

Next Strategic 2021 Plan

Mission	Vision
<p>We integrate education, training, and career services—all in one place—to help young adults in Clark County get set to succeed in work and life.</p>	<p>When young people receive the support, training, and resources they need to complete their education and find a job—all in one place—they're ready to kick open opportunity's door and design the future they want.</p>
Values	
<p>We are:</p> <ul style="list-style-type: none"> • Youth Focused – We keep youth at the center of every decision and conversation. • Collaborative – We work with others to create a common vision and align strategies. • Proactive – We look ahead to identify potential problems and find early solutions. • Flexible – We are open to change, and we adjust to new information and opportunities. • Efficient – We maximize our time and resources. • Accountable – We measure our efforts to assure a positive impact. • Focused on exceeding expectations – We deliver high quality services. • Dedicated to equity and inclusion – We remove barriers and support our customers according to their individual needs. 	

Focus Areas & Goals

Focus Area A: Improve student experience and access to resources and services.

Goal A: Next delivers a relevant, exceptional and consistent student experience all in one place.

Focus Area B: Develop stronger partnerships and align expectations.¹

Goal B: Next partners are engaged and understand, leverage and maximize their collective strengths.

Focus Area C: Continuously improve our understanding of industry/sector needs to effectively prepare job seekers for career pathways.

Goal C: Next excels at providing quality services to students that educate them about high-growth, in-demand sectors, and prepare them to meet employer expectations and demand.

Focus Area D: Develop products and services that effectively mitigate barriers that affect our designated populations.

Goal D: Next’s designated populations have the skills, competencies, and support needed to be successful and competitive employment and/or securing access into post-secondary pathways.

¹ This focus area and goal is internally focused on Next and partner staff.

Focus Area A: Improve student experience and access to our resources and services.				
Goal A: Next delivers a relevant, exceptional and consistent participant experience all in one place.				
Metrics	Strengths	Challenges	Gap Root Cause	Strategies
<ul style="list-style-type: none"> Increased number of Next participants Participant satisfaction and feedback Participant consistent engagement during program Business satisfaction and feedback Participant completion of program Partner satisfaction and feedback 	<ul style="list-style-type: none"> “One-stop” model with multiple partners under single roof Single “Next” brand for all partners Exceptional services available for both businesses and young adults. We have the capacity and infrastructure to deliver 	<ul style="list-style-type: none"> “Red tape” between partners hinders collaboration Lack of reliable understanding of key participant challenges Inconsistent practices and materials across locations and organizations Design and locations of physical locations can deter some participants Inconsistent feedback from business community 	<ul style="list-style-type: none"> Different organization goals and focus areas Duplication of services across agencies with different program requirements that are sometimes in conflict Lack of clear participant satisfaction measurement strategy, tools and implementation plan Lack of participant focused marketing strategy and tools 	<ol style="list-style-type: none"> Create a robust Next Leadership structure to effectively implement the Next Strategic Plan address points of conflict across organizations Understand the participant experience journey throughout the lifecycle of accessing Next services Streamline way of receiving participant, business, and partner feedback regularly Develop and execute a Next satisfaction strategy to drive continuous improvement Define and execute key common practices for all Next locations Create a unified marketing strategy to align messaging, materials and outreach to participants

ACTION PLAN – Goal A					
Strategy	Milestones	Owner	Other People Involved	Dependencies	Milestones Due Date
1. Create a robust Next operating model to effectively implement the Next Strategic Plan and to address points of conflict across organizations	<ol style="list-style-type: none"> Operating Model defined Strategy implementation teams defined Operating Model communicated to all Next staff and other key stakeholders 	Director of Strategic Initiatives	<ul style="list-style-type: none"> Next Level Champions Key identified staff for strategy implementation plans 	<ul style="list-style-type: none"> Alignment and communication of the Next Strategic Plan to Next staff and other key stakeholders 	<ol style="list-style-type: none"> 11/01/2019 04/01/2020 06/01/2020
2. Understand the participant experience journey throughout the lifecycle of accessing Next services	<ol style="list-style-type: none"> External partner to conduct a customer experience analysis selected Customers/stakeholders identified Baseline goals established Customer experience analysis complete Gaps identified Recommendations developed 	Director of Strategic Initiatives; Next Director	<ul style="list-style-type: none"> Staff for strategy implementation Participants Next Level Champions 	<ul style="list-style-type: none"> Alignment on operating model Understanding barriers of the different populations (Goal D) 	<ol style="list-style-type: none"> 08/01/2020 09/01/2020 10/01/2020 04/01/2021 05/01/2021 06/01/2021
3. Develop and execute a participant satisfaction strategy to drive continuous improvement	<ol style="list-style-type: none"> Strategy and approach defined Baseline determined Tools developed Strategy implemented 	Director of Strategic Initiatives; Next Office Manager	<ul style="list-style-type: none"> Next Level Champions Staff for strategy implementation Participants Overseen by Office Manager and associated staff 	<ul style="list-style-type: none"> Progress on participant experience analysis Potential external partner needed Align with Next partner/employee satisfaction strategy 	<ol style="list-style-type: none"> 10/01/2019 10/01/2019 10/01/2019 11/01/2019

ACTION PLAN – Goal A					
Strategy	Milestones	Owner	Other People Involved	Dependencies	Milestones Due Date
4. Create a unified marketing strategy to align messaging, materials and outreach to participants	<ol style="list-style-type: none"> 1. Next Marketing and Outreach lead identified 2. Stakeholders/audiences and needs identified 3. Marketing and outreach strategy developed 4. Priority collateral developed 5. Plan initiated 	Next Director; Office Manager; Outreach Specialist	<ul style="list-style-type: none"> • Next Director • Communications Manager • Office Manager and associated staff • Partner agencies 		<ol style="list-style-type: none"> 1. 10/01/2019 2. 10/01/2019 3. 11/01/2019 4. 12/01/2019 5. 01/01/2020

RISKS & MITIGATION – Goal A	
Risk	Mitigation
Lack of defined outreach and promotion	Including the Next Gen Youth Council in outreach and development
Poor survey design/validity of results	Hire a professional
Business/employer input underrepresented	Communicate the value of the survey to respondents; tailor questions; hire a professional
Staff response/buy-in to results	Educate/inform staff of purpose and value; involve staff in the process; follow-up with staff and include them in recognition of strengths and development of interventions to address areas of weakness
Not including clients from all partners	Intentionally include clients from all partners
Results are not used effectively or easily understood	Leadership commitment to share results across system and to drive action against results; creation of a continuous improvement process
Lack of buy-in or engagement by home agency leadership	Include strategically in decision making and allow various forms of participation based on needs.

Focus Area B: Develop stronger partnerships and align expectations.				
Goal B: Next partners understand, leverage and maximizes their collective strengths.				
Metrics	Strengths	Challenges	Gap Root Cause	Strategies
<ul style="list-style-type: none"> All staff within our organizations that comprise Next clearly and consistently articulate the benefits of Next and each of the different organizations' services Shared Next collateral that includes the depth and breadth of collective services offered Improved participant customer service Partner/employee satisfaction 	<ul style="list-style-type: none"> Exceptional staff who are compassionate, have deep knowledge, and are a part of a stable team Deep community partnerships that extend beyond what the individual organizations can offer Strong expertise in a variety of industry sectors, population needs, etc. 	<ul style="list-style-type: none"> Lack of consistent communication across all levels of hierarchy Distrust of partners and individuals Turf issues Lack of shared understanding of services Data sharing among partners; systems don't communicate well 	<ul style="list-style-type: none"> Lack of alignment across organizational leadership and employees on goals Deep-rooted, historical bias and preconceived ideas Inconsistent understanding of each organization's goals, metrics, strengths and challenges Inconsistent understanding of different population's needs Change saturation and fatigue among employees 	<ol style="list-style-type: none"> Align all organizations and employees on the Next Strategic Plan Educate all Next employees and associated agency leadership on our collective strengths and shared offerings Leverage the Next leadership model to create a culture of performance excellence, collaboration and accountability across all levels Deploy common professional development across all Next employees Improve communication with partner agencies.

ACTION PLAN – Goal B					
Strategy	Milestones	Owner	Other People Involved	Dependencies	Milestones Due Date
1. Align all organizations and employees on the Next Strategic Plan	<ol style="list-style-type: none"> Next Strategic Plan communications plan developed + shared with Next Level Champions in development Strategic Plan shared with all Next and partner staff Plan for Strategic Plan reporting in place Create easy and digestible document for Next staff. 	Director of Strategic Initiatives; Director of Programs	<ul style="list-style-type: none"> Organization Leadership Core Planning Team Next Director 	<ul style="list-style-type: none"> Completion of plan 	<ol style="list-style-type: none"> 09/01/2019 10/01/2019 11/01/2019 11/01/2019
2. Educate all Next employees and associated organization leadership on our collective strengths and shared offerings	<ol style="list-style-type: none"> Internal education/communications plan developed Education materials developed Initial education/orientation activities completed 	Next Level Champions	<ul style="list-style-type: none"> Director of Programs 	<ul style="list-style-type: none"> Coordination with other Next communications efforts (D1) 	<ol style="list-style-type: none"> 11/01/2019 01/01/2020 03/01/2020
3. Leverage the Next operating model to create a culture of performance excellence, collaboration and accountability across all levels	<ol style="list-style-type: none"> Align on operating model, accountabilities and roles and responsibilities Align on performance excellence metrics Communication and collaboration plan created Collaboration and accountability practices in place 	Next Director	<ul style="list-style-type: none"> Director of Strategic Initiatives, Next Level Champions 	<ul style="list-style-type: none"> Next Strategic Plan rolled out to Next staff and partners Operating model defined (Goal A) Leadership/agency buy-in Staff input 	<ol style="list-style-type: none"> 12/01/2019 12/01/2019 03/01/2019 04/01/2019

RISKS & MITIGATION – Goal B	
Risk	Mitigation
Competing priorities	Understand limitations of all partners, leadership commitment to make this a priority, prioritize common priorities Understand what partner agencies offer to leverage their services Clearly define and communicate plan and timelines; dedicate a resource to lead and manage the efforts
Disappointing your partners	Open communication, joint problem solving, assume good intent, educate one another on what we do, realistic expectations, communication about what can and can't be done, shared language
Systems don't communicate	Data-sharing agreement
"Turf Wars"/Competition	Build trust, emphasize as much co-enrollment as possible, recognize points of competition and develop ways to for all parties to benefit, engage partners early, focus on the shared goal of customer satisfaction, identify opportunities for fee-for-service
Not having the right partners	Be knowledgeable of additional community resources, identify gaps and bring additional partners to the table

Focus Area C: Continuously improve our understanding of industry/sector needs to effectively prepare job seekers for career pathways.				
Goal C: Next excels at providing quality services to participants that prepare them to meet employer expectations and demand.				
Metrics	Strengths	Challenges	Gap Root Cause	Strategies
<ul style="list-style-type: none"> • Quality of services meet participant expectations (customer satisfaction) • Skill and wage gains • Credential attainment • Highschool equivalency and/or diploma attainment • Job placements (living wage and other) • Post-Secondary placements 	<ul style="list-style-type: none"> • We have industry connections and partnerships • We can offer resources for employers who need support (e.g., financial incentives, OJTs, internships, etc.) • We have close partnerships with higher education for joint services • We understand what businesses need to do to attract and retain qualified talent 	<ul style="list-style-type: none"> • Our products and services do not always meet employer expectations • Some credentials are more difficult to attain for some populations 	<ul style="list-style-type: none"> • We don't have a good process for understanding when and why our products and services don't meet needs • Employers aren't always willing to participate in developing solutions • It's difficult to pivot quickly in response to ever-shifting labor market needs • Participant needs, eligibility and timelines sometimes conflict with the employers' needs 	<ol style="list-style-type: none"> 1. Implement an employer focused quality assurance process that regularly reviews products and services and provides feedback on what needs to be improved 2. Implement a streamlined and coordinated process for understanding and translating industry needs into relevant and quality products and services—monthly one pager for each sector from WSW about industry needs 3. Implement a systematic process for keeping Next staff apprised of industry and employer needs – Launchpad 4. Focus Next participant training dollars on developing demand driven skills

ACTION PLAN – Goal C					
Strategy	Milestones	Owner	Other People Involved	Dependencies	Milestones Due Date
1. Implement a participant focused quality assurance process that regularly reviews products and services and provides feedback on what needs to be improved	<ol style="list-style-type: none"> 1. Process and feedback loop defined 2. Plan developed 3. Priority products and services reviewed 4. Gaps identified 5. Improvements made 	Next Director	<ul style="list-style-type: none"> • Next Level Champions 	<ul style="list-style-type: none"> • Participant satisfaction activities 	<ol style="list-style-type: none"> 1. 11/01/2019 2. 11/01/2019 3. 03/01/2020 4. 05/01/2020
2. Implement a streamlined and coordinated process for understanding and translating industry needs into relevant and quality products and services	<ol style="list-style-type: none"> 1. Process defined 2. Plan developed 3. Tools and practices developed 	Director of Business Services; Director of Strategic Initiatives	<ul style="list-style-type: none"> • WSW Business Team • WorkSource Sector Growth Managers • Next Director 	<ul style="list-style-type: none"> • Quality assurance activities 	<ol style="list-style-type: none"> 1. 11/01/2019 2. 12/01/2019 3. 02/01/2020
3. Implement a systematic process for keeping Next staff apprised of industry and employer needs	<ol style="list-style-type: none"> 1. Needs/gaps identified 2. Process defined 3. Tools and practices developed 4. Training 5. Implementation 	Director of Business Services	<ul style="list-style-type: none"> • WSW Business Team • WorkSource Sector Growth Managers • <u>Director of Programs</u> • Next Level Champions 	<ul style="list-style-type: none"> • Access to industry and labor market data • Engagement from industry partners 	<ol style="list-style-type: none"> 1. 11/01/2019 2. 12/01/2019 3. 12/01/2019 4. 01/01/2020
4. Focus participant training dollars on developing demand driven skills	<ol style="list-style-type: none"> 1. Industry needs understood 2. Funding aligned to industry needs 3. Funding allocated among partners and populations 	Next Director	<ul style="list-style-type: none"> • Next Talent Development Lead • Director of Programs 	<ul style="list-style-type: none"> • Sector Collateral rollout 	<ol style="list-style-type: none"> 1. ongoing 2. ongoing 3. ongoing

RISKS & MITIGATION – Goal C	
Risk	Mitigation
Follow through	Partner commitment, buy-in and regular communication, engage a variety of staff to help spread work, funding for additional resources to help enable staff participation, framing ->agencies
Competing priorities	Understand limitations of all partners, leadership commitment to make this a priority, prioritize common priorities Understand what partner agencies offer to leverage their services Clearly define and communicate plan and timelines; dedicate a resource to lead and manage the efforts Align institutional strategies with WIOA priorities Identify institutional wins Alternative forms of meetings

Focus Area D: Develop products and services that effectively mitigate barriers that affect our designated populations.				
Goal D: Next’s designated populations have the skills, competencies, and support needed to be successful and competitive employment and/or securing access into post-secondary pathways.				
Metrics	Strengths	Challenges	Gap Root Cause	Strategies
<ul style="list-style-type: none"> • Stable outcomes and continuous employment/post-secondary entrance across all the designated populations • Barriers that prevent job seekers from finding employment are overcome • Employed in the 2nd quarter after Exit • Employed in the 4th quarter after Exit • Median earnings in the 2nd quarter after Exit 	<ul style="list-style-type: none"> • We understand the knowledge and skills participants need to gain employment • We have expertise on our designated populations and how to help mitigate barriers 	<ul style="list-style-type: none"> • “One size does not fit all;” different populations have different barriers and need different services • Paperwork and bureaucracy can deter access and use of service • Accessing physical locations can be a challenge (transportation/ cross walks, childcare, etc.) 	<ul style="list-style-type: none"> • Organizations have different expectations and success measures (independent of WIOA measures); organizations don’t understand one another’s measures • Although pockets of expertise exist, there is a lack of common, shared understanding of barriers for each of the designated 14 populations, and how to better accommodate all of them • Limited resources • Time to stay current on best practices 	<ol style="list-style-type: none"> 1. Educate & train Next employees on each of the 14 populations and ways that they can be supported through Next partners 2. Operationalize best practices for different populations 3. Understand and focus on common challenges to leverage resources to create common solutions and practices via the Next Outreach Specialist 4. Engage the agency teams (e.g., DSB) to pilot how to remove barriers 5. Deploy common professional development for all Next employees

ACTION PLAN – Goal D					
Strategy	Milestones	Owner	Other People Involved	Dependencies	Milestones Due Date
1. Educate Next employees on each of the 14 populations and ways that they can be supported through Next partners	<ol style="list-style-type: none"> Plan and schedule for education sessions developed Content developed Initial sessions completed 	Next Outreach Specialist; Next Director	<ul style="list-style-type: none"> Director of Programs All staff 	<ul style="list-style-type: none"> Engagement of Title II and Title IV TAP-BASC Input Strong organization partners 	<ol style="list-style-type: none"> 12/01/2019 02/01/2020 06/01/2020
2. Operationalize best practices for different populations	<ol style="list-style-type: none"> Core practices identified Best practices identified Opportunities identified Priority practices implemented 	Next Outreach Specialist; Next Director	<ul style="list-style-type: none"> Director of Programs Next Level Champions All Staff 	<ul style="list-style-type: none"> ISD Accessibility Team 	<ol style="list-style-type: none"> 12/01/2019 02/01/2020 04/01/2020 06/01/2020
3. Understand and focus on common challenges to leverage resources to create common solutions and practices	<ol style="list-style-type: none"> Common challenges identified and prioritized Plan developed Initial solutions developed 	Next Management Team	<ul style="list-style-type: none"> All Staff Next Level Champions 	<ul style="list-style-type: none"> Align with A4 	<ol style="list-style-type: none"> 12/01/2019 01/01/2020 02/01/2020

RISKS & MITIGATION – Goal D	
Risk	Mitigation
Lack of understanding target populations	Identify and partner with local population experts; look to TAP-BASC committee for guidance and best practice modeling
Missing or dated technology	Work with partner organization and population experts to identify and integrate assistive technology; plan to incorporate assistive technology
Cross-agency engagement	Work with partner organizations to develop the best approach; plan for flexibility for smaller agencies; BASC committee should be representative of the entire region – as defined by each agency