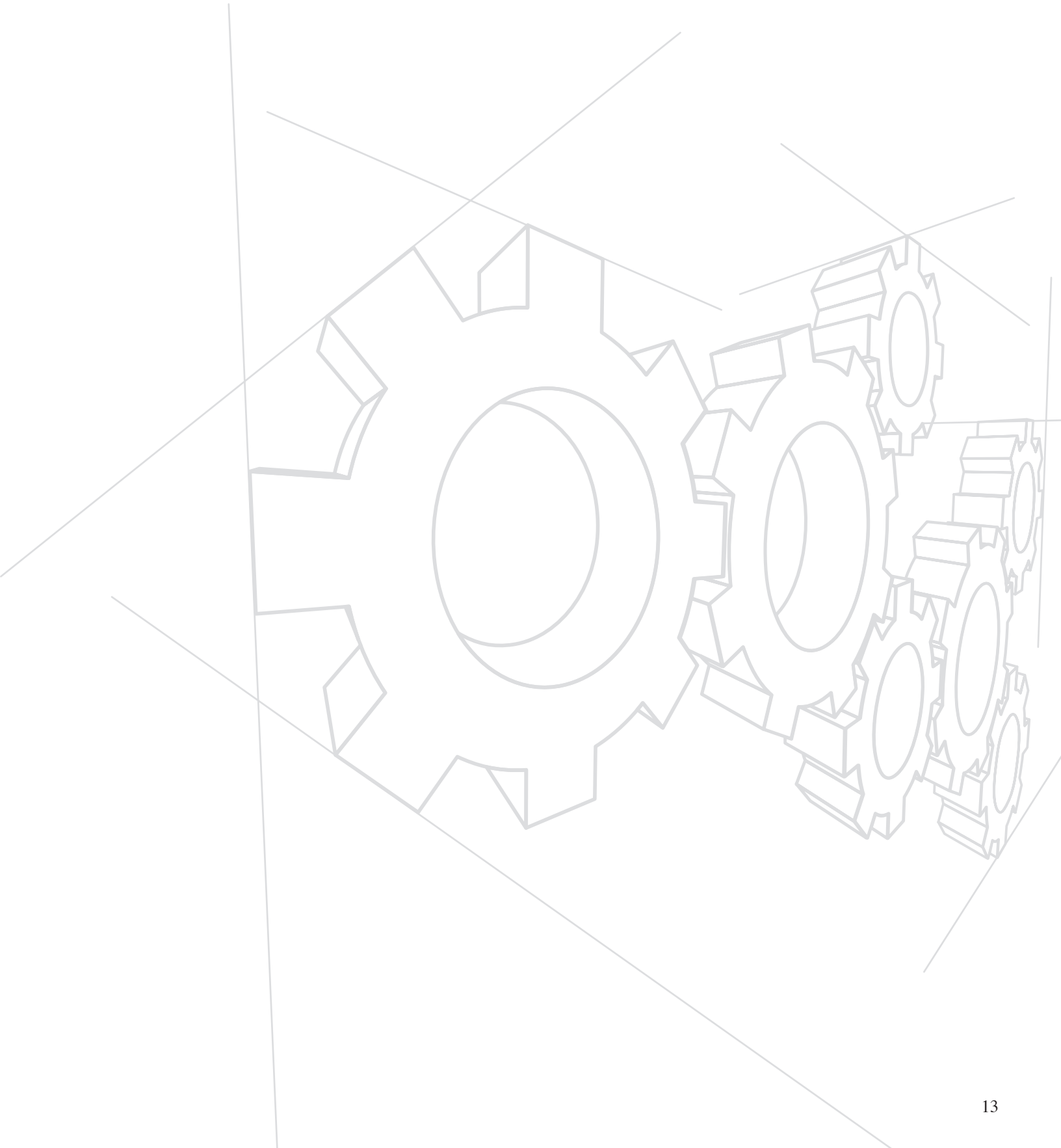
—Danny Thompson,
AFL-CIO Nevada Executive Director

Businesses, including small businesses, should be engaged by coordinating with the workforce system to provide and support training and education opportunities that create livable wage jobs and careers that can be filled with educated, skilled workers.

“Nearly 80% of our workforce is employed in some type of small business, we must tap into the business community. This is where on the job training could take place with incentives to hire someone when training is completed.”

—Pam Egan,
CEO, Nevada Partners

Ultimately, authentic collaboration is the answer to capacity building throughout Nevada’s workforce system. Business, labor, education, nonprofits, state agency heads and others must see themselves as collective champions and catalysts for change. We look to those constituent representatives serving on the Governor’s Workforce Investment Board to focus on “the big picture” for workforce and economic development, and those members to reach out and connect with the public and private sectors to engage them in the development of jobs and careers to support the Nevada “quality of life.”



Bust Silos

New Economy definition:

“The New Economy is a global, entrepreneurial, and knowledge-based economy in which the keys to success lie in the extent to which knowledge, technology, and innovation are embedded in products and services.”² Today’s economy is knowledge-dependent. Today’s economy is global. Today’s economy is entrepreneurial. Today’s economy is rooted in information technologies. Today’s economy is driven by innovation.

Source:
2008 New Economy Index

We can advance aligned planning by bringing workforce and economic development policy drivers together and encouraging them to coordinate planning activities that will improve the business climate of Nevada. Workforce and economic development stakeholders must work together to identify ways that unemployed, underemployed and dislocated workers throughout the State can find and maintain jobs and compete for new career opportunities as Nevada positions to compete in the new economy.

Businesses don’t establish themselves or relocate to a region where there is a lack or shortage of skilled and educated workers, therefore; the Nevada Governor’s Workforce Investment Board and it’s component should anticipate economic development opportunities and provide relevant training to people currently in and coming into the workforce. This means collaborating with economic development agencies and organizations that market Nevada to businesses seeking to relocate or grow in Nevada.

**Recommendation:
Increase the number of educated and trained workers by increasing public/private partnerships that create job training and education opportunities.**

The bottom line is that we need to create a link between careers and workforce education at the early stages of life, during the K-12 education years and continue through post secondary education. **Businesses should be working with the education systems to ensure they offer curriculums to young people that will create a path to vocational and post secondary education resulting in “new economy and emerging market” jobs and career opportunities.**

We must look outside of “what we’ve always done” and embrace a diverse

economy for the good of the State. We need to stop thinking “this is the way we’ve always done it” and “Nevada will rebound like it always has.”

***Recommendation:
Create a reporting system
that quickly and accurately
reflects what is actually
occurring within the
diverse education and
training programs.***

“Look to workforce and economic development stakeholders in the private, nonprofit and public sectors to commit to working together for the betterment of the State as a whole, and transcend ‘north and south’ politics.”

—Linda Branch,
Governor’s Workforce Investment Board
2009 Strategic Planning Committee Chair

Sector Strategies: Diversify Nevada's Economy

SB 239 requires the Governor's Workforce Investment Board to establish industry sector councils to identify job training and education programs to best meet regional economic development goals. This bill also requires the Board to identify and seek federal funding to provide grants to fund those job training and education programs.

For much of her history, Nevada has been dependent on gaming and tourism. **The economic downturn has shifted priorities and areas of focus for economic recovery and sustainability. We must invest in opportunities for Nevada's anticipated growth sectors such as healthcare, manufacturing, mining, and green and renewable energy,** focus on what new and existing businesses are looking for from our workforce; and, provide them with Nevada workers that can possess relevant skill sets or job knowledge.

“A workforce is a direct need of a cluster and no matter what type of company comes into Nevada or is looking for workers, the basic training and job knowledge is the same across the board.”

—Mike Skaggs,
Executive Director, Nevada Commission on
Economic Development.

Nevada's Job Connect One Stop Centers have traditionally served businesses as a recruitment service; and, served prospective workers most in need of employment services. **Competing in the “new economy” with a focus on industry clusters and sector strategies will require Nevada's JobConnect system to shift from focusing on filling job vacancies to supporting sector strategies.**

The 2009 Nevada Legislative Session passed two bills related to business sector strategies, Senate Bill 239 providing for greater coordination of Nevada's economic and workforce development goals;

***Recommendation:
Conduct Relevance Study
of Nevada's JobConnect
system to reflect “new
economy” and sector
strategies.***



SB 152 enacts Nevada's Green Jobs Initiative. This bill provides for the use of the incentives contained in the federal American Recovery and Reinvestment Act of 2009 to provide job training, the promotion of energy efficiency, and the promotion of the use of renewable energy in Nevada. This bill seeks to take advantage of those incentives by providing specific training to persons in Nevada, establishing projects that will require the skills for which those persons are trained and providing for the employment of those persons.

and, Senate Bill 152, enacting a Green Jobs Initiative.

In addition, to ensure maximum coordination and collaboration, DETR's Workforce Solutions Unit was established to support the Governor's Workforce Investment Board.

Nevada is blessed with abundant solar, geothermal, and wind resources; and, is a national leader in renewable development. In 1997, Nevada was one of the first states to have a Renewable Portfolio Standard (RPS). Today, we have one of the most aggressive portfolio standards in the nation; providing the basis for a key sector strategy.

By 2025, 20% of our energy must come from a combination of renewable and conservation programs. Nevada has the most renewable energy potential per customer of any state in the country. NV Energy Sustainability Report 2008³

“There is a real opportunity for Nevada, working with our university and community college people, to vet a coordinated effort to diversify the economy and get people back to work.”

—Kara Kelley,
President and CEO
Las Vegas Chamber of Commerce

To meet industry cluster and sector strategy needs, Nevada's higher education system is working to develop more skilled training programs, including a variety of training programs in the medical and health information technology fields.

Education and Training: Establish and Maintain a Competitive Workforce

The 2009 Nevada Legislature passed an Assembly Concurrent Resolution (ACR2) that requires the State to review the governance and operation of the education system and report back to the Legislative Commission on their findings with recommendations to improve the system.

Research and the conversations with Nevada workforce and economic development experts all point to education as the root of workforce development. When we look at the Nevada education system we can see many of Nevada’s challenges revolve around secondary school dropout rates, inadequate standards, and stretched funding. Particularly, in tough times, educational and vocational training can prepare dislocated workers with transferrable skills; and, prepare young people entering the workforce for careers and jobs that will emerge through successful sector strategies as Nevada positions to compete in the new economy.

A lingering issue is the apparent assumption that not finishing high school is acceptable.

Nevada’s high school graduation rate is improving; however, nearly 30% of Nevada’s young people are not graduating high school. Nevada is on the No Child Left Behind “watch list” with 34.9% schools in need of improvement, and there is a significant decline in the number of students retained in school by 8th grade. Nevada Annual Reports of Accountability⁴

Recommendation:
Look closely at best practice workforce education and support educational and vocational training at universities, community colleges, trade schools, unions, secondary schools, and site based learning.

Until Nevada changes the paradigm, raises the bar, and expects and supports 100% high school completion; growing a workforce to sustain a new economy will be challenging. We must embrace a cultural change that encourages literacy and competency in transferable skills to support economic development through workforce investment.

There is a well-documented earnings gap between high school graduates and dropouts, an annual difference of nearly \$10,000. There is also a growing challenge for individuals with only a high school diploma to find stable, well-



Nevada is ranked number 43 when looking at workforce education.²

The Kauffman Foundation 2008 New Economy Index study suggests that this ranking may be linked to the lack of investment in education, and compares Nevada to states at the bottom of the list. This should be of concern because Nevada is in the same region as some of the higher ranking states in this category.

2008 New Economy Scores
Southern Intermountain
West States

Workforce Education:

- Colorado 3
- Utah 12
- Arizona 30
- New Mexico 32
- Nevada 43

paying jobs. The costs of dropping out are born not just by individuals, but by the communities in which they live, and the rest of society. The potential economic benefit of improving students' academic outcomes should be a wake-up call to the importance of reforming America's high schools. Dropouts from the class of 2008 will cost Nevada almost \$5.1 billion in lost wages over their collective lifetimes.⁵

“Currently there are millions in scholarships available every year for people that qualify to get into nursing programs. We are currently looking at ways we can interest young people in nursing programs, perhaps by creating a curriculum for high school juniors and seniors that would fast track them into the higher education system.”

—Bill Welch,
Executive Director, Nevada Hospital
Association

“Gaming is more than a service industry. Various levels of skills are needed which require a lot of training such as green technology in plants and IT careers.”

—Bill Bible,
President, Nevada Resort Association

***Recommendation:
Conduct a skills
gap analysis and
develop remediation
strategies.***

Education and
Training:
Establish and
Maintain a
Competitive
Workforce
(continued)

“A partnership with higher education could train prospective mining professionals because in today’s mining environment, workers need a college degree or vocational training to operate large machinery.”

—Tim Crowley,
Executive Director, Nevada Mining
Association

Nevada’s underperformance in educating its young population could limit the state’s access to a competitive workforce and weaken its economy over time. Moreover, as the well-educated baby boomer generation begins to retire, the diverse young population that will replace it does not appear prepared educationally to maintain or enhance the state’s position in a global economy.

- More than 20,700 students did not graduate from Nevada’s high schools in 2009; the lost lifetime earnings in Nevada for that class of dropouts alone totals nearly \$5.4 billion.
- Nevada would save more than \$230.1 million in health care costs over the course of the lifetimes of each class of dropouts had they earned their diplomas.
- Nevada households would have over \$623 million more in accumulated wealth if all heads of households had graduated from high school.
- More than \$2.1 billion would be added to Nevada’s economy by 2020 if students of color graduated at the same rate as white students.
- If Nevada’s high schools graduated all students ready for college, the state would save almost \$25.8 million a year in community college remediation costs and lost earnings.
- Nevada’s economy would see a combination of savings and revenue of about \$78.4 million in reduced crime spending and increased earnings each year if the male high school graduation rate increased by just 5 percent. ⁵



With an improved education system we can have an educated workforce that can keep up with the ever changing business community. An educated workforce will support the businesses we want, and need, for sustainable economic prosperity.

One snapshot of Nevada's post secondary education indicators can be found in Measuring Up 2008, the National Report Card on Higher Education, published by the National Center for Public Policy and Higher Education. "Nevada's fairly low performance in educating its young population could limit the state's access to a competitive workforce and weaken its economy"[®]

“We need to look at “creating a lifelong learning system that can provide a workforce for any employer. We need to create a proverbial “ladder” that will allow people to continue to grow jobs and careers; the key to economic prosperity is workforce development.”

—Pam Egan
CEO, Nevada Partners

“As a state, we’ve done an outstanding job creating low wage jobs that fit the workforce in place, but we also need to look at how we create a system where people will want to get more high paying jobs.”

—Dr. Keith Schwer,
Director, Center for Business and Economic
Development, University of Nevada, Las Vegas

Nevada's Competitive Advantage

“This means that the new economic development focuses much more extensively on promoting technological innovation, supporting dynamic acquisition of workforce skills, spurring entrepreneurship, supporting industry cluster and knowledge networks, and lowering business costs, but in ways that, at the same time, boost quality of life.”²

What makes Nevada competitive with other states for workforce and economic development? Although traditionally dependent on gaming and tourism, Nevada now has an opportunity to build on her natural resources. This includes the growing renewable energy industry. As we continue to research opportunities for renewable energy and natural resource development throughout the State, we need to keep in mind that we are building these industries based on the uniqueness of Nevada. We offer wide open spaces with a vast amount of solar opportunities located throughout the State.

“We have had discussions with approximately 300 new companies interested in coming to Nevada. Of those, about 60 percent are in the renewable energy industry.”

—Mike Skaggs,
Executive Director, Nevada Commission on
Economic Development

Nevada ranks 2nd overall in the “Digital Economy.”² This is due largely because of the number of registered domain names throughout the state, reflective of the number of “Broadband Telecommunication” opportunities as well as Health IT. In both cases, Nevada is positioned to be on the front end of these indicators.

Nevada ranks 3rd in “Health IT.” The total number of prescriptions routed electronically has made a significant impact on Nevada in the Digital Economy. In 2007, 35 million prescriptions were routed electronically nationwide. Using IT to process prescriptions could potentially save americans 80 billion annually.

Nevada has a pool of underemployed people with skills that can be used in a variety of industries. The current workforce is trainable, it’s just a matter of having the funding and commitment to build on Nevada’s human capital.

The keys to success in the “new economy” appear clear: supporting a knowledge infrastructure (world-class education and training); spurring innovation (indirectly through universities and directly by helping companies); and, encouraging entrepreneurship.



Brookings Mountain West - a collaboration between the University of Nevada, Las Vegas and the Brookings Institution sees Nevada's potential and is investing research in human capital and energy development issues facing the dynamic and fast-growing Mountain West region: the states of Arizona, Colorado, Nevada, New Mexico, and Utah. ⁷

“At a very broad level, Nevada is strong on economic dynamism and the digital economy, and weak on knowledge jobs and tech innovation.”

—Dr. Robert D. Atkinson, PhD
President, Information Technology and Information Foundation

“What made us great initially is still here and when we come out of this economic downturn, we will be explosive.”

—Somer Hollingsworth,
CEO, Nevada Development Authority

***Recommendation:
Analyze New Economy
Index strengths and
weaknesses (and)
support opportunities
for workforce
and economic
development.***

Call to Action:
Statewide
Aligned Priorities
and
Recommendations

In summary, this framework for Nevada's New Workforce for Economic Prosperity is centered on the following statewide priorities and recommendations. **It is critical that all Nevada workforce policy makers, stakeholders and partners find common ground and align their collective workforce and economic development efforts to get Nevada back on track and in a position of strength to compete in the new economy.**

“Education, employment, and economic development have to work hand in glove for workforce development to be successful.”

—John Ball,
Executive Director, Workforce Connections

“There are many of us who are passionate and want to move this forward; translating into public policy is where the challenge is.”

—Mike Richards,
President, College of Southern Nevada

“We need to reinvent ourselves – if we’re really serious about buying into the success of this State – now is a perfect opportunity.”

—Senator Maggie Carlton,
Nevada State Legislature



Statewide Priorities:

Build Capacity and Champions

Bust Silos

Develop and Implement Sector Strategies

Align Education and Training

Develop Nevada's Competitive Advantage



Statewide Recommendations:

- Develop and Implement Governor's Workforce Investment Board Recruitment Plan Aligned with Workforce and Economic Development Strategies; Provide Ongoing Board Development and Clarify Roles; Develop Board Accountability Measures
- Create a Reporting System that Quickly and Accurately Reflects what is Actually Occurring within the Diverse Education and Training Programs
- Maximize Human Capital by Increasing Public/Private Partnerships that Create Education and Job Training Opportunities
- Conduct Relevance Study of Nevada's Job Connect One Stop Centers for "new economy" and Sector Strategies
- Look Closely at Best Practice Workforce Education and Support Educational and Vocational Training at Universities, Community Colleges, Trade Schools, Unions, Secondary Schools, and Site Based Learning
- Conduct a Skills Gap Analysis and Develop Remediation Strategies
- Analyze "New Economy Index" Strengths and Weaknesses and Support Opportunities for Workforce and Economic Development.

Appendix

Nevada Governor's Workforce Investment Board

Alvin Kramer, Carson City Treasurer

Cass Palmer, Board Chair*

Clara Andriola*

D. Taylor*

David Fordham*

Douglas Geinzer

Geoff Wilson*

Jean Peyton*

Jim Chavis*

Keith Rheault, Nevada Department of Education Superintendent of Public Instruction*

Larry J. Mosley, Director - Nevada Department of Employment, Training and Rehabilitation

Leslie Martin*

Linda Branch

Maria Salazar*

Mary Ann Brown*

Michael Bahn

Michael Peltyn*

Mike Willden, Director - Nevada Department of Human Resources*

Nevada Assemblyman Chad Christensen

Nevada State Assemblyman James Ohrenschall

Nevada State Senator Allison Copening

Nevada State Senator Maggie Carlton*

Nevada State Senator Robert Townsend

Pamela Egan*

Richard Lee*

Robin Reedy, Office of the Governor

Veronica Meter*

*interviewed for strategic plan framework input



Nevada Governor's Workforce Investment Board Strategic Planning Committee

Bill Welch, President & CEO - Nevada Hospital Association*

Frank Woodbeck, Commissioner - Nevada Commission on Economic Development*

Howard Skolnik, Director - Nevada Department of Corrections*

Jean Peyton, President – Blindconnect*

John Ball, Executive Director - workforce CONNECTIONS*

Linda Branch, Strategic Planning Committee Chair*

Mike Richards, President - College of Southern Nevada*

Pam Egan, Chief Financial & Administrative Officer - Nevada Partners/Culinary Training Academy*

Somer Hollingsworth, President & CEO - Nevada Development Authority*

Tim Crowley, President - Nevada Mining Association*

Tom Fitzgerald, Chief Executive Officer – Nevadaworks*

Additional Stakeholder Input:

Bill Bible, President, Nevada Resort Association*

Bradford Glover, Nevada Department of Corrections

Chuck Alvey, President & CEO – Economic Development Association of Western Nevada*

Danny Thompson, Executive Director - Nevada AFL – CIO*

Kara Kelley, President and CEO, Las Vegas Chamber of Commerce*

Mike Skaggs, Executive Director, Nevada Commission on Economic Development*

R. Keith Schwer, Director – Center for Business and Economic Research, UNLV*

Robert D. Atkinson, Ph.D., President - Information Technology and Innovation Foundation*

*interviewed for strategic plan framework input

Appendix (continued)

Endnotes:

1. Creating a Workforce Ready to Compete. National Association of Workforce Boards. Retrieved from <http://www.nawb.org>
2. Atkinson, Robert D. & Andes, Scott (November 2008) The 2008 State New Economy Index: Benchmarking Economic Transformation in the States Published by the Kauffman Foundation Retrieved October 22, 2009 from http://www.kauffman.org/uploadedfiles/2008_state_new_economy_index_120908.pdf
3. NV Energy Sustainability Report 2008. Produced by NV Energy. Retrieved on November 10, 2009 from http://www.nvenergy.com/brochures_arch/SustainabilityReport.pdf
4. 2008-2009 State Accountability Report. Produced by the Nevada Department of Education. Retrieved on November 11, 2009 from <http://www.nevadareportcard.com/profile/pdf/08-09/00.E.pdf>
5. Potential Economic Impacts of Improved Education on Nevada. Produced by Alliance for Excellent Education (October 2009) Retrieved from http://www.all4ed.org/about_the_crisis/schools/state_information/Nevada
6. Measuring Up 2008 The State Report Card on Higher Education. Produced by the National Center for Public Policy and Higher Education (2008) Retrieved from http://measuringup2008.highereducation.org/print/state_reports/short/NV.pdf
7. UNLV and the Brookings Institution Announce The Brookings Mountain West Initiative. Released by Brookings Mountain West and UNLV. Published by UNLV Public Affairs; University of Nevada, Las Vegas, (8 Sept. 2009). Retrieved from web on Nov, 12, 2009 from <http://publicaffairs.unlv.edu/news.html?id=2383>

This plan (will be) accompanied by a strategic action plan (a living document) with deliverables and timelines – plan to be developed between January 2010 and May 2010 – and submitted to the Department of Labor by DETR for approval by June 30, 2010.



Special thanks to the Governor's Workforce Investment Board 2009 Strategic
Planning Chair Linda Branch
and committee members;
Department of Employment, Training and Rehabilitation Director,
Larry J. Mosley; and, Deputy Director Ardell Galbreth.

Nevada's New Workforce for Economic Prosperity:
Strategic Plan Framework 2010 - 2014
Deborah Campbell and Associates LLC based in Henderson, Nevada.

Strategy Consultant - Deborah Campbell
Research Consultant - Stacie Huggins
Graphic Design - Workforce Connections and Sin City Madmen, LLC

www.deborahcampbellandassociates.com

January 2010



