



Nevada's New Workforce for Economic Prosperity

Governor's Workforce
Investment Board

Strategic Plan 2010 –2014

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Governor's Workforce Investment Board Strategic Plan 2010 – 2014

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 workforce development and economic stability by providing statewide services that are flexible to meet the economic needs of each region.

Purpose

Align Nevada's workforce development system with its workforce to create a global competitive advantage.

Short Term: Optimize the workforce system to survive the economic challenges and increase efficiency,

Medium Term: Develop the right workforce system for strategic advantage and industry leadership; and,

Long Term: Design and build the right workforce system for new sectors and emerging industries for accelerated growth.

Priorities

Build Capacity and Champions

Bust Silos

Develop and Implement Sector Strategies

Align Education, Training, and Economic Development

Develop Nevada's Competitive Advantage

This strategic plan is informed by interviews and meetings with staff and board members including Nevadaworks, Workforce Connections, the following Governor's Workforce Investment Board Committees: State Youth Council, Marketing Committee, Green and Renewable Sector Jobs Council, Planning, Policy and Performance; DETR's Workforce Solutions Unit, Nevada's JobConnect system, Nevada's Research and Analysis Bureau, and Department of Employment, Training and Rehabilitation Deputy Administrators.

Strategic Goals, Outcomes, Initiatives, and Performance Metrics

Strategic Goal 1: Build Capacity and Champions

Outcome 1.1 A workforce system championed by business, labor and trade associations, education, economic development, and workforce system professionals

Outcome 1.2 Engaged and focused workforce system leadership

Outcome 1.3 Innovative workforce investment board focused on policy development, statewide alignment, best practices and benchmarking for the workforce system

Outcome 1.4 Priority commitment to board and staff resources

Outcome 1.5 Ensure persons with disabilities are integrated in policy and program development

Outcome 1.6 Develop and value the workforce system's definition, policies and procedures related to diversity

Initiatives:

- Continuous improvement in board recruitment, appointments, development, and retention practices
- Train and maintain adequate board staffing & support
- Proactive grants management program
- Innovative public relations and marketing plans promoting workforce and economic development

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
Quorums at all committee and board meetings	Optimum participation of board members				
Board recruitment and appointments aligned with strategic plan	Active and experienced board members				

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
Staffing support and consultation to board	Workforce Solutions Unit fully functional				
Decisions grounded in research and data	Assign Research and Analysis Bureau staff to state board/local boards				
Information Development and Processing Department capacity aligned with state, regional and local needs and trends for informed, proactive policy decision making	Proactive communication and relevant aligned solutions with state and local boards				
Bi-monthly board meetings	Increase from quarterly state board meetings				
Board continuing education & orientation	State board's Planning, Policy and Performance committee champion board development				
Statewide alignment and leveraged Governor's reserve funds	Budget committee & DETR staff develop guidelines for Governor's Reserve Funds application process				
Public relations and marketing investments promoting board initiatives and workforce system anticipated outcomes	Well funded and strategic public relations and marketing plan promoting the Nevada workforce system				

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
Support employment services and options for people with disabilities	Ensure workforce development Navigator Initiatives are actively functioning				
Policies and funding reflecting local and regional workforce diversity	Seek diversity in nominations and appointments to the board, committees and task forces				
Policies and funding supporting diversity and community building	Continuing education on diversity, cultural competency & community building				

Strategic Goal 2: Bust Silos

Outcome 2.1 Coordinated planning activities that improve the business climate in Nevada

Outcome 2.2 Public/private partnerships that create job training, education opportunities, jobs and careers

Outcome 2.3 A more diverse economy with trained, skilled Nevada workers

Initiatives: Coordination of workforce activities between local boards (Nevadaworks, Workforce Connections) and the Governor’s Workforce Investment Board

Establish public and private partnerships to collaborate with public and private workforce and economic development organizations

DETR’s Workforce Solutions Unit focused on statewide and regional alignment and leveraging of resources

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
At least \$100,000 annual allocation to Workforce Connections results in statewide aligned workforce development initiatives	Financial resources committed for statewide alignment activities				
Nevadaworks, Workforce Connections, and State Board alignment and benchmarking best practices	Local board(s) aligned autonomy in implementing state workforce policy				
Timely data to inform policy development and decision making	A user friendly reporting system that reflects progress in education, training and job placement				
Innovative and Increasing numbers of joint proposals from workforce system state agencies	Increase number and amount of federal dollars awarded to Nevada for workforce and economic development				
Cross functional staff and programs	Shared staff within workforce system				

Strategic Goal 3: Develop and Implement Sector Strategies

Outcome 3.1 A dynamic supply of trained, skilled workers to meet workforce demands of regional and industry sectors

Outcome 3.2 Nevada’s workforce has skills sets to support new economy jobs

Outcome 3.3 The Nevada JobConnect system meets the diverse needs of employers and workforce

Initiatives: Establish industry sector councils to best meet regional economic development goals, Senate Bill 239

Implement Senate Bill 152, Nevada’s Green Jobs Initiative

Maximize coordination of Nevada’s economic and workforce development goals

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
Sector councils are established for growth and demand industries	Identify and validate industry clusters and sectors based on quantifiable research and data				
Nevada’s emerging green and renewable energy workforce initiatives are developing sustainable jobs and careers	The Green and Renewable Energy Jobs Sector Council provides advice and guidance on the development of training initiatives and credential certification and serves as a model for future sector councils				

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
To be developed (include all workforce populations and all industry and regional sectors)	Nevada's JobConnect system is the preferred source for employers and job seekers				

Strategic Goal 4: *Facilitate the Alignment of Education, Training, and Economic Development*

Outcome 4.1 Workforce and economic development anchored by education and training

Outcome 4.2 Business and labor supports educational and vocational training at all educational levels and learning environments

Outcome 4.3 Establish and maintain a competitive workforce

Outcome 4.4 All Nevada youth graduate from high school prepared for postsecondary education, vocational training, or entry into the workplace

Initiatives:

- Facilitate development and implementation of statewide skills gap analyses and remediation policies
- Support educational and vocational training for transferrable skills
- Advocate to increase Nevada's high school graduation rate 10% by 2013
- Promote and support pipelines to employment for youth, including demand-driven occupations

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
Skills gap analysis available for all job seekers	Ability to identify and quantify worker current and transferrable workforce skills				
All Nevada youth are connected to education and/or employment by age 25.*	Measureable and sustainable progress in high school graduation and youth employment				
Education and/or training available and accessible to all seeking assistance	Develop and support aligned education and training policy				

for public comment

Strategic Goal 5: Develop Nevada’s Competitive Advantage

Outcome 5.1 World class education and training

Outcome 5.2 Innovation through education and business

Outcome 5.3 Entrepreneurship is rewarded

Initiatives: Implement and support best practice workforce education and vocational training

Collaborate with UNLV’s Mountain West Brookings Institute for New Economy Index analysis and applications for workforce and economic development

Performance Metric	Description	Target (dates or %)	Status	Success Indicators (or) Corrective Action	Lead
To be developed	To be developed in board planning sessions				

Attachments

Green and Renewable Energy Jobs Sector Council Roles and Responsibilities – p 12

State Youth Council Strategic Plan – pages 13 - 21

Public Relations budget – pages 22, 23

for public comment

State Energy Sector Partnership Grant
Green and Renewable Energy Jobs Sector Council
Roles and Responsibilities

Council Members role is to provide inputs in helping shape Nevada's emerging workforce initiatives in the areas of green and renewable energy in support of the Governor's Workforce Investment Board's overall plan for developing best practices and creating benchmarks in the workforce development community.

Specifically, the **Green and Renewable Energy Jobs Sector Council** is charged with providing advice and guidance on the development of training initiatives and credential certification for green and renewable energy skills in the State of Nevada. Although not all inclusive, members of the Governor's Workforce Investment Board's **Green and Renewable Energy Jobs Sector Council**, role is to:

- Engage with green and renewable energy industry leaders in seeking to define and address their workforce challenges and solutions.
- Identify the need for skilled workers in green and renewable energy industries, and assist the Governor's Workforce Investment Board in aligning such skills with workforce demands.
- Promote collaboration among competitors and stakeholders in the green and renewable energy marketplace.
- Encourage the private sector to take ownership and invest in solutions that address green and renewable energy skills challenges.
- Formulate inputs that will help ensure the long term competitiveness of green and renewable energy regional sectors and their important contributions to Nevada's economic vitality and health.

GOVERNOR’S WORKFORCE INVESTMENT BOARD

YOUTH COUNCIL

STRATEGIC PLAN

VISION

*All Nevada youth are connected to education and/or productive employment by the age of 25.**

MISSION

To convene and coordinate a statewide workforce development system that ensures youth are educated, prepared for lifelong careers, and able to transition to productive adulthood.

OVERVIEW

The establishment of the State Youth Council (the Council), offers the Governor’s Workforce Investment Board (GWIB) a unique opportunity to provide policy direction and leadership for the development of future workers through access to opportunities in education, productive employment, and career development.

* While WIA services will be funded according to eligibility requirements (typically through age 24), the language “by age 25” is used throughout this document to align with and support “connected by 25” efforts in Nevada and nationally, based on Stanford University research by Michael Wald and Tia Martinez.

STRATEGIC PRIORITIES

End Goal: All Nevada youth graduate from high school prepared for postsecondary education or training.

Over the next three years, through 2013, the Council has adopted the following priorities:

- ***Support a system that creates pipelines to employment for youth, including demand-driven occupations.***
- ***Increase Nevada's high school graduation rate 10% by 2013.***

The following initiatives will be undertaken during the next three years:

- I. **Long-Term Goal:** Provide statewide leadership that facilitates the implementation of a comprehensive statewide system of workforce development programs and services for youth.
 - a. **Short-Term Goal:** Assess overall effectiveness and capacity of the current system of services and recommend necessary improvements.
 - (1) **Objective Initiative:** Identify “best practices” among Local Workforce Investment Boards and service providers’ and programs, and facilitate performance recognition.
 - (2) **Objective Initiative:** Utilize existing data to set benchmarks and measure success.
 - (3) **Objective Initiative:** Analyze data and information system infrastructure at the state and local levels and determine the most effective methods for collecting, compiling, and reporting data and explore possibilities for data sharing across systems.
 - (4) **Objective Initiative:** Determine how successful programs and services can be expanded, developed, and/or leveraged.
 - (5) **Objective Initiative:** Serve as a “clearinghouse” for Local Workforce Investment Board (WIB) youth councils and training services information, and disseminate information via DETR’s website and other communication means.

(6) **Objective Initiative:** Increase awareness of community resources and services available to families and youth, including promoting the expansion of the Ready for Life Resource Map and its connection to Nevada 211.

II. **Long-Term Goal:** Support local boards and other non-WIA youth service providers in their specific goals to engage disconnected youth (out of school, at-risk of dropping out, disabled, foster, juvenile justice involved, pregnant and parenting, and limited English) with work based learning, educational attainment and career path development opportunities.

a. **Short-Term Goal:** Utilize WIA Governor's Reserve Funds to prepare disconnected youth for successful entry into employment.

1) **Objective Initiative:** Increase leadership and life skills development opportunities for all youth and families.

2) **Objective Initiative:** Ensure youth development approach in all funded services to engage and retain youth.

3) **Objective Initiative:** Utilize data to target resources in the high schools in the state with the lowest educational attainment rates and highest dropout rates.

4) **Objective Initiative:** Conduct outreach to the most disconnected youth and families.

5) **Objective Initiative:** Ensure in-school youth receive targeted career guidance services emphasizing secondary and post-secondary career and technical education opportunities.

III. **Long-Term Goal:** Strengthen connections with key stakeholders throughout the state including businesses.

a) **Short-Term Goal:** Develop a communications plan and media campaign to build a community ethic that values education and promotes the importance of a high school diploma.

1) **Objective Initiative:** Determine the needs and expectations of the various key stakeholder groups.

2) **Objective Initiative:** Based on needs and expectations, expand business partnerships by informing and recruiting employers to increase the number of student internships and mentorships.

- 3) **Objective Initiative:** Encourage businesses to support employee and family education.
- b) **Short-Term Goal:** In partnership with Nevada Public Education Foundation, integrate the goals of Ready for Life® Nevada with the GWIB State Youth Council to provide leadership for the following areas:
 - 1) **Objective Initiative:** Facilitate progress on statewide goals and actions identified in this strategic plan and the Ready for Life® Action Plan.
 - 2) **Objective Initiative:** Address related policy issues.
 - 3) **Objective Initiative:** Measure and report progress annually on employment and education statewide goals.
 - 4) **Objective Initiative:** Develop a statewide communications plan to build a community ethic that values education.
 - 5) **Objective Initiative:** Facilitate statewide Ready for Life® networking, communication, and collaboration.
 - 6) **Objective Initiative:** Support and seed strong local collaborative Ready for Life® activities.
- IV. **Long-Term Goal:** Ensure the sustainability of a coordinated system to effectively serve youth who are most in need.
- a) **Short-Term Goal:** Increase communication and information sharing between youth-serving agencies and organizations from all sectors to improve collaboration and more effectively reach and serve targeted youth.
 - b) **Short-Term Goal:** Scan for and develop relationships that lead to leveraged funding opportunities.
 - (1) **Objective Initiative:** Submit collaborative statewide and/or regional proposals in response to federal, state, private sector funding opportunities. (Including the Department of Education, OJJDP, U.S. Department of Labor, HUD solicitations).

WHAT IS THE STATE YOUTH COUNCIL?

The Council is a collaboration of GWIB members with partnerships among businesses, educators, governmental agencies, labor organizations, youth and the nonprofit community. The Council reports to the GWIB, and is the primary body for statewide youth issues as they pertain to workforce initiatives under the Workforce Investment Act (WIA).

The Council will assist the GWIB by developing a statewide youth workforce blueprint, championing initiatives, and spearheading statewide coordination activities. To achieve its goals, the Council has partnered with Ready for Life® Nevada and supports a statewide movement to connect all Nevada youth to education or productive employment by age 25.

GUIDING PRINCIPLES AND VALUES

The Council values:

Youth involvement	Education	Employability
Self-empowerment of youth	Employer-driven	Technology literacy
Community involvement	Positive approach	Career planning
Economic awareness	Career exploration	Workforce connection
Workforce preparation	Lifelong learning	Training

MEMBERSHIP ROLES AND RESPONSIBILITIES

Membership

The GWIB State Youth Council will be comprised as follows, with a maximum of 11 voting members (other members can be invited to participate in an advisory capacity only):

- 2 Members of the GWIB, to include a chair appointed by the GWIB chair
- 2 Chairs and/or designees for each Local WIB Youth Council (North / South)
- 1 Member from DETR
- 1 Business Industry Council
- 1 Representative from Ready for Life® Nevada (non-voting member)
- 1 Representative Nevada System Higher Education
- 1 Representative Department of Education K-12
- 1 Representative Department of Health & Human Services
- 1 Representative / Advocate for Foster Youth Population
- 1 Representative / Advocate for Juvenile Justice Population

Voting & Quorum

Each Youth Council member shall have one vote. A simple majority of members shall constitute a quorum for the purpose of transacting business and less than a majority may adjourn. Proxy votes will not be allowed in accordance with the GWIB bylaws with regard to State Workforce Investment Board Committees.

Roles and Responsibilities

- To further the objectives of the GWIB as they pertain to the statewide workforce investment act system and Nevada's youth.
- To collaborate with the Ready for Life® Nevada Statewide Initiative in the management and implementation of the Ready for Life Movement and Shared Youth Vision. (See Attachment A)
- To collaborate with the Local WIB Youth Councils.
- To report to GWIB with pertinent information related to the local and statewide collaborative initiatives, services, measurements, progress, and future plans.
- To facilitate productive utilization of GWIB Youth discretionary funds.
- To foster, and help develop plans, initiatives and statewide activities focusing on youth job skills training leading to long-term gainful employment and career progression.
- To continuously identify potential sources of partners, resources, and best practices.
- To meet at least quarterly, with extraordinary sessions to be called when necessary.
- To meet with enough lead time so that necessary reporting and actions can be presented at the GWIB Meetings.

TARGET AUDIENCE

The WIA and Department of Labor Youth Vision specify the age groups and economic populations to be served. Accordingly, the Council will focus on the neediest “disconnected” youth, ages 14-21, with the following characteristics:

- Out-of-school
- Most at risk of dropping out
- In or aging out of foster care
- Disabled
- Homeless and/or have runaway
- Indian and Native American
- Migrant
- Incarcerated parents
- Court-involved
- At risk of court involvement
- Skill Deficient —Low reading and math levels including those who have a high school certificate, but have not passed the State of Nevada High School Graduate Proficiency Examination.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

The Council recognizes the workforce system is demand-driven. With the Council's oversight, Local Workforce Investment Boards (LWIBs) will continue to collaborate with employers to promote and develop programming of statewide youth employment and training activities. By focusing on the human capital needs of employers and businesses, the Council can more effectively facilitate the delivery of statewide youth employment and training activities. This will assist LWIBs in preparing the neediest youth for relevant lifelong careers that yield the greatest and broadest workforce opportunities.

Strengths

For the youth who are most in need of services, a vast array of innovative services are offered by service providers throughout the state. Currently, youth have access to many quality programs. Utilizing Governor's Reserve Funds, at-risk, out-of-school youth who traditionally have been disconnected from mainstream services, can be given a high priority under the WIA. This allows the Council to put forth its greatest effort to make a difference by overseeing the formulation of comprehensive Requests for Proposals (RFPs) for service delivery to our future leaders and workforce.

Another potential strength lies in coordinating and collaborating with faith and community-based organizations for matching resources to help deliver more and better youth employment and training services. The Council is poised to build upon the significant work already completed and underway by groups such as school to careers partnerships; local area colleges; technical and vocational schools; boys and girls clubs; and other partnerships or establishments that serve youth.

A further significant strength is our newly initiated strategic partnership with the Nevada Public Education Foundation's Ready for Life movement. With several hundred partners across the state already working together to more effectively serve Nevada's youth and connect them to education or employment through age 24, the Council is well-positioned to "hit the ground running" with powerful collaborative relationships and systemic efforts to accomplish our goals for youth workforce development.

Weaknesses

The paramount weakness facing the Council is a lack of available resources. Due to the large number of youth throughout the state who either are economically disadvantaged, out of work, out of school and/or on the streets; the Council has an uphill battle—as funds and other resources are in short supply.

Other challenges include overcoming "turf" issues among agencies and concerns such as: program sustainability; coordinating or mapping the existing services offered by service providers; and marketing youth service plans to employers who are confused about where to go to access youth workers or have lost hope in hiring youth due to inadequate job skills and/or poor work ethics. Another serious weakness is that many basic skills fall far below the norm and improvement efforts are only slowly being implemented.

Opportunities

The Council is well-positioned to make changes that positively affect the future of our youth. Multiple opportunities exist for the Council including:

- Sponsoring statewide and regional area youth summits and/or conferences to organize an array of youth service providers toward building an integrated, seamless workforce development system that includes youth, while being responsive to businesses needs, i.e., focusing on demand-driven occupations;
- Ensuring in-school youth receive career guidance and counseling, with an emphasis on awareness of secondary and postsecondary career and technical education opportunities;
- Facilitating and providing guidance as to how federal and state funds are used in order to create the most complete menu of services for our youth;
- Improving dialogue among and between state agencies, external organizations and youth service providers;
- Promoting the improvement of quality and quantity of workplace learning, and experiences for youth of all ages and backgrounds;
- Working with the Department of Employment, Training and Rehabilitation (DETR) in developing meaningful performance indicators that highlight effective goal achievement accountability for Local WIBs; and
- Encouraging Local WIBs to offer a system network of services that instill our future leaders' growth in confidence, commitment, competence, and connected citizenship.
- Leveraging partnerships and resources through unity of effort with Nevada Public Education Foundation's Ready for Life movement and statewide action plan.

Threats

The biggest threat to the success of the Council is the continued loss/reduction of allocated WIA funding, followed by the potential lack of buy-in and support for the Council's plan from key business stakeholders. As such, it is imperative for Committee members to engage with businesses and GWIB members, and to be responsive to their employment needs. It also is critical that the Council work collaboratively with Local WIBs; youth service agencies; faith and community-based organizations; local area schools; and other youth advisory groups. Failure to assume such initiatives risks alienating support that is vital to implementing the Council's vision.

NEVADA Shared Youth Vision

READY FOR LIFE®

The priorities in this strategic plan are supported by NEVADA SHARED YOUTH VISION, a unification of the federal Shared Youth Vision Partnership led by the Nevada Department of Employment, Training, and Rehabilitation with Nevada Public Education Foundation's Ready for Life statewide movement.

The mission of the Shared Youth Vision Partnership is to serve as a catalyst at the national, state, and local levels to strengthen coordination, communication, and collaboration among youth-serving agencies. The partnership will support the neediest youth and their healthy transition to successful adult roles and responsibilities.

READY FOR LIFE® VALUES

- ◆ All youth are educated and ready to learn.
- ◆ All youth are experienced and ready for careers.
- ◆ All youth are connected to adults, peers, and services.
- ◆ All youth are confident and ready for life.
- ◆ A connected, operational infrastructure that supports youth success.

Ready for Life® is a collaborative effort to improve Nevada's success in engaging and graduating "ready for life" students and re-engaging those who left school prematurely. A statewide movement convened by Nevada Public Education Foundation, Ready for Life is neither a specific program nor intervention but rather a systemic effort to support youth by facilitating collaboration among youth-serving organizations, with the end goal of connecting Nevada youth to education or employment by age 25.

Statewide Ready for Life collaborative work includes:

- **Action plan, network, and communication**
- **Ready for Life Nevada: Our Shared Youth Vision** state-level leadership
- **Local and regional community collaborative**
- **Ready for Life® Resource Map:** searchable, map-based, statewide database of services for youth at www.readyforlifenv.org

FUND ONE BUDGET DESCRIPTION	PROPOSED ALLOCATION
Web Site Shell Redesign (Board-approved) Includes DETR/Nevada Job Bank Unification Recommendations	\$5,300
Web Site Maintenance (2010)	\$12,000
Web Site Hosting (2010)	\$600
“Every Cloud Has A Silver Lining” Campaign Campaign Development Project Management Public Service Television Production Public Service Radio Production Public Relations Campaign Media Negotiations/Placement Tracking/Recap Reports	\$21,000
“Silver Lining” Production Testimonial Sub-Campaign Done of a Quarterly Basis Business Outreach Efforts Recovery Messaging	\$40,000
“Nevada Libraries” Sub-Campaign Outreach Program to Statewide Public Libraries Coordinate/Produce Appropriate Support Materials (On-Site) Web/Computer Access Presence (Direct Link) Unique Landing Page Dedicated to Library Users Supporting PR	\$5,000
“Youth Preparedness” Sub-Campaign Outreach Program to High School Graduating Youth, University/Community College, Trade/Workforce Youth Coordinate with Youth Council Task Force on shared Goals/ Objectives/Messaging Utilize “Nevada Career Information Systems” to Support Coordinate/Produce Appropriate Support Materials Unique Landing Page Supporting PR	\$17,500

“Green Opportunities” Sub-Campaign \$17,500
Outreach Program to Green Energy Employers
Coordinate with Nevada Commission on Economic
Development on shared Goals/Objectives/Messaging
Coordinate/Produce Appropriate Support Materials
Unique Landing Page
Supporting PR

Regional Sector Initiatives Integration \$40,000
Customization of “Hopeful” Campaign per actualized
Regional Sector Initiatives
Coordinate with National Network of Sector Partners
on shared Goals/Objectives/Messaging
Coordinate/Produce Appropriate Support Materials
Unique Landing Pages (individualized per regional sectors)
Supporting PR

Promotional Items (“green”, Rapid Response, Job Fairs, etc.) \$10,000

Media* \$60,000
Traditional & Non-Traditional
***Subject to Public Service Announcement Opportunities/**
Availability

YEAR ONE TOTAL \$228,900

For Year Two and Year Three we are proposing a budget allocation of 50% per year of the Year One Total. Due to the major groundwork we will have made as a result of Year One, as well as the anticipation of Nevada’s upswing to a stronger, recession-free economy, we feel we can effectively accomplish all of DETR’s/Nevada JobConnect’s goals and objectives within this proposed budget.

YEAR TWO RECOMMENDATIONS \$114,450

YEAR THREE RECOMMENDATIONS \$114,450

THREE-YEAR TOTAL \$457,800 ÷ 3 *\$152,600*