STATE OF NEVADA

GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

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CARSON CITY, NEVADA 89713
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BRIAN SANDOVAL
GOVERNOR

LUTHER W. MACK, JR.
CHAIR

NOTICE OF PUBLIC MEETING

Meeting is subject to the provisions of the Nevada Open Meeting Law – **NRS 241.020**

PUBLIC ENTITY:	**Governor's Workforce Development Board** (GWDB)
DATE AND TIME:	Thursday, **October 20, 2016** at **2 p.m.**
LOCATION:	**Department of Employment, Training and Rehabilitation** 2800 E. St. Louis Avenue – *Conference Room #C* Las Vegas, NV 89104
VIDEOCONFERENCE:	**Department of Employment, Training and Rehabilitation** 500 E. Third Street – *SAO Auditorium* Carson City, NV 89713 1-877-810-9415 Access Code 7521358

Below is an agenda of all items to be considered. **Action may be taken on items noted **FOR POSSIBLE ACTION*.** Items on the agenda may be taken out of order presented; items may be combined for consideration by the public body; and, items may be pulled or removed from the agenda at any time at the discretion of the Chairperson.

AGENDA

1.	**CALL TO ORDER - OPENING REMARKS**	*Luther Mack* Chair
2.	**ROLL CALL- CONFIRMATION OF QUORUM**	*Kristine Nelson* DETR's State Board Liaison
3.	**VERIFICATION OF PUBLIC POSTING**	*Kristine Nelson*
4.	**FIRST PUBLIC COMMENT(S)** Members of the public are invited for comment(s). **NO** action may be taken on a matter during public comments until the matter itself has been included on an agenda as an item for *possible action*, and properly noticed pursuant to **NRS 241.020**. Due to time constraints, the Chair may limit public comments to **three (3) minutes/person**. Please clearly state and spell your full name.	

5.	****FOR POSSIBLE ACTION*** **APPROVAL:** Approval of the **July 21, 2016** Governor's Workforce Development Board (GWDB) meeting minutes	*Luther Mack* Chair
6.	**** FOR POSSIBLE ACTION*** **RATIFICATION:** ***Nevadaworks'* Local Plan –** Ratification of the northern Local Workforce Development Board's *Local Plan*	*Luther Mack*
7.	****FOR POSSIBLE ACTION*** **RATIFICATION:** ***Workforce Connections'* Local Plan –** Ratification of the southern Local Workforce Development Board's *Local Plan*	*Luther Mack*
8.	**** FOR POSSIBLE ACTION*** **RATIFICATION:** **State Compliance Policies (SCP)** – Ratification of three (3) State Compliance Policies **–Items 8(A) through 8(C).**	*Luther Mack*
9.	**** FOR POSSIBLE ACTION*** **RATIFICATION:** **GWDB's bylaws** – Ratification of the Governor's Workforce Development Board's (GWDB) revised bylaws.	*Luther Mack*
10.	**INFORMATIONAL/DISCUSSION** **DETR's Director Updates** – *Briefing re: construction workforce.*	*Don Soderberg* Director - Department of Employment, Training and Rehabilitation (DETR)
11.	**INFORMATIONAL REPORTS** (Documentation provided only; no presentations, unless time permits)	
	a. DETR's Research and Analysis Bureau: Economic updates	*Bill Anderson* DETR's Chief Economist
	b. Workforce Connections: Southern LWDB's quarterly report and updates	*Ardell Galbreth* Executive Director – Workforce Connections
	c. Nevadaworks: Northern LWDB's quarterly report and updates	*John Thurman* CEO - Nevadaworks
	d. DETR's Financial Management: WIOA Analysis of Expenditures for SFY 15/16	*Jennifer McEntee* DETR's, C.F.O.
12.	**SECOND PUBLIC COMMENT(S)** Members of the public are invited for comment(s). **NO** action may be taken on a matter during public comments until the matter itself has been included on an agenda as an item for *possible action*, and properly noticed pursuant to **NRS 241.020**. Due to time constraints, the Chair may limit public comments to **three (3) minutes/person**. Please clearly state and spell your full name.	
13.	**ADJOURNMENT**	

NOTE: Persons with disabilities who require reasonable accommodations or assistance at the meeting should notify the Donna Roma in DETR Director's Office, in writing at: 2800 East St. Louis Ave Las Vegas, NV 89104; or, should call (702) 486-6511; if hearing impaired, dial TTY (800) 326-6868 or Nevada Relay 711; or send a fax request to (702)486-6426 as soon as possible and ***no later than close of business* on Friday, October 14, 2016.**

Governor's Workforce Development Board Members

Debbie Banko Business – Clark County Link Technologies	**Shelley Hendren** Nevada Department of Employment, Training and Rehabilitation– Core Program Administrator - DETR's Rehabilitation Division	**Michael Roberson** Nevada State Legislature - State Senator
Dana Bennett Business – Washoe County Nevada Mining Association	**Cory Hunt** Business – Statewide Governor's Office of Economic Development	**Patrick Sheets** Business – Clark County Global C2 Integration Tech
Stewart "Mac" Bybee Workforce/Labor - Statewide Association of Builders and Contractors	**Marilyn Kirkpatrick** Local Elected Official Clark County Commissioner	**Stephen Silberkraus** Nevada State Legislature - State Assemblyman
Jo Cato Business – Clark County Periwinkle Media Group	**Todd Koch** Workforce - Labor No. Nevada Buildings & Construction Trades Council	**Don Soderberg** Nevada Department of Employment, Training and Rehabilitation– Core Program Director - DETR
Jolene Dalluhn Business – Washoe County Quest Counseling	**Horacio Lopez** Business – Clark County So. Nevada Courier Services	**William 'Bill' Stanley** Workforce /Labor – No. Nevada So. Nevada Building and Construction Trades Council
Oscar Delgado Local Elected Official Reno City Councilman	**Dr. Luther Mack, Jr. - *Chair*** Business – Washoe County WLM, LLC.	**Dr. Alan Walker** Workforce/Labor/Apprenticeship Programs - Sierra Nevada College - President
Dave Ellis Business – Clark County DB Electric, LLC/Communication Electronic Systems, LLC.	**Manny Lamarre** Governor/Designee Office of Governor Brian Sandoval	**William 'Bill' Welch** Business - Statewide Nevada Hospital Association
Steve Fisher Nevada Department of Health and Human Services – Core Program Administrator – DHHS' Welfare and Support Services Division	**Jim New** Truckee Meadows Community College - Interim Vice President Workforce/Labor/Apprenticeship Programs	**Kris Wells** Business – Washoe County AT&T
Larry Harvey Business – Carson City Click Bond, Inc.	**Mike Raponi** Nevada Department of Education – Core Program Nevada Department of Education	

Notice of this meeting was posted *on or before 9 a.m. on the third day prior to the meeting* at at least three (3) of the following locations: DETR, 2800 E. St. Louis, Las Vegas, NV; DETR, 500 East Third St., Carson City, NV; DETR, 1325 Corporate Blvd., Reno NV; NEVADA JOBCONNECT, 3405 S. Maryland Parkway, Las Vegas, NV; NEVADA JOBCONNECT, 4500 E. Sunset Road #40, Henderson, NV; NEVADA JOBCONNECT, 2827 N. Las Vegas Blvd., North Las Vegas, NV; NEVADA JOBCONNECT, 1929 N. Carson St., Carson City, NV; NEVADA JOBCONNECT, 172 Sixth St., Elko, NV; NEVADA JOBCONNECT, 480 Campton St., Ely, NV; NEVADA JOBCONNECT, 121 Industrial Way, Fallon, NV; NEVADA JOBCONNECT, 475 W. Haskell, #1, Winnemucca, NV; NEVADA JOBCONNECT, 4001 S. Virginia St., Suite G, Reno, NV; NEVADA JOBCONNECT, 2281 Pyramid Way, Sparks, NV; GRANT SAWYER OFFICE BUILDING, 555 E. Washington Ave., Las Vegas, NV; LEGISLATIVE BUILDING, 401 S. Carson St., Carson City, NV; NEVADAWORKS 6490 S. McCarran Blvd., Building A, Unit 1., Reno, NV; WORKFORCE CONNECTIONS, 6330 West Charleston Blvd. #150, Las Vegas, NV.

Notice of this meeting was posted *on or before 9 a.m. on the third day prior to the meeting* on the Internet at:
DETR's Public Meetings website - www.nvdetr.org, http://nvdetr.org/publicmeetings.htm; and Nevada's Public Notice website at https://notice.nv.gov/, as required by NRS 232.2175.

Supporting public material provided to Committee members for this meeting is posted on DETR's Web site at www.nvdetr.org, http://nvdetr.org/publicmeetings.htm, and may be requested from the Director's Office at 500 E. Third Street, Carson City, Nevada 89713; or call (775)684-3911; or fax (775)684-3908 ***on or before the close of business* on Friday, October 14, 2016.**

STATE OF NEVADA
GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

***fka* Governor's Workforce Investment Board (GWIB)**
Thursday, July 21, 2016 – 2:00 p.m.

Department of Employment, Training and Rehabilitation
500 E. Third Street – SAO Auditorium
Carson City, NV 89713

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

Department of Employment, Training and Rehabilitation
2800 E. St. Louis Avenue – #C
Las Vegas, NV 89104

MINUTES OF MEETING

Present: Dr. Luther Mack (Chair), Stewart "Mac" Bybee, Jo Cato, Jolene Dalluhn, Councilman Oscar Delgado, Dave Ellis, Steve Fisher, Larry Harvey, Shelley Hendren, Commissioner Marilyn Kirkpatrick, Manny Lamarre, Todd Koch, Horacio Lopez, Jim New, Mike Raponi, Patrick Sheets, Bill Stanley, Assemblyman Stephen Silberkraus, Don Soderberg and Alan Walker

Absent: Debbie Banko, Dana Bennett, Cory Hunt, Senator Michael Roberson, William Welch, and Kris Wells

Also present: Kristine Nelson (DETR), Dale Erquiaga (Office of Governor Brian Sandoval), Grant Nielson (DETR/ ESD Program Chief), Cloyd Phillips (CSA), Milt Stewart, (Nevadaworks), and Richard Villalobos (Workforce Connections)

1. OPENING REMARKS

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

2. ROLL CALL - CONFIRMATION OF A QUORUM

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

3. VERIFICATION OF PUBLIC NOTICE POSTING

Kristine Nelson affirmed that the agenda and notice of the Governor's Workforce Development Board meeting on April 21, 2016 was posted pursuant to Nevada's Open Meeting Law, NRS 241.020.

4. FIRST PUBLIC COMMENT(S) NOTICE

Chair Mack read the notice into the record as follows: "Members of the public are invited to comment at this time; however, no action may be taken on any matters during public comment until the matter itself has been included on an agenda as an item for possible action. At my discretion, in the interest of time, public comments will be limited to three minutes per person."

Chair Mack invited comments from Carson City, Las Vegas or via telephone. There were none.

5. *APPROVAL OF MINUTES

Chair Mack called for a motion to approve the April 21, 2016 draft minutes of the Board as submitted.

It was moved by Mike Raponi and seconded by Alan Walker to approve the April 21, 2016 draft minutes. Motion carried.

DRAFT

6. *FOR POSSIBLE ACTION – <u>WIOA Unified State Plan – U.S. DOL. Revisions</u>

Steve Fisher, Administrator, DHHS-DWWS, the Chair of the WIOA Governance Work Group, outlined the history of the Plan's development. On February 18th, this Board approved the WIOA Unified State Plan and submitted it to the Federal Government on March 3rd. The Federal Government had 90 days to review and approve the Plan. The Governor received a letter of approval for the Plan on May 31st with conditions. Twenty-eight (28) deficiencies were identified for remediation. The Governor's Work Group made the necessary revisions to the Plan. The revisions were presented to the Executive Board and approved last week. The Plan is before the full Board today for ratification.

Marilyn Kirkpatrick referred to citations in the Plan and asked whether they were reviewed in order to verify that they applied. **Mr. Fisher** shared his recollection that there were policy discussions, however he could not recall specific citations in need of review. **Mike Raponi** recalled that Executive Committee unanimously endorsed the Plan and that he could not recall any pending issues.

<u>It was moved by Don Soderberg and seconded by Jim New to ratify the WIOA Unified State Plan as approved by the Board's Executive Committee. Motion carried.</u>

7. *FOR POSSIBLE ACTION – <u>Industry Sector Councils – Additions/Revisions</u>

Dale Erquiaga, Chief Strategy Officer, Office of Governor Brian Sandoval was present by phone to answer any questions. **Bill Stanley** stated that during the Executive Committee meeting, there was an approved motion to add a sector council for construction. There was consensus agreement that this action had occurred.

<u>It was moved by Don Soderberg and seconded by Mike Raponi to ratify the addition of a Construction Sector Council to be established as approved by this Board's Executive Committee. Motion carried.</u>

8. *FOR POSSIBLE ACTION – <u>State Compliance Policies (SCP) – Six (6) State Compliance Policies (new and revisions) for Review and Approval. Items 8(A) through 8(F) Sector Councils – Additions/Revisions</u>

Shelley Hendren addressed Policy 1.4, under One-Stop Delivery System B, Number 1, where it discusses the affiliate sites as opposed to one-stop sites. It was discovered that A, B, C and D under Number 1 are not consistent with WIOA, nor are they consistent with Policy 1.20, which is the policy governing affiliate sites. She proposed an amendment to remove small letter a, b, c and d under 1(b)(1).

<u>It was moved by Shelley Hendren and seconded by Don Soderberg to accept Policy 1.4 with the change that on page 1 going into page 2, under Section 1, One-Stop Delivery System, Letter B, Number 1, that A, B, C and D be removed. Motion carried.</u>

<u>It was moved by Horacio Lopez and seconded by Shelly Hendren to ratify State Compliance Policy 1.4 as amended, State Compliance Policy 1.8, State Compliance Policy 1.12, State Compliance Policy 1.20, State Compliance Policy 2.2, and State Compliance Policy 2.3.</u>

<u>Discussion</u>:

Bill Stanley noted that State Compliance Policy 2.3 contains a notation in the revised notes from the State that states, "WIOA eliminated the requirement for establishment of a youth council. However, the local board may choose to establish a standing committee." He asked whether a member of staff wished to comment on this recommendation**. Grant Nielson, DETR's ESD Program Chief**, clarified that this language comes straight from the law. The intent of the law is that the local boards have a choice as to whether or not they establish a standing committee for youth. In this case, both local boards have established a standing committee or a version of it in each local area. The policy is in place to provide the option to do so.

<u>Motion carried.</u>

DRAFT

9. INFORMATION/DISCUSSION PRESENTATION: <u>Local Workforce Development Boards: Youth Services Presentation.</u>

Ricardo Villalobos, Director, Workforce Connections, Milt Stewart, Program Manager, Nevadaworks were present to provide the report. **Mr. Villalobos** began the presentation. Highlights included:

- Two youth populations are targeted via WIOA.
- Each require eligibility criteria to qualify for the programs
  - Out-of-school youth
    - Must be between the ages of 16 to 24
    - Not attending school (as defined by state statutes)
    - Must meet at least one of the following criteria:
      - Dropped out of school
      - Obtained a secondary diploma or equivalent but is low income and basic skills deficient or English language learner
      - Juvenile
      - Homeless/Runaway
      - In or aged out of foster care
      - Pregnant or parenting
      - Individual with disability and/or low income and requires additional assistance to enter or complete an educational program or to secure or hold employment
    - Seventy-five percent of funding is targeted for out-of-school youth
  - In-school youth
    - Must be between the ages of 14 to 21
    - Attending school
    - Must meet at least one of the following criteria:
      - Basic skills deficient
      - English language learner
      - Homeless/Runaway
      - In or aged out of foster care
      - Pregnant or parenting
      - Individual with disability and/or low income and requires additional assistance to enter or complete an educational program or to secure or hold employment
    - Twenty-five percent of funding is targeted for in-school youth
  - WIOA Youth Programs include:
    - Education services
    - Training services
    - Employment services
    - Supportive services
    - Follow up services (at least 12 months)
  - Workforce Connections (SNWDB) Youth Programs include:
    - Youth One-Stop Affiliate Sites
      - North/West – Nevada Partners, Inc., (NPI)
      - South/East -- SNRHA
      - Boulder City/Laughlin – St. Jude's Ranch for Children
      - Lincoln County – Lincoln County
      - Nye & Esmeralda Counties – Nye Communities Coalition
    - Workforce Connections (SNWDB) Special Population Youth Programs Include:
      - Youths with Disabilities – Goodwill of SNV
      - Foster/Former Foster Youth – Olive Crest
      - Pre-Entry – NPI
    - YouthBuild Las Vegas Program

DRAFT

Mr. Stewart reviewed specific programs:

- Community Service Agency (CSA)
  - Target population: Washoe County youth
  - Provide education, soft skills, work experience and job placements to urban youth
- Truckee Meadows Community College Youth Out of School Program (YOS)
  - Target population: Low income Washoe County youth aged out of foster care, pregnant or parenting, and/or with disabilities
  - Provide pre-employment activities with a cash incentive for completion in 1st semester and provides youth with a work experience in 2nd semester
- Community Chest, Inc., EMPOWERing Lives
  - Target population: Storey and Lyon County Youth
  - Provide soft skills and occupational training, work experience and supportive services to youth in these isolated areas
- JOIN, Inc., Workforce 60
  - Target population: Low income youth in the 12 rural counties within Nevadaworks' geographical territory
  - Provide high school equivalency attainment, work readiness, occupational skills training and work experiences that focus on in-demand sectors with the objective of obtaining employment that pays a living wage
- Northern Nevada Electrical Workers Joint Apprenticeship and Electrical Committee (NNEJATC) Electrical Apprenticeship Program
  - Target population: Low income Washoe County youth who are school dropouts, basic skills deficient or English language learners, involved with justice system or pregnant or parenting
  - Provide occupational skills training concurrently with on-the-job training as an electrical apprentice, so their youth clients learn a trade while they earn a living wage
- Northern Nevada Literacy Council (NNCL) Learn and Earn
  - Target population: Washoe County youth
  - Provide wraparound services including high school equivalency attainment, drop-out recovery, employability skills and work experiences for hard to serve youth
- Nevadaworks Youth Council
  - Actively involved in making recommendations for serving youth clients
  - Currently assisting in the development of methods for establishing employer relationships to increase the availability and diversity of work experience opportunities available to youth

In response to a question regarding how the success of the program is rated in relation to costs, **Mr. Villalobos** stated that the Department of Labor has predetermined performance outcomes which ultimately determine the success of the programs. Under WIOA, requirements include placement, retention, average earnings, credential rates and skills gains. The cost per participant varies depending on the population and is estimated to range between $3,500 to $6,500.

Mr. Stanley asked about the process of providing the services and specifically whether a high school could implement its own program. **Mr. Villalobos** stated that high schools could create their own program. However, there is a competitive procurement process for service providers. This process takes place on an annual basis. However, there are times such processes are announced throughout the year, depending on funding and need.

Alan Walker referred to the list of metrics used to measure the performance of programs. He asked for a summarization of the success of the programs in general during the last couple of years against the metrics described. **Mr. Villalobos** referenced to the last quarter totals, the measure was 69 percent for placement, employment and education for youth. The measure obtained was 63.4. This was not necessarily a failure, as there was an 80 percent allowance to meet the measure. Therefore, the measure was met, although shy of the 69 percent goal. Numerically, this represents 1,160 youth out of 1,829. As far as obtainment of degree or certificate, the measure determined by the Department of Labor of the State was 61 percent. The State reached 66.1 percent, reflecting an exceeding of the measure for the third quarter. This represents 1,004 youth out of 1,520. For literacy and numeracy gains, under WIA, the required measure 43 percent. The State hit the 54.1 percent mark for the third quarter. This represents 288 youth out of 532 who were within the measure.

DRAFT

10. INFORMATIONAL ITEMS/REPORTS

a. **DETR Research and Analysis Bureau's Economic updates**
b. **GWDB Industry Sector Council reports and updates**
c. **Workforce Connections -- Southern LWDB's quarterly report and updates**
d. **Nevadaworks -- Northern LWDB's quarterly report and updates**
e. **WIOA Analysis of Expenditures for SFY 15/6**

(The submitted written reports for items 10(a) through (e) are provided in lieu of oral presentation)

11. PUBLIC COMMENTS NOTICE (SECOND)

Chair Mack read the statement into the record: "Members of the public are invited to comment at this time; however no action may be taken on any matters during public comment until the matter itself has been included on an agenda as an item for possible action. In my discretion, in the interest of time, public comment will be limited to three minutes per person." He invited comments from Carson City, Las Vegas or on the telephone. There were none.

12. ADJOURNMENT

The July 21, 2016 meeting was adjourned.

DRAFT

Local Plan Summary

Nevadaworks

NOTE: This local plan was approved by the **Governor's Workforce Development Board's *Executive Committee*** at its **September 9, 2016** public meeting.

As part of the Workforce Innovation Opportunity Act (WIOA) of 2014, section 108 (a) Each local board shall develop and submit to the Governor a comprehensive 4-year local plan, in partnership with the chief elected official. The local plan shall support the strategy described in the State plan in accordance with section 102(b)(1)(E), and otherwise be consistent with the State Plan.

Workforce Investment Support Services' (WISS) reviewed Nevadaworks' submitted plan and determined that it meets the content requirements outlined in WIOA section 108 (b-d). This plan contains analysis of the economics conditions, in-demand sectors and occupations, knowledge and skills needed to meet the demands of the labor market, and activities to be carried out including the strength and weakness. The plan also includes how the board will partner and expand access for the core programs, the One Stop system and the actions the local board will take towards remaining a high-performing board. Nevadaworks' has complied with the posting of this plan for 30 days and received no comments.

Northern Nevada
Local Workforce Development Board
Four-Year Plan

Workforce Innovation and Opportunity Act (WIOA)
Title I, Subtitle A, Chapter 2

July 1, 2016 through June 30, 2020

Nevadaworks
6490 South McCarran Boulevard
Building A, Suite 1
Reno, Nevada 89509-6119

(775) 337-8600

TABLE OF CONTENTS

LOCAL AREA PLAN

Section 1	Strategic Planning Elements, including Special Target Population	1-9
Section 2	Local Area Workforce Development System	9-10
Section 3	Core Program Partners	10
Section 4	Business-Driven Services	10-11
Section 5	Economic Development Alignment	11
Section 6	One-Stop Delivery System	12
Section 7	Adult and Dislocated Workers	13
Section 8	Coordination with Statewide Rapid Response Activities	13
Section 9	Youth Services	13-14
Section 10	Coordination with Secondary and Post-Secondary Education Programs	14
Section 11	Provision of Transportation and Other Supportive Services	14-15
Section 12	Coordination with WIOA Title III Wagner-Peyser Services	15
Section 13	Coordination with WIOA Title II Adult Education and Literacy Services	15-16
Section 14	Coordination with WIOA Title IV Vocational Rehabilitation Services	16
Section 15	Designation of Nevadaworks Local Workforce Development Board	16
Section 16	Competitive Process for Awarding WIOA Title I Contracts	17
Section 17	Local Performance Measures	17
Section 18	High-Performing Board Actions	18
Section 19	Training Services	18-19
Section 20	Public Comment Process	19
Section 21	Transition to Integrated Management Information System	19
Section 22	Other Information	19

ATTACHMENTS

A – 2016-2020 Local Workforce Plan Assurances

B – LOCAL Workforce Plan Certification

C – Public Comment

D – Designation Letter from the Governor

NEVADAWORKS LOCAL WORKFORCE DEVELOPMENT 4-YEAR PLAN
July 1, 2016 – June 30, 2020

1. Description of the strategic planning elements consisting of:

A. An analysis of the regional economic conditions including:

The region of Northern Nevada includes thirteen counties, as shown in green on the map below. Population centers are connected by Interstate 80, Interstate 580, and State Highway 50. The region is covered by vast open spaces and numerous mountain ranges. Major waterways are Truckee River, Lake Tahoe, Pyramid Lake, Carson River, Walker River, several reservoirs, Humboldt River, and Ruby Lake. Fallon is home to the Naval Air Station. A number of Native American reservations and colonies are located throughout the region. At both sides of the region, the largest population centers are found – Reno/Sparks/Carson City in the west and Elko in the east. While the state's greatest population center is the Las Vegas metropolitan area in the south, western Nevada communities are well connected with California cities, and eastern Nevada is connected closely with Utah and Salt Lake City. Building a larger main thoroughfare from Las Vegas to Reno, while discussed for years, has not materialized. The diversity of land, people and, now, economic opportunity, gives the area a truly unique character.

i. Existing and emerging in-demand industry sectors and occupations; and

According to the Nevada Unified Plan released in early 2016, the current in-demand industries and occupations are:

In-Demand Industries

- Specialty trade contractors
- Professional, scientific and technical services
- Ambulatory health care services
- Electrical equipment, appliance and component manufacturing
- Educational services

In-Demand Occupations

- Carpenters
- General and operations managers
- Registered Nurses
- First-line supervisors and managers of construction trades and extraction work
- Maintenance and repair workers (general)
- Electricians
- Truck drivers, heavy and tractor-trailer
- Painters, construction and maintenance
- Construction Manager
- Accountants and auditors

Of the seven emerging industries listed in the Nevada Unified plan, four sectors currently are prevalent in Northern Nevada. They are listed below along with the various occupations related to these fields.

Health Care and Medical Services: Registered nurses, home health aides, nursing aides, orderlies and attendants, medical assistants, medical secretaries, licensed practical and vocational nurses.

Information Technology: Software developers, cyber security/IA professionals, network/systems administrators, healthcare IT technicians, and database administrators.

Manufacturing and Logistics: Manufacturing - Machinists and metal workers, welders, cutters, solders and brazers, team assemblers, first-line production supervisors, general and operations managers, helpers and production workers; Logistics and Operations - Laborers and freight, stock and material movers, office clerks, customer service representatives, stock clerks, order filers, general and operations managers, bookkeeping, accounting and auditing clerks; and

Mining and Materials: Equipment operators, diesel mechanics, underground miners, electrician/instrumentation technicians, process operators, fixed maintenance mechanics, and lab technicians.

These trends were seen during Program Year 2014 when 85% of training funds in Northern Nevada were spent in the fields of Health Care/Medical, Logistics/Operations, Business/IT, and Manufacturing.

ii. The employment needs of employers in those industry sectors and occupations;

In general, all employers demand their workers to have soft skills at a minimum. Some even have said that as long as they have these, the job-specific skills can be taught on the job. Basic skills required by employers are the communication skills of reading, writing, and listening. Certain sectors require more than basic computer literacy, as technical and automated work environments use higher levels of computer processing. Math and science proficiencies are needed in other fields, as well. The health care industry requires certain credentials and certifications such as those for nurses, nursing assistants, radiology technicians, pharmacy technicians, and dental hygienists. Manufacturing and Logistics need people with certifications as truck drivers, forklift operators, and hazardous materials handlers, just to name a few. Many employers need workers who can think critically, solve complex problems, work in teams, and provide excellent customer service.

Employers in rural and frontier areas of Northern Nevada need people willing to work in these remote places. Depending on the kind of industry, companies also need people willing to work swing and graveyard shifts or other lengths of time such as 10 days on, 10 days off.

It is up to the local service and training providers, especially those funded with WIOA money, to continue to prepare candidates for the Northern Nevada job market. By continuously communicating with employers and service providers, and facilitating communication between those entities, Nevadaworks will promote the alignment of employer needs and labor force skills match. The Nevadaworks Board and its partner organizations continue to study the needs of the emerging industries and work to align the educational and training capacity of the region to meet these needs.

B. An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations;

Employers in the region, including those from the most sought after sectors and occupations, all need people who are trainable and willing to learn, as the continued advancements in technology and social media will force everyone to stay abreast of the latest developments. People with transferrable skills from other lines of work, including veterans, are highly desirable because less time is needed for new hire training. Employers who commit to hiring the majority of their workers locally expect the pool of applicants to have the basic foundations, which now include more advanced computer skills and social media savvy. As more job announcements appear requiring a bachelor's degree at minimum, the number of state residents with a college degree will need to increase. Children in public and private schools, and those being home-schooled, have more resources now than ever before to explore career pathways, choose STEM courses, and work with computers. As the pool of candidates locally becomes employed, employers will need to find more creative sources for applicants. This is already happening in some sectors.

As noted in the State Unified Plan, continued research into the skills and credentialing needs of Nevada employers is ongoing and will be accomplished by working closely with educators, economic development, labor and community organizations, and by the sector councils engaging in candid discussions with Nevada's employers and industries and measuring said needs via surveys.

C. An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

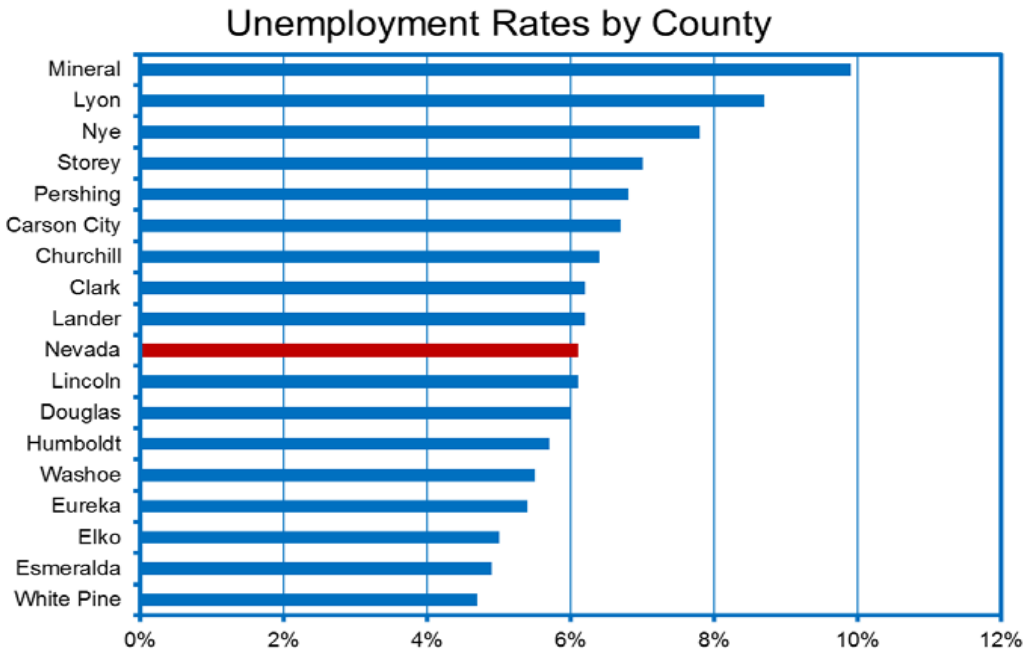
According to the American Community Survey conducted by the U.S. Census Bureau, Nevada ranks 34th in the county for median family income ($60,824). Median earnings for full-time, year-round female workers (in 2014 inflation adjusted dollars) were $35,993, ranking 31st. The median earnings of their male counterparts, however, were $42,294, ranking 42nd in the country.

In the 3rd quarter of 2015, employment gains in Washoe County were above the national average. While this is terrific news, the Census Bureau estimates that as of July 1, 2015, 15.4% of Washoe County residents lived below the poverty level. Three other areas in the northern region had higher levels of poverty (Carson City 19.3%, Mineral County 19.0%, Pershing County 18.5 %).

With an employment to population ratio of 67.3% for Nevadans age 16-64, the state ranks 34th. 74% of the same age group is in the labor force (including the Armed Forces), which is only 30th among the states and Washington, DC. According to the U.S. Department of Labor's Bureau of Labor Statistics (BLS), September 2010 marked the highest unemployment rate (13.7%) in Nevada in this century. Five years later, the rate dropped impressively to 6.6%. In April of 2016, the state's unemployment rate had fallen even more, to 5.8%.

As noted in the Nevada State Unified Plan prepared in early 2016, the Reno-Sparks Metropolitan and Statistical Area (MSA) added 5,900 jobs in 2015, resulting in a 2.9 percent growth rate. Job growth in Carson City, the state's smallest MSA, added 100 jobs during 2015, equating to a 0.5 percent growth rate.

At the end of 2015, six of the counties in the Northern Nevada region had unemployment rates lower than the state average of 6.4%, as seen in the following figure from the Nevada State Unified Plan. Carson City and the other six counties in the region were below this state average.



Unemployment Rates at the end of 2015, Nevada Counties

In terms of labor market trends, Northern Nevada appears to be poised for significant growth, especially in the five westernmost counties (Carson, Douglas, Lyon, Storey, Washoe). The Economic Development Authority of Western Nevada (EDAWN) recently released the Economic Planning Indicators Report (EPIC). An analysis of socioeconomic trends through 2019 shows there is still room to grow in this area of Nevada as more businesses choose to relocate or invest in major expansion here. Most notable is the development in the Tahoe Reno Industrial Center east of Reno, located primarily in Storey County with a portion in Lyon County. The Tesla Gigafactory is being built there now. Other companies such as Great Call, Nutrient Food, Clear Capital, Cenntro Automotive, and Switch are expanding in or coming to the western part of Nevada. More is expected in addition to these, as the clustering effect takes hold. These highly technologically advanced workplaces require a highly skilled and educated workforce.

Other labor market trends are in healthcare and mining. As the population in Northern Nevada ages, and retirees continue to move here, the demand for more residential, medical and related services grows. The mining industry, always a constant in Nevada's economy, fluctuates with employment cycles. When the recession hit Nevada beginning in December 2007, the mining industry flourished. It can be expected to slow as the prospects for the other sector of the region's economy pick up. But as mineralogical resources are literally landlocked, mining companies will remain in Nevada, unlike other companies that can leave if their fortunes fall over time.

The American Community Survey reported in 2014 that only 85.1% of Nevadans 25 years of age and older had completed high school. That same year, only 23.1% of Nevadans age 25 or older had earned a bachelor's degree, and just 7.9% held an advanced degree.

During the 2015-16 school year, the Nevada Department of Education calculated that 38 students dropped out of school every day, up from 36 the year before. For the class of 2015, Churchill County had the lowest high school graduation rate in the northern region at 67.2%, below the state average of 70.77%. Carson City, Lyon County, and Washoe County each had graduation rates under 75% that year. But rates were not all bleak in other parts of the northern region. Mineral County graduated 88.89% of its students; Douglas County, 90.61%; and Eureka County, 100%.

Further examination of BLS data for Nevada reveals information relevant to better understand the labor pool. In the four quarters starting the second quarter of 2015 and ending the first quarter of 2016, the six measures of labor underutilization (e.g., U1, U2, U3, U4, U5 and U6) for the State were some of the lowest in the country. The broadest two measures of labor underutilization are U5 and U6, which both include "discouraged workers." These are people who are not in the labor force, but who want to be and are available and have looked for a job at some point in the prior 12 months. People who are employed part-time for economic reasons, also known as "involuntary part-time workers," additionally are included in U6. Nevada's measure for U5 during this period was 7.8%, compared to the U3 figure of 6.8%. (U3 is the commonly used measure for unemployment rates in the United States.) Simultaneously, Nevada's U6 was 13.4%. The larger the difference between U5 and U6, the greater the amount of involuntary part-time workers. These likely are the very people who can benefit most from WIOA services. Nevada's gap of +5.6 percentage points between U5 and U6 during this period of time was the largest in the nation, with a national average of +3.9.

Nationally, the unemployment rate for Native Americans and Alaskan Natives has been nearly twice as high as the national rate. At the end of 2014, U.S. News and World Report wrote about the disproportionate rates of poverty and unemployment in a subpopulation that comprises only about 2% of the nation's residents. For the southwest region of the country (in which Nevada is located), unemployment rates were even higher than for the native population in other parts of the country, according to the Economic Policy Institute in its December 2013 article entitled, *High Unemployment Means Native Americans are Still Waiting for an Economic Recovery*. Barriers to employment for Native American and Alaskan Native residents in Northern Nevada must be addressed more extensively.

Some of the unemployed who would like to be employed and other underutilized workers in Northern Nevada live with various disabilities. The American Community Survey in 2014 found 13.4% of all Nevadans have a disability, and 40.9% of them are employed. Three counties in Northern Nevada are home to a higher percentage of persons with disabilities. Mineral County's population in that year had 19.8% of its residents living with a disability. Storey County had 15.2%, and Churchill County had 14.2%. Eureka County and Lander County's percentages of population with a disability were less than half the state average, at 4.7% and 6.3%, respectively.

The Nevada Governor's Council on Developmental Disabilities recently gathered input from interested individuals throughout the State as part of preparing its 5 Year State Plan for 2017-2021. Individuals with disabilities were the most represented population in the survey. Employment and training ranked highly in the basic findings. Specifically, the most common answer when asked what people needed to obtain access to services, education/training, and health was "a better job/employment." Of the top three barriers to getting what the respondents need, "employment" was listed third as part of "lack of resources/services."

In preparation for its State Plan for Rehabilitation Services Program FFY 2015, Nevada's Division of Vocational Rehabilitation and State Rehabilitation Council conducted a needs assessment. Some of the most salient needs uncovered in the process were outreach to employers willing to hire persons with disabilities, interviewing skills training, services for individuals with psychiatric disabilities, job placement assistance, and reliable public transportation. Work tolerance needs reported by persons with disabilities included adjustment or transition to work, post-placement employee supports, and assistive technological needs when beginning employment. Underserved populations identified were transition students, individuals with autism spectrum disorders, and individuals with less severe disabilities. Transition-aged youth were found to need additional transition services.

Another group of people with barriers to employment are former inmates. According to the Nevada Department of Corrections (DOC), about 58% of men and women entering the prison system have not completed high school, and more than 78% enter incarceration with minimal job skills. Education and training programs have been quite successful for many inmates, and re-entry programs are highly desired. As of March 2016, there were 2,730 inmates on parole statewide. Of the 13,748 state inmates that month, an additional 2,852 were serving sentences from less than one year to less than 5-10 years. It is reasonable to assume a good number of these individuals will be released within the timeframe of this plan and settle in Northern Nevada. The DOC calculates that between 2011 and 2014, approximately 30% of released inmates recidivated within 36 months. This means nearly 70% continued living in the community, making new lives for themselves. At this time, only one re-entry program for ex-offenders in the community operates in Northern Nevada - Ridge House in Reno. The need to assist former inmates with job training continues to be great.

Finding employers willing to work with ex-felons is difficult. In a blog for ex-offenders, one advocate listed the top 10 jobs available to ex-offenders that do not necessarily require a background check or will hire people with felony records. In descending order, the jobs are:

1. "Get paid to" jobs	6. Telephone customer service
2. Privately-owned companies	7. Start own business
3. Independent contract work	8. Truck driver
4. Family business	9. Military
5. Temporary agency	10. UPS delivery driver

Another set of industries that offers opportunities for employment upon release, as found at www.HelpForFelons.org, are: Newspaper Contractor, Drilling and Oil, Fast Food, Trucking, Landscaping, and Construction. Workforce training programs in Northern Nevada are capable of providing training for most of these types of jobs, especially truck driving and entrepreneurial work.

The last group of persons with barriers to employment to be discussed in this plan is homeless residents of Northern Nevada. On January 29, 2015, the federally funded Rural Nevada Continuum of Care point-in-time count was conducted in Carson City and most of the rural counties of the state. This effort included a "street" count and motel count and interviews of homeless individuals as well as staff of agencies serving the homeless. In Carson, Churchill, Elko, Humboldt and Lyon Counties, 266 homeless encampments were counted. The largest number (143) was in Churchill County. Overall, 36% of the people interviewed became homeless due to job loss, no work, or unemployment. Having no job or no income was one of the top three reasons given when asked what prevented them from living in permanent housing. Of those interviewed, 80% said they held a high school degree or higher. Twelve percent of the interviewees were age 60 or above, while the rest were age 18-59. Fourteen percent of the interviewed reported being veterans. About 40% of the interviewees reported having a disabling condition, the majority of which were physical. Anxiety disorder was the most common condition reported by those with a mental health condition. Interviews were held only in Carson, Churchill, Elko, Humboldt, and Lyon Counties – all in Northern Nevada. These data illustrate the many different kinds of barriers to employment one might encounter in addition to being homeless in rural Nevada. The same is true for the urban homeless population in Northern Nevada. Linking workforce program participants with supportive services is a must.

D. An analysis of the workforce development activities (including education and training) in the region, including analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of the employers in the region;

Strengths include the following:

- Innovations through the Nevada Department of Education's Career and Technical Education unit with career pathways approach and dual enrollment programs (high school/college)
  Sierra Nevada Job Corps results
- Nevada Hospital Association results
- Employment placement rates for participants in CDL training programs
- Increased course offerings in rural counties through Great Basin College, Western Nevada College, Truckee Meadows Community College, and Western Governors University Nevada
- Interstate training agreements with California, Utah, and Arizona
- Priority given to veterans and their spouses

Weaknesses include the following:

- Few employers involved with work experience (WEX) placements for out-of-school youth and persons with disabilities
- Coordination between all one-stop system partners

Enhanced capacity to provide research-based programming continues to be seen through web-based approaches and interagency networking across counties. Increased state funding to improve 1- and 2-star schools in Nevada, as well as other school improvement efforts, are beginning to be realized. The Nevadaworks Board has a stake in seeing that these projects come to fruition and lessons learned are replicated.

E. A description of the Local Board's strategic vision and goals for preparing an educated workforce (including youth and individuals with barriers to employment), including goals related to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency; and

The Nevadaworks Board is in full support of the strategic vision and goals for preparing an education workforce as expressed by the Governor in the State Unified Plan and by the Nevada Department of Education (NDE) and State Board of Education. In the expansion of career and technical education (CTE), a Nevada Certificate of Skill Attainment is now available in addition to CTE programs of study. The 2015 Nevada Legislature backed these efforts with its $16.3 million appropriation for the next biennium. Furthermore, NDE has set an objective to increase the number of adult high school students who earn an adult standard diploma, certificate of high school equivalency, or vocational certificate from 4,528 to 5,240 by June 2017.

F. Taking into account analyses described in subparagraphs (A) through (D), a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in subparagraph (E).

Nevadaworks participates in the Governor's Workforce Development Board Governance Workgroup. One of the many responsibilities of this group is to oversee the implementation of the State Unified Plan. All core programs are represented in the membership of the group and have committed to improving the delivery of services in the One-Stop System and America's Job Centers Nevada.

2. A description of the workforce development system in the local area that identifies the programs that are included in the system and how the Local Board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E);

The Executive Director of Nevadaworks has created a diagram of all the entities involved in the workforce development system in its jurisdiction. This document, while too large to attach to the plan, has been viewed and discussed with members of the Nevadaworks Board. Board meetings include presentations from service providers and other entities in the larger system. Board members and staff are well-versed in the relationships between and among all the parts of the system and continually stay abreast of changes as they occur.

To view the diagram, go to: http://www.nevadaworks.com/wp-content/uploads/2016/05/Copy-of-One-stop-system.xlsx.

3. A description of how the Local Board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);

The Nevadaworks Board is committed to expanding access to services for all eligible residents in the region. It will publicize all request for proposals as widely as possible when funds are made available for new contracts. New applicants will be required to discuss the ways in which they will reach and serve eligible individuals who have barriers to employment. Funded programs will be required to stay abreast of best practices and work to offer new approaches when research reveals more effective service delivery methods. Nevadaworks intends to facilitate training for case managers in funded programs on best ways to assist persons with disabilities.

4. A description of the strategies and services that will be used in the local area-

A. In order to -

- **i. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;**
- **ii. Support a local workforce development system that meets the needs of businesses in the local area;**
- **iii. Better coordinate workforce development programs and economic development; and**
- **iv. Strengthen linkages between the One-Stop Delivery System and unemployment insurance programs; and**

The Nevadaworks Board and staff will seek best practices found in other parts of the country that may be replicated in Northern Nevada. The existing strategies and services that have been developed locally and found to be helpful will continue and be expanded where possible. One example of this is the Workforce Consortium in which Nevadaworks staff actively participate. This group engages business representatives in discussion about skills and knowledge needed to fill local business needs.

Another strategy will be for Nevadaworks staff to provide technical assistance for all new program providers at the beginning of each grant cycle so that client eligibility and performance documentation is error-free. Likewise, technical assistance will continue to be provided at regular intervals during each program year and whenever changes in policies or procedures occur. In this way, the education and training efforts of individuals receiving workforce investment services will be most effective.

Another strategy will be to start off the working relationship with the newly selected One-Stop Operator with comprehensive technical assistance and strategic planning so that all aspects of the system will be optimally functional from the outset. This includes strengthening linkages with unemployment insurance programs, youth and adult services, and outreach to underserved populations (including persons with disabilities or other barriers to employment).

B. That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in paragraph (1)(F);

The Nevadaworks board is open to new strategies that local providers are willing to undertake in creative ways of serving eligible youth and adults. While incumbent worker training has not been a priority is recent years, it may be considered as regional economic factors evolve. Certainly customized training programs will be favored, especially for persons with unique needs and abilities. Career pathway initiatives will continue to grow as the state's public education system unveils more options for high school and adult education students. As always, Nevadaworks board members and staff are aware of the latest industry and sector strategies. Each sector council has a Nevadaworks employee in attendance as an ex officio capacity. As the economy continues to make an impressive comeback in Northern Nevada, board members will be open to a variety of strategies to better align services with employer needs.

5. A description of how the Local Board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services;

Staff members from two economic development groups - Northern Nevada Development Authority (NNDA) and Economic Development Authority of Western Nevada (EDAWN) - sit on the Nevadaworks Board. In addition to these organizations, Nevadaworks successfully has cultivated and maintains partnerships with Western Industrial Nevada, Nevada Small Business Development Center, all local area Chamber of Commerce offices, Board of County Commissioners, and the thirteen northern Nevada counties. Through these contacts and relationships, the Nevadaworks Board easily can promote coordination between workforce investment and development activities.

6. A description of the One-Stop Delivery System in the local area, including-

In 2007, Nevadaworks designated the Department of Employment, Training, and Rehabilitation as the operator of the Northern Nevada One-Stop Center, Nevada JobConnect, in Reno. The Department oversees daily operations at the center. In the rural areas of northern Nevada, WIOA Title I programs and services are currently colocated within the JobConnect offices in Ely and Fallon. In Elko and Winnemucca, services are located at a service provider location within close proximity to the JobConnect office. WIOA Title I program services – Adult, Dislocated Worker, and Youth – are provided through contracted services providers.

A. A description of how the Local Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers;

Nevadaworks ensures continuous improvement of eligible service providers by incorporating performance and accountability elements into all contractual agreements and monitoring compliance with the contract elements.

B. A description of how the Local Board will facilitate access to services provided through the One-Stop Delivery System, including in remote areas, through the use of technology and through other means;

Board members are well aware that the remote areas of Northern Nevada often need more attention than they receive in terms of program resources. The Board is committed to reaching these areas equitably and promoting other One-Stop System Partners. Connected Nevada is another initiative with the goal of bringing internet access to all Nevadans. Consideration of what is being done in remote areas of other western states will be made throughout the span of this local plan. As part of the upcoming request for proposal process for the One-Stop Operator, applicants will be required to address this element in their proposals.

C. A description of how entities within the One-Stop Delivery System, including One-Stop operators and the One-Stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials, for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and

Future requests for proposals issued by Nevadaworks will require discussion of accessibility for individuals with disabilities (especially in technology and materials). Nevadaworks also will work with local agencies that specialize in serving persons with disabilities to conduct in-service training for case managers in programs that it funds.

D. A description of the roles and resource contributions of the One-Stop partners;

The roles and resource contributions of the current One-Stop Partners are laid out in the Memorandum of Understanding the Nevadaworks has with these entities.

7. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area;

Individualized career, training services, and follow-up services are all offered throughout Northern Nevada for participants in programs funded with adult and dislocated worker funds.

Strengths include the following:

- Current programs serve a range of clients from ex-offenders to registered nurses.
- Current programs serve a range of skills and interests such as machining, welding, truck driving, drug and alcohol counseling, nursing, computer office technology, and accounting.
- Consumer choice is achieved through multiple providers on the Eligible Training Provider List.
- Increased interest is seen in aligning employer needs and labor force training with the growth of the Tahoe Reno Industrial Center.

Weaknesses include the following:

- More training opportunities are needed for microenterprise and entrepreneurial skills.
- Follow-up services need to be documented more thoroughly in some cases.

8. A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(a);

The State of Nevada Rapid Response Team conducts rapid response activities, and service providers participate with this team. All rapid response activities are coordinated by and through the State Rapid Response Team. Mail-out information, telephone contacts and on-site presentations include information on WIOA Title I services. Information on services available through the WIOA Title I Dislocated Worker Program is provided to individuals affected by lay-offs and business closures.

9. A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities;

Programming for youth is available throughout the region. In the current program year to date, 26% of youth served by programs funded through Nevadaworks have a disability. The Youth Council is active and continues to work on issues facing Northern Nevada into the future.

Strengths include the following:

- Dedication of the staff serving youth in local programs is exemplary.
- More workforce investment activities are being offered to youth in rural counties than in the past.

- Programs often blend basic education with occupational and employment skills training to enhance participant success.

Weaknesses include the following:

- Region needs more work experience opportunities for youth and employer involvement.
- Many teens and young adults must travel long distances to access one-stop and other services (i.e., Lovelock to Fallon) with no easy access to transportation services.

One of the more successful models of youth workforce programming is that of Sierra Nevada Job Corps. As part of a national job corps network, the program in Reno is well known for its quality educational and hands-on career technical programming. Courses also are offered to assist students in transitioning to the workplace. Job placement rates tend to be high. The fact that services are offered at a residential campus enhances youth participation and service delivery. Another successful model is that of the Northern Nevada Electrical Workers Joint Apprentice and Electrical Committee. Nevadaworks funds this youth program which offers professional occupational instruction. Participants work as apprentices while taking classes, so they are able to earn while they learn. The job placement rate is impressive, as many of the young people have jobs before they exit the program.

10. A description of how the Local Board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid the duplication of services;

At the Board level, coordination of secondary and postsecondary education programs and workforce investment activities occurs through networking with and representation from these sectors. The Acting President of Truckee Meadows Community College (TMCC) is a member of the Nevadaworks Board. The dean of TMCC's Technical Sciences Division is active on the Manufacturing Sector Council of the Governor's Workforce Development Board. Also on this sector council is the Director of the Economic/Workforce Development Department of Western Nevada College. The head of the Nevada Department of Education's Office of Career, Training, and Adult Education (CTE) is a member of the Governor's Workforce Development Board. Nevadaworks board members and staff network often with these and other experts in the secondary and postsecondary education fields to stay abreast of the latest trends and assist coordination efforts with workforce investment activities.

11. A description of how the Local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area;

Each request for proposals includes a section for applicants to discuss assessment of client needs for supportive services. Contracted service providers are required to assist clients with these needs, either internally or through linkages with other community resources. Supportive services assistance includes, but is not limited to: transportation, child and dependent care, housing, emergency living expenses, medical and dental care, relocation, work-appropriate clothing, and tools.

An analysis of public transportation in Northern Nevada shows a lack of any such resource in three of the counties – Lyon, Mineral, and Storey. Public transportation and transportation for seniors and persons with disabilities exist in Elko, Humboldt, and White Pine Counties. Senior transportation is available in the Cities of Carlin and Wells and Eureka, Lander, and Pershing Counties. Non-seniors, including persons with disabilities, are allowed to ride if seats are available. Such arrangements clearly are not ideal because job-seekers need reliable daily round-trip access. While good public transportation exists in Reno/Sparks, Carson City, Fallon, Minden and in the Lake Tahoe communities, schedules and routes do not cover all areas and hours which job-seekers may need. The recent recession forced a reduction in routes and schedules at the area's largest public transportation company, Regional Transportation Commission (RTC). As the local economy continues to improve, it is expected that additional routes and extended schedules will be instituted. The Nevadaworks Board will advocate for enhanced public transportation throughout its region, including capacity for persons with disabilities and door-to-door service when possible because many employers are not located directly on bus routes. Furthermore, with the availability of new transportation services such as Uber and Lyft currently in the western part of the area, people have another option for getting to and from work. The Board also anticipates the creation of some form of transportation service to and from the Tahoe Reno Industrial Center as that area continues to expand in Lyon and Storey Counties.

12. A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the One-Stop Delivery System, to improve service delivery and avoid duplication of services;

As stated earlier, Nevadaworks participates in the Governor's Workforce Development Board Governance Workgroup. One of the many responsibilities of this group is to oversee the implementation of the State Unified Plan. All core programs are represented in the membership of the group and have committed to improving the delivery of services in the One-Stop System (America's Job Centers Nevada). Representatives from the Wagner-Peyser programs have been active participants from the beginning. Wagner-Peyser services are currently provided at JobConnect offices, and these offices will be included in the overall delivery of services in America's Job Centers Nevada.

13. A description of how the Local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the Board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II;

The Nevadaworks Board coordinates workforce investment and adult education/literacy activities very well in several ways. First, experts in the field serve on the Nevadaworks Board and Youth Council. The Executive Director of Northern Nevada Literacy Council is a board member, as is the acting president of Truckee Meadows Community College (which has a large adult basic education program). An employee of the state's Office of Career, Technical, and Adult Education (CTE) serves

on the Youth Council. Second, Nevadaworks board members and staff network often with experts in the field at the state level, including the head of the CTE office at the Nevada Department of Education who is a member of the Governor's Workforce Development Board. Nevadaworks consults with CTE staff about appropriate skills assessment tools and methods for pre- and post-testing literacy levels of participants needing to improve basic skills. Board members and staff also are available to serve as review panel members for Title II local applications to the Nevada Department of Education. Through representation, networking and consultation, the Board is able to tap into the knowledge base of experts to assist with coordination of efforts.

14. A description of the replicated cooperative agreements (as defined in section 107(d)(11) between the Local Board or other local entities described in section101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

Certain organizations exist to serve persons with disabilities. These organizations continuously strive to enhance service provision to their clientele. State divisions within the Department of Education and the Department of Employment, Training and Rehabilitation, as well as local non-profit agencies are such organizations. Other service providers strive to serve people of all ability levels and will attempt to work with all those who enter their offices. These organizations include such agencies as JobConnect, Community Service Agency, and JOIN, Inc. The challenge for the latter group can be to offer the same range and quality of service to persons with disabilities as they do to the rest of their clientele. Having an accessible building no longer is enough for compliance in serving people with disabilities. Because categorization of disabilities is so wide and because some eligible participants experience multiple disabilities, it is critical for employees of agencies providing services to be comfortable and competent in addressing the additional needs of such individuals. To this end, cooperative agreements involving cross-training of staff, technical assistance, information sharing, and so on will be expected.

15. An identification of the entity responsible for the disbursal of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i);

Nevadaworks is the entity responsible for disbursing grant funds for workforce investment activities in Northern Nevada, as designated by the Governor in a letter dated September 14, 2015. It is included in the plan as Attachment D.

16. A description of the competitive process to be used to award the sub grants and contracts in the local area for activities carried out under this title;

Nevadaworks awards contracts for WIOA Title I activities through a competitive request for proposal process. Separate requests for proposals for adult, dislocated worker, and youth programs are prepared and disseminated widely. Notice of each request for proposals is posted on the Nevadaworks website as well as in rural and urban newspapers throughout Northern Nevada. Additionally, notices are mailed to qualified providers and interested parties and made available at the Nevadaworks office. Respondents may be individuals, partnerships, governmental agencies, businesses, not-for-profit organizations, and educational agencies.

Approximately two weeks after the notice posting, Nevadaworks staff hold a technical assistance meeting that is open to all interested parties, including video conference links to those in Elko, Ely, and Winnemucca. Applicants are given about one month to submit their proposals. Staff open the sealed proposals once the submission deadline has arrived, and perform a technical review of the documents. Those that pass this phase of the process are forwarded to the Evaluation Workgroup, comprised of members from the Nevadaworks Board. The Workgroup may request on-site reviews, oral presentations, and/or telephone presentations from responders to obtain further clarification. Once reviewed and ranked, the Workgroup's recommendations are given to the full Board for final funding decisions.

About two months after proposal submission, Nevadaworks informs responders of its funding decisions. Successful proposals then are negotiated into contracts. Unsuccessful responders have the right to protest an award decision through the process included in the request for proposal document.

Nevadaworks complies with State Compliance Policy 3.9 – Procurement, in all aspects of the request for proposal and contract award process.

17. A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the One-Stop Delivery System, in the local area; (Pending numbers from State)

Upon receipt of the performance measure figures from the State, Nevadaworks will incorporate the new levels into its plans for the upcoming program year.

18. A description of the actions the Local Board takes toward becoming or remaining a high-performing board, consistent with the factors developed by the State Board pursuant to section 101(d)(6);

The Nevadaworks Board of Directors has long been considered a "high-performing" board. Attendance at meetings consistently has been high. Members not only attend but are actively involved in discussions and presentations. Due to the large area represented, board meetings are held in Reno with access for those who cannot physically be there via AnyMeeting conferencing. Currently, a member of the Board also sits on the State Workforce Development Board.

The Nevadaworks Board is committed to continuous system improvement through a variety of key initiatives and strategies. Nevadaworks successfully cultivates and maintains relationships with local, key-sector employers and industries through collaborative partnerships, membership in professional organizations, and usage of statewide data sources. Nevadaworks has partnerships with the Western Industrial Nevada, Nevada Small Business Development Center, Economic Development Authority of Western Nevada, Northern Nevada Development Authority, all local area Chamber of Commerce organizations, the Board of County Commissioners, all 13 counties in Northern Nevada, Inter-Tribal Council of Nevada, and many other local and regional committees that provide an opportunity to network with potential employer partners.

While the new federal requirements no longer mandate a Youth Council to be in place, members of the Nevadaworks Youth Council have decided to continue to work together. Board members stay abreast of workforce innovations and opportunities not only through information provided at the Board meetings and the meetings of the local elected officials and the Nevadaworks Council, they also stay in the know through their workplaces and business networking outside of Nevadaworks functions. Nevadaworks also is represented on each of the Industry Sector Councils and the Workforce Consortium.

Regarding section 101(d)(6) of WIOA, the Board aims to ensure effective policies are developed and maintained for coordinated provision of integrated services through the local delivery system including:

- Assessing the effectiveness and continuous improvement of One-Stop Centers.
- Allocation of One-Stop Center infrastructure costs.
- Appropriate roles and contributions of One-Stop Partners within the Northern Nevada One-Stop System, including approaches to facilitating equitable and efficient cost allocation.

19. A description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided;

Training services in Northern Nevada are provided only through individual training accounts at this time, and the Board does not foresee a change in this payment method. The reason for this is the extent of the organizations found on the Eligible Training Provider List. Consumer choice in selecting a provider is ensured in at least two ways. Participants have access online to the list and can self-select their preferences. Nevadaworks also incorporates into the assurances that funded service providers must sign a statement that they will promote consumer choice whenever possible while working with eligible clients.

20. A description of the process used by the Local Board, consistent with subsection(d), to provide an opportunity for public comment by representatives of business and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan;

Thirty days or more prior to plan submission to the Governor, Nevadaworks makes a draft of its plan (and any subsequent revisions) available to the public in several ways. The new document or revised sections are posted on its website with instructions on how to submit comments. Similarly, postings are sent to public libraries in Northern Nevada (specifically Reno, Carson City and Elko) with posting confirmations substantiated. Arrangements are made with various local newspapers in the region to announce the public comment period in the planning process. Representatives of business, labor, WIOA partners, and service providers all have the opportunity to review the plan and/or revisions and submit comments. Furthermore, members of the Nevadaworks Board assist in disseminating the proposed plan and/or revisions within their professional realms.

Any comments submitted to Nevadaworks' Chief Executive Officer are shared with the Board who consider whether to include them in the final plan. No public comments were submitted in the past two revision cycles.

21. A description of how One-Stop Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by One-Stop partners; and

The One-Stop Centers throughout the State currently are in the process of moving to a new management information system. Nevadaworks staff participate regularly in design discussions for the new system named Statewide Automated Workforce System, or SAWS. This common integrated management information system will improve efficiency for all users and better serve the clients. The selection of a provider is not expected for another year or so, and then the system will be installed. User training will then be offered as all entities involved with client service, monitoring and reporting become familiar with all functions of the new intake and case management system.

22. Such other information as the Governor may require.

The Governor has not requested additional requirements at this time.

Attachment A - 2016-2020 Local Workforce Plan Assurances

	ASSURANCES/CERTIFICATIONS – The LWDB assures and certifies that all programs and activities funded under the WIOA will comply with:	LWDP POLICY AND/OR PROCEDURE TITLE, EFFECTIVE/REVISION DATE
	Planning Process and Public Comment	**References**
☐	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days prior to submittal to the Governor.	Nevadaworks Local Plan, Attachment C – Public Comment, May 2016
☐	2. The final local plan is available and accessible to the general public.	www.nevadaworks.com – current Nevadaworks Bylaws Article IV, Sec. 1 (2/09) State Compliance Policy 1.2 (3/05)
☐	3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	www.nevadaworks.com – current
	Required Policies and Procedures	**References**
☐	4. The local board makes publicly available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	www.nevadaworks.com – current Request for Proposals – most recent Nevadaworks Local Plan – May 2016
☐	5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	State Compliance Policy 3.9 (11/09) Article IV, Section 4 Nevadaworks Bylaws The Bylaws are being revised currently.
☐	6. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of all memoranda of understandings.	Memorandum of Understanding between Nevadaworks and DETR (2013) Letter from Nevadaworks to DETR (2007)
☐	7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	Currently in process of preparing the RFP for new one-stop operator.
☐	8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	The Nevadaworks Board does not negotiate performance measures but uses those that the State specifies.
☐	9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	State Compliance Policy 3.9 (11/09) Section 2.07 of Nevadaworks Financial Policies and Procedures (6/15) Most recent Request for Proposals (2015) Current RFP for one-stop

☐	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.	State Compliance Policy 1.12 (1/13) State Compliance Policy 1.13 (8/05) TAG 15.2 www.nevadaworks.com/training-providers
☐	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	Nevadaworks Grievance Procedure (7/14) Section 4.18 of Nevadaworks Contractors Contract Attachment B (2015) State Compliance Policy 4.3 (8/07) State Compliance Policy 4.4 (3/00)
☐	12. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	MOU between Nevadaworks and DETR (2013) MOU with Nevadaworks and next one-top, after RFP process complete
☐	13. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites, consistent with the state plan, to support items identified in noted references.	Memorandum of Understanding between Nevadaworks and DETR (2008)
☐	14. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	Section 4.50 of Nevadaworks Contractors Contract Attachment B (2015) State Compliance Policy 4.1 (3/00) State Compliance Policy 4/2 (3/00)
☐	15. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	Section 4.40 of Nevadaworks Contractors Contract Attachment B (2015)
☐	16. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	Section 4.4 and 4.17 of Nevadaworks Contractors Contract Attachment B (2015) Request for Proposal process
☐	17. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration developed by the Governor are implemented.	Section 4.5 of Nevadaworks Contractors Contract Attachment B (2015) 2015 DETR contract with Nevadaworks
☐	18. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	2015 DETR contract with Nevadaworks NJCOS/Discover/LWIAMR reports
☐	19. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements.	Section 7 of Nevadaworks Program Policies and Procedures (2/16) 2015 DETR contract with Nevadaworks
☐	20. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with DETR's mission.	Migrant and seasonal farm workers and agricultural employers are served through the Nevada Human Development Corporation which is colocated in the Fallon One-Stop Center currently.

☐	21. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	Sections 3.5 and 4.51 of Nevadaworks Contractors Contract Attachment B (2015) 2015 DETR contract with Nevadaworks
	Administration of Funds	**References**
☐	22. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	Section 2.07 of Nevadaworks Financial Policies and Procedures (6/15) Most recent Request for Proposals (2015)
☐	23. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth	Section 1.02 of Nevadaworks Financial Policies and Procedures (6/15) Section 2.3 of Nevadaworks Contractors Contract Attachment B (2015)
☐	24. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	Section 8.00 of Nevadaworks Financial Policies and Procedures (6/15) State Compliance Policy 5.7 (1/08)
☐	25. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of $5,000 or more for equipment requested by subcontractors.	State Compliance Policy 3.1 (7/05) Section 2.14 of Nevadaworks Contractors Contract Attachment B (2015)
☐	26. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	Section 3.13 of Nevadaworks Contractors Contract Attachment B (2015) (Because Nevadaworks pays its contractors on a reimbursement basis, it rarely uses debt collection procedures.)
☐	27. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA.	Section 4.00 of Nevadaworks Financial Policies and Procedures (6/15) 2015 DETR contract with Nevadaworks
☐	28. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	Section 7 of Nevadaworks Program Policies and Procedures (2/16) State Compliance Policy 3.1 (7/05)
	Eligibility	**References**
☐	29. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Sections 4.41 and 4.49 of Nevadaworks Contractors Contract Attachment B (2015) State Compliance Policy 1.6 (11/09) State Compliance Policy 2.1 (3/05)
☐	30. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	State Compliance Policy 1.9 (8/05)

☐	31. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	Sections 4.40, 4.43 and 4.46 of Nevadaworks Contractors Contract Attachment B (2015) State Compliance Policy 1.15 (8/05)
☐	32. The local board has a written policy for priority of service at its centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Section 6 of Nevadaworks Program Policies and Procedures (2/16) Section 4.11 of Nevadaworks Contractors Contract Attachment B (2015) State Compliance Policy 1.18 (3/09) 2015 DETR contract with Nevadaworks

Attachment B

Local Workforce Plan Certification

The Local Workforce Development Board for Northern Nevada, NEVADAWORKS, certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

Local Chief Elected Official(s)

8-11-16

Date

Local Workforce Development Board Chair

8-11-16

Date

Attachment C

Public Comment

Describe the public review and comment process that the LWDB used. The description should specify the public comment duration and the various methods used to seek input (e.g., web-posts, newspapers, e-mail, web-posting, events/forums and plan development workgroups). Also include any comments that represent points of disagreement with the plan.

The public comment process used for the 2016-2020 Nevadaworks Local Plan consisted of the following:

1. The drafted plan was posted on the Nevadaworks website at the end of May 2016.

2. At the beginning of June, public comment notices appeared in one urban newspaper (Reno Gazette-Journal) and one rural newspaper (Elko Daily Free Press).

3. In early June, public comment notices were posted at the following public libraries in Northern Nevada:

    - Washoe County Public Library – Downtown branch.
    - Carson City Public Library.
    - Elko County Public Library.

4. The drafted plan was emailed to members of the Nevadaworks Board of Directors and Youth Council; current service providers contracted with Nevadaworks; the One-Stop Operator and One-Stop partners; and a variety of organizations involved with advocacy for and service to people with disabilities. These include the Nevada Governor's Council on Developmental Disabilities, Northern Nevada Center for Independent Living, Disability Resources, and Nevada Disability Advocacy and Law Center.

5. There were three public comments submitted to Nevadaworks which resulted in revisions to its first draft of the Local Plan. Karlene Johnson of DETR/WISS questioned the reference given for Assurance #20 in Attachment A concerning the location of the agency serving migrant and seasonal farm workers. The reference was corrected. Nevadaworks Board Member, Shirley Chantrill, found an error in the discussion of rural transportation services within Section 11 of the draft. She provided current information about rural transportation options which were incorporated into this section of the plan. Brad Deeds from the Nevada Department of Education (NDE) asked that the term "State Funded Adult High Schools" replace "State Funded Adult Basic Education" in the One Stop Delivery System Partners Diagram mentioned in Section 2. He also noted Section 13 of the draft did not include discussion of how the Board will review applications to provide adult education and literacy activities under Title II for and make recommendations to NDE to promote alignment with the local plan. These points were added.

ATTACHMENT D

One Hundred One North Carson Street
Carson City, Nevada 89701
Office: (775) 684-5670
Fax No.: (775) 684-5683

555 East Washington Avenue, Suite 5100
Las Vegas, Nevada 89101
Office: (702) 486-2500
Fax No.: (702) 486-2505

Office of the Governor

September 14, 2015

Darin Bloyed
Pershing County Commissioner and Nevadaworks Local Elected Official Chair
c/o Nevadaworks Council
6490 South McCarran Blvd., Building A, Suite I
Reno, Nevada 89509-6119

Dear Commissioner Bloyed:

I want to take this opportunity to applaud the achievements of the Nevadaworks Council continuing to successfully administer the provisions of the Workforce Investment Act (1998) in northern Nevada.

Pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), Title I, Chapter 2, Sec. 106(b)(2), and upon recommendation made by the Governor's Workforce Development Board, I hereby approve the initial designation of the following counties as a local workforce development area within the State of Nevada: Carson City, Churchill, Douglas, Elko, Eureka, Humboldt, Lander, Lyon, Mineral, Pershing, Storey, Washoe, and White Pine. Furthermore, I hereby approve the initial designation of **Nevadaworks** to serve in its current capacity as the administrative entity for the local workforce development board.

I wish you and your Council continuing success in the development and facilitation of employment and training activities in the state of Nevada.

Sincere regards,

BRIAN SANDOVAL
Governor

cc: John Thurman, CEO, Nevadaworks
Don Soderberg, Director, Department of Employment, Training and Rehabilitation (DETR)
Dennis A. Perea, Deputy Director, DETR
Kristine Nelson, Asst. to the Director, DETR
Lynn Castro, Executive Assistant, DETR (file)
Renee Olson, Administrator, Employment Security Division, DETR
Lynda Parven, Deputy Administrator, Employment Security Division, DETR
Grant Nielson, Chief, Workforce Investment Support Services, DETR

Local Plan Summary

Workforce Connections

NOTE: This local plan was approved by the **Governor's Workforce Development Board's *Executive Committee*** at its **September 9, 2016** public meeting.

The local elected officials subsequently approved this plan *as submitted* (i.e., no revisions from what was presented/approved by the GWDB's Executive Committee on September 9, 2016) at their September 13, 2016 meeting. *See confirmation email attached.*

As part of the Workforce Innovation Opportunity Act (WIOA) of 2014, section 108 (a) Each local board shall develop and submit to the Governor a comprehensive 4-year local plan, in partnership with the chief elected official. The local plan shall support the strategy described in the State plan in accordance with section 102(b)(1)(E), and otherwise be consistent with the State Plan.

Workforce Investment Support Services' (WISS) reviewed Workforce Connections' submitted plan and determined that it meets the content requirements outlined in WIOA section 108 (b-d). This plan contains analysis of the economics conditions, in-demand sectors and occupations, knowledge and skills needed to meet the demands of the labor market, and activities to be carried out including the strength and weakness. The plan also includes how the board will partner and expand access for the core programs, the One Stop system and the actions the local board will take towards remaining a high-performing board. Workforce Connections' has complied with the posting of this plan for 30 days and received no comments.

From: Ardell Galbreth [mailto:agalbreth@nvworkforceconnections.org]
Sent: Thursday, September 15, 2016 12:35 PM
To: Kristine Nelson
Subject: Approval of Workforce Connections' 4 - Plan by Elected Officials

Hello Kris,

During their meeting on Tuesday, the Southern Nevada Chief Elected Officials Consortium approved Workforce Connections' 4 – Year Plan. The plan has been approved by both Workforce Connections' board and LEOs. Thank you for your patience.

Ardell Galbreth
Executive Director

6330 West Charleston Boulevard, Suite #150
Las Vegas, Nevada 89146
Phone (702) 636-2337 Fax (702) 638-8774

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WORKFORCE CONNECTIONS'

FOUR-YEAR LOCAL PLAN

FOR

SOUTHERN NEVADA'S WORKFORCE DEVELOPMENT AREA

EFFECTIVE JULY 1, 2016 – JUNE 30, 2020

DRAFT

6330 W. Charleston Blvd, Suite 150, Las Vegas, NV 89146 Phone: (702) 638-8750 Fax: (702) 638-8774

OUTLINE OF FOUR -YEAR LOCAL PLAN

I. EXECUTIVE SUMMARY

II. PLAN CONTENT

1. Strategic Planning Elements including Targeting Special Populations
2. Local Area Workforce Development System
3. Core Program Partners
4. Business-Driven Services
5. Economic Development Alignment
6. Continuous Improvement, Access and Compliance with the Americans with Disabilities Act (ADA)
7. Adult & Dislocated Worker Services
8. Coordination of Statewide Rapid Response Activities
9. Youth Services
10. Coordination of Secondary and Post-Secondary Education Programs
11. Provision of Transportation and Other Supportive Services
12. Coordination of Wagner-Peyser Services WIOA Title III
13. Coordination of Adult Education and Literacy Services WIOA Title II
14. Coordination of Vocational Rehabilitation Services WIOA Title IV
15. Designation of Southern Nevada's Local Workforce Development Board
16. Competitive Process for Award of WIOA Title I contracts
17. Local Levels of Performance
18. Actions to Remain a High-Performance Board
19. Training Services
20. Process for Public Comment into the Development of the Four-Year Local Plan
21. Transition to an Integrated Management Information System

III. ATTACHMENTS

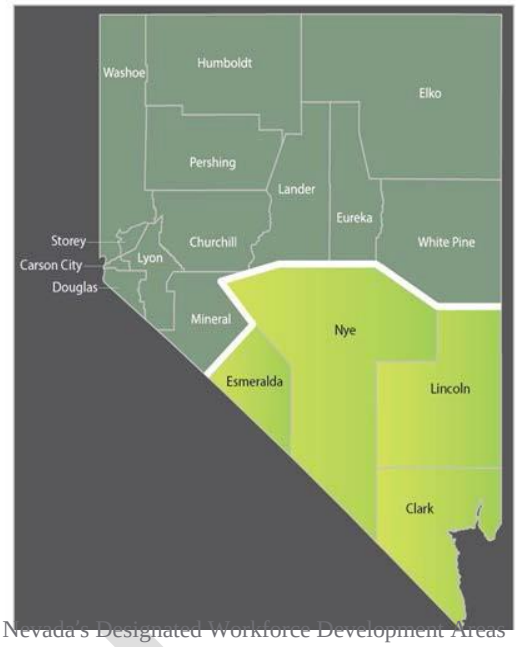
ATTACHMENT A – Assurances Checklist
ATTACHMENT B – State-Required Certification
ATTACHMENT C – Public Comment
ATTACHMENT D – Designation Letter from the Governor
ATTACHMENT E – Workforce Connections Strategic Work Plan Goals Matrix

DRAFT

6330 W. Charleston Blvd, Suite 150, Las Vegas, NV 89146 Phone: (702) 638-8750 Fax: (702) 638-8774

I. EXECUTIVE SUMMARY

This four-year local plan reflects Workforce Connections' (WC) goals and strategies to comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA). It aligns WC's resources with the goals of the Governor's Workforce Development Board in alignment with the Governor's vision for a "New Nevada". This plan ensures alignment of education, career training and workforce development services to achieve targeted objectives. WC's vision of integrating the local area workforce development system in support of Nevada's key industry sectors is highlighted throughout this document. This proposed four-year local plan covers the period of July 1, 2016 through June 30, 2020.



Nevada's Designated Workforce Development Areas
(Southern Nevada Workforce Development Area is highlighted in light green)

This plan contains all elements requested by the State in the memorandum dated March 21, 2016, including:

A. A vision for the local area workforce development system

B. Goals, objectives and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments

C. A blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy

D. A planning process, managed by the local boards, that ensures meaningful opportunities for business, labor, local chief elected officials, program operators, Nevada JobConnect, partner agencies, and others, to communicate their needs. This plan offers perspectives and expertise that allows sub recipients to participate in the process. The review and comment process for developing the local workforce plan is transparent and dynamic and allows interested parties to comment as the plan is developed

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E. A plan that is focused on the unique needs and resources of the local area and is consistent with the Nevada 2016-2020 Unified State Plan submitted to the U.S. Department of Labor (DOL) on March 3, 2016

F. Goals, objectives and strategies that:

- Represent the priorities of the Local Board and its partners
- Reflect stakeholder input
- Offer guidance and proposes approaches that benefit customers of the workforce development system (employers, job seekers, workers, students and out-of-school youth)
- Are supported by current and specific economic and demographic data and needs assessment
- Take into account existing workforce development programs and services
- Are demonstrated by program performance

G. The local area's WIOA Title I operational plans

H. Assurances checklist documenting WIOA compliance

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II. PLAN CONTENT

1. Description of the strategic planning elements consisting of:

A. An analysis of the regional economic conditions including:

The Southern Nevada Workforce Development Area (SNWDA) consists of the following counties and municipalities:

- Clark County
- Esmeralda County
- Lincoln County
- Nye County
- Boulder City
- Henderson
- Las Vegas
- North Las Vegas

Based on 2014 American Community Survey five-year estimates, the area is characterized by a high density population in the Las Vegas-Paradise Metropolitan Statistical Area (MSA). Clark County is surrounded by three sparsely populated rural counties: Lincoln, Esmeralda and Nye. The SNWDA's population is 2.05 Million (M) people. Of the 2.05M people, 1.3M are between the ages of 16 and 64 years of age. Roughly 49.5 percent of the population is female and 50.5 percent is male. Looking at the racial/ethnic breakdown of the State, it is noted that White Nevadans make up 65.5 percent of the population, followed by Hispanic/Latinos at 29.4 percent and Black/African Americans at 10.5 percent. The largest age category is the 35 to 54 years age group at 27.4 percent of the population, followed by the 15 and under age group at 26.2 percent. Other age groups are fairly evenly distributed with 11.7 percent ages 19 to 24, with 14.5 percent ages 25 to 34, 11.1 percent ages 55 to 64, and 9.1 percent ages 65 and over. Additionally, 2.4 percent of the population lives in the outlying rural counties.

Leisure and hospitality is the largest employment sector in the SNWDA economy. In nominal terms, leisure and hospitality has grown by 3,700 jobs in 2015, growing at an annual average rate of 1.3 percent annually according to the current employment statistics program. The leisure and hospitality sector relies on disposable income spending from residents and visitors, which can be considered a barometer of the overall health of the national economy and consumer confidence. Employment growth in 2015, indicated that Nevada and the national economic conditions continue to recover. In fact, leisure and hospitality employment in the SNWDA surpassed its 2007 pre-recession peak by 9,200 jobs in 2014.
Trade, transportation and utilities industries and occupations have also experienced significant growth. As the State's second largest employer, this sector expanded the workforce by 6,500 positions in 2015, relative to 2014, which equated to a growth rate of 4.0 percent.

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Education and health service industries and occupations have experienced significant growth. As the State's third largest employer, this sector expanded the workforce by 4,900 positions in 2015, relative to 2014, which equated to a growth rate of 5.9 percent.

The professional and business services industry gained an additional 8,200 jobs in 2015, which equated to a growth rate of 7.0 percent. This sector includes professional, scientific and technical services, company management, and administration and waste management services subsectors.

Construction industries and occupations have also experienced significant growth. This sector expanded the workforce by 5,500 positions in 2015, relative to 2014, which equated to a growth rate of 12.1 percent.

Additional insight can be gained by looking at the industry structure via the Quarterly Census of Employment and Wages (QCEW) program results. The QCEW measure is more accurate than the current employment statistics program, but less timely. The table below shows the current industry structure as defined by the QCEW program as of the third quarter of 2015. The table below illustrates the fastest growing sectors and the largest employers in the State.

Industry	Employment	Percent	Average Weekly Wages	Establishments
Natural Resources and Mining	530	0.1%	$961	72
Construction	51,729	5.7%	$1,035	3,724
Manufacturing	21,581	2.4%	$991	1,049
Trade, Transportation and Utilities	172,293	19.0%	$756	11,132
Information	11,134	1.2%	$1,127	1,208
Financial Activities	44,294	4.9%	$1,145	6,352
Professional and Business Services	126,309	13.9%	$981	14,241
Education and Health Services	133,531	14.7%	$978	6,334
Leisure and Hospitality	284,998	31.5%	$630	5,696
Other Services	22,323	2.5%	$645	3,311
Public Administration	36,249	4.0%	$1,269	237
Unclassified	542	0.1%	$1,077	506
Grand Total	**905,513**	**100.0%**	**$844**	**53,862**

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The SNWDA continued on a path of improvement through 2015, with year-over-year job growth of 33,100 jobs relative to 2014, leading to a growth rate of 3.7 percent. Overall, the area labor market has stayed in a period of expansion with growth in employment and a reduction in unemployment; however, the rate of the decreases in unemployment may be slowing due to an increase in the number of individuals in the overall labor force.

The SNWDA non-farm payrolls increased by approximately 33,100 jobs over-the-year in 2015, averaging around 2,800 new jobs added per month. Private payrolls accounted for approximately 31,300 of these jobs in 2015, averaging about 2,600 of the total jobs added per month. Government sector employment also expanded, adding about 1,800 total new jobs over the year.

As more jobs are added to the SNWDA's economy, the unemployment rate is expected to decrease. In December 2015, Nevada was among the highest unemployment rates in the nation, along with Alaska, New Mexico and the District of Columbia. Relative to December 2014, the area unemployment rate dropped 0.8 percentage points in December 2015, to 6.2 percent. This was the 70th consecutive month in which the unemployment rate has declined on a year-over-year basis.

From a statewide perspective, Nevada's labor force participation rate started trending upward in the first half of 2015. The labor force participation rate for December 2015 averaged 63.2 percent. Recent rates are some of the lowest participation rates Nevada has experienced since modern tracking of the data series began in 1976. The recent change in direction in the participation rate is encouraging and shows the increasing health of Nevada's economy. Many factors could have contributed to the decline in labor force participation ranging from planned retirement of the baby boom generation to the expiration of extended unemployment compensation. One primary factor was likely a lack of employment opportunities during the recession. The recent increase in the rate signals a growing confidence in the labor market and an individual's ability to locate work.

Another measure of labor market conditions can be found by the examination of statewide initial unemployment insurance claims. Over the period 2001 through 2008, initial claims averaged 14,300 a year. In 2015, initial claims averaged 12,900, which is 1,700 claims below the initial claims for 2014. Significant progress has been made in 2015, as this average is trending below the seven-year average from earlier in the millennium. Since 2009, initial jobless claims have been declining towards the long-term trend. To illustrate this, claims fell nearly 19 percent in 2010 relative to 2011, and have continued decreasing, albeit at a decreasing rate. Leading economic indicators are varied, but support the view of continued strengthening of Nevada's economy. Data through November 2015 demonstrated that year-to-date gaming wins were up just over $6 million dollars, or 0.6 percent. Statewide, taxable sales data for October 2015 indicated an increase of 6.0 percent over the year.

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Currently, Nevada's average weekly wage across all industries is $20.89, as of the second quarter of 2015 QCEW results.

To summarize, the SNWDA's economy is in the fifth year of its recovery. Private sector employment has shown steady growth, while government levels have also increased, but at a slower pace. Given the recent increases in taxable sales, it is likely that government job growth may start to increase on the state and local levels. The unemployment rate has decreased through continued job growth, although a growing labor force has moderated the pace of decline. Thus, initial claims for unemployment insurance continues to trend down, and the SNWDA's economy continues to improve at a slow and steady pace.

Las Vegas continues to lead the State in taxable sales growth, as well as in visitor volume with positive domestic and international visitor growth. Las Vegas' visitor volume has increased nearly 4.0 percent year-to-date through November 2015, compared to the previous year. If recent trends continue, Las Vegas is on pace to receive over 40 million visitors in 2015. Nevada's total gross domestic product, a measure of the State's output, has increased for the last five consecutive years (2009-2014), having demonstrated a 3.2 percent growth rate in 2014.

i. Existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations;

Nine key industry sectors have been identified by the Governor:

- Aerospace & Defense
- Agriculture
- Clean Energy
- Healthcare & Medical Services
- Information Technology
- Logistics & Operations
- Manufacturing
- Mining & Materials
- Tourism, Gaming & Entertainment

Below are the most recent in-demand industries and occupations that were identified by Nevada's Department of Employment Training & Rehabilitation's (DETR) Research and Analysis Bureau, based on the average wage and ranked by annual job openings.

- Specialty trade contractors
- Professional, scientific and technical services
- Ambulatory health care services
- Electrical equipment, appliance and component manufacturing
- Educational services

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Listed below are the in-demand occupations:

- Carpenters
- General and operations managers
- Registered nurses
- First-line supervisors and managers of construction trades and extraction work
- Maintenance and repair workers (general)
- Electricians
- Truck drivers, heavy and tractor-trailer
- Painters, construction and maintenance
- Construction managers
- Accountants and auditors

Some of the industry sector councils encompass more than one industry sector. The following emerging in-demand occupations for Nevada were identified by the industry sector councils and verified by DETR's Research and Analysis Bureau. The data used for analysis was gathered from Economic Modeling Specialists International, NJCOS and GOED. Listed below are the occupations listed by industry sector council:

- **Aerospace and Defense:** Aviation maintenance technician and machinist training program.
- **Health Care and Medical Services:** Registered nurses, home health aides, nursing aides, orderlies and attendants, medical assistants, medical secretaries, licensed practical and vocational nurses.
- **Information Technology:** Software developers, cyber security/IA professionals, network/systems administrators, healthcare IT technicians, and database administrators.
- **Manufacturing and Logistics:**
    - **Manufacturing:** Machinists and metal workers, welders, cutters, solderers and brazers, team assemblers, first-line production supervisors, general and operations managers, helpers and production workers.
    - **Logistics and Operations:** Laborers and freight, stock and material movers, office clerks, customer service representatives, stock clerks, order filers, general and operations managers, bookkeeping, accounting and auditing clerks.
- **Mining and Materials:** Equipment operators, diesel mechanics, underground miners, electrician/instrumentation technicians, process operators, fixed maintenance mechanics, and lab technicians.

DRAFT

- **Natural Resources**
  - **Agriculture:** Farmworkers and laborers, crop nursery, plant science, greenhouse workers, food, and batchmakers.
  - **Clean Energy:** Occupational Safety and Health Administration (OSHA) solar panel installers, certified energy managers, Building Performance Institute (BPI) energy auditors, BPI building envelope professionals, Leadership in Energy and Environmental Design (LEED) certification professionals, and Western Electricity Coordinating Council certifications.
  - **Water Technologies:** This is a potentially emerging new industry sector that is yet to be more clearly defined. As such, the State anticipates surveying business representatives to identify the top demand/emerging occupations within this occupation. The findings will be updated in next year's State plan.
- **Tourism, Gaming and Entertainment:** First-line supervisors of food preparation, servers, audio and video equipment technicians, fitness trainers, chefs, meeting and convention planners, massage therapists, accountants and auditors.

ii. The employment needs of employers in those industry sectors and occupations;

The majority of the SNWDA's super sectors are projected to continue growing based on the two-year industry employment projections for 2015-2017:

- Leisure and hospitality is expected to grow at a 5.5 percent rate adding 31,800 to payrolls, which is more than any other super sector.
- Trade, transportation and utilities are expected to grow at a 4.1 percent rate and add 14,000 jobs.
- Education and health services are expected to grow at a 4.4 percent rate, and are expected to add 12,200 jobs.
- Professional and business services are expected to grow at a 3.8 percent rate and add 9,600 jobs.
- Construction is projected to grow at the highest rate of 8.0 percent and add 8,000 to payrolls across the period.

Growth of the SNWDA's super sectors is reflected in its largest occupations:

- Food and beverage serving workers, which are expected to add 7,800 jobs to payrolls, a growth rate of 6.1 percent.
- Retail sales workers are expected to add 6,000 jobs to payrolls at a 4.5 percent growth rate.
- Building cleaning and pest control workers are expected to grow at a 4.6 percent rate and will add 3,300 jobs to payrolls.

Other notable occupations in terms of projected growth are:

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- Construction trades workers, with a 6.5 percent growth rate, are expected to add 3,300 jobs to payrolls.
- Cooks and food prep workers are expected to add 3,000 jobs to payrolls at a 6.0 percent growth rate.
- Information and record clerks are expected to add 2,400 jobs to payrolls at a 3.5 percent growth rate.

The above-referenced occupations are additional examples of in-demand occupational groups, but do not necessarily show up on the official list for in-demand industries and occupations due to a difference in how official demand is defined in Nevada. The industries and occupations listed above may not meet the above-average wage requirement in place for our top in-demand occupations list, but continue to constitute an important part of the SNWDA's economy.

B. An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations;

When assessing the skills in the workforce, many SNWDA employers indicated that the skills most deficient in the workforce are soft skills. These skills include demonstrations such as employees showing up to work on time, working efficiently and getting along with coworkers. It was further noted that many individuals also lack basic office computer skills. Industries such as mining, leisure and hospitality, and agriculture indicated that soft skills are the only essential skills required. On-the-job training will provide the additional necessary skills. Specific to the health and education sectors, the need for additional teaching certificates and nursing degrees was noted. Currently, the top requested skills for the SNWDA's in-demand occupations are: critical thinking, monitoring, judgment and decision making, speaking, active listening, coordination, reading comprehension, time management, complex problem solving, active learning, writing, social perceptiveness, service orientation, persuasion, and instruction. However, a recent report from the National Science Board (NSB-2015-10) argues that due to increasingly technical and automated job market demands, the need for Science, Technology, Engineering and Math (STEM) skills have permeated all corners of the nation's economy. Thus, the significance of STEM knowledge and skills on national economic competitiveness is critical to the development of the SNWDA's future workforce (U.S. News & World Report, 2015). Additionally, humanities skills are increasingly important to the area's workforce development. Proficiencies such as writing efficiencies, communication, listening skills (both active and passive), articulation, thinking, creativity, organization, project and time management, and networking/teambuilding skills are requisite for workforce development.

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Further, qualitative data indicates employers also struggle with the following:

- Finding sufficient numbers of qualified candidates
- Pre-screening large numbers of candidates
- Managing hiring processes
- On-the-job training after successful candidates have been identified

C. An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

As of December 2015, the SNWDA's current level of employment has reached 998,000. Employment in the SNWDA has grown by over 31,000 jobs since 2014. When compared to 2010, the SNWDA is on track to have added close to 124,000 new jobs in the five year period just ending. Employment is continuing to trend higher, although recent employment estimates indicate that the rate of growth may be slowing. This growth has been seen across all counties and industries within the SNWDA.

The annual unemployment rate has decreased to 6.9 percent year-to-date December, 2015, down from 7.8 percent a year ago. Similar to employment, the rate of improvement in the unemployment rate has recently slowed. One of the primary reasons for this decline is a surge in the labor force. When individuals reenter the labor force while looking for a job, they place upward pressure on the unemployment rate, even as more jobs are being added to the economy and fewer people are applying for unemployment insurance benefits. This increase in the labor force is a good indication that individuals are feeling more confident in their abilities to locate employment. The available labor force seeking employment has grown by over 23,000 in 2015.

The SNWDA was negatively affected during the recession, mostly due to above average levels of employment in the construction industry and the area's reliance on tourism and gaming. Both of these sectors were extremely hard-hit by the economic downturn. The area's initial recovery lagged the national economy, but the economic situation is improving. For instance, private sector job growth in the SNWDA during 2015, at 3.7 percent, was among the strongest in the nation.

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In this forecast, WC predicts that employment will surpass the peak levels achieved in 2007; set to occur in mid-2016. To put this in perspective, the area lost about 124,500 jobs from peak to trough. In 2011, the SNWDA economy created 4,800 jobs, equating to a 0.6 percent increase. In 2012, employment grew 2.1 percent, or 16,800 jobs. Job gains have continued into 2016 and stand at 1.0 percent (i.e., 8,100 jobs) below the peak. Job gains are predicted to be 41,300 for 2016 and 43,000 for 2017, which will bring the total job count over the one million mark to 1.03M.

The SNWDA experienced a rapid construction boom that was fueled by strong population and employment growth in the two decades leading up to the recession, but also by easy credit and speculation. The housing crisis left the area in a deep hole in terms of jobs. Construction employment plummeted for almost six straight years, bottoming out in 2012 with the loss of over 71,200 jobs. The pronounced losses in construction employment were, in large part, an adjustment from the exceptionally high levels prior to the start of the recession.

Construction activity turned positive again after the 2012 trough, and has been trending upwards since. In southern Nevada, construction on the Las Vegas strip is rebounding with the Genting Group® project on the former Stardust/Echelon site, the new MGM Resorts arena and the announcement of the Wynn Resorts Paradise Park Las Vegas. In 2015, the SNWDA added 2,400 construction jobs, with an additional 4,000 jobs per year projected for 2016 and 2017.

Manufacturing slumped in the deep recession as households and businesses cut back spending, creating lower demand for factory goods at home and abroad. Employment in this sector decreased dramatically during the recession, losing 7,600 jobs from peak to through recession period, and has been slow to recover. A noteworthy project in this industry is Faraday Future's® electric car manufacturing plant. This factory is expected to add 50 jobs in 2015, 250 jobs in 2016, and an additional 700 jobs in 2017. The total projected jobs associated with this project added by 2025 are estimated at 4,500.

DRAFT

The SNWDA is heavily dependent on tourism, conventions and gaming, which in turn feeds the trade, transportation and utilities industry. The industry relies on consumer spending and disposable income. The latter two are a reflection of the relative strength of the economy; therefore, it is no surprise that consumption plummeted during the recession. The SNWDA's economy had a rash of retail store closings and vacant retail space when the recession hit. As the recession unfolded, industry employment fell by 13,800 from its peak employment of 161,100 in 2007, to 147,300 in 2010. Since then, retail employment has been in recovery.

Improved household balance sheets are facilitating pent-up demand. As job growth accelerates, consumers will gain more confidence. The trade, transportation and utilities sector in the area will benefit from the construction developments on and around the Las Vegas Strip as many of them include retail space. Current projections are for 6,800 jobs in 2016 and 7,100 jobs in 2017.

Demographics are the main driver of the growth in the number of jobs in the health care and social assistance sectors. Employment in the individual and family services industries, which provides a variety of social assistance to children, elderly people, people with disabilities, and others, is projected to increase as well. Projections indicate an additional 6,000 jobs in 2016, and 6,300 jobs in 2017.

The hospitality and food service industry has the largest share of employment in the SNWDA, accounting for about a quarter of all jobs in the area. Most hospitality and food services jobs are concentrated in the Las Vegas area. The fact that the Las Vegas economy is dependent on tourism and has a consumption-based economy makes it very susceptible to the national economy's ups and downs. Thus, the success of the industry depends on people having disposable income to spend.

Construction developments on and around the Las Vegas strip will have a significant impact on the accommodation and food services sector employment. The forecast estimates 14,900 additional jobs in 2016. The SNWDA anticipates additional gains of 15,700 jobs in 2017.

According to the American Community Survey on Educational Attainment's five-year estimates (2010-2014), roughly 58 percent of the SNWDA's population (civilian labor force, age 25-64) possessed more than a high school diploma, 29 percent possessed a high school diploma, and roughly 15 percent of the population had an education of less than a high school diploma.

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Civilian Labor Force 25 to 64	Workforce	Percent of Workforce	Unemployment Rate
Less than high school graduate:	**117,603**	**13.6%**	**15.1%**
Employed	99,796	11.5%	
Unemployed	17,807	2.1%	
High school graduate (data point includes equivalency):	**245,741**	**28.4%**	**12.5%**
Employed	214,598	24.8%	
Unemployed	30,794	3.6%	
Some college or associate's degree (data point does not include high school graduate):	**297,415**	**34.4%**	**10.2%**
Employed	263,972	30.5%	
Unemployed	30,447	3.5%	
Bachelor's degree or higher (data point does not include high school graduate):	**204,363**	**23.6%**	**6.0%**
Employed	190,318	22.0%	
Unemployed	12,166	1.4%	
Total- By Level of Education	**865,122**	**100.0%**	**10.5%**

When comparing educational attainment to current occupational staffing patterns, the SNWDA's current workforce indicates a nearly 10 percent shortfall in advanced degrees holders. Interestingly, the data indicates that 21 percent of the workforce, primarily those with some college but less than a bachelor's degree, may be working in occupations that require less formal education than they possess. It is important to note that although there seems to be an excess of education according to the chart, there appears to be a strong correlation between educational level and maintaining employment as indicated by the unemployment rates. The unemployment rate for individuals with a bachelor's degree or higher was 6.0 percent compared to 15.1 percent for an individual with less than a high school diploma.

Requested Degree for Current Occupations	Percent of Occupations	Percent of Labor Force	Excess / (Deficiency)
Less than High School	11.9%	13.6%	1.7%
High School Diploma or Equivalent	41.1%	28.4%	(12.7%)
Associate's Degree or Some College	13.3%	34.4%	21.1%
Bachelor's Degree	33.7%	23.6%	(10.1%)

When examining the make-up of the SNWDA's population, it is noted that a significant portion of the population meets the requirements for priority of service (e.g. veterans, people with disabilities, low income, and English language learners). Based on the 2014 American Community Survey five-year estimates, 11.8 percent of individuals have disabilities. Within the labor force, only 6.2 percent are disabled, for which the unemployment rate is almost 20 percent. Also, nearly 175,000 or 14.2 percent of people between the ages of 20 and 64 have incomes beneath the poverty line. The veteran population is 10.3 percent of which 16.8 percent are disabled. English language learners make up

a significant portion of the population at 33 percent, of which 42 percent speak English "less than very well" as categorized in the American Community Survey.

Gaps between current and future skill demands have not yet been projected, but several high level observations can be noted:

- Jobseekers often lack soft skills needed for successful employment
- Based on target population for priority of service, jobseekers may not have adequate skills (e.g. critical thinking, monitoring, judgment and decision making, etc.)
- Jobseekers often lack the necessary STEM skills required in today's job market
- Employers often struggle with recruitment and placement
- Costs associated with new employees (e.g. training) often prevent business expansion

D. An analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of the employers in the region;

After consultation and collaboration with stakeholders, a general consensus was formed that the current workforce system is structured to:

- Connect Southern Nevadans to jobs and supportive services
- Support business retention, expansion and employer services
- Improve integration of education and workforce data to produce high-quality relevant labor market information
- Produce education and training opportunities that prepare Southern Nevadans for self-sustaining jobs and careers
- Provide skill upgrades for incumbent workers

From these discussions the following strengths and weaknesses face Southern Nevada's current workforce development activities.

Strengths include the following:

- The coordination with the State as a result of the establishment of two local workforce development boards
- Access to public officials, governing bodies and other stakeholders
- Geographic expansion throughout the designated Workforce Development Area
- Consideration of diverse stakeholder perspectives
- Concerted efforts directed upon specialized populations
- A quality-focused service delivery system

DRAFT

Weaknesses include the following:

- Limited resources and funding to adequately serve the potentially eligible population
- Room for improvement of coordination of resources and services
- Lack of integrated employment and training management information systems
- Minimal community awareness of available programs and services
- Quality deficiencies of workforce practitioners within the system
- Lack of colocation of core programs (Titles I-IV)
- Administrative redundancies of sub-recipient work

WC oversees approximately $17.8 million of Title I-B funding to serve the SNWDA, utilizing a network of youth, adult and dislocated worker service providers. In program year 2014, the SNWDA served 2,958 adults, 1,171 dislocated workers and 2,995 youth in Title I programs. In the adult population, $8,874,831 was spent for a total cost per participant of $3,000. In the dislocated worker population, $4,360,413 was spent for a total cost per participant of $3,724. In the youth population, $6,808,060 was spent for a total cost per participant of $2,273. The expenditure rates noted above exclude federally defined administrative costs.

The Local Board competitively procures service providers strategically and geographically located throughout the SNWDA, as well as providers uniquely qualified to recruit and serve targeted populations. The target populations for the SNWDA consist of veterans, youth, and adults who are low income and face significant barriers to employment and education.

Accordingly, the Local Board fulfills its capacity by:

- Partnering with service providers who are uniquely qualified to serve particularly hard-to-serve populations (e.g., veterans, individuals with disabilities, offenders and high school dropouts)
- Providing multiple workshops, hiring events and community forums throughout the year to increase awareness

DRAFT

E. A description of the Local Board's strategic vision and goals for preparing an educated workforce (including youth and individuals with barriers to employment), including goals related to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency; and

WC is capitalizing on the extraordinary opportunity to improve job and career options for Southern Nevadans through a modernized, comprehensive, integrated, job-driven and streamlined local One-Stop Delivery System (OSDS) that links diverse talent to businesses. All One-Stop Career Centers (OSCC) and affiliate sites will have a dedicated focus on youth and individuals with barriers to employment. Consistent with priority of service, the system will also target special populations including: veterans, people with disabilities, re-entry, foster youth, English language learners, etc. The OSDS will be characterized by three critical hallmarks of excellence:

- The needs of businesses and workers drive workforce solutions
- One-Stop Career Centers (American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement
- The workforce system supports strong regional economies and plays an active role in the community and workforce development

WC's strategic vision for the SNWDA is based on our vision statement: "Full Employment for All Southern Nevadans". It is aligned to support the Governor's vision of the New Nevada. An economy, historically anchored on a couple of industry sectors, is being transformed to one that is knowledge-based and technologically advanced and features multiple key industry sectors. The New Nevada economy is now receiving strong economic, education and workforce development investments in the nine key industry sectors identified by the Governor:

- Aerospace & Defense
- Agriculture
- Clean Energy
- Healthcare & Medical Services
- Information Technology
- Logistics & Operations
- Manufacturing
- Mining & Materials
- Tourism, Gaming & Entertainment

The New Nevada economy presents great promise for gainful and sustainable jobs that will raise Southern Nevadans to their highest levels of self-sufficiency. WC will collaborate with local education and economic development agencies

DRAFT

in the planning efforts to develop the necessary exposure activities, demand-driven curriculum, certificate programs, programs of study, and internship opportunities that will best prepare students and job seekers to work and succeed in Nevada's key industry sectors.

WC will collaborate with local businesses and industries to maintain a local OSDS that meets the needs of job seekers and employers. This is anchored by our mission statement: "Connecting Employers to a Ready Workforce". The local OSDS is designed to align with the Governor's vision of a statewide public workforce development system that increases access to opportunities for employment, education, training and support services especially for youth and individuals with the greatest barriers to employment.

WC's vision and mission statements are supported by four strategic goals set by the Local Board:

- Implement effective policies for management and oversight of the OSDS
- Champion youth education, training and employment
- Promote quality employment and training services for adult and dislocated workers
- Attract, grow and retain businesses

These goals are supported by the Strategic Work Plan Goals Matrix that contains individual strategies, tactics, timelines and measurements (attached to this local plan). These strategies are aligned to support the performance measures described in WIOA section 116(b)(2)(A), regional economic growth and economic self-sufficiency in Southern Nevada.

All key industry sectors in the New Nevada economy require workers with strong STEM based skills. These skills are necessary for the types of jobs in the New Nevada economy. Most employers want workers who are able to reason and solve problems using some math, science or technology knowledge. Key STEM skills include:

- Analytical skills to research a topic, develop a project plan and timeline, and draw conclusions from research results
- Science skills to break down a complex scientific system into smaller parts, recognize cause and effect relationships and defend opinions using facts
- Math skills for calculations and measurements
- Attention to detail to follow a standard blueprint, record data accurately, or write instructions
- Technical skills to troubleshoot the source of a problem, repair a machine or debug an operating system, and computer capabilities to stay current on appropriate software and equipment

DRAFT

Workers in STEM fields also use "soft" skills as much as they do math and science. These "soft" STEM skills include:

- Communication and cooperation skills to listen to customer needs and interact productively with project partners
- Creative abilities to solve problems and develop new ideas
- Leadership skills to lead projects and help customers
- Organization skills to keep track of a great amount of and different sources of information

To support the New Nevada's key industry sectors, STEM activities already play a strong role in the service delivery design in the SNWDA. It starts with broad participant access to exposure activities to STEM skill-sets needed for occupations across Nevada's key industry sectors. It continues with STEM focus during the career coaching stages, STEM focused trainings on the Eligible Training Provider List (ETPL) and strong engagement with employers in STEM related industries.

Additionally WC is implementing a new Two Generation Strategy in an effort to break the inter-generational cycle of poverty and move families toward economic security with gainful employment. The initiative takes place through partnership with agencies like United Way of Southern Nevada, Clark County Social Services, and others. This initiative will include strong, comprehensive employment, education and training components that address both adults and their children. Key elements of the strategy are the use of integrated funding streams of leveraged resources that cover an array of supportive services earmarked for low income families.

F. Taking into account analyses described in subparagraphs (A) through (D), a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in subparagraph (E);

WC currently oversees one comprehensive OSCC and multiple One-Stop affiliate sites. There are currently seated partners for WIOA Titles I, III, and IV co-located at the comprehensive OSCC. A Memorandum of Understanding (MOU) is currently in process for formalizing access to all core partner programs at the comprehensive OSCC.

DRAFT

WC has formalized some MOUs and is currently formalizing additional ones with the entities that carry out the WIOA core programs in the local area.

- Title I Youth, Adult and Dislocated Worker: Formal MOUs are in place with Title I providers at the comprehensive OSCC and the One-Stop affiliate sites.
- Title II Adult Education and Literacy: Formal MOUs are currently in process with Nevada's Department of Education (NDE), recipient of WIOA Title II funds and MOUs will be put in place with its local recipients/service providers.
- Title III Employment Service - Wagner Peyser Act: Title III staff is co-located at the comprehensive OSCC. Formal MOUs are currently in process with DETR, recipient of WIOA Title III funds.
- Title IV Vocational Rehabilitation: Title IV staff is co-located at the comprehensive OSCC. Formal MOUs are currently in process with DETR, recipient of WIOA Title IV funds.

WC will continue to work to establish MOUs with the entities that carry out the core programs in order to further align resources, increase integration and coordination of programs, maximize return on investment and maintain seamless integrated services that are accessible to all job seekers, workers and businesses.

WC's vision is that these MOUs will lead to additional comprehensive OSCCs in the local area where Youth, Adult, Dislocated Worker, Adult Education, Employment Services and Vocational Rehabilitation are all seamlessly co-located, leveraging resources and sharing in the cost of system infrastructure. The vision also includes the addition of other WIOA required and additional partners like Temporary Assistance for Needy Families (TANF), Jobs for Veterans State Grants (JVSG), Carl Perkins Career and Technical Education (CTE), Registered Apprenticeship, etc.

DRAFT

2. ***A description of the workforce development system in the local area that identifies the programs that are included in the system and how the Local Board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E);***

   The local workforce development system includes the four required core WIOA programs: WIOA Title I (Adult, Dislocated Workers, and Youth), Title II (Adult Education & Literacy), Title III (Wagner-Peyser) and Title IV (Vocational Rehabilitation). It also includes 13 required partners: Career & Technical Education; Community Services Block Grant; Indian & Native American Programs; HUD Employment & Training Programs; Job Corps; Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program; National Farmworker Jobs Program; Senior Community Service Employment Program; TANF Employment & Training Programs; Trade Adjustment Assistance; Unemployment Insurance; YouthBuild; and Second Chance Act.

   To support alignment and avoid the duplication of services, the core program partners along with the required and additional partners will establish a One-Stop Delivery System MOU and corresponding resource sharing agreement, where applicable. The MOU will specify partner roles and responsibilities as related to providing services within the workforce development system.

3. ***A description of how the Local Board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);***

   WC, working with the entities carrying out core programs, will continue to fund, through its OSCC operator and service providers at One-Stop affiliate sites, all of the career services included under Section 134(c)(2). Such services shall include at a minimum:

   - Determinations of eligibility for services under Title I of WIOA
   - Outreach, intake and orientation to the information and other services available through the OSDS
   - Initial assessments of skill levels, aptitudes, abilities, and supportive service needs
   - Labor exchange services, including job search and placement assistance, career counseling when determined to be appropriate,

DRAFT

provision of information on in-demand sectors and non-traditional employment, and appropriate recruitment and other business services on behalf of employers

- Referrals to and coordination of activities with all other applicable OSDS partners and other workforce development programs
- Workforce and employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas
- Job vacancy listings
- Information related to job skills necessary to obtain employment
- Information relating to local in-demand occupations and the earnings and skill requirements for such occupations
- Performance and program cost information on eligible providers of training services
- Information, in formats that are usable by and understandable to customers, regarding how the local area is performing on the local performance accountability measures
- Information, in formats that are usable by and understandable to customers, relating to availability of other supportive services in the local area
- Information and assistance regarding the filing of claims for unemployment compensation
- Information relating to and assistance in establishing eligibility for programs of financial aid assistance and education programs

A key strategy for coordination of activities among the OSDS partners will be regularly convened system partner meetings to be held on no less than a quarterly basis. Topics of discussion at these meetings shall include ways in which intake processes and other services at all OSCCs and affiliated sites can be integrated to the fullest extent possible, with a strong emphasis placed on co-enrollment between all applicable partner programs.

WC will strongly encourage co-enrollment and leveraging of resources through other means, with requirements built in to its Individual Training Account (ITA) policy and other policies and procedures pertaining to the provision of WIOA career and training services.

WC will utilize a standardized MOU that outlines the services and funding to be provided by each required and optional local workforce system partner. Overall, the MOU and local plan will detail efforts to ensure effective and efficient delivery of workforce services.

Through the regularly convened system partner meetings and other strategies, WC intends to further improve consistency and integration of services by creating a common application process, co-enrolling customers across programs, instituting

DRAFT

an integrated case management process, utilizing standardized assessments, creating standardized curriculums for job-readiness training, and, in conjunction with core partners, implementing a comprehensive staff training program for personnel delivering services.

WC will utilize strategies developed in tandem with core and other partner programs to serve the needs of individuals.

Coordination of activities to support the identified strategies will be outlined in the One-Stop Delivery System MOU and will include key industry sector strategies and the implementation of career pathways.

A customer-centered approach will be at the forefront of each strategy and thorough assessments will be provided so that services can be tailored to the unique needs of the individual and a holistic plan for employment can be developed that includes the need for supportive services and the identification of resources from entities within and outside the scope of this plan.

WC will establish strong partnerships with local area colleges and universities through MOUs, and solicit training providers to submit training applications related to demand-driven industry sectors for placement on the State's ETPL.

WC will establish and maintain resource-sharing agreements with associated partners and facilitate a One-Stop Delivery System-wide dialogue for the purpose of collaborating with partners and addressing the need to connect employers to a ready workforce.

Access to activities leading to postsecondary credentials will improve by focusing on career pathways specific to locally in-demand occupations. WC will promote locally relevant career pathways in the SNWDA. Career exploration activities will be designed and implemented for in-demand skill-sets and occupations across all of Nevada's key industry sectors identified by the Governor's economic development plan.

Access to activities leading to postsecondary credentials will improve by utilizing the latest technologies available. Interactive Career Exploration (ICE) strategies will make effective use of the latest technologies. Southern Nevadans will be able to access the Woofound personality assessment from any PC or mobile device. Unlike most other career-mapping assessments, this unique science-based visual assessment is quick, fun and easy to take. After the 2-3 minute assessment, participants are provided actionable data that allow them to immediately start making career mapping decisions. Participants will also be able to navigate career exploration activities and local Labor Market Information (LMI) through fun interactive animated characters, all themed in Nevada's key industry sectors. The exploration activities are designed to be engaging, interactive and fun. They include

DRAFT

industry-relevant videos, quizzes and games. LMI is extracted from the DETR Research and Analysis Bureau website.

Access to activities leading to postsecondary credentials will improve through universal access and a "No Wrong Door" philosophy throughout the local OSDS. Universal access to STEM based programs will anchor participant exposure to skill-sets, industry-recognized certificates, licenses and certifications for occupations across Nevada's key industry sectors.

Access to activities leading to postsecondary credentials will improve through effective use of locally-relevant intelligence. Advisory panels will provide timely and locally relevant intelligence regarding the local labor market, education system and economic development activities. The advisory panels will focus on business engagement, special populations, youth and the OSDS. Among other things, this "real-time" intelligence will assist in keeping all ETPL offerings local industry-relevant and in-support of local in-demand occupations.

Access to activities leading to postsecondary credentials will improve through increased customer choice on the ETPL. The ETPL will meet the new performance reporting requirements and increase customer choice at the same time by using customer reviews along with the performance data. This will help participants make a more informed decision regarding training activities. A new paperless/online ETPL management process will streamline applications, evaluations, approvals/denials/renewals, customer reviews and the ETPL performance reporting process.

Access to activities leading to postsecondary credentials will improve through pre-apprenticeship programs that target populations with barriers to employment. These pre-apprenticeship programs will support career pathways that prepare participants for eventual placement into local registered apprenticeship programs.

WC will continue to work with United Way of Southern Nevada, Clark County Social Services, and others to implement a new Two Generation Strategy in an effort to break the inter-generational cycle of poverty and move families toward economic security with gainful employment. Key elements of the strategy are the use of integrated funding streams of leveraged resources that cover an array of supportive services earmarked for low income families.

DRAFT

4. A description of the strategies and services that will be used in the local area-

A. In order to-

i. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;

WC facilitates engagement of employers through the activities and initiatives of the Business Engagement Specialist Team (BEST). BEST engages local employers by:

- Offering candidate recruitment and placement as a gateway service to local employers, including small employers and particularly employers of in-demand industry sectors and occupations;

- Inviting employers to join the Workforce Connections' Compact which defines the partnership and mutual commitments made between Southern Nevada employers and WC. Employers commit to (1) utilizing the recruitment services and training resources of WC to access the talent available through the OSDS; (2) recommending recruitment and training resources to other businesses and employers; (3) maintaining communication with and providing honest feedback to WC for the continuous improvement of service delivery; (4) assisting the Southern Nevada Workforce Development Board in developing strategies to improve the talent pipeline, build the skills of Southern Nevadans, and enhance industry sector growth for a vibrant economy; and (5) be available to serve on panels and committees as an expert on employer issues.

ii. Support a local workforce development system that meets the needs of businesses in the local area;

WC's Business Engagement Panel is comprised of key employers who are members of the Compact. Panel members have decision-making and hiring authority in local businesses. They deliver "real time" and locally relevant workforce intelligence. The information is used to improve service delivery within the OSDS and to align training resources through management of the ETPL.

Primarily, the panel serves as an employer roundtable for employers to discuss how the system might become more demand-driven. In the context of workforce development, being demand-driven means using the hiring needs of employers as the starting point. Service providers then respond to the gathered demand factors with a labor supply aligned with demand. The Business Engagement Panel's role is to provide direct information on jobs

DRAFT

in-demand, skill sets required, training program requirements and candidate assessment factors to produce more trainees with skills and competencies that align better with industry, and hence, increase the likelihood of long-term employment upon completion of training. The Panel, which meets regularly, facilitates ongoing communication and continuous feedback ensuring that we truly become a demand-driven, locally-relevant workforce development system.

Finally, the Panel provides an opportunity to gain in-depth industry knowledge and expertise and to assess the current employment opportunities, future expectations, wages and salary impact with consideration of our local talent pool.

The Panel's goals are to:

- Examine major issues in the field of workforce and economic development and work to create programs, partnerships and solutions to complement policy decisions.
- Build on the principles of transformation for workforce development: initiating proactive collaboration and partnership; connecting strategic planning to regional economies; and creating customized solutions for businesses and workers in transition.
- Drive change within the workforce development system that aligns services to workers with benefits and resources that educate and prepare them for structural changes in the global marketplace.
- Craft the vision of "talent development" that reflects our local labor market needs.
- Adopt tools, approaches and successes that overcome barriers to performance and encourage innovative practices.
- Focus on the creation of a demand-driven, integrated publicly-funded workforce development system.

iii. Better coordinate workforce development programs and economic development; and

For Economic Development, WC works with the Las Vegas Global Economic Alliance (LVGEA), the Regional Economic Development Agency for Southern Nevada, the Governor's Office of Economic Development (GOED) and other local economic development teams. The goal is to coordinate the collaboration of public and private partners working to align the publicly-funded workforce development system to regionally-based economic development efforts. WC's local delivery system strives to develop talent that will ensure Southern Nevada's competitiveness in a global economy. WC works to improve coordination, communication, collaboration and performance between the workforce development system, economic development and the business community.

DRAFT

iv. Strengthen linkages between the One-Stop Delivery System and unemployment insurance programs; and

WC also works with DETR, Adult Ed, Department of Welfare, Vocational Rehabilitation and Veteran partners through the Business Services Network (The Network)**.** The Network convenes and coordinates business and employer service activities throughout the OSDS to create a seamless approach for employers and job seekers. The goal is to create a "no wrong door" for businesses and employers so that they may seamlessly receive system services and access system talent regardless of which partner is contacted. This will increase the services and potential recruitment pool available to employers and businesses.

Hiring events and other special recruitment efforts are also extremely effective for assisting unemployment insurance claimants with finding sustainable employment. In partnership with DETR, WC coordinates efforts with the Wagner-Peyser Business Service Office (BSO) to promote opportunities for connecting employers to job-ready UI claimants.

B. That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in paragraph (1)(F);

On-the-job training, incumbent worker training and customized training will be provided for in-demand jobs or high growth industry sectors within the LWDA. Industry experts make up the membership of the industry sector councils, providing breadth of insight as to the skills needed by employers. WC will develop career pathway strategies that will prepare southern Nevadans for job opportunities available in the local area.

5. A description of how the Local Board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services;

Consistent with section II(4)(A)(iii) of this plan, WC works to improve coordination, communication, collaboration and performance between the workforce development system, economic development and the business community, by engaging economic development agencies such as, Las Vegas Global Economic Alliance (LVGEA), the Regional Economic Development Agency for Southern Nevada, the Governor's Office of Economic Development

DRAFT

(GOED) and other local economic development teams. In addition, WC maintains active and dynamic partnerships with local chambers of commerce and industry associations. These agencies are represented in WC's Board membership.

Small businesses in the state of Nevada were seriously impacted by the national economic conditions resulting in the highest unemployment numbers in the nation. As a result of job losses, residents of Nevada are still searching for financial support for entrepreneurial business ideas. As a result of these facts, and the fact that small business development is a key factor to employment recovery, the Governor's Office of Economic Development (GOED) believes the small business sector requires additional funding to assist small businesses with entrepreneurial training, technical assistance and access to loans for new and expanding businesses throughout the State. Nevada received $13.8 million from a Federal grant to assist in the growth of small and microenterprise businesses throughout the state of Nevada.

The Nevada Microenterprise Institute (NMI) in partnership with Valley Economic Development Center (VEDC) will now be known as the VEDC Nevada Business Opportunity Fund to reflect its expanded services to help small businesses gain access to capital.

VEDC's Nevada Business Opportunity Fund offers a comprehensive array of tools and resources to help entrepreneurs to successfully start or expand small businesses. A Federally Certified Community Development Financial Institution (CDFI), the Nevada Business Opportunity Fund's services and programs are specifically targeted to help micro, small, women, and minority owned businesses in low-income and disadvantaged communities. Services include:

- Small Business Administration (SBA) Community Advantage loans in the $50,000 to $250,000 range
- Microloans in the $1,000 to $50,000 range
- Along with management and technical assistance such as business plan preparation, market research, accounting services, and more training programs and professional counseling through the Nevada Women's Business Center

There is an ongoing need to help small business owners who are unable to qualify for traditional bank financing. The Nevada Business Opportunity Fund is committed to continuing to provide financial resources, business services, and programs to grow businesses and support our communities.
The Nevada Business Opportunity Fund, which originally made microloans of only $1,000 to $35,000, has lent more than $6.4 million to more than 450 Nevada small

DRAFT

businesses. More than 3,000 people have received no-cost, entrepreneurial training from the Nevada Business Opportunity Fund's professionals in just the past two years alone. The more than 222,000 small businesses in Nevada significantly impact the State's economy, representing more than 95% of all employers and employing approximately 42% percent of the private-sector workforce.

WC's One-Stop Delivery System supports the Nevada Business Opportunity Fund and actively makes appropriate customer referrals from the comprehensive OSCC and its affiliate sites. WC's vision for supporting and promoting entrepreneurial skills training and microenterprise services also includes informational workshops and webinars at multiple locations of the Local One-Stop Delivery System.

WC's Youth-specific RFPs and contracts already incorporate a required entrepreneurial skills training component to address the unique needs of WIOA youth clients.

6. ***A description of the One-Stop Delivery System in the local area, including-***
   A. ***A description of how the Local Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers;***

      WC will ensure continual improvement of eligible providers of services through a data-driven process:
      - Reporting: Goals will be tracked, measured and reported (e.g., participant performance, system integration & resource-sharing, referral process, customer satisfaction, etc.)
      - Feedback: system feedback will improve job seeker and employer services, partner collaboration and provide qualitative system intelligence
      - Analysis: Data will be analyzed to improve understanding of the system and identify opportunity for continual improvement
      - Action: Analysis and feedback will drive the decision-making process for positive changes in the system. Initiatives and programs will be evaluated for effectiveness

      Additionally, monitoring, assessments and technical assistance will be used to ensure continual improvement. WC envisions sharing data across the workforce development system to allow in-depth analysis and evaluation of co-enrolled participants and pilot programs.

   B. ***A description of how the Local Board will facilitate access to services provided through the One-Stop Delivery System, including in remote areas, through the use of technology and through other means;***

DRAFT

WC has one comprehensive OSCC and multiple geographic One-Stop affiliate sites located throughout the SNWDA. The comprehensive OSCC and affiliate sites offer services to both employers and job seekers. The OSCC and affiliate sites also provide access to basic career services such as referrals to the OSDS partners, on-line registrations and job search assistance through the Nevada Job Bank and access to online UI information.

Besides physical access, WC actively promotes technological linkage to services. Currently, tools such as the Woofound online assessment and the Interactive Career Exploration (ICE) kiosk provide additional tools for exploring career pathways in a fun, quick and convenient manner. These tools are available system-wide and can be accessed through any web enabled computing or mobile device. For the jobseeker who is interested in training, WC, in coordination with the State and Nevadaworks, has implemented an ETPL search tool which allows training information to be searched by factors such as cost, location and sector. WC recognizes the need for distance learning and also continues to explore and advocate online training options for individuals that reside in rural areas. It is anticipated that the new Statewide Automated Workforce System (SAWS) will further enhance technological linkages to labor market information and self-serve job seeker and employer services.

WC has also recently deployed two mobile One-Stops to increase the geographical footprint and provide increased access to the OSDS. The retired buses were donated by the Southern Nevada Regional Transportation Commission and repurposed and transformed into mobile One-Stops. The mobile One-Stops feature two office spaces, computer equipment and an ADA compliant lift. Their deployment throughout the SNWDA is coordinated by the OSCC operator.

C. A description of how entities within the One-Stop Delivery System, including One-Stop operators and the One-Stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials, for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and

The local area connects OSDS services, including WIOA, to persons with disabilities by assuring that all workforce offices are ADA compliant and that auxiliary aids are made available when requested by customers receiving services. The area distributes and ensures the use of State notices to make all eligible registrants and applicants aware of the system's obligations to operate their programs in a non-discriminatory manner.

DRAFT

The OSDS is required to provide equal opportunity in all aspects of their program operations and practices. All funded partners are required to post the Equal Employment Opportunity (EEO) is the Law notice and disseminate it to each participant and document the distribution in the case file. The local area provides standard EEO language to be placed on all new and reprinted marketing collateral and routinely monitors system compliance with this requirement.

In program year 2013, the OSCC underwent an ADA facility improvement project. The project went above the minimum ADA requirements. The amount of dedicated accessible parking adjacent to the building was tripled, additional access rails and ramps were installed, and electrical door operators were installed throughout the building. It is WC's goal to provide the best services available to all populations of the local community.

Staff of the OSDS routinely serve persons with disabilities by making any accommodations necessary to assist with their employment and training needs. As much of the EO content is in written form, accommodations are made to any participant with a visual impairment to ensure appropriate advisement.

As a WIOA Title I Core Partner, WC is partnering with WIOA Title IV (i.e., Vocational Rehabilitation), which is also co-located at the OSCC, to have training and support provided to all core and required partner staffs addressing the needs of individuals with disabilities.

D. A description of the roles and resource contributions of the One-Stop partners;

The responsibilities of the One-Stop partners are to provide:

- Career services (basic and individualized)
- Workforce and labor market information
- Access to training services
- Program referrals

The OSCC operator will provide the leadership, foundation and tools to ensure the standardization of service delivery through the OSCC.

OSCC providers of career services

- OSCC Operator:
  - WIOA career and training services

- State of Nevada NDE and DETR:
  - Adult Education and Family Literacy
  - Wagner-Peyser
  - Veterans Services
  - Former Offender Services

DRAFT

- Vocational Rehabilitation

Resource contributions will be consistent with the negotiated MOU and resource sharing agreement.

7. ***A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area;***

Basic career services will be made available to all individuals seeking services in the OSDS, and include:

- Eligibility determination for adult, dislocated worker, or youth programs
- Outreach, intake (including identification through the State's Worker Profiling and Reemployment services system) and orientation to information and other services available through the OSDS
- Initial assessment of skill levels including literacy, numeracy, English language proficiency, as well as aptitudes, abilities and supportive service needs
- Labor exchange services, including:
  - Job search and placement assistance
  - Provision of information on in-demand industry sectors and occupations
  - Provision of information on non-traditional employment
- Provision of referrals to and coordination of activities with other programs and services, including those within the OSDS and, when appropriate, other workforce development programs
- Provision of workforce and labor market employment statistics information including information relating to local, regional and national labor market areas
- Provision of performance information and program cost information for eligible providers of training services
- Provision and information about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system
- Provision of information and assistance regarding filing claims for unemployment compensation
- Provision of information relating to the availability of support services or assistance, and appropriate referrals to those services and assistance
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

Individualized Career Services

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service

DRAFT

needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. Ostensibly to avoid duplication of services, WIOA contains a clause that allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by the OSCC Operator or the OSCC Partner and must have been completed within the previous six months

- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers
- Group counseling
- Individual counseling
- Career planning
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and work experience that are linked to careers
- Workforce preparation activities
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance
- English language acquisition and integrated education and training programs

Training Services

WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Training services include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training (OJT), including registered apprenticeship
- Incumbent worker training in accordance with WIOA §134(d)(4)
- Workplace training and cooperative education programs
- Skills upgrading and retraining
- Entrepreneurial training
- Transitional jobs in accordance with WIOA §134(d)(5)
- Job readiness training provided in combination with other training described above
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training
- Customized training conducted with a commitment by an employer or

DRAFT

group of employers to employ an individual upon successful completion of the training

Follow-up Services
Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

Strengths include the following:

- Geographic access points throughout SNWDA
- Provision of subject matter expertise for special ADW populations
- Quality-focused services

Weaknesses include the following:

- Minimal community awareness of available services
- Outreach to and recruitment of dislocated workers
- Providing expeditious subsequent services following point of initial contact
- Cumbersome and lengthy administrative process

8. ***A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(a);***

Nevada's rapid response program is designed to oversee and provide expedited services to businesses and workers facing layoffs and/or business closures of any size both in Worker Adjustment and Retraining Notification Act (WARN) and non-WARN instances. These services are coordinated through DETR's Workforce Investment Support Services (WISS) section. Nevada's rapid response unit is comprised of individuals from the local boards, dislocated worker service providers, organized labor, and DETR's ESD division.

The coalition aims to educate businesses and dislocated workers about the services and information available through Federal, State and local organizations to reduce the effects of business downsizing. Additionally, the unit makes every effort to conduct immediate on-site assessments with the employer, representatives of the affected workers, and the local community to evaluate the specific needs of the affected business and workers and to provide intervention services accordingly.

WC will work with the rapid response unit to design a service delivery strategy to accelerate the impacted employees return to work.

9. ***A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are***

DRAFT

individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities;

WC will serve youth out of multiple geographic urban and rural One-Stop affiliate sites, including the OSCC, spread throughout Lincoln, Nye, Esmeralda, and Clark Counties. In addition, WC has also identified three specialized projects which include a particular focus on re-entry youth, drop-out recovery interventions, and a work-based learning industry sector program.

WC is focusing 80 percent of recruitment efforts on the out-of-school youth population in coordination with community partners that serve similar youth. The OSCC and all One-Stop affiliate sites will maximize outreach and recruitment efforts for youth with disabilities, foster youth, and re-entry youth.

WC and its funded partners will continue collaborative partnerships with Vocational Rehabilitation, Department of Juvenile Justice, Department of Family Services, Health and Human Services and several community-based organizations that serve disconnected youth. WC will require all funded partners to provide subject matter expertise to the targeted youth populations identified above.

The 14 WIOA youth elements will be made available to all youth based on identifiable needs through an objective assessment and in accordance with an Individual Service Strategy (ISS).

Strengths include the following:

- Geographic footprint which allows increased access points for youth services
- System partnerships which allow for leveraged resources and holistic wrap-around services
- Specialized expertise provided to most disadvantaged youth

Weaknesses include the following:

- Out-of-school youth majority system (80%) minimizes WIOA Title I resources and services for in-school youth (20%), and in particular those at-risk of dropping out
- Minimal community awareness of available WIOA Title I youth programs and services
- Co-location of WIOA Core & Required partners at each One-Stop affiliate site

A successful model for out-of-school youth workforce activities is the YouthBuild Las Vegas model which consists of an expected focus of 50% on education, 40% on vocational training, and 10% on leadership development. The program runs the educational component concurrent with vocational training and incorporates leadership development throughout the design. The program also integrates an

DRAFT

AmeriCorps component with a particular emphasis on civic engagement, which participants fulfill during their vocational training.

10. ***A description of how the Local Board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid the duplication of services;***

    WC maximizes communication, resources, and partnerships to align secondary and postsecondary opportunities within the workforce development system in order to carry out education and workforce investment activities in the local area. There is a standing relationship with Clark County School District (CCSD), WIOA Title II (Adult Education and Family Literacy), and local institutions of higher education (e.g., College of Southern Nevada, University of Nevada Las Vegas, and Nevada State College). Representatives from each entity (i.e., secondary, Adult Education, and Institutions of Higher Education) serve on WC committees and the Local Board.

    The collaboration with these entities and alignment with eligible training providers will reduce duplication of services and provide the opportunity to coordinate strategies while building systemic approaches for the development of career pathways, including apprenticeship programs.

DRAFT

11. ***A description of how the Local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area;***

    WC maintains an array of policies that addresses the use of supportive services and allowances therein. Local WIOA participants are eligible to receive supportive services for transportation and other key necessities, which directly support employment and training.

    Funded partners will assess and document the need for each individual during an initial assessment and the enrollment process. Our policies address the coordination and referral of services to other entities in order to avoid duplication of services. Funded partners are responsible for approving supportive services in accordance to the guidelines set forth in WC's policies.

    WC has also secured an agreement with the Regional Transportation Commission of Southern Nevada (RTC) which allows programs to purchase 30- day bus passes at reduced cost. This cost savings will allow greater transportation assistance for job search and training activities.

12. ***A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the One-Stop Delivery System, to improve service delivery and avoid duplication of services;***

    As a required WIOA core mandated partner, under the One-Stop Career Center MOU and resource sharing agreement, Title III Wagner-Peyser services are already co-located at the comprehensive OSCC. In addition, Wagner-Peyser services will also be available at various One-Stop Centers and affiliate sites. Consistent with the state plan, WC will utilize the objective criteria and procedures provided by the state for the establishment and certification of One-Stop Centers and affiliate sites. Accordingly, DETR's Wagner-Peyser programs will deliver a wide array of employment and training services to job seekers in the comprehensive OSCC and throughout the OSDS. Collaboration within the workforce development system and amongst the core partners will allow for coordinating and providing basic career services, while avoiding duplication of services. In order to assure this collaboration, WC's One-Stop Centers and affiliate sites are required to co-locate at least two, if not all four WIOA core mandated partners, one of which is Wagner-Peyser. One-Stop Centers and affiliate sites will be monitored accordingly. In order to improve the geographical footprint and provide more access points, WC is pursuing partnerships with local government agencies that will provide no-cost facilities. This will allow us to open more One-Stop Centers and/or affiliate sites.

DRAFT

13. ***A description of how the Local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the Board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II;***

Through a One-Stop Delivery System MOU and resource sharing agreement, collaborative roles and responsibilities shall be identified outlining coordinated workforce development services and education and literacy activities to include leveraging of WIOA Title I funds and resources with those of Adult Education & Family Literacy (WIOA Title II). Such coordination shall include, but are not limited to the following:

- Co-location of Title I and Title II services where possible in order to reduce the cost of buildings and route more funds to direct client services.
- Supporting the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for family. This initiative will be highlighted in WC's Two-Generation Strategy.
- Assist immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship.
- Assist incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society.

Workforce development activities shall be coordinated with local area education and training providers, including the providers or sub-recipients of adult education and literacy activities under Title II and Carl Perkins (Career and Technical Education). In addition, and in order to avoid duplication of services, WC will participate in the Request for Proposals (RFP) evaluation process for WIOA Title II providers, and vice versa. The OSCC and One-Stop affiliate sites will provide opportunities for WIOA Title II provider staff to be co-located within their respective geographic offices.

In order to improve the geographical footprint and provide more access points, WC is pursuing partnerships with local government agencies that will provide no-cost facilities. This will allow us to open more One-Stop Centers and/or affiliate sites.

DRAFT

14. ***A description of the replicated cooperative agreements (as defined in section 107(d)(11) between the Local Board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;***

    Individuals with disabilities shall be provided employment and training services so that they may prepare themselves for, and engage in, competitive integrated employment consistent with their unique strengths, priorities, concerns, abilities, capabilities, and interests with an informed choice. Through this comprehensive workforce development plan, individuals with disabilities will be assured to receive services they need to reach their full potential with gainful employment and training services.

    WC partners with WIOA Title IV (Vocational Rehabilitation), which is already co-located at the comprehensive OSCC, in the following ways:

    - Cross training of core partner staff to ensure a high level of service to people with disabilities
    - Placement of people with disabilities through business engagement activities
    - Representation on the WC Board, committees and advisory panels representing special populations

15. ***An identification of the entity responsible for the disbursal of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i);***

    WC is designated by the Governor as the administrative entity for the SNWDA. Attached to this plan is a letter dated September 14, 2015, from Governor Brian Sandoval to Clark County Commissioner Lawrence Weekly, Chair of the Chief Local Elected Officials Consortium (see Attachment D).

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16. A description of the competitive process to be used to award the sub grants and contracts in the local area for activities carried out under this title;

WC and its sub-recipients, contractors and subcontractors are required to comply with established procedures / guidelines regarding procurement and acquisitions for goods and services. WC is also required to comply with:

- Any specific Federal and State award requirements outlined in grant agreements
- State and Local Board inter-local agreements
- Federal, State or local guidance, such as Training and Employment Guidance Letters (TEGLs) issued by the DOL, Employment and Training Administration (ETA) as they relate to funds passed through by the State
- Any programmatic or statutory Federal or State requirements, as applicable

All competitions shall be conducted in a manner that provides, to the maximum extent practical, free and open competition to all interested parties. The process used shall ensure open and impartial access for all interested minority, women owned, small business, veteran or disadvantaged owned, businesses seeking opportunities to furnish goods and/or services to WC. All solicitations for goods and services and the selection of sub-recipients shall incorporate a clear and accurate description of the technical requirements for the materials, products, or services to be procured, including quantities, and identification of all requirements that respondents must fulfill, and all other factors to be used in evaluating bids or proposals.

WC uses the RFP method of procurement when there is more than one prospective bidder submitting an offer, the lowest price is not necessarily the determining factor, and a cost reimbursement type contract or award will be made. The RFP must also meet the generally prescribed standards for "full and open competition". The bid evaluation factors should focus primarily on, but not exclusively, the proposal's approach, program design, innovation, coordination, and knowledge of the regulations and statutes directly related to the goods and services proposed. The RFP must contain a clear and accurate description of the technical requirements for the material, product or service to be procured. It also must contain identification of all requirements which the proposers must fulfill, and identification of all other factors to be used in evaluating the bids or proposals. WC announces new RFPs to known entities who provide such services through newspaper advertising, email blasts and by posting on its website. A bidder's conference is conducted to answer any questions prospective applicants may have. Upon receipt of submitted proposals by the due date, proposals that have passed technical review are currently sent to an experienced outside agency procured to score such proposals independently from WC. Upon receipt of the independent ranking of respondents, WC recommends an agency for award to the programs committee for approval, to the board for final approval and to the Local Elected Officials' Consortium for

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ratification. Once that process is completed and a sub-recipient is selected, contract negotiations begin and are finalized with a contract.

17. ***A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the One-Stop Delivery System, in the local area; (Pending numbers from State)***

    WC is awaiting initial local levels of performance to be provided by the State. Once they are negotiated and agreed upon by the Governor and the Chief Local Elected Official, they will be used to measure the performance of the OSDS in the local area.

18. ***A description of the actions the Local Board take toward becoming or remaining a high-performing board, consistent with the factors developed by the State Board pursuant to section 101(d)(6);***

    The Board will ensure effective policies are developed and maintained regarding the coordinated provision of integrated services through the local delivery system including:

    - Assessing the effectiveness and continuous improvement of One-Stop Career Centers and affiliate sites
    - Allocation of OSCC infrastructure costs
    - Appropriate roles and contributions of entities that carry out OSDS partner programs within the local OSDS, including approaches to facilitating equitable and efficient cost allocation in the system
    - Pursuing partnerships with local government agencies that will provide no-cost facilities in order to route more funds towards direct client services.

    WC maintains a continual Board member development program in order to keep them engaged, informed and up-to-date on all things WIOA-related. An on-going recruitment strategy is also in place to build a pool of potential Board, committee and advisory panel members. The Board, through the Executive Director will ensure board staff is well qualified and undergoes continual training and development.

    WC strives to maximize the Return on Investment (ROI) of taxpayer funds and to manage resources responsibly with the highest fiscal and programmatic standards.

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19. ***A description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided;***

    Training services are provided through the statewide ETPL and Individual Training Accounts (ITAs). Contracts for training services are currently not used in the SNWDA. They would only be used if the trainings couldn't be made available through the ETPL.

    The process for training providers (including registered apprenticeships) applying for the ETPL and reporting WIOA-required performance was made more efficient in Nevada through the implementation of a new online ETPL management system. The system streamlines the application process by eliminating paper use and reducing time spent on the process. Intelligent search functions allow the customer to find trainings according to Nevada's key industry sectors, location, duration, cost, etc. Most importantly, it will display the WIOA performance measures for each training once the first year period of initial eligibility expires. This, along with planned customer ratings, will ensure informed customer choice in the selection of training.

20. ***A description of the process used by the Local Board, consistent with subsection (d), to provide an opportunity for public comment by representatives of business and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan;***

    Based on and in alignment with the Unified State Plan submitted by the State to US DOL on March 3, 2016, the draft local plan is developed by WC in collaboration with its system partners and with intelligence gathered from the local elected officials, Board, committees and advisory panels. Membership includes representatives from business and labor organizations.

    Weeks ahead of its release, WC publishes in local newspapers/publications a notice that the four-year local plan will soon be made available for public comment. The notice (attached to this plan) announces the beginning and end dates of 30 day comment period, where and when electronic and printed versions of the plan may be accessed, a plan summary and contact information.

    Ahead of publication for public comment, an email blast is also sent out to local elected officials, Board, committees, advisory panels, program operators, NDE, DETR, DHHS and other partner agencies announcing the public comment period so that they can communicate their needs, offer perspectives, expertise and participate in the process. A draft of the entire local plan is then made available for

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comment for 30 days. Once the 30 day period expires, all public comment is evaluated and when appropriate, incorporated in the plan. All public comment is included with the final submission of the plan.

The finalized plan is signed by the Chair of the Chief Local Elected Officials' Consortium and the Board Chair and then submitted to DETR.

The notice of the Four-Year Local Plan being available for public comment was published in the Las Vegas Review Journal, the Las Vegas Sun, El Tiempo, Pahrump Valley Times and the Lincoln County Record. Proof of publication is incorporated in Appendix C. The plan was posted for public comment from April 26, 2016 through May 27, 2016 on WC's website and was available for review at the administrative offices, One-Stop Career Center, and Career Center Affiliate Sites. No public comments were received.

21. ***A description of how One-Stop Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by One-Stop partners; and***

In February of 2014, DETR began working on the procurement of a new Management Information System (MIS). The project was named Statewide Automated Workforce System (SAWS) and among its goals are common interface and intake for all statewide workforce agencies including the local boards. Once the new system is selected and installed, WC's One-Stop Career Center and the affiliate sites will begin registering clients and services in SAWS.

The use of a common intake system will provide easier access, broader and higher quality skills assessment and improved career navigation for system customers. SAWS will also create a common interface between workforce agencies statewide. A common intake is a requisite for the WIOA requirement of aligning performance reporting across the core programs. SAWS will enable staff and clients to make informed, data-driven decisions with regards to education and/or workforce training programs.

22. ***Such other information as the Governor may require.***

Not applicable at this time.

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ATTACHMENT A – Assurances Checklist

Planning Process and Public Comment	References	WC Response
1. ☒ The Local Board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days prior to submittal to the Governor.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)	There is not policy in place for this specific item. Sec. 108(d) of WIOA – Process Part 679.550 (b) – Process [Public Comment]
2. ☒ The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)	There is not policy in place for this specific item.
3. ☒ The Local Board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390	WC premises are compliant with ADA requirements and "public Access".
Required Policies and Procedures	**References**	
4. ☒ The Local Board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390	WC Policies, procedures are posted on WC's website.
5. ☒ The Local Board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h)	Yes. Article II of the Workforce Connections Board By-Laws.
6. ☒ The Local Board has fully executed copies of memoranda of understanding between the Local Board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of all memoranda of understandings.	WIOA Section 121(c); proposed 20 CFR 678.500-510	WC has produced a draft MOU, at this time the MOU draft is under the review of core mandated partners.

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7. ☒ The Local Board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(2)(v)	WC Policy Admin-010-03 "Compliance Assurance Reviews" [Monitoring and oversight of sub-recipients and the one-stop operators].
8. ☒ The Local Board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c)(2), 20 CFR 677.210(b)	Pending State negotiations.
9. ☒ The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123, 107(d)(10) proposed 20 CFR 678.600-615 and 681.400	Yes. Under stablished "Procurement Standards" policy Admin-010-06
10. ☒ The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.	WIOA Sections 107(d)(10)(C), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)- (m) and 680.400-430	Yes. WC Policy [GEN-050-06] Set forth guidance regarding the initial and subsequent eligibility process.
11. ☒ The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600	Yes. Policy [GEN-050-01] set forth standards and procedures designed to ensure that all WIOA Tile I funded programs will be conducted in compliance with applicable equal opportunity and nondiscrimination established requirements.
12. ☒ The Local Board has established at least one comprehensive, full-service one- stop center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305	Pending establishment of State criteria.
13. ☒ The Local Board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites, consistent with the state plan, to support items identified in noted references.	20 CFR 679.550-560	Yes, the Local Board ensures continual improvement through the implementation of policy, monitoring and procedure.

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14. ☒ All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)	Yes. WC observes compliance with ADA standards. Self-assessment and site visits are conducted at least once per program year.
15. ☒ The Local Board ensures that outreach is provided to populations and sub- populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42	Yes, through selection of service providers.
16. ☒ The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and	WIOA Section 188; 29 CFR 37.42	Yes, through selection of service providers.
17. ☒ The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration developed by the Governor are implemented.	WIOA Section 188; 29 CFR 37.54(a)(1)	Yes. Policy GEN-050-01 set forth standards and procedures designed to ensure that all WIOA Tile I funded programs will be conducted in compliance with applicable equal opportunity and nondiscrimination established requirements.
18. ☒ The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37;	Yes. Record retention is observed through implemented policies.
19. ☒ The Local Board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the Local Board complies with the applicable certification and disclosure requirements	2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B;	Yes. WIOA Administrative Standards [Admin-010-01] this policy provides guidance with respect to administrative standards applicable to programs funded under Title I of WIOA.
20. ☒ The Local Board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with DETR's mission.	WIOA Section 167	Yes.

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21. ☒ The Local Board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4)(B); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603	Yes. [GEN-050-07] and [Admin-010-04] Compliance requirements for the collection, storage and dissemination of data for programs funded under Title I of WIOA and record retention and access to record requirements.
Administration of Funds	**References**	
22. ☒ The Local Board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310	Yes. Procurement/Acquisition [Admin-010-06] set forth the guidelines with respect to applicable procurement standards under the uniform administrative requirements codified at Title 2 of the Code of Federal Regulations.
23. ☒ The Local Board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15);683.200-220, 683.300	Yes: WC Fiscal Internal Management Procedures.
24. ☒ The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); 20 CFR 683.300, and 683.400-410, 2CFR200.	Yes. Compliance Assurance Reviews [Admin-010-03] Set forth guidelines with respect to oversight and monitoring of sub-recipients.
25. ☒ The Local Board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of $5,000 or more for equipment requested by subcontractors.	2 CFR 200.314; 200.453	Yes. Allowable Cost policy [FIS-020-01] Property Management [2.5] Both under review process at this time
26. ☒ The Local Board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750	Yes. Audit Process [Admin-010-09] Set forth standards with respect to audit requirements, audit resolution, and debt collection.

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27. ☒ The Local Board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP)	Yes. Property Management [2.5] In review process at this time.
28. ☒ The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850	Yes. WIOA Administrative Standards [Admin-010-01] this policy provides guidance with respect to administrative standards applicable to programs funded under Title I of WIOA.
Eligibility	**References**	
29. ☒ The Local Board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A	Yes. [ADW-030-01] for the adult and dislocated worker programs. [YTH-040-01] for the YTH programs.
30. ☒ The Local Board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320	Yes. [Gen-050-08] Stablishes guidelines with respect to the provisions of ITAs to participants in WIOA Title I programs.
31. ☒ The Local Board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570;	Yes. [ADW-030-09] Adult and dislocated worker programs. [YTH-040-06] YTH services.

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32. ☒ The Local Board has a written policy for priority of service at its centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09	Yes. WC enforces compliance with provisions of priority of services for veterans and eligible spouses.

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ATTACHMENT B – State-Required Certification

Regional/Local Workforce Plan Certification

The Local Workforce Development Board for_____ certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable Federal and State laws and regulations.

_____

Local Chief Elected Official(s)

_____

Date

_____

Local Workforce Development
Board Chair

_____

Date

DRAFT

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ATTACHMENT C – Public Comment

Based on and in alignment with the Unified State Plan submitted by the State to US DOL on March 3, 2016, the draft local plan is developed by WC in collaboration with its system partners and with intelligence gathered from the local elected officials, Board, committees and advisory panels. Membership includes representatives from business and labor organizations.

Weeks ahead of its release, WC publishes in local newspapers/publications a notice that the four-year local plan will soon be made available for public comment. The notice (attached to this plan) announces the beginning and end dates of 30 day comment period, where and when electronic and printed versions of the plan may be accessed, a plan summary and contact information.

Ahead of publication for public comment, an email blast is also sent out to local elected officials, Board, committees, advisory panels, program operators, NDE, DETR, DHHS and other partner agencies announcing the public comment period so that they can communicate their needs, offer perspectives, expertise and participate in the process. A draft of the entire local plan is then made available for comment for 30 days. Once the 30 day period expires, all public comment is evaluated and when appropriate, incorporated in the plan. All public comment is included with the final submission of the plan.

The finalized plan is signed by the Chair of the Chief Local Elected Officials' Consortium and the Board Chair and then submitted to DETR.

The notice of the Four-Year Local Plan being available for public comment was published in the Las Vegas Review Journal, the Las Vegas Sun, El Tiempo, Pahrump Valley Times and the Lincoln County Record. Proof of publication is incorporated in this appendix. The plan was posted for public comment from April 26, 2016 through May 27, 2016 on WC's website and was available for review at the administrative offices, One-Stop Career Center, and Career Center Affiliate Sites. No public comments were received.

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AFFIDAVIT OF PUBLICATION

STATE OF NEVADA)
COUNTY OF CLARK) SS:

WORKFORCE CONNECTIONS
STE 150
6330 W CHARLESTON BLVD
LAS VEGAS NV 89146

Account # **22554**
Ad Number **0000771707**

Eileen Gallagher, being 1st duly sworn, deposes and says: That she is the Legal Clerk for the Las Vegas Review-Journal and the Las Vegas Sun, daily newspapers regularly issued, published and circulated in the City of Las Vegas County of Clark, State of Nevada, and that the advertisement, a true copy attached for, was continuously published in said Las Vegas Review-Journal and / or Las Vegas Sun in 2 edition(s) of said newspaper issued from 04/16/2016 to 04/17/2016 on the following days:

04 / 16 / 16
04 / 17 / 16

/S/ Eileen Gallagher
LEGAL ADVERTISEMENT REPRESENTATIVE

Subscribed and sworn to before me on this 18th day of April, 2016

Notary Mary Lee

MARY A. LEE
Notary Public State of Nevada
No. 09-8941-1
My Appt. Exp. Nov. 13, 2016

NOTICE OF 4-YEAR LOCAL PLAN AVAILABLE FOR COMMENT

Workforce Connections (WC) is making its 4-Year Local Plan available to receive public comment for a 30-day period beginning April 26, 2016 through May 27, 2016. An electronic version of the proposed 4-Year Local Plan will be available for public comment at WC's website:

www.nvworkforceconnections.org

Paper copies will be available for public review between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday at WC's administrative offices located at:

Workforce Connections
6330 West Charleston Blvd.
Suite 150
Las Vegas, NV 89146
Phone: (702) 638-8750

Paper copies will also be made available for public review at the administrative offices of WC's One-Stop Career Center Affiliate Sites. For contact information please check the System Partners webpage on our website:

http://www.nvworkforceconnections.org/Admin/ServiceProviderList2.php

Plan Summary

The proposed 4-Year Local Plan reflects WC's goals and strategies to comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA). It aligns WC's resources with the goals of the Governor's Workforce Development Board in alignment with the Governor's vision for a "New Nevada". The plan ensures alignment of education, career training and workforce development services to achieve targeted objectives; integrating the local workforce development system in support of Nevada's key industry sectors. The proposed 4-Year Local Plan covers the period of July 1, 2016 through June 30, 2020.

Questions regarding the proposed 4-Year Local Plan are to be directed to: Ardell Galbreth, Executive Director for Workforce Connections at (702) 638-8750 or via email at:

agalbreth@snvwc.org

PUB: April 16, 17, 2016
LV Review-Journal

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COUNTY OF CLARK) SS:

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LAS VEGAS NV 89146

Account # **22554**
Ad Number **0000771722**

Erin Dell, being 1st duly sworn, deposes and says: That she is the Legal Clerk for El Tiempo, a weekly newspaper regularly issued, published and circulated in the City of Las Vegas, County of Clark, State of Nevada, and that the advertisement, a true copy attached for, was continuously published in said El Tiempo in 1 edition(s) of said newspaper issued from 04/15/2016 to 04/15/2016, on the following days:

04 / 15 / 16

NOTICE OF 4-YEAR LOCAL PLAN AVAILABLE FOR COMMENT

Workforce Connections (WC) is making its 4-Year Local Plan available to receive public comment for a 30-day period beginning April 26, 2016 through May 27, 2016. An electronic version of the proposed 4-Year Local Plan will be available for public comment at WC's website:

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Workforce Connections
6330 West Charleston Blvd., Suite 150
Las Vegas, NV 89146
Phone: (702) 638-8750

Paper copies will also be made available for public review at the administrative offices of WC's One-Stop Career Center Affiliate Sites. For contact information please check the System Partners webpage on our website:

http://www.nvworkforceconnections.org/Admin/ServiceProviderList2.php

Plan Summary

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Questions regarding the proposed 4-Year Local Plan are to be directed to: Ardell Galbreth, Executive Director for Workforce Connections at (702) 638-8750 or via email at:

agalbreth@snvwc.org

PUB: April 15, 2016
El Tiempo

/S/ _____
LEGAL ADVERTISEMENT REPRESENTATIVE

Subscribed and sworn to before me on this 15th day of April, 2016

Notary _____

JANET E. MILES
Notary Public State of Nevada
No. 09-8939-1
My Appt. Exp. Nov. 13, 2016

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AFFIDAVIT OF PUBLICATION

STATE OF NEVADA)
COUNTY OF NYE) SS:

WORKFORCE CONNECTIONS
STE 150
6330 W CHARLESTON BLVD
LAS VEGAS NV 89146

Account # **22554**
Ad Number **0000772254**

Charlotte Uyeno, being 1st duly sworn, deposes and says: That she is the Legal Clerk for the Pahrump Valley Times, a bi-weekly newspaper regularly issued, published and circulated in the Town of Pahrump, County of Nye, State of Nevada, and that the advertisement, a true copy attached for, was published in said Pahrump Valley Times in 1 edition(s) of said newspaper issued from 04/15/2016 to 04/15/2016, on the following days:

04 / 15 / 16 Public Comment 4yr local

NOTICE OF 4-YEAR LOCAL PLAN AVAILABLE FOR COMMENT

Workforce Connections (WC) is making its 4-Year Local Plan available to receive public comment for a 30-day period beginning April 26, 2016 through May 27, 2016. An electronic version of the proposed 4-Year Local Plan will be available for public comment at WC's website: www.nvworkforceconnections.org. Paper copies will be available for public review between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday at WC's administrative offices located at: Workforce Connections, 6330 West Charleston Blvd., Suite 150, Las Vegas, NV 89146, Phone: (702) 638-8750. Paper copies will also be made available for public review at the administrative offices of WC's One-Stop Career Center Affiliate Sites. For contact information please check the System Partners webpage on our website: http://www.nvworkforceconnections.org/Admin/ServiceProviderList2.php

Plan Summary The proposed 4-Year Local Plan reflects WC's goals and strategies to comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA). It aligns WC's resources with the goals of the Governor's Workforce Development Board in alignment with the Governor's vision for a "New Nevada". The plan ensures alignment of education, career training and workforce development services to achieve targeted objectives; integrating the local workforce development system in support of Nevada's key industry sectors. The proposed 4-Year Local Plan covers the period of July 1, 2016 through June 30, 2020. Questions regarding the proposed 4-Year Local Plan are to be directed to: Ardell Galbreth, Executive Director for Workforce Connections at (702) 638-8750 or via email at:agalbreth@snvwc.org

PUBLISH: Apr. 15, 2016.

/S/ Charlotte U
LEGAL ADVERTISEMENT REPRESENTATIVE

Subscribed and sworn to before me on this 15th day of April, 2016

Notary J.D.M. Karle

J. D. M. KARLE
NOTARY PUBLIC
STATE OF NEVADA
APPT. No. 14-14596-14
MY APPT. EXPIRES AUG. 19, 2018

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Battle Born Media, LLC

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Boulder City, NV 89005

Invoice

Date	Invoice #
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PAID 05/09/2016

Bill To	
Workforce Connection 6330 W. Charlston Blvd Ste. 150 Las Vegas NV 89146	Battle Born Media, LLC newspapers include: The Ely Times and Eureka Sentinel - 775-289-4491 Sparks Tribune - 775-358-8062 Mineral County Independent News - 775-945-2414 Mesquite Local News - 702-346-6397 Lincoln County Record - 775-725-3232

Item	Description	Qty	Rate	Amount
Legal Ad	04/15/16, Notice of 4 year plan	1	52.50	52.50
Legal Ad	04/22/16, request for Proposals	1	26.25	26.25

Please make your check payable to:
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ATTACHMENT D – Designation Letter from the Governor

ONE HUNDRED ONE NORTH CARSON STREET
CARSON CITY, NEVADA 89701
OFFICE: (775) 684-5670
FAX NO.: (775) 684-5683

555 EAST WASHINGTON AVENUE, SUITE 5100
LAS VEGAS, NEVADA 89101
OFFICE: (702) 486-2500
FAX NO.: (702) 486-2505

Office of the Governor

September 14, 2015

Lawrence Weekly
Clark County Commissioner and Workforce Connections Local Elected Official Chair
c/o Workforce Connections Council
6330 W. Charleston Blvd. #150
Las Vegas, NV 89146

Lawrence

Dear Commissioner Weekly,

I want to take this opportunity to applaud the achievements of the Workforce Connections Council continuing to successfully administer the provisions of the Workforce Investment Act (1998) in northern Nevada.

Pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), Title I, Chapter 2, Sec. 106(b)(2), and upon recommendation made by the Governor's Workforce Development Board, I hereby approve the initial designation of the following counties as a local workforce development area within the State of Nevada: Clark, Esmeralda, Lincoln, Nye, Boulder City, Henderson, Las Vegas, and North Las Vegas. Furthermore, I hereby approve the initial designation of **Workforce Connections** to serve in its current capacity as the administrative entity for the local workforce development board.

I wish you and your Council continuing success in the development and facilitation of employment and training activities in the state of Nevada.

Sincere regards,

BRIAN SANDOVAL
Governor

cc: Ardell Galbreath, Executive Director, Workforce Connections
Don Soderberg, Director, Department of Employment, Training and Rehabilitation (DETR)
Dennis A. Perea, Deputy Director, DETR
Kristine Nelson, Asst. to the Director, DETR
Lynn Castro, Executive Assistant, DETR (file)
Renee Olson, Administrator, Employment Security Division, DETR
Lynda Parven, Deputy Administrator, Employment Security Division, DETR
Grant Nielson, Chief, Workforce Investment Support Services, DETR

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ATTACHMENT E – Workforce Connections Strategic Work Plan Goals Matrix

(Please see following pages.)

DRAFT

6330 W. Charleston Blvd, Suite 150, Las Vegas, NV 89146 Phone: (702) 638-8750 Fax: (702) 638-8774

Vision: "Full Employment for All Southern Nevadans"
Mission: "Connecting Employers to a Ready Workforce"

Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 1: Implement Effective Policies for Management and Oversight of the One-Stop Delivery System				
Strategy	Tactic	Timeline	Measurement	Status
1.1. Effectively transition system service delivery from WIA to WIOA.	1. Use Gantt Chart as central repository and tracking for all WIOA implementation activities.	Jun-16	• Completed items "checked off" on the Gantt chart.	
	2. Revise, modify and/or develop Workforce Connections' policies and associated contracts to ensure WIOA compliance.	Ongoing	• Updates and recommendations to Board and Committees quarterly.	
	3. Communicate the implementation plan and all necessary changes to necessary stakeholders through training and technical assistance.	Ongoing	• Updates and recommendations to LEOs, Board and Ex-Com quarterly.	
	4. Evaluate implementation and transition plan for effectiveness and modify as necessary.	Ongoing	• Updates and recommendations to Board and Committees quarterly.	
1.2. Maximize return on investment and manage resources responsibly with the highest standards.	1. Hire, retain and develop well qualified staff talent and encourage ongoing management and oversight training.	Ongoing	• Strategic staff recruitment and training program.	
	2. Lend strong technical assistance support to awarded programs along with comprehensive fiscal oversight and accountability for productive outcomes.	Ongoing	• Unqualified fiscal auditing financial statements and less than ten noted monitoring findings identified by the State of Nevada and/or U.S. Department of Labor.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 1: Implement Effective Policies for Management and Oversight of the One-Stop Delivery System				
Strategy	Tactic	Timeline	Measurement	Status
1.3. Correct any noted auditing and monitoring findings.	1. Develop and document sound corrective action measures with permanent fixes to prevent noncompliance recurrence.	Ongoing updates by WC management team	• Corrective action validated along with findings closure notice from auditing/ monitoring agency.	
	2. Provide technical assistance to staff and service providers and ongoing training initiatives associated with awarded programs and funding.	Within 3 months of program/funding award	• Published training and technical assistance reports.	
	3. Modify/update policies as necessary to avoid repeat auditing and monitoring findings.	Ongoing throughout each program year	• Quality assurance process.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 2: Champion Youth Education, Training and Employment				
Strategy	Tactic	Timeline	Measurement	Status
2.1. Address the educational and vocational needs of Out-of-school Youth.	1. Deliver holistic, wraparound youth services by partnering with educators, employers and community based organizations to identify and leverage resources.	Ongoing each program year	• Youth Panel Meetings. • Receipt of formal presentations and inputs from service providers including the number of youth successfully served.	
	2. Target hardest-to-serve youth identified by Programs Committee and Youth Panel.	Ongoing each program year	• Published Request for Proposals and award and execute contracts to qualified/certified partners and service providers to serve the identified populations.	
2.2. Engage and connect youth with career path and employment training opportunities relevant to the identified industry sectors.	1. Fund workforce development programs that prepare youth for successful entry into employment and lifelong learning opportunities in the identified industry sectors.	Ongoing each program year	• Publish Request for Proposals and award and execute contracts to qualified/certified partners and service providers.	
	2. Partner with local employers to promote youth career preparedness and exposure through work-based learning opportunities.	Ongoing each program year	• Number of youth participating in work-based learning opportunities.	
	3. Secure local public/private partners with focus on youth education and training opportunities leading to promising careers.	Ongoing each program year	• Executed MOUs/contracts.	
	4. Establish a Youth One-Stop Career Center.	Ongoing	• Executed contract with a One-Stop operator.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 2: Champion Youth Education, Training and Employment				
Strategy	Tactic	Timeline	Measurement	Status
2.3. Expose youth to STEM skill sets, occupations, training and career pathways.	1. Partner with educators, employers and community organizations to increase exposure for youth to the necessary skills of the future workforce.	Ongoing throughout each program year	• Increase system youth initiatives/activities, making sure they are both engaging and local industry-relevant.	
	2. Increase the STEM exposure for youth served by service providers.	Ongoing throughout each program year	• Include STEM requirements in service provider contracts with clear measurables.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 3: Promote Quality Employment and Training Services for Adult and Dislocated Workers				
Strategy	Tactic	Timeline	Measurement	Status
3.1. Leverage resources to provide more comprehensive service delivery by soliciting partnership agreements from both required and non-required partners.	1. Establish and maintain resource-sharing agreements with required and non-required One-Stop System partners.	Ongoing and throughout program year.	• Executed MOUs.	
	2. Facilitate system-wide dialogue for the purpose of collaborating with partners and addressing the needs of job-seekers including targeted populations.	Ongoing	• One-Stop System Panel meetings. • Special Populations Panel meetings.	
3.2 Build system capacity in order to increase quality of service.	1. Continually evaluate system requirements and implement training activities as needed for system partners.	Ongoing	• Give quarterly updates of system-wide training activities.	
	2. Through the Workforce Development Academy (WDA), continue to build capacity throughout the system.	Ongoing and throughout program year	• Give quarterly updates of WDA enrollments.	
3.3. Transition and maintain a WIOA compliant One-Stop operator in alignment with the State Plan.	1. Initiate a competitive procurement process and execute an contract for a One-Stop operator.	Jun-15	• Executed contract.	
	2. Execute WIOA-compliant MOUs with mandated System partners and facilitate the implementation.	Jun-15	• Executed MOUs.	
	3. Develop and implement a OSCC transition plan detailing potential barriers to an effective and timely transition to WIOA compliant operator.	Jul-15	• Executed plan.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 4: Attract, Grow and Retain Businesses				
Strategy	Tactic	Timeline	Measurement	Status
4.1. Create a workforce system that champions business, education, training and workforce development.	1. Grow a strong network of business partners/local employers that looks to Workforce Connections' One-Stop Delivery System and Career Center(s) as their first choice for employment and training services.	Annually	• At least 25 new employer customers per year. • At least 6 employers returning for additional services. • Host at least 2 hiring events with a minimum of 50 positions available per event. • Host 2 training events with a minimum of 100 attendees per event.	
	2. Keep the Board informed of Business Engagement activities and initiatives.	Quarterly	• Give quarterly updates of Business Engagement activities. • Give updates of Business Engagement Panel activities (# of members, # of meetings, actionable items, etc.).	
4.2. Create a dynamic supply of trained, skilled workers to meet workforce demands of regional and industry sectors.	1. Partner with local businesses and training providers (colleges, universities, and apprenticeship trades) to gather business intelligence.	Ongoing as driven by business demands	• Number of new Compact members. • Publishing and distributing Business Intelligence Reports to One-Stop operator and other system partners.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 4: Attract, Grow and Retain Businesses				
Strategy	Tactic	Timeline	Measurement	Status
	2. Develop and coordinate training activities based on business intelligence.	Ongoing as driven by business demands	• Response by One-Stop operator and other service providers, including a description of actions taken/not-taken in response to Business Intelligence Reports. • Number of new trainings added to the ETPL based on business intelligence. • Number of participants placed in employment based on new trainings (measurement dependent on completion of new ETPL process).	
4.3. Align workforce development resources to be anchored by the following industry sectors: • Agriculture • Aerospace & Defense • Information Technology • Clean Energy • Health & Medical Services • Logistics & Operations • Manufacturing • Mining & Materials • Tourism, Gaming & Entertainment.	1. Team up with the Economic Development agencies to support business retention and expansion in the local area.	Ongoing	• Appropriate representation on board, committees and/or panels.	

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Strategic Work Plan Goals Matrix

Effective July 1, 2016

Goal 4: Attract, Grow and Retain Businesses				
Strategy	Tactic	Timeline	Measurement	Status
	2. Continue to support DETR's sector councils.	Ongoing	• Consistent attendance and participation by WC staff and board members at DETR sector councils.	
	3. Allocate resources yearly to support sector initiatives.	Ongoing	• Service provider contracts include resource requirement. support to industry sectors. • Fund system-building initiatives.	
	4. Develop career pathway initiatives focused on the highest growth/highest wage industry sectors in the local area.	Jun-16	• Develop specialized pathways for IT, Healthcare and Manufacturing.	
	5. Streamline board membership application and approval process to identify and document strong credentials for membership.	May/June 2015	• New Board members appointed to all required positions. • Board re-certification.	
4.4. Maintain a compliant, engaged, effective and efficient board.	1. Implement a recruitment strategy that builds a pool for potential board, committee and panel members.	Oct-15	• Recruitment strategy in place. • Pool of ready candidates.	
	2. Implement a continual Board Member development program.	Dec-15	• On-board orientation. • Board member training. • NAWB conference attendance.	

EMPLOYMENT SECURITY DIVISION

Office of the Administrator

BRIAN SANDOVAL
Governor

DON SODERBERG
Director

RENEE L. OLSON
Administrator

July 8, 2016

Mr. Ardell Galbreth, Executive Director
Workforce Connections
6330 W Charleston Blvd #150
Las Vegas NV 89146

Re: Workforce Connections Local Workforce Development Board Plan (July 1, 2016 – June 30, 2020)

Dear Mr. Galbreth:

On May 31, 2016, the Workforce Investment Support Services (WISS) unit received the Workforce Connections local plan. A review of the plan was conducted and the plan has met most of the elements contained in the May 3, 2016 memorandum.

Item number twelve in the main body document states, "Eventually, One-Stop affiliate sites will become comprehensive career centers, which will require Wagner-Peyser as a co-located partner." This verbiage is too broad at this point in the implementation of WIOA. Creating of comprehensive sites will be reviewed on a case by case basis. Please reconsider and resubmit with different language.

If there are any questions or further assistance is needed, please do not hesitate to contact our office.

Sincerely,

Lynda Parven
Deputy Administrator

LP:

cc: Don Soderberg, Director, DETR
Dennis Perea, Deputy Director, DETR
Renee L. Olson, Administrator, ESD
Grant Nielson, Chief of WISS
Commissioner Lawrence Weekly, WFC Board Local Elected Official
Valerie Murzl, WFC Board Chair
Jaime Cruz, Chief Strategy Officer

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July 14, 2016

Lynda Parven, Deputy Administrator
Nevada Department of Employment, Training and Rehabilitation
Employment Security Division
2800 East St. Louis Ave.
Las Vegas NV 89204

RE: Workforce Connections Four Year Local Plan — Southern Nevada Workforce Development Area (July 1, 2016 – June 30, 2020

Dear Ms. Parven:

Thank you for reviewing Workforce Connections' local workforce development plan for the referenced period indicated. In response to your noted comments, dated July 8, 2016, we have revised our plan to read in part ". . . Comprehensive One-Stop Career Centers will be established in accordance with certification criteria outlined by State of Nevada."

Please find enclosed our revised plan with portions highlighted in "yellow" as indicated above. If you have any questions or need further clarification, please feel free to contact Jaime Cruz at: (702) 636-2308 or me at: (702) 636-2337.

Regards,

Ardell Galbreth
Executive Director

Enclosure: Workforce Connections Local Workforce Development Plan (July 1, 2016 – June 30, 2020)

6330 W. Charleston Blvd, Suite 150, Las Vegas, NV 89146 Phone: (702) 638-8750 Fax: (702) 638-8774

EMPLOYMENT SECURITY DIVISION

Office of the Administrator

BRIAN SANDOVAL
Governor

DON SODERBERG
Director

RENEE L. OLSON
Administrator

July 18, 2016

Mr. Ardell Galbreth, Executive Director
Workforce Connections
6330 W Charleston Blvd., #150
Las Vegas NV 89146

Re: Workforce Connections Local Workforce Development Board Plan
(July 1, 2016 – June 30, 2020)

Dear Mr. Galbreth:

On May 31, 2016, the Workforce Investment Support Services (WISS) unit received the Workforce Connections local plan. It was returned for one correction. A review of the final plan was conducted and the plan has met all of the elements contained in the May 3, 2016 memorandum.

As required in 20 CFR 679.550(b), the plan has been forwarded to Kristine Nelson for distribution to the Governor's Workforce Development Board's Executive Committee for their review. Approval of the plan will be on the committee's agenda for their meeting that will be scheduled in August, 2016.

If there are any questions or further assistance is needed, please do not hesitate to contact our office.

Sincerely,

Lynda Parven
Deputy Administrator

cc: Don Soderberg, Director, DETR
Dennis Perea, Deputy Director, DETR
Renee L. Olson, Administrator, ESD
Grant Nielson, Chief of WISS
Commissioner Lawrence Weekly, WFC Board Local Elected Official
Valerie Murzl, WFC Board Chair
Jaime Cruz, Chief Strategy Officer

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STATE COMPLIANCE POLICIES

Agenda Item	Policy No.	Policy Name
8(A)	**1.4**	**WIOA One-Stop Delivery System**
	Policy Description	***REVISION*** - State Compliance Policy 1.4 communicates the policy, procedure and content definitions for the operation of the WIOA One –Stop Delivery System. Title I of WIOA assigns responsibility at the local, state and federal level to ensure the creation and maintenance of a one-stop delivery system that enhances the range and quality of workforce development services that are accessible to individuals seeking assistance. State Compliance Policy 1.4 has been revised since its approval on July 21, 2016. Please reference page 5. There were also non-substantive updates to the reference citations.
8(B)	**1.14**	**On-The-Job Training (OJT) and Customized Training**
	Policy Description	***REVISION*** - State Compliance Policy 1.14 communicates the policy to Local Areas of the requirements relating to services for On-the-Job (OJT) training and customized training. Both of these training options are a vital part of services that can be offered to participants and businesses within Nevada. This policy provides guidance to the local boards on requirements regarding eligibility of job seekers and businesses that wish to participate. WIOA has allowed the reimbursement for OJTs to increase to 75 percent when certain criteria are met. Customized training is another method of assisting existing employees of a Nevada business to receive updated training and increase the businesses' competitiveness.

8(C)	2.4	Youth Expenditure Requirements
	Policy Description	State Compliance Policy 2.4 communicates policy to Local Areas for the Youth Expenditure Requirements. WIOA substantially changed these requirements in that 75 percent of youth funds must be spent on Out of School Youth (OSY). Additionally, local programs are required to expend at least 20 percent of available funds to provide work experiences (WEX) to eligible youth. This policy provides guidance to the local boards on federal expenditure requirements, reporting and tracking, as well as state imposed requirements for the Youth program.

Policy Summary

State Compliance Policy (SCP) 1.4

NOTE: State Compliance Policy (SCP) 1.4 was approved by the **Governor's Workforce Development Board's *Executive Committee*** at its **September 9, 2016** public meeting.

As part of its responsibility to provide guidance and direction to the Local Workforce Development Areas (Local Areas), DETR follows federal guidance in creating policy to implement the Workforce Innovation and Opportunity Act (WIOA). These policies are necessary for efficient and stable operations of the workforce system in the State of Nevada. As such, DETR has provided SCP 1.4 to the Governor's Workforce Development Board (GWDB) for review and approval.

State Compliance Policy 1.4 communicates the policy, procedure and content definitions for the operation of the WIOA One –Stop Delivery System. Title I of WIOA assigns responsibility at the local, state and federal level to ensure the creation and maintenance of a one-stop delivery system that enhances the range and quality of workforce development services that are accessible to individuals seeking assistance.

State Compliance Policy 1.4 has been revised since its approval on July 21, 2016. Please reference page 5. There were also non-substantive updates to the reference citations.

Nevada Department of Employment, Training and Rehabilitation (DETR)
Workforce Innovation and Opportunity Act (WIOA)
State Compliance Policy

Policy Number: 1.4

Originating Office: Workforce Investment Support Services

Subject: Workforce Innovation and Opportunity Act One-Stop Delivery System

Approved: GWDB – July 21, 2016

Revised: *Proposed:* GWDB Exec. Comm., September 9, 2016 ; GWDB, October 20, 2016 ratification.

Purpose: To provide guidance for the operation of the WIOA one-stop service delivery system.

State Imposed Requirements: This directive contains some state-imposed requirements. These requirements are printed in **bold**, *italic* type.

Authorities/References: Workforce Innovation and Opportunity Act (P.L. 113-128), 2 CFR part 200, 20 CFR Part 678 and 29 CFR §37; §38

Background: Title I of the Workforce Innovation and Opportunity Act (WIOA) assigns responsibility at the local, state and federal level to ensure the creation and maintenance of a One-Stop delivery system that enhances the range and quality of workforce development services that are accessible to individuals seeking assistance 20 CFR §678.300.

I. One-Stop Delivery System:

A. The one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers. 20 CFR §678.300(a).

B. The system must include at least one comprehensive physical center in each local area as described in 20 CFR §678.305. The system may also have additional arrangements to supplement the comprehensive center including:

1. An affiliated site or a network of affiliated sites where one or more partners make programs, services, and activities available as described in 20 CFR §678.310. A physical location is one that provides access to the programs, services, and activities of all

required partners. Providing services through "direct linkage" as defined in 20 CFR §305(d) is an allowable form of access to services. All affiliated sites must be physically and programmatically accessible to individuals with disabilities, as described in 29 CFR part 38. Administrative requirements for affiliated sites are further described in State Compliance Policy 1.20.

2. A network of eligible one-stop partners, as described in 20 CFR §678.400 through §678.410 through which each partner provides one or more of the programs, services, and activities that are linked, physically or technologically, to an affiliated site or access point that assures customers are provided information on the availability of career services, as well as other program services and activities, regardless of where they initially enter the public workforce system in the local area; and,
3. Specialized centers that address specific needs, including those of dislocated workers, youth, or key industry sectors or clusters.

C. Required one-stop partner programs must provide access to programs, services, and activities through electronic means, if applicable and practicable. This is in addition to providing access to services through the mandatory comprehensive physical one-stop center and any affiliated sites or specialized centers. The provision of programs and services by electronic methods such as web sites, telephones, or other means must improve the efficiency, coordination and quality of one-stop partner services. Electronic delivery must not replace access to such services at a comprehensive one-stop center or be a substitute to making services available at an affiliated site if the partner is participating in an affiliated site. Electronic delivery systems must be in compliance with the nondiscrimination and equal opportunity provisions of WIOA in sec. 188, and it's implementing regulations in 29 CFR parts 38.

D. The design of the local area's one-stop system must be described in the Memorandum of Understanding (MOU) executed by the one-stop partners as described in 20 CFR §678.500.

II. Comprehensive One-Stop Center:

A. A comprehensive one-stop center is a physical location where jobseeker and employer customers can access the programs, services and activities of all required one-stop partners. A comprehensive one-stop center must have at least one WIOA Title I staff person physically present.

B. The comprehensive one-stop center must provide:
1. Career services described in 20 CFR §678.430;
2. Access to training services described in 20 CFR §680.200;
3. Access to any employment and training activities carried out under sec. 134(d) of WIOA;
4. Access to programs and activities carried out by one-stop partners

listed in 20 CFR §678.400 through §678.410, including Wagner-Peyser employment services; and,

5. Workforce and labor market information.

C. Customers must have access to these programs, services, and activities during regular business days at a comprehensive one-stop center. The local workforce development board may establish other service hours, at other times, to accommodate the schedules of individuals who work on regular business days. The state workforce development board will evaluate the hours of access to service as part of the evaluation of effectiveness in the one-stop certification process described in 20 CFR §678.800(b).

D. "Access" to programs and services means having either: program staff physically present at the location; having partner program staff physically present at the one-stop appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or, providing direct linkage through technology to program staff who can provide meaningful information or services.

1. A "direct linkage" means providing direct connection at the one-stop, within a reasonable time, by phone or through real-time, web-based communication to a program staff member who can provide program information or services to the customer.
2. A "direct linkage" does not include providing a phone number or computer website that can be used at an individual's home; providing information, pamphlets, or materials; or, making arrangements for the customer to receive services at a later time or on a different day.

E. All comprehensive one-stops must be physically and programmatically accessible to individuals with disabilities, as described in 29 CFR part 38.

F. Required one-stop partners (20 CFR §678.400) include:

1. Programs authorized under Title I of WIOA, including: Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, Native American programs, and Migrant and Seasonal Farmworker programs;
2. Employment services authorized under the Wagner-Peyser Act (29 CFR 49 et. seq.), as amended by WIOA title III;
3. Adult Education and Family Literacy Act (AEFLA) activities authorized under Title II of WIOA;
4. The Vocational Rehabilitation program authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et. seq.) as amended by WIOA title IV;
5. The Senior Community Service Employment program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.);
6. Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical

Education Act of 2006 (20 U.S.C. 2301 et. seq.);

7. Trade Adjustment Assistance activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et. seq.);
8. Jobs for Veterans State Grants program authorized under chapter 41 of Title 38 U.S.C.;
9. Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et. seq.);
10. Employment and training activities carried out by the Department of Housing and Urban Development;
11. Programs authorized under state unemployment compensation laws (in accordance with applicable federal law);
12. Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and,
13. Temporary Assistance for Needy Families (TANF) authorized under part A of Title IV of the Social Security Act (42 U.S.C. et. seq.), unless exempted by the Governor. The Governor may determine that TANF will not be a required partner in the state, or within some specific local areas in the state. In this instance, the Governor must notify the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing of this determination 20 CFR §678.405(b).

G. Additional partners that carry out a workforce development program, including federal, state or local programs and programs in the private sector may serve as part of the one-stop system if the local workforce development board(s) and chief elected official(s) approve the entity's participation (20 CFR §678.410). Additional partners may include, but are not limited to:

1. Employment and training programs administered by the Social Security Administration, including the Ticket To Work and Self-Sufficiency programs established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19);
2. Employment and training programs carried out by the Small Business Administration.
3. Supplemental Nutrition Assistance Program (SNAP) employment and training programs authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015 (d)(4);
4. Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732);
5. Programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et. seq.); and,
6. Other appropriate federal, state or local programs, including employment, education and training programs provided by public libraries or in the private sector.

III. Memorandum of Understanding (MOU) for the One-Stop Delivery System

A. The MOU is the product of local discussion and negotiation, and is an agreement developed and executed between the local workforce

development board(s), with the agreement of the chief local elected official(s) and the one-stop partners, relating to the operation of the one-stop delivery system in the local area. Negotiations will be conducted in accordance with the requirements of 20 CFR §678.510.

B. The MOU must include:

1. A description of services to be provided through the one-stop delivery system, including the manner in which the services will be coordinated and delivered through the system;
2. A final plan, or an interim plan if needed, on how the costs of the services and the operating costs of the system will be funded, including funding of infrastructure costs (20 CFR §678.700 through 678.755) and funding of the shared services and operating costs of the one-stop delivery system (20 CFR §678.760). Appeals regarding costs will be reviewed by the state in accordance with 20 CFR §678.750.
3. Methods for referring individuals between the one-stop operators and partners for appropriate services and activities.
4. Methods to insure that the needs of workers, youth and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.
5. The duration of the MOU and procedures for amending it; and,
6. Assurances that each MOU will be reviewed and, if substantial changes have occurred, renewed not less than once every three year period to insure appropriate funding and delivery of services.

C. The MOU may contain any other provisions agreed to by the parties that are consistent with WIOA Title I, authorizing statutes and regulations of the one-stop partner programs, and the WIOA regulations (WIOA sec. 121(c)).

D. When fully executed, the MOU must contain the signatures of the local workforce development board, one-stop partners, the chief local elected official(s), and the time period in which the agreement is in effect. The MOU must be updated not less than every three years to reflect any changes in the signatory official(s) of the local workforce development board, one-stop partners, and/or chief elected local official(s), or any changes in one-stop infrastructure funding.

E. The Governor shall establish a process, described under section 102(b)(2)(D)(i)(IV), for a one-stop partner administering a program described in subsection (b)(1) to appeal a determination regarding the portion of funds to be provided under this paragraph. Such a determination may be appealed under the process on the basis that such determination is inconsistent with the requirements of this paragraph. Such process shall ensure prompt resolution of the appeal in order to ensure the funds are distributed in a timely manner, consistent with the requirements of section 182(e). ***A One-stop partner may appeal an infrastructure funding plan in writing, per established policy, to the***

Governor's Workforce Development Board whose decision is final.

IV. One-Stop Operators

A. One-stop operators may be a single entity (public, private or non-profit) or a consortium of entities (20 CFR §678.600). If the consortium of entities is one of the one-stop partners, it must include a minimum of three of the one-stop partners as described in 20 CFR §678.400.

B. In consultation and collaboration with core partners and the state workforce development board, the local workforce development boards will issue a Request for Proposals (RFP) that incorporates the mandatory elements as follows:

1. An applicant's proposal must provide a cost containment plan that delineates a process for controlling the operational expenses that cap the per FTE costs to 60 percent of the average FTE costs of their home office, and defines program goals within pre-planned budgetary constraints.
2. Once proposals are received, the local workforce development board will convene an operator selection committee comprised of one member from the local workforce development board; the Nevada Department of Education; the Nevada Department of Health and Human Services; the Nevada Department of Employment, Training and Rehabilitation to select the one-stop operator.
3. The local workforce development board will review the operator selection committee's recommendation for either approval/disapproval pursuant to all statutory or regulatory requirements, and provide a justification for any disapproval.
4. The procurement process will follow Nevada's State Purchasing guidelines to insure transparency.

C. The one-stop operator may operate one or more one-stop centers. There may be more than one, one-stop operator in a local area.

D. The types of entities that may be a one-stop operator include:

1. An institution of higher education;
2. An employment service state agency established under the Wagner-Peyser Act;
3. A community-based organization, nonprofit organization, or workforce intermediary;
4. A private for-profit entity;
5. A government agency;
6. A local workforce development board, with the approval of the chief local elected official(s) and the Governor; or,
7. Another interested organization or entity, which is capable of carrying out the duties of the one-stop operator, including a local chamber of commerce or labor organization.

E. Elementary and secondary schools are not eligible as one-stop operators except for nontraditional public secondary schools such as

night and adult schools, or technical education schools.

F. The state and local workforce development boards must insure that, in carrying out WIOA programs and activities, one-stop operators:
   1. Disclose any potential conflict of interest (20 CFR §679.430);
   2. Do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term career and training services;
   3. The one-stop operator can have no familial relationship to the 3rd degree of consanguinity, business, financial, or political ties with any member of the local workforce development board or its staff, or the local elected officials consortium, or any employee of a mandatory core program located within the one-stop center; and,
   4. Comply with federal and state regulations and procurement policies, including 20 CFR §683.295, 2 CFR part 200, Nevada Administrative Code (NAC) 333, and other applicable regulations and policies.

V. One-Stop Certification:

A. The state workforce development board, in consultation with the local workforce development board and the chief local elected official(s), will establish objective criteria and procedures for the local workforce development boards to use when certifying one-stop centers (20 CFR §678.800).

B. As provided in the Workforce Innovation and Opportunity Act of 2014 (WIOA), the establishment and certification of one-stop centers and the one-stop delivery system consists of a two-step process:
   1. **Local:** Consistent with an approved state plan, a WIOA-compliant local workforce development board for a local area, with the agreement of the chief elected official for the local area, shall develop, designate, certify, and provide oversight with respect to the one-stop delivery system in the local area.
   2. **State:** The state workforce development board, in consultation with chief elected local officials and the local workforce development board, shall establish objective criteria and procedures for use by local workforce development boards in assessing at least once every three years the effectiveness, physical and programmatic accessibility, and continuous improvement of one-stop centers and the one-stop delivery system, consistent with the requirements of section 101(d)(6).

C. The on-site review is an essential component for certification of existing one-stop centers prior to the enactment of WIOA, in addition to the recertification one-stop centers. The on-site review provides the local workforce development boards and core partners of the workforce development system the opportunity to validate information provided in a one-stop operator's certification application, and to make inquiries that may arise post-review of the written material. Conversely, one-stop operators are provided with additional opportunities to supply

information, clarify specific points, or ask questions that they may have about the local workforce development board and/or core partners' expectations. Combined with the written application, the on-site review provides the local workforce development board and core partners with additional insight as to a one-stop operator's readiness for certification.

D. Written notice shall be provided to one-stop operator applicants prior to the on-site review, which indicates the date and time of the visit, names of review team members and the organizations that they represent, and specific topic areas that will be covered. Once the on-site review is completed, a written feedback report will be provided to the one-stop operator applicant.

E. Evaluation criteria will be reviewed and updated every two years as part of the review and modification of the state plan (20 CFR §676.135).

F. When the local workforce development board is the one-stop operator, the state must certify the one-stop center.

G. As of July 1, 2016, each one-stop delivery system must include the **"American Job Centers of Nevada"** or **"A proud partner of the American Job Center of Nevada"** identifier on all products, programs, activities, services, facilities, and related property and materials used in the one-stop system (20 CFR §678.900(b)).

Policy Summary

State Compliance Policy (SCP) 1.14

NOTE: State Compliance Policy (SCP) 1.14 was approved by the **Governor's Workforce Development Board's *Executive Committee*** at its **September 9, 2016** public meeting.

As part of its responsibility to provide guidance and direction to the Local Workforce Development Areas (Local Areas), DETR follows federal guidance in creating policy to implement the Workforce Innovation and Opportunity Act (WIOA). These policies are necessary for efficient and stable operations of the workforce system in the State of Nevada. As such, DETR has provided SCP 1.14 to the Governor's Workforce Development Board (GWDB) Executive Committee for review and approval.

State Compliance Policy 1.14 communicates the policy to Local Areas of the requirements relating to services for On-the-Job (OJT) training and customized training. Both of these training options are a vital part of services that can be offered to participants and businesses within Nevada.

This policy provides guidance to the local boards on requirements regarding eligibility of job seekers and businesses that wish to participate. WIOA has allowed the reimbursement for OJTs to increase to 75 percent when certain criteria are met. Customized training is another method of assisting existing employees of a Nevada business to receive updated training and increase the businesses' competitiveness.

Nevada Department of Employment, Training and Rehabilitation (DETR)
Workforce Innovation and Opportunity Act
State Compliance Policy (SCP)

Policy Number: 1.14

Originating Office: DETR; Workforce Investment Support Services (WISS)

Subject: On-The-Job Training (OJT) and Customized Training

Issued: NEW; replacing WIA State Compliance Policy 1.14

Purpose: To provide the Workforce Innovation and Opportunity Act (WIOA) requirements for Work-based Training programs of On-the–Job Training and Customized Training.

State Imposed Requirements: This directive contains some state-imposed requirements. These requirements are printed in **bold, *italic type.***

Authorities/References: Workforce Innovation and Opportunity Act (WIOA) P.L. secs. 113-128; Final Rule, 20 CFR §680.700-770; TEGL 3-15.

ACTION REQUIRED:
Upon issuance bring this guidance to the attention of all WIOA service providers, local workforce development board (LWDB) members and any other concerned parties. Any LWDB's policies, procedures, and/or contracts affected by this guidance are required to be updated accordingly.

Background:
Work-based training is employer-driven with the goal of unsubsidized employment after participation. Generally, work-based training involves a commitment by an employer or employers to fully employ successful participants after they have completed the program.
Work-based training can be an effective training strategy that can provide additional opportunities for participants and employers in both finding high-quality work and in developing a high-quality workforce. Each of these work-based models can be effectively used to target different job seeker and employer needs. Providers of work-based training must be providing the highest quality training to participants and are subject to performance and dissemination requirements of WIOA sec. 134(a)(2)(B)(v) and 122(h), separate from that of the Eligible Training Provider List (ETPL).

On-the-Job Training (OJT)—OJT is available to youth, adults and dislocated workers. OJT is a type of training that is provided by a private, private nonprofit, or public sector employer to a participant. During the training, the participant is engaged in productive work in a job for which

he or she is paid, and the training provides the knowledge or skills essential to the full and adequate performance of the job.

Customized Training– designed to provide local areas with flexibility to ensure that training meets the unique needs of the job seekers, employers or groups of employers and is conducted with a commitment by the employer to employ all individuals upon successful completion of training. It is generally designed so that the participants are trained by a third party, and are generally classroom-based for the employer. Credentialing is encouraged, but not required.

Policy and Procedure:

On-The-Job Training

WIOA sec. 3(44)

ON-THE-JOB TRAINING.—The term ''on-the-job training'' means training by an employer that is provided to a paid participant while engaged in productive work in a job that—

(A) provides knowledge or skills essential to the full and adequate performance of the job;

(B) is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, except as provided in WIOA section 134(c)(3)(H), for the extraordinary costs of providing the training and additional supervision related to the training; and

(C) is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

20 CFR §680.700

(a) On-the-job training (OJT) is defined at WIOA sec. 3(44). OJT is provided under a contract with an employer in the public, private nonprofit, or private sector. Through the OJT contract, occupational training is provided for the WIOA participant in exchange for the reimbursement, typically up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and supervision related to the training. In limited circumstances, as provided in WIOA sec. 134(c)(3)(h) and 20 CFR §680.730, the reimbursement may be up to 75 percent of the wage rate of the participant.

(b) On-the-job training contracts under WIOA title I, must not be entered into with an employer who has received payments under previous contracts under WIOA or WIA if the employer has exhibited a pattern of failing to provide on-the-job training participants with continued long-term employment as regular employees with wages and employment benefits (including health benefits) and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. (WIOA sec. 194(4))

(c) An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being

provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment plan. (WIOA sec. 3(44)(C))

WIOA sec.181

(a) BENEFITS.—

(1) WAGES.—

(A) IN GENERAL.—Individuals in on-the-job training or individuals employed in activities under this title shall be compensated at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills, and such rates shall be in accordance with applicable law, but in no event less than the higher of the rate specified in section 6(a)(1) of the Fair Labor Standards Act of 1938 (29 U.S.C. 206(a)(1)) or the applicable State or local minimum wage law.

(B) RULE OF CONSTRUCTION.—The reference in subparagraph (A) to section 6(a)(1) of the Fair Labor Standards Act of 1938 (29 U.S.C. 206(a)(1)) shall not be applicable for individuals in territorial jurisdictions in which section 6(a)(1) of the Fair Labor Standards Act of 1938 (29 U.S.C. 206(a)(1)) does not apply.

(2) TREATMENT OF ALLOWANCES, EARNINGS, AND PAYMENTS.— Allowances, earnings, and payments to individuals participating in programs under this title shall not be considered as income for the purposes of determining eligibility for and the amount of income transfer and in-kind aid furnished under any Federal or federally assisted program based on need, other than as provided under the Social Security Act (42 U.S.C. 301 et seq.).

(b) LABOR STANDARDS.—

(1) LIMITATIONS ON ACTIVITIES THAT IMPACT WAGES OF EMPLOYEES.—No funds provided under this title shall be used to pay the wages of incumbent employees during their participation in economic development activities provided through a statewide workforce development system.

(2) DISPLACEMENT.—

(A) PROHIBITION.—A participant in a program or activity authorized under this title (referred to in this section as a ''specified activity'') shall not displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of the date of the participation).

(B) PROHIBITION ON IMPAIRMENT OF CONTRACTS.—A specified activity shall not impair an existing contract for services or collective bargaining agreement, and no such activity that would be

inconsistent with the terms of a collective bargaining agreement shall be undertaken without the written concurrence of the labor organization and employer concerned.

(3) OTHER PROHIBITIONS.—A participant in a specified activity shall not be employed in a job if—

(A) any other individual is on layoff from the same or any substantially equivalent job;

(B) the employer has terminated the employment of any regular employee or otherwise reduced the workforce of the employer with the intention of filling the vacancy so created with the participant; or

(C) the job is created in a promotional line that will infringe in any way upon the promotional opportunities of currently employed individuals (as of the date of the participation).

(4) HEALTH AND SAFETY.—Health and safety standards established under Federal and State law otherwise applicable to working conditions of employees shall be equally applicable to working conditions of participants engaged in specified activities. To the extent that a State workers' compensation law applies, workers' compensation shall be provided to participants on the same basis as the compensation is provided to other individuals in the State in similar employment.

(5) EMPLOYMENT CONDITIONS.—Individuals in on-the-job training or individuals employed in programs and activities under this title shall be provided benefits and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of work.

WIOA sec. 181(b)(7)
NO IMPACT ON UNION ORGANIZING.—Each recipient of funds under this title shall provide to the Secretary assurances that none of such funds will be used to assist, promote, or deter union organizing.

Requirements for OJT Training Contracts for Employed Workers (20 CFR 680.710)
OJT contracts may be written for eligible employed workers when:

(a) The employee is not earning a self-sufficient wage as determined by LWDB policy;

(b) The requirements in 20 CFR §680.700 are met; and

(c) The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the LWDB.

OJT Payments to Employers (20 CFR 680.720)

(a) On-the-job training payments to employers are deemed to be compensation for the extraordinary costs associated with training participants and potentially lower productivity of the participants while in the OJT.

(b) Employers may be reimbursed up to 50 percent of the wage rate of an OJT participant, and up to 75 percent using the criteria in 20 CFR §680.730, for the extraordinary costs of providing the training and additional supervision related to the OJT. (WIOA secs. 3(44) and 134(c)(3)(H)(i))

(c) Employers are not required to document such extraordinary costs.

<u>Reimbursement Rate Increased to 75%</u> (20 CFR §680.730)

(a) The Governor may increase the reimbursement rate for OJT contracts funded through the statewide employment and training activities described in 20 CFR §682.210 up to 75 percent, and the Local Board may also increase the reimbursement rate for OJT contracts described in 20 CFR §680.320(a)(1) up to 75 percent, when taking into account the following factors: (WIOA sec. 134(c)(H)(ii))

(1) The characteristics of the participants taking into consideration whether they are ''individuals with barriers to employment,'' as defined in WIOA sec. 3(24);

(2) The size of the employer, with an emphasis on small businesses;

(3) The quality of employer-provided training and advancement opportunities, for example if the OJT contract is for an in-demand occupation and will lead to an industry-recognized credential; and

(4) Other factors the Governor or Local Board may determine to be appropriate, which may include the number of employees participating, wage and benefit levels of the employees (both at present and after completion), and relation of the training to the competitiveness of the participant.

(b) Governors or LWDBs must document the factors used when deciding to increase the wage reimbursement levels above 50 percent up to 75 percent.

<u>OJT and Registered Apprenticeship Programs</u> (20 CFR 680.740)

(a) OJT contracts may be written with registered apprenticeship programs or participating employers in registered apprenticeship programs for the on-the-job training portion of the registered apprenticeship program consistent with 20 CFR §680.700. Depending on the length of the registered apprenticeship and State and local OJT policies, these funds may cover some or all of the registered apprenticeship training.

(b) If the apprentice is unemployed at the time of participation, the OJT must be conducted as described in 20 CFR §680.700. If the apprentice is employed at the time of participation, the OJT must be conducted as described in 20 CFR §680.700.

NOTE: Local boards must have written policy to detail the OJT process to include: a fully executed contract, job description, progress reports, financial activities, file, and management information system (MIS) content. All items listed above must be available during file monitoring review.

Combining Individual Training Accounts and OJT Funds (20 CFR §680.750)

There is no Federal prohibition on using both Individual Training Accounts (ITA) and OJT funds when placing participants into a registered apprenticeship program. See 20 CFR §680.330 on using ITAs to support participants in registered apprenticeship. Reference TEGL 3-15.

Work-Based Training Performance and Dissemination Requirements

Providers of work-based training must be providing the highest quality training to participants and are subject to performance and dissemination requirements of WIOA sec. 134(a)(2)(B)(v)(II) and 122(h).

> **WIOA sec. 122(h)(1)-(2)**
>
> (1) IN GENERAL.—Providers of on-the-job training, customized training, incumbent worker training, internships, and paid or unpaid work experience opportunities, or transitional employment shall not be subject to the requirements of subsections (a) through (f).[Do not need to be an Eligible Training Provider (ETP) or be on the ETPL.]
>
> (2) COLLECTION AND DISSEMINATION OF INFORMATION.—A one-stop operator in a local area shall collect such performance information from providers of on-the-job training, customized training, incumbent worker training, internships, paid or unpaid work experience opportunities, and transitional employment as the Governor may require and use the information to determine whether the providers meet such performance criteria as the Governor may require. The one-stop operator shall disseminate information identifying such providers that meet the criteria as eligible providers, and the performance information, through the one-stop delivery system. Providers determined to meet the criteria shall be considered to be identified as eligible providers of these training services.

OJT Eligibility Requirements

Participant Eligibility:

- The participant has received at least one career service and has been unable to gain or retain employment and has been determined to need training ; and
- Has an Individual Employment Plan (IEP/ISS), wherein the participant's interests, abilities and needs are identified and related to the OJT employment; **OR**
    - If employed, earn less than the self-sufficiency hourly wage and includes a skills gap assessment; and
    - Has an Individual Employment Plan (IEP/ISS), wherein the participant's interests, abilities and needs are identified and related to the OJT employment; and
    - Training relates to the introduction of new technologies; or
    - Training relates to the introduction of new production or service procedures; or
    - Training relates to an employment promotion requiring additional skills or workplace literacy

Employer Eligibility: (WIOA secs. 181 and 194;20 CFRs §680.700-730, and §683.200)

Potentially eligible employers able to participate in OJT contracting include: private-for-profit businesses, private non-profit organizations, and public sector employers.

A Pre-Award Employer Evaluation must be conducted, in writing, on all potential OJT employers per Local Board written policy and available at time of program monitoring. The policy, at a minimum, should cover the following items and include timeframes where applicable:

1. Whether the employer is a new or established business. If the company has operated at the current location less than 120 days and the business relocated from another area in the U.S., verify that employees were not laid off at the previous location as a result of the relocation. (WIOA sec. 181(d)(2))
2. The Employer size. The number of employees currently employed at the local operation where the OJT placements will be made at time of pre-award evaluation. The policy should detail acceptable data collection methods and sources.
3. ***If the applicant has worked for the employer at any time in the past and, if so, the dates and circumstances. Individuals shall not be considered eligible for services with the same employer in the same occupation unless there has been documented new technology, production or service procedures.***
4. The hiring practices of this employer in general, and for this position in particular and if the employer has exhibited a pattern of failing to provide OJT participants with continued long term employment as regular employees with wages and employment benefits and

   working conditions at the same level as other employees . Reference WIOA sec. 194(4). If the pay and benefits are equivalent to similar positions in the labor market and/or similar positions with the employer.
5. If the applicant is related to the employer, or an employee who works for the employer in an administrative or supervisory capacity. (20 CFR §683.200(g))
6. The employer's rate of employee turnover, and the turnover for this particular position. Contracting with employers who have high employee turnover rates should be avoided.
7. ***If the employer has incurred any layoffs in the past 12 months. Must verify that no Worker Adjustment and Retraining Notification Act (WARN) notices have been filed.***
8. If the position is full- or part-time, and if permanent, temporary, or seasonal. ***Contracts shall not be established for positions that do not or cannot have a trainer or supervisor present,*** or for temporary positions that are supplied to employers by temporary employment contractors.
9. If the position is covered by a collective bargaining agreement, and if the training is consistent with such agreement.
10. If there have been any OSHA, wage and hour, or child labor law violations in the past year.
11. If there have been any substantiated Equal Opportunity complaints.
12. ***What the minimum qualifications for the position are, and that there is a written job description.***
13. That the employer provides worker's compensation.

14. ***That the employer's accounting system (especially payroll), personnel system, grievance system, etc., is adequate to administer the contract agreement.***

15. If the employer is presently disbarred or suspended from receiving federal contracts.

NOTE: Re-contracting is allowable with the same employer and certainly desirable when an employer/training provider has a high success rate of training and placement. However, re- contracting should not be entered into with employers who have received payments under previous contracts and have exhibited a pattern of failing to provide on-the-job training participants with continued long-term employment as regular employees with wages and employment benefits (including health benefits) and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. (20 CFR §680.700)

Additionally, (WIOA sec.181 and 194; 20 CFR §680.700) an employer will NOT be eligible to receive WIOA OJT training reimbursements if:

- The employer has any other individual on layoff from the same or substantially equivalent position.
- The OJT would infringe upon the promotion of or displacement of any currently employed worker or a reduction in their hours.
- The same or a substantially equivalent position is open due to a hiring freeze.
- The positions are for seasonal employment.
- The employer is a private for-profit employment agency, i.e. temporary employment agency, employee leasing firm or staffing agency.
- The position is not full time, i.e. ***minimum of 32 hours per week.***
- If the employer has exhibited a pattern of failing to provide on-the-job training participants with continued long-term employment as regular employees with wages and employment benefits (including health benefits) and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work.

If an employer fails to provide a participant with long-term employment, wages, benefits and/or working conditions equal to those provided to regular employees, the employer has failed the OJT contract and will not be eligible for future contracts. Such employers may be provided another opportunity to participate in training if they make a request for reconsideration and if the circumstances attributed to the failure have changed. However, an employer who exhibits or has exhibited a pattern of failure will not be eligible to participate in future OJT contracts.

<u>Occupational Eligibility (WIOA sec. 134):</u>

OJT funding must be used for those occupations for which are in-demand within Nevada's industry sectors, in the area served, or in another area to which the trainee is willing to relocate, and which lead to employment opportunities enabling the participant to become economically self-sufficient and which will contribute to the occupational development and upward mobility of the participant.

OJT Contract Requirements (WIOA sec 134, 181, and194; 20 CFR §680.700-750)
OJT contracts shall at a minimum contain or address the following information:

1. Occupation(s) For Which Training Is To Be Provided

   Training will be provided only for those occupations for which there is a demand in the area served, or in another area to which the trainee is willing to relocate.

2. Length Of Time The Training Will Be Provided

   The length of OJT shall be based on the skill gap assessment and duration required for the participant to become proficient in the occupation for which the training is being provided and per Local Board policy.

   NOTE: Skills gap occurs where there is a gap between the skills of the individual and the skills needed for the targeted job. The skill gap is measured (and should be documented) by taking into consideration:

   - the initial skills of the participant as determined by recognized skill assessment tools (not just educational attainment)
   - skill level needed to perform the job as outlined in the Specific Vocational Preparation (SVP) level for the chosen occupation in the Dictionary of Occupational Titles (DOT).

3. Wage Rate To Be Paid To The Trainee
   Individuals participating in on-the-job training must be compensated, by the employer, at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills. The rates may not be lower than the higher of the federal or state minimum wage.

4. Reimbursement for On-the-Job Training
   The rate in which the employer will be reimbursed for the OJT Contract, based on 2 0 CFRs § 680.720 and 680.730; State and Board policy and communicated sufficiently in each contract.

5. Training Outline Listing Work Skills To Be Learned In the Position
   A comprehensive list of work skills the trainee will learn during the contract period is a required part of the contract. Efforts should be made to develop programs which contribute to occupational development, upward mobility, development of new careers, and opportunities for nontraditional employment.

6. Other Classroom Training
   An outline of any other separate classroom training, if applicable.

7. Employer's Agreement
   The employer must preserve all trainee payroll, including reimbursement records, fringe benefit, and personnel records (including time and attendance sheets normally kept by the employer for employees) for three years from the close of the applicable program year or longer if any litigation or audit has begun or any claim is instituted

which involves these records. In that case, the employer shall retain the records beyond the three year period until the litigation, audit findings or claim has been resolved.

8. OJT Contracts for Employed Workers
   OJT contracts may be written for eligible employed workers when:

   a. The employee is not earning a self-sufficient wage as determined by local board policy;
   b. The requirements of 20 CFR §680.700 are met; and
   c. The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the local board.

Written Assurances (WIOA secs. 134, 181, and 194; 20 CFR §680.700-750, WIOA Contract Assurances Attachment C)

OJT contracts must include several standard assurances that are designed to acknowledge a contractor's (employer) responsibilities in accepting public funds for training. The assurances should address these issues:

1. At the end of the training period, the employer intends to retain the trainee in the occupation and compensate the trainee for at least the hourly wage rate specified in the contract agreement. Retention will be subject to the employer's right to terminate the trainee for normal business or personnel reasons.
2. Individuals in on-the-job training must be provided benefits and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of work.
3. Funds provided to employers for OJT must not be used to directly or indirectly to assist, promote or deter union organizing.
4. No individual in a decision making capacity including workforce development board members shall engage in any activity, including participation in the selection, award, or administration of a contract supported by WIOA funds if a conflict of interest would be involved.
5. The employer will provide worker's compensation coverage for the trainee and abide by health and safety standards established under State and Federal law.
6. The trainee will not conduct political or sectarian activities at work while under the provisions of the OJT contract.
7. The employer will not discriminate against any trainee on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity.
8. The employer certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any Federal department or agency.

9. The employer certifies that it will provide a drug-free workplace as defined by the Drug-Free Workplace Act of 1988.
10. The employer is in compliance with all State and local laws regarding taxation and licensing.
11. Trainees who are working as laborers/mechanics in any construction, alteration or repair (including painting and decorating) of public buildings or works must be compensated in compliance with the Davis-Bacon Act.
12. A trainee in an OJT program shall not displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of the date of the participation).
13. The employer agrees that no trainee shall be hired into or remain working in any position when any other individual is on layoff from the same or any substantially equivalent job. An OJT trainee may not be employed in a job if the employer has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy with the WIOA participant. It is not allowable for an OJT job to be created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers.
14. The contract will not encourage or induce the relocation, or an establishment or part thereof, that results in a loss of employment for any employee of such establishment at the original location.
15. Nothing in the OJT contract shall impair existing contracts for services or existing collective bargaining agreements unless the employer and the labor organization concur in writing.
16. The Contractor certifies that it is using and abiding by all state and federal employment authorization regulations for all new employees physically performing services within the State of Nevada.

Performance Information

Local boards will determine whether training providers meet acceptable performance levels, financial and regulatory requirements and the overall effectiveness of the OJT Contract. Local Boards will have written policy detailing the provisions of OJT oversight. All provisions of OJT are subject to State monitoring and oversight efforts.

Providers of on-the-job training will not be subject to the eligible provider requirements (ETPL). However, local areas must collect performance information on providers of on-the-job training (20 CFR §680.530). At a minimum, this performance information should include:

- ***Data on placement of trainee at end of the contract***
- ***2nd quarter and 4th quarter employment retention rates***
- ***Rate of successful completion of On-the-Job Training***
- ***Wage of OJT Training Recipients and Wage after his/her training ends (increase or decrease)***

Required Participant File Content ***(WIOA secs. 134, 181, and 194; 20 CFR § 680.700-750; Data Element Validation)***

The participant case file must contain at a minimum and per Local Board requirements;

- ***Administered assessments and the IEP/ISS wherein the participant's interests, abilities and needs are identified and related to the OJT employment.***
- ***The OJT Contract; contract modification if any***
- ***The OJT Job Description***
- ***Progress Reports (content and interim per Local Board policy)***
- ***Financial documentation(including time sheets, invoices and payroll records) as to costs associated with OJT***

Required Case Note/Comment

- ***The need for the training service has been properly documented***
- ***Co-enrollment details as to shared costs and services if any***
- ***Contact with participant/OJT Employer***
- ***Start and end dates, invoice details in time frames and costs***
- ***Receipt of progress reports, performance and necessary steps taken to improve below standard performance***

NOTE: WIOA adds a requirement that at least 20 percent of formula funds at the local level be used on work-based training activities such as summer jobs, on-the-job training (OJT), and Apprenticeship for the Youth program. (WIOA sec. 129; Reference SCPs 2.1, 2.2, and 2.4.

Customized Training

WIOA sec. 3(14) and 134(c)(3)(g)(ii) requires contracts between the employer and the Local Board for Customized Training. Customized Training is designed to provide local areas with flexibility to ensure that training meets the unique needs of the job seekers and employers or groups of employers with a commitment by the employer to employ all individuals upon successful completion of training. It is generally designed so that participants are trained by a third party for the employer.

The employer must pay for a significant share of the cost of the training. Local boards must determine what a significant share of the cost of training would be. The U.S. Department of Labor considers wage gain an important measure that the local board may consider when determining if customized training would be appropriate.

Customized Training is generally for hiring new or recent employees and not for retaining existing employees although there may be instances where this is appropriate. In these instances customized training may be used for individuals making more than self-sufficient wages, as a layoff aversion tactic, and if all appropriate criteria are met as long as it leads to comparable to or higher than previous employment.

WIOA sec. 3(14), 20 CFR §680.760)
The term ‘‘customized training’’ means training—

(A) that is designed to meet the specific requirements of an employer (including a group of employers);

(B) that is conducted with a commitment by the employer to employ an individual upon successful completion of the training; and

(C) for which the employer pays—

(i) a significant portion of the cost of training, as determined by the local board involved, taking into account the size of the employer and such other factors as the local board determines to be appropriate, which may include the number of employees participating in training, wage and benefit levels of those employees (at present and anticipated upon completion of the training), relation of the training to the competitiveness of a participant, and other employer-provided training and advancement opportunities; and

(ii) in the case of customized training (as defined in subparagraphs (A) and (B)) involving an employer located in multiple local areas in the State, a significant portion of the cost of the training, as determined by the Governor of the State, taking into account the size of the employer and such other factors as the Governor determines to be appropriate.

<u>Customized Training Requirements</u> (20 CFR §680.770)
Customized training of an eligible employed individual may be provided for an employer or a group of employers when:

(a) The employee is not earning a self-sufficient wage as determined by Local Board policy;

(b) The requirements in 20 CFR §680.760 are met; and

(c) The customized training relates to the purposes described in 20 CFR §680.710(c)[see below] or other appropriate purposes identified by the local board.

<u>Customized Training Policy Requirements</u>: (WIOA secs. 3 and 134; 20 CFR §680.700-770)
Local boards must have written policy should they choose to allow customized training. At a minimum, policy must consider the following factors for when customized training is to be used:

- The characteristics of individuals or groups of individuals to be trained, and how they would benefit;
- The quality of training (e.g., industry-recognized credentials; other credentials or exams validated by industry, trade or professional associations; advancement opportunities);
- The number of participants the employer plans to train or retrain;
- The wage and benefit levels of participants (before and after training); and
- The occupation(s) for which customized training is being provided must be in demand as defined by WIOA sec. 3(23) and as determined by workforce development area-specific labor market information.

Local boards must track and document employer cost share contributions. When determining a significant portion of the cost of training, local boards must take into account the size of the employer and other appropriate factors such as:

- The number of participants in training.
- Wage and benefit levels of these employees (before and after training).
- The skills assessment results of the participant in relation to the desired training outcome.
- Other employer provided training and advancement opportunities.

Local Boards must have policy on cost sharing methodologies. One method for determining employer share of training costs, keeping in mind that the State Plan encourages the support of small business, is to base it on the size of the workforce. Wages paid to the participant while in training can be included as part of the share and the share can be provided as cash or in-kind that is fairly evaluated. An example of employer share would be:

a. At least 10 percent of the cost for employers with 50 or fewer employees

b. At least 25 percent of the cost for employers with 51 to 100 employees

c. At least 50 percent of the cost for employers with more than 100 employees

Another method is to cap training cost. For example, per trainee allowance may be capped at $3,000 for business employing 50 or more, and $6,000 for those employing less than 50 positions.

Monitoring and Oversight (2 CFR §200; WIOA secs. 183 and 184)

Local Boards must have written policy relating to all provisions of this policy as to monitoring and oversight of contracted training providers. Sub-recipients in each local area must monitor training, invoice and reimbursement systems on a pre-determined systematic and documented basis.

Monitoring of OJT contracts must include review of prior hiring patterns to ensure compliance with WIOA sec. 188 regarding nondiscrimination as well as practices identified in Local Board written policy which may include training site visits. Regular contact with the participant and the employer is expected and must be recorded in the participant's file in the form of case notes/comments and evaluation records. Oversight should focus on all contract terms, identifying and resolving problems that might jeopardize the successful completion of the OJT.

The employer must preserve all trainee payroll, fringe benefit, and personnel records (including time and attendance sheets normally kept by the employer for employees) for three years from the close of the applicable program year or longer if any litigation or audit has begun or any claim is instituted which involves these records. In that case, the employer shall retain the records beyond the three year period until the litigation, audit findings or claim has been resolved. The employer must allow access to those records by authorized entities.

Local Board Policy Requirements Summary

Local boards must have written policy defining the following:

- Eligibility of participant, where applicable, and training provider in each work- based training service.
- Contract requirements for local board with customized training providers and employer.
- Define "significant cost of training" for customized training.
- Documentation and reporting of performance and methods of dissemination of work-based training activities to the public.
- Definition of self-sufficient wage in the local area.
- Contract requirements for OJT providers and participants, including file, MIS, financial activities/records, and job descriptions specific to employment, progress reports.
- Monitoring of OJT contract with employer for performance, appropriate duration, and financial activities. **NOTE**: Local boards may not enter into contracts with employers who have failed to continue to employ OJT participants long-term (i.e., at least four quarters after exit), not providing wages, benefits and working conditions as other employees.
- Contract requirements for participants in OJT in an Apprenticeship program.
- Case note and MIS requirements to communicate each service administered, including costs and case work, in each work-based training activity.
- What method of skills-gap assessment will be used (i.e.; included in IEP/ISS), and how it will be documented for oversight purposes.
- Additional contract conditions as defined by the local board that might include duration of contracts, cap limits, etc.

Additional Requirements

- ***Per program year, an employer cannot receive more than 20 percent of current total staffing levels in OJT contracts.***

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Coordinating Workforce Development for Northern Nevada

August 19, 2016

Grant Nielson, Chief of WISS
500 East Third Street
Carson City, NV 89713

RE: Public comment regarding State Compliance Policy 1.14

Mr. Nielson:

Nevadaworks respectfully submits the following as public comment on State Compliance Policy 1.14:

- Page 7 - Employer Eligibility, #12: The language is unclear; possibly add the word "if" before "a written job description"(?)
- Page 10 - Performance Information, second bullet: Please add "Quarter" after "2nd" and "Quarter after completion of OJT" after "4th".
- Page 11 - Performance Information, first bullet: The language is unclear as to what is being asked for. Possible rewording: "Average Wage of OJT Participants During Training" and "Average Wage after Completion of OJT"
- Page 11 – Note, middle of page: Request note be removed from document as it does not specifically address OJT or Customized Training policy.
    - If the NOTE is not removed,
        - Please revise it to include "for eligible youth" after "local level", as the 20% requirement only applies to youth funds.
        - Please add language to reflect the activities allowed to be included in the 20% requirement per WIOA Sec. 129(c)(2)(C)(i-iv):
            - paid and unpaid work experiences that have as a component academic and occupational education, which may include—
                - summer employment opportunities and other employment opportunities available throughout the school year;
                - pre-apprenticeship programs;
                - internships and job shadowing; and
                - on-the-job training opportunities;
- Page 13 - Monitoring and Oversight, 2nd paragraph, first sentence: The language is unclear; please clarify what is meant by "review of selection pattern"

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Coordinating Workforce Development for Northern Nevada

- Page 13 - Local Board Policy Requirements Summary, fourth bullet: The language is unclear; please clarify what is meant by "Dissemination of work-based training activities."
- Page 14 - Local Board Policy Requirements Summary, third bullet: The language is unclear; please clarify what this requirement is asking Local Board Policy to address.
- Page 14 - Additional Requirements: The State added language seems restrictive; If a small business has few employees, adding an OJT participant could easily put the employer over the 20% limitation. Can an exemption be made for employers with fewer than 10 employees?

Thank you for the opportunity to provide public comment. If you have any questions, please let me know.

Sincerely,

Milt Stewart

Milt Stewart
Program Manager

Nevadaworks
State Compliance Policy 1.14

Page 7 - Employer Eligibility, # 12: The language is unclear; possibly add the word "if ' before "a written job description" (?)
Response: WISS enhanced the language within the policy.
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Page 11 - Note, middle of page: Request note be removed from document as it does not specifically address OJT or Customized Training policy.

- If the NOTE is not removed,
  - Please revise it to include "for eligible youth" after "local level", as the 20% requirement only applies to youth funds.
  - Please add language to reflect the activities allowed to be included in the 20% requirement per WIOA Sec. I 29(c)(2)(C)(i-iv):
  - paid and unpaid work experiences that have as a component academic and occupational education , which may include-
    - summer employment opportunities and other employment opportunities available throughout the school year;
    - pre-apprentices programs;
    - internships and job shadowing; and
    - on-the-job training opportunities;

Response: WISS enhanced the language by referring to SCP which details the above.

Page 13 - Monitoring and Oversight, 2nd paragraph, first sentence: The language is unclear; please clarify what is meant by "review of selection pattern"
Response: WISS enhanced the language within the policy.
Page 13 - Local Board Policy Requirements Summary, fourth bullet: The language is unclear; please clarify what is meant by "Dissemination of work-based training activities."
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Page 14 - Additional Requirements: The State added language seems restrictive; if a small business has few employees, adding an OJT participant could easily put the employer over the 20% limitation. Can an exemption be made for employers with fewer than 10 employees
Response: WISS is reluctant to add this type language due to Hi Tech Lights and the resulting OIG investigation.

Workforce Connections

State Compliance Policy 1.14

Input

- The policy requires job descriptions in several places; whereas, an alternate tool should be acceptable, e.g., position descriptions or occupational information from sources such as O*NET would be more appropriate
- Pre-Award assessment to include employer size should be deleted. This requirement only applies to an employer's size when the governor allows for reimbursements in excess of 50%, which is not the case in Nevada
- The policy requires individual participant level data in a pre-award assessment, including prior work history of the individual; yet the pre-award assessment only views overall company factors—thus, the pre-award may be for the overall company/business rather than each OJT
- The policy imposes a state restriction on performance information to be collected regarding OJTs, including data that cannot be captured by the state's system of record, i.e., the OSOS
- **On page 5 and page 10, WIOA Sec. 122(h)(2) Collection and Dissemination**…The current MIS does not have a mechanism to accurately accumulate and track OJT placements.
- **On page 13 7th bullet Monitoring of OJT contract** "Long term" needs to be defined. The current MIS system only gathers data for 5 quarters and does not specify employer
- **On page 14 Additional Requirements –** 20 percent needs to be defined as either percentage of headcounts or percentage of wages.

Ardell Galbreth
Executive Director
Workforce Connections

Workforce Connections
State Compliance Policy 1.14
Input

- The policy requires job descriptions in several places; whereas, an alternate tool should be acceptable, e.g., position descriptions or occupational information from sources such as O*NET would be more appropriate
  Response: WISS believes that a job description specific to the employer and the position is an integral part of the OJT process, the job description ties to the employee progress report and ultimately the hire.

- Pre-Award assessment to include employer size should be deleted. This requirement only applies to an employer's size when the governor allows for reimbursements in excess of 50%, which is not the case in Nevada
  Response: WISS disagrees with all statements. CFR 680.730 states that the Governor may increase reimbursement OJT contracts funded through the statewide activities and also the Local Board may also increase contracts when taking into account the following;
  1. Characteristics of participant.
  2. Employer size with emphasis on small business.
  3. Quality for training.
  4. Other factors the Governor or Local Board determine appropriate.

- The policy requires individual participant level data in a pre-award assessment, including prior work history of the individual; yet the pre-award assessment only views overall company factors-thus, the pre-award may be for the overall company/business rather than each OJT
  Response: It is the intent of the policy to communicate the required need to assess the individual to define such things as the skills gap and determining the duration of the training. These should be communicated in the IEP/ISS or other means the Local Board has deemed appropriate. Additional requirements for the employer assessment are listed on pages 6-7.

- The policy imposes a state restriction on performance information to be collected regarding OJTs, including data that cannot be captured by the state's system of record, i.e., the OSOS
  Response: Currently there are several ways in which this documentation can be captured in the State MIS. Please reference Data and Performance Desk Reference. We expect enhanced methods with the implementation of OSOS version 6.6.

- On page 5 and page 10, WIOA Sec. 122(h)(2) Collection and Dissemination...The current MIS does not have a mechanism to accurately accumulate and track OJT placements.
  Response: Proper usage of Job Orders within the MIS does achieve this. However, WISS expects enhanced methods with the implementation of OSOS version 6.6.

- On page 13 7th bullet Monitoring of OJT contract "Long term" needs to be defined. The current MIS system only gathers data for 5 quarters and does not specify employer
  Response: WISS has defined “long term” within the policy.
- On page 14 Additional Requirements - 20 percent needs to be defined as either percentage of headcounts or percentage of wages.
  Response: WISS enhanced the language within the policy.

Policy Summary

State Compliance Policy (SCP) 2.4

NOTE: State Compliance Policy (SCP) 2.4 was approved by the **Governor's Workforce Development Board's *Executive Committee*** at its **September 9, 2016** public meeting.

As part of its responsibility to provide guidance and direction to the Local Workforce Development Areas (Local Areas), DETR follows federal guidance in creating policy to implement the Workforce Innovation and Opportunity Act (WIOA). These policies are necessary for efficient and stable operations of the workforce system in the State of Nevada. As such, DETR has provided SCP 2.4 to the Governor's Workforce Development Board (GWDB) Executive Committee for review and approval.

State Compliance Policy 2.4 communicates policy to Local Areas for the Youth Expenditure Requirements. WIOA substantially changed these requirements in that 75 percent of youth funds must be spent on Out of School Youth (OSY). Additionally, local programs are required to expend at least 20 percent of available funds to provide work experiences (WEX) to eligible youth.

This policy provides guidance to the local boards on federal expenditure requirements, reporting and tracking, as well as state imposed requirements for the Youth program.

Nevada Department of Employment, Training and Rehabilitation (DETR)
Workforce Innovation and Opportunity Act
State Compliance Policy (SCP)

Policy Number: 2.4

Originating Office: DETR; Workforce Investment Support Services (WISS)

Subject: Youth Expenditure Requirements

Issued: NEW; replacing WIA State Compliance Policy 2.4

Purpose: To provide guidance on compliance with the youth program expenditure requirements of WIOA.

State Imposed Requirements: This directive contains some state-imposed requirements. These requirements are printed in **bold*, italic type.***

Authorities/References: Workforce Innovation and Opportunity Act (WIOA) P.L. secs.113-128; 20CFR §681; TEGL 23-14.

ACTION REQUIRED:
Upon issuance bring this guidance to the attention of all WIOA service providers, local workforce development board (LWDB) members and any other concerned parties. Any LWDB's policies, procedures, and/or contracts affected by this guidance are required to be updated accordingly.

Background:
WIOA outlines a broader youth vision that supports an integrated service delivery system and provides a framework through which states and local areas can leverage other Federal, state, local, and philanthropic resources to support in-school youth (ISY)-(WIOA sec. 129(a)(1)(C), and Out of School Youth (OSY)-(WIOA sec. 129(a)(1)(B). WIOA affirms the U.S. Department of Labor's commitment to providing high-quality services for all youth and young adults, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, such as pre-apprenticeships or internships, and culminating with a good job along a career pathway, enrollment in post-secondary education, or a registered apprenticeship.

Notably, WIOA shifts the primary program focus of Title I youth formula programs to support the educational and career success of OSY. A minimum of 75 percent of WIOA youth funds is required to be spent on OSY, which is an increase from the minimum of 30 percent under WIA.

Additionally, local programs are required to expend at least 20 percent of available funds to provide work experiences to eligible youth. Under WIOA, paid and unpaid work experiences that have as a component academic and occupational education may include the following four categories: summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and on-the-job training opportunities.

Final regulations also allow grant recipients/fiscal agents to provide directly, some or all of the youth workforce investment activities.

Policy and Procedure:

Out-of-School Youth Expenditure Requirement (TEGL 23-14)

A minimum 75 percent OSY expenditure applies to local workforce development area funds and funds reserved by the Governor. However, only those statewide funds spent on direct services to youth are subject to the OSY expenditure requirement.

State and local area administrative expenditures are not a part of the 75 percent OSY minimum expenditure calculation. Further, the 75 percent expenditure rate is a minimum requirement; therefore, states and local areas may spend up to 100 percent of their local area youth funds on OSY if they choose.

(20 CFR §681.410)

The 75 percent requirement applies to both statewide youth activities funds and local youth funds with two exceptions:

(a) Only statewide funds spent on direct services to youth are subject to the OSY expenditure requirement. Funds spent on statewide youth activities that do not provide direct services to youth, such as most of the required statewide youth activities listed in WIOA sec. 129(b)(1), are not subject to the OSY expenditure requirement. For example, administrative costs, monitoring, and technical assistance are not subject to OSY expenditure requirement; while funds spent on direct services to youth such as statewide demonstration projects, are subject to the OSY expenditure requirement.

(b) For a State that receives a small State minimum allotment under WIOA sec. 127(b)(1)(C)(iv)(II) or WIOA sec. 132(b)(1)(B)(iv)(II), the State may submit a request to the Secretary to decrease the percentage to a percentage not less than 50 percent for a local area in the State, and the Secretary may approve such a request for that program year, if the State meets the following requirements:

> (1) After an analysis of the in-school youth and out-of-school youth populations in the local area, the State determines that the local area will be unable to use at least 75 percent

of the local area WIOA youth funds to serve out-of-school youth due to a low number of out-of-school youth; and

(2) The State submits to the Secretary, for the local area, a request including a proposed percentage decreased to not less than 50 percent to provide workforce investment activities for out-of- school youth.

(c) In the exercise of the discretion afforded by WIOA sec. 129(a)(4) the Secretary has determined that requests to decrease the percentage of funds used to provide activities to OSY will not be granted to States based on their having received 90 percent of the allotment percentage for the preceding year. Therefore, when the Secretary receives such a request from a State based on having received 90 percent of the allotment percentage for the preceding year, the request will be denied without the Secretary exercising further discretion.

(d) For local area funds, the administrative costs of carrying out local workforce investment activities described in WIOA sec. 128(b)(4) are not subject to the OSY expenditure requirement. All other local area youth funds beyond the administrative costs are subject to the OSY expenditure requirement.

Determining the 75 Percent Requirement Amount (TEGL 23-14)

The OSY expenditure rate for statewide funds is calculated after subtracting funds that are not spent on direct services to youth. The OSY expenditure rate for local area funds is calculated after subtracting funds spent on administrative costs. For example, if a local area receives $1 million and spends $100,000 (10 percent) on administrative costs, the remaining $900,000 is subject to the minimum OSY expenditure rate of 75 percent. In this example, the local area would be required to spend at least $675,000 (75 percent) of the $900,000 on OSY.

Reporting and Tracking Expenditures (TEGL 23-14)

States and local areas must work towards spending 75 percent of PY 2015 funds on OSY. If they cannot meet the 75 percent requirement for their 2015 funds, they must demonstrate progress towards meeting the 75 percent OSY minimum expenditure rate through increased expenditures on OSY compared to the previous year. The increased expenditures must be a minimum increase of 10 percentage points compared to the previous year and no lower than a 50 percent OSY expenditure rate. If states and local areas cannot meet the OSY expenditure rate with their PY 2015 funds, they must be prepared to describe how they will achieve the 75 percent OSY expenditure rate with PY 2016 funds and describe concrete steps taken to comply with 75 percent OSY expenditure requirement and strategies the state and local areas are taking to secure contractors, solidify partnerships, and transition from a focus on ISY to OSY programs. The Department of Labor will provide additional guidance and technical assistance to states and local areas on implementation of the OSY expenditure requirement.

All states and local areas must spend a minimum of 75 percent of PY 2016 youth funds on OSY, subject to the exception in section 129(a)(4)(B).

The OSY expenditure rate is tracked for a specific program year allotment. ETA determines whether a state or local area meets the 75 percent OSY expenditure requirement upon completion of

expenditures of all funds in the specific program year's allotment. For example, the first WIOA youth allotment is the PY 2015 allotment. The expenditure of the PY 2015 funds, including the breakout of ISY and OSY expenditures, is reported on the ETA-9130 report. Because states have three years to expend funds and local areas have at least two years to expend funds, it may not be until the end of PY 2016, or in some cases PY 2017, before ETA can determine whether a state or local area has met the OSY expenditure requirement for PY15.

NOTE:

1. ***The Local Boards will be responsible for ensuring the local area is meeting the 75 percent expenditure rate for out-of-school youth activities.***
2. ***An analysis of the required quarterly reports will be conducted by WISS based on expenditures as of June 30th of the first year of the two (2) year period. The second and third analyses will be conducted the following December 31st and March 31st, respectively. As a result of the analysis, WISS staff will notify the local board if they appear to be in jeopardy of not meeting the 75 percent requirement by the close of the two (2) year funding period.***
3. ***Any local board in jeopardy of not meeting the 75 percent requirement will be required to provide a written corrective action plan to WISS.***

Work Experience Priority (20 CFR §681.590, TEGL 23-14)

Local youth programs must expend not less than 20 percent of the funds allocated to them to provide in-school youth and out-of-school youth with paid and unpaid work experiences (WEX) that fall under the categories listed in 20 CFR § 681.460(a)(3) and further defined in 20 CFR § 681.600. (WIOA sec. 129(c)(4)). Under WIOA, paid and unpaid work experiences that have as a component academic and occupational education may include the following four categories: summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and on-the-job training opportunities. Future SCP will address WEX requirements.

(WIOA sec. 129(c)(2)(C), 20 CFR §681.600)

(a) Work experiences are a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act or applicable State law, exists. Work experiences provide the youth participant with opportunities for career exploration and skill development.

(b) Work experiences must include academic and occupational education.

(c) The types of work experiences include the following categories:

(1) Summer employment opportunities and other employment opportunities available throughout the school year;

(2) Pre-apprenticeship programs;

(3) Internships and job shadowing; and

(4) On-the-job training opportunities as defined in WIOA sec. 3(44) and in 20 CFR §680.700.

Pay-for Performance Strategy/Contracts (WIOA sec. 3(47))

The term ''pay-for-performance contract strategy'' means a procurement strategy that uses pay-for-performance contracts in the provision of training services described in WIOA sec. 134(c)(3) or activities described in WIOA sec. 129(c)(2), and includes—

(A) contracts, each of which shall specify a fixed amount that will be paid to an eligible service provider (which may include a local or national community-based organization or intermediary, community college, or other training provider, that is eligible under WIOA sec. 122 or 123, as appropriate) based on the achievement of specified levels of performance on the primary indicators of performance described in WIOA sec. 116(b)(2)(A) for target populations as identified by the local board (including individuals with barriers to employment), within a defined timetable, and which may provide for bonus payments to such service provider to expand capacity to provide effective training;

(B) a strategy for independently validating the achievement of the performance described in subparagraph (A); and

(C) a description of how the State or local area will reallocate funds not paid to a provider because the achievement of the performance described in subparagraph (A) did not occur, for further activities related to such a procurement strategy, subject to WIOA sec. 189(g)(2)(D).

CFR 683.520

No more than 10 percent of the local youth allotment can be expended on the implementation of WIOA Pay-for-Performance contract strategies for youth training services and other activities described in WIOA secs. 129(c)(1)–(2). Future SCP will address Pay-for Performance strategy and contracts in detail.

Local Boards Providing Youth Services (20 CFR §681.400)

The Final Rule clarifies that the grant recipient/fiscal agent has the option to provide some or all of the youth workforce investment activities directly themselves rather than entering into a grant or contract to provide the activities. The competitive procurement provision discussed in WIOA sec. 123 is only applicable if the local [board] chooses to award grants or contracts to youth service providers.

While this revision represents a significant change in that it provides local [boards] with flexibility in determining which WIOA youth services to procure, the U.S. Department of Labor expects local [boards] to continue to contract with youth service providers to provide the program elements that youth service providers are best positioned to offer participants based on prior success in serving youth.

Entities serving multiple roles must adhere to WIOA title I, subtitle E (Administration) and 20 CFR §679.430 to ensure appropriate firewalls within a single entity performing multiple functions, including when a fiscal agent also functions as a direct provider of services.

The intent of this flexibility is to allow for local [boards] to directly provide the WIOA youth program elements that they can most efficiently and cost-effectively provide, such as labor market and employment information and framework services including assessment, intake, supportive services and follow-up services.

NOTE: As indicated below, the state has determined the following applies should the local board provide youth services.

1. ***At least 90 percent of the local allocation must be awarded through the competitive procurement process or sole source if applicable.***
2. ***If the local board chooses to administer a youth program with remaining funds, the 10 percent administration cap still applies.***
3. ***Services cannot duplicate existing funded projects.***
4. ***Serve OSY, as defined in WIOA sec. 129(a)(1)(B), only.***

Sole Source Contracts

Where the local board determines there is an insufficient number of an eligible provider of youth workforce investment activities in the local area, such as a rural area, the local board may award grants or contracts on a sole source basis (WIOA sec. 123(b)). The Final Rule in 20 CFR §681.400(b)(4) does not address how to determine an insufficient number of eligible youth providers. Rather, the local [board] ***must*** have a policy that defines what would constitute an insufficient number of eligible youth providers. Sole source contract requirements are documented in SCP 3.9.

NOTE:

Nevadaworks had no comments on **State Compliance Policy 2.4**

Workforce Connections Proposed Policy Changes/Inputs

SCP 2.4 Youth Expenditure Requirements

On page 1, in the **Authorities/References:** section, please change wording to clarify that 113-128 refers to Public Law 113-128 not to sections and to include the full citation for 20 CFR Part 681.

Authorities/References: Workforce Innovation and Opportunity Act ~~P.L, Sec 113-128~~Public Law 113-128, 20 CFR Part 681, TEGL 23-14.

On page 1, in the **Background:** section, please change narrative to correctly reflect citation, add ending parenthesis to both citations, and to clarify which Department is being referred to.

Background:
WIOA outlines a broader youth vision that supports an integrated service delivery system and provides a framework through which states and local areas can leverage other Federal, state, local, and philanthropic resources to support in-school youth (ISY)-(WIOA ~~Sec. 129(a)(C),~~ Sec. 129(a)(1)(C)), and Out of School Youth (OSY)-(WIOA Sec. 129(a)(1)(B)). WIOA affirms the ~~Department's~~Department of Labor's commitment to providing high-quality services for all youth and young adults, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, such as pre-apprenticeships or internships, and culminating with a good job along a career pathway, enrollment in post-secondary education, or a Registered Apprenticeship.

On page 2, in the **Out-of-School Youth Fund Requirement** section, please change title to clarify that the narrative is an expenditure requirement.

Out-of-School Youth ~~Fund~~Expenditure Requirement (TEGL 23-14)

On page 3, in the **Reporting and Tracking Expenditures** section, please change narrative to clarify that a local area overall must meet the 75% OSY requirement but each service provider is not required by WIOA to meet the 75% requirement.

Note:
1. The Local Boards will be responsible for ensuring their ~~service providers are~~ local area is meeting the 75 percent expenditure rate for out-of-school youth activities.

On page 4, in the **Work Experience Priority** section, please change narrative to remove duplicate categories language and

On page 4, in the **Work Experience Priority** section, this policy includes **Reference SCP 1.21 for WEX requirements** however policy SCP 1.21 does not exist on the nvdetr.org website and has not been shared yet with the local boards for their review and input. Please delete the reference to SCP 1.21.

Work Experience Priority (CFR 681.590, TEGL 23-14)
Local youth programs must expend not less than 20 percent of the funds allocated to them to provide in-school youth and out-of-school youth with paid and unpaid work experiences (WEX) that fall under the categories listed in § 681.460(a)(3) and further defined in § 681.600. (WIOA sec. 129(c)(4)). ~~**Under WIOA, paid and unpaid work experiences that have as a component academic and occupational education may include the following four categories: summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and on-the-job training opportunities. Reference SCP 1.21 for WEX requirements.**~~
(WIOA Sec. 129(c)(2)(C), CFR 681.600)
(a) Work experiences are a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act or applicable State law, exists. Work experiences provide the youth participant with opportunities for career exploration and skill development.
(b) Work experiences must include academic and occupational education.
(c) The types of work experiences include the following categories:
(1) Summer employment opportunities and other employment opportunities available throughout the school year;
(2) Pre-apprenticeship programs;
(3) Internships and job shadowing; and
(4) On-the-job training opportunities as defined in WIOA sec. 3(44) and in § 680.700.

On pages 4 to 5, in the **Pay-for-Performance Strategy/Contracts** section, please change Pay-for-Performance definition narrative to reflect WIOA Youth funding citations. **Overall, this policy section is not adequate for this Youth Expenditures Requirement policy since it does not include narrative on the 10% limitation on Youth expenditures.**

On pages 4 to 5, in the **Pay-for-Performance Strategy/Contracts** section, this policy includes **Reference SCP 1.21 for further clarifications and requirements** however policy SCP 1.21 does not exist on the nvdetr.org website, has not been shared yet with the local boards for review and input, and, if this is a WEX policy as identified on page 4, this is not an accurate policy reference for the Pay-for-Performance section of this policy. Please delete the reference to policy SCP 1.21.

Pay-for Performance Strategy/ Contracts (WIOA Sec. 3(47))

The term ''pay-for-performance contract strategy'' means a procurement strategy that uses pay-for-performance contracts in ~~the provision of training services described in section 134(c)(3) or~~ activities described in section 129(c)(2) **(14 Youth Program Elements)**, and includes—
(A) contracts, each of which shall specify a fixed amount that will be paid to an eligible service provider (which may include a local or national community-based organization or intermediary, community college, or other training provider, that is eligible under section 122 or 123, as appropriate) based on the achievement of specified levels of performance on the primary indicators of performance described in section ~~116(b)(2)(A)~~ 116(b)(2)(A)(ii) for target populations as identified by the local board (including individuals with barriers to employment), within a defined timetable, and which may provide for bonus payments to such service provider to expand capacity to provide effective training;
(B) a strategy for independently validating the achievement of the performance described in subparagraph (A); and
(C) a description of how the State or local area will reallocate funds not paid to a provider because the achievement of the performance described in subparagraph (A) did not occur, for further activities related to such a procurement strategy, subject to section ~~189(g)(4)~~ 189(g)(2)(D).
~~Reference SCP 1.21 for further clarifications and requirements.~~

On page 5, in the **Local Boards Providing Youth Services** section, please change narrative to clearly separate Local Boards Providing Youth Services from Sole Service Youth Providers. The original policy narrative did not accurately reflect WIOA intent for each of the programs.

Please add the new title "**Local Boards Selecting Sole Source Service Providers**" to accurately identify the portion of the WIOA narrative that relates to sole source procurements.

Please delete State narrative restricting local boards from providing youth services since the narrative is not in compliance with the intent of WIOA Final Rule 681.400 which allows local boards to provide "some or all" of the youth program activities.

Local Boards Providing Youth Services (CFR 681.400)
The Final Rule clarifies that the grant recipient/fiscal agent has the option to provide some or all of the youth workforce investment activities directly themselves rather than entering into a grant or contract to provide the activities **(§ 681.400(a))**. The competitive procurement provision discussed in WIOA sec. 123 is only applicable if the Local [Board] chooses to award grants or contracts to youth service providers.
While this revision represents a significant change in that it provides Local [Boards] with flexibility in determining which WIOA youth services to procure, the Department of Labor expects Local [Boards] to continue to contract with youth service providers to provide the program elements that youth service providers are best positioned to offer participants based on prior success in serving youth.
Local boards ~~Entities~~ serving multiple roles must adhere to WIOA title I, subtitle E (Administration) and § 679.430 to ensure appropriate firewalls within a single entity

performing multiple functions, including when a fiscal agent also functions as a direct provider of services.
The intent of this flexibility is to allow for Local [Boards] to directly provide the WIOA youth program elements that they can most efficiently and cost-effectively provide, such as labor market and employment information and framework services including assessment, intake, supportive services and follow-up services.

Local Boards Selecting Sole Source Service Providers (CFR 681.400)

As provided in WIOA sec. 123, if a Local WDB chooses to award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities, the Local WDB must award such grants or contracts on a competitive basis, subject to the exception explained below:

> Where the Local Board determines there is an insufficient number of an eligible provider of youth workforce investment activities in the local area, such as a rural area, the Local Board may award grants or contracts on a sole source basis (WIOA sec. 123(b)).

The Final Rule in § 681.400(b)(4) does not address how to determine an insufficient number of eligible youth providers. Rather, the Local [Board] ***must*** have a policy that defines what would constitute an insufficient number of eligible youth providers.
~~**Note: As indicated below, the state has determined the following applies should the Local Board provide youth services.**~~
~~***1. At least 90% of the local allocation must be awarded through the competitive procurement process or sole source if applicable.***~~
~~***2. If the Local Board chooses to administer a youth program with remaining funds, the 10% administration cap still applies.***~~
~~***3. Services cannot duplicate existing funded projects.***~~
~~***4. Serve OSY, as defined in 129(a)(1)(B), only.***~~

Ardell Galbreth
Executive Director
July 28, 2016

STATE OF NEVADA

Governor's Workforce Development Board

Bylaws

Effective: *Upon Approval* (10/20/2016)

The following document constitutes the rules of practice for the Governor's Workforce Development Board ('state board'), as authorized in NRS 232.935.

CONTENTS

ARTICLE 1: Name, Authority, Duties, and Service Areas 3

Section 1.1. NAME 3

Section 1.2. LEGAL AUTHORITY 3

Section 1.3. DUTIES OF THE STATE BOARD 3

Section 1.4. AREAS SERVED 4

Section 1.5 DESIGNATED STATE AGENCY, BOARD STAFF AND CONTACT INFORMATION 4

ARTICLE 2: Membership, Terms of Office and Officers 5

Section 2.1. MEMBERSHIP 5

Section 2.2. TERMS OF OFFICE 5

Section 2.3. OFFICERS 5

ARTICLE 3: Meetings Procedures, Attendance, Quorum, and Voting Rights 6

Section 3.1. MEETING PROCEDURES 6

Section 3.2. ATTENDANCE 6

Section 3.3. QUORUM 6

Section 3.4. VOTING RIGHTS 7

Section 3.5. CONFLICT OF INTEREST 7

ARTICLE 4: Executive Committee, Councils, Subcommittees, and Workgroups 7

Section 4.1. EXECUTIVE COMMITTEE 7

Section 4.1.1. Appointment 8

Section 4.1.2. Membership 8

Section 4.1.3. Meetings & Quorum 8

Section 4.1.4. Duties 8

Section 4.2. INDUSTRY SECTOR COUNCILS 9

Section 4.3. OTHER STANDING COMMITTTEES, SUBCOMMITTEES, and WORKGROUPS 9

DRAFT

ARTICLE 5: Amendment of Bylaws 9

Section 5.1. BYLAW REVISION 9

Section 5.2. BYLAW REVIEW 9

APPROVAL 10

DRAFT

ARTICLE 1: NAME, AUTHORITY, DUTIES, AND SERVICE AREAS

Section 1.1. NAME

The name of this board is the GOVERNOR'S WORKFORCE DEVELOPMENT BOARD (hereinafter the 'state board'), ***previously known as*** the State Workforce Investment Board (SWIB) and the Governor's Workforce Investment Board (GWIB).

Section 1.2. LEGAL AUTHORITY

The state board was established in accordance with sec. 111 of the Workforce Investment Act of 1998 (WIA), and reauthorized in sec. 101 of the Workforce Innovation and Opportunity Act of 2014 (WIOA). The state board is codified in Nevada Revised Statutes (NRS) 232.935, and through Governor's Executive Order No. 2015-08; modified through Governor's Executive Order No. 2016-08.

Section 1.3. DUTIES OF THE STATE BOARD

In accordance with WIOA Title I, subtitle A, chapter 1, sec. 101(d), the state board shall assist the Governor with:

1. The development, implementation and modification of the state plan.
2. The review of statewide policies, programs and recommendations on actions that should be taken by the state to align workforce development programs in a manner that supports a comprehensive and streamlined workforce development system, including review and commentary on the state plan for programs and activities of one-stop partners that are not WIOA core programs.
3. The development of, and recommendations for, the continuous improvement of the workforce development system.
4. The development and update of comprehensive state performance accountability measures to assess the effectiveness of core programs in the state.
5. The identification and dissemination of information on best practices.
6. The review and development of statewide policies affecting the coordinated provision of services through the state's one-stop delivery system.
7. The development of strategies for implementing and funding technological improvements to facilitate access to, and improve the quality of, services and activities provided through the state's one-stop delivery system.

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8. The development of strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery and improve efficiencies in reporting on performance accountability measures.
9. The review and development of allocation formulas for the distribution of funds to local areas for employment and training activities for adults and youth workforce investment activities to local areas.
10. The preparation of annual reports.
11. The development of the statewide workforce and labor market information system, as described in the Wagner-Peyser Act (29 U.S.C. 491-2(e)).
12. The development of any other policies and recommendations that will encourage and promote improvements to the workforce development system in the state.

Section 1.4. AREAS SERVED

Nevada currently has two designated local workforce development areas: *northern* Nevada and southern Nevada. The following counties and cities are designated as local workforce development areas within those two respective regions:

Northern Nevada: Carson City, Churchill, Douglas, Elko, Eureka, Humboldt, Lander, Lyon, Mineral, Pershing, Storey, Washoe, and White Pine counties.

Southern Nevada: Clark, Esmeralda, Lincoln, Nye, Boulder City, Henderson, Las Vegas, and North Las Vegas.

Section 1.5 DESIGNATED STATE AGENCY, BOARD STAFF AND CONTACT INFORMATION

The Department of Employment, Training and Rehabilitation (DETR) is the designated state agency for administering WIOA.

500 E. Third Street
Carson City, NV 89713

The Office of Workforce Innovation (OWINN) is the designated entity to provide administrative support to the state board and its committees within the limits of available resources.

State Capitol Building
101 N. Carson Street
Carson City, NV 89701

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ARTICLE 2: MEMBERSHIP, TERMS OF OFFICE AND OFFICERS

Section 2.1. MEMBERSHIP

In accordance with sec. 101(d) of WIOA, state board membership shall include:

1. The Governor or his/her designee;
2. One member from each chamber of the Nevada State Legislature, who shall be appointed by the appropriate presiding officer;
3. Two or more chief elected officials, who shall collectively represent cities and counties;
4. Representatives of businesses, as required by WIOA, who shall comprise a simple majority (51 percent) of the state board, and shall include business owners and business representatives from various industry sectors and business trade associations;
5. Representatives of workforce, as required by WIOA, who shall comprise no less than 20 percent of the state board, and shall include representatives of labor federations, labor organizations, and joint labor management or apprenticeship programs;
6. Representatives of state government, as required by WIOA, who are officials with primary responsibilities for the core programs contained in WIOA; and,
7. Any other representation the Governor may deem necessary.

Except for item 2.1.(2), membership of the state board is appointed by the Governor to represent diverse geographic areas of the state, and serve at the pleasure of the Governor.

Section 2.2. TERMS OF OFFICE

Members of the state board shall be appointed to serve three-year terms. There is no limit on the number of terms an individual may serve; however, a member may serve no more than two consecutive terms. After serving two consecutive terms, a former member is eligible to serve again after a two-year absence from the state board.

Section 2.3. OFFICERS

The officers of the state board shall be: chair and vice chair. The officers are designated by the Governor. The duties of the officers are:

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Chair: The chair shall preside over all meetings of the state board, and shall have other duties as assigned by the Governor, the state board and/or these bylaws.

Vice Chair: The vice chair shall act as the chair in his/her absence, and shall have other duties as assigned by the Governor, the state board, the chair, and/or these bylaws.

ARTICLE 3: MEETINGS PROCEDURES, ATTENDANCE, QUORUM, AND VOTING RIGHTS

Section 3.1. MEETING PROCEDURES

The state board shall meet at least four times per year at a time and location to be determined at the prior meeting. The chair may call special meetings at his/her discretion.

All meetings shall comply with Nevada's Open Meeting Law, NRS 241.020. Communications from persons not members of the state board must be made to the chair in writing at least 20 days before a regularly scheduled state board meeting, or made during published public comment period at the public meetings. All state board meetings and business will be conducted pursuant to Roberts Rules of Order (current version).

Minutes of the state board meetings shall be recorded and maintained by the designated state agency pursuant to NRS 241.035.

Section 3.2. ATTENDANCE

State board members are expected to attend all meetings in person. State board members who miss three consecutive regular meetings may be recommended by the chair to the Governor for replacement. An exception may be granted when absences are justified for good cause. Said exception for retention must be made in writing to the chair.

Section 3.3. QUORUM

A quorum of the state board shall consist of a simple majority (51 percent) of the total membership positions required by WIOA, to-wit: 33. A quorum of any state board committee or subcommittee shall consist of a simple majority of the members of said committee, council and/or subcommittee.

If a quorum is present, the affirmative vote of the majority shall be an official act of the state board. Proxy votes are not be allowed for state board, committee, council, and/or subcommittee meetings.

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Section 3.4. VOTING RIGHTS

Each member of the state board who is present shall cast one vote on any question.

In certain instances, voting members may designate, in writing, one alternate to represent them at board and committee meetings. Alternates must be approved by the Chair and, upon approval, shall have full voting privileges for the voting member.

Section 3.5. CONFLICT OF INTEREST

1. Except as provided in paragraph (2) of this section, a member of the state board shall:
   a. When met with a potential conflict of interest, announce publicly the nature of the potential conflict prior to taking any action thereon; or
   b. When met with an actual conflict of interest, announce publicly the nature of the conflict and refrain from participating in any discussion or debate on the issue out of which the actual conflict arises and refrain from voting on the issue.
   c. Be eligible to vote in case of an actual conflict if the member's vote is necessary to meet a requirement of a minimum number of votes to take official action, but not to participate in any discussion or debate on the issue out of which the actual conflict arises.
2. WIOA forbids a member from voting on a matter under consideration by the state board regarding the provision of services by such member (or by an entity that such member represents), without exception. A state board member shall announce publicly the nature of the conflict regarding provision of services by such member, refrain from participating in any discussion or debate on the matter and refrain from voting on the matter under any circumstance.

ARTICLE 4: EXECUTIVE COMMITTEE, COUNCILS, SUBCOMMITTEES, AND WORKGROUPS

Section 4.1. EXECUTIVE COMMITTEE

Pursuant to Governor's Executive Order No. 2016-08, the executive committee of the state board is formed to assist the work of the state board. The executive committee shall operate pursuant to its **Rules of Practice**, which were approved and ratified by the Governor's Workforce Development Board on April 21, 2016.

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SECTION 4.1.1. APPOINTMENT

The executive committee shall be appointed by and serve at the pleasure of the Governor.

SECTION 4.1.2. MEMBERSHIP

The executive committee shall be appointed by and serve at the pleasure of the Governor, and shall be comprised of no more than nine members selected from the state board. Members shall include:

1. The current chair of the state board, who shall also serve as chair of the executive committee;
2. Four members representing businesses or the workforce;
3. One member representing state government;
4. One member representing local government;
5. One member representing higher education; and,
6. One member representing either K-12 education or local workforce training programs.

SECTION 4.1.3. MEETINGS & QUORUM

The executive committee may meet as often as necessary at the discretion of its chairperson, and all meetings shall be subject to Nevada's Open Meeting Law, NRS 241.020.

A quorum of the executive committee shall consist of a simple majority (51 percent) of the total membership positions.

If a quorum is present, the affirmative vote of the majority shall be an official act of the executive committee.

SECTION 4.1.4. DUTIES

The executive committee shall evaluate reports from the Office of Workforce Innovation and make recommendations to the state board regarding the allocation of workforce development funds within the state board's purview.

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Section 4.2. INDUSTRY SECTOR COUNCILS

The state board shall establish industry sector councils. The industry sector councils shall operate pursuant Governor's Executive Order No. 2016-08, and their adopted Overview and Guidelines established on **July 14, 2016.**

Section 4.3. OTHER STANDING COMMITTTEES, SUBCOMMITTEES, and WORKGROUPS

The state board may establish standing committees, councils, subcommittees, and workgroups as needed to carry out its duties and responsibilities.

Standing committees, councils and subcommittees may conduct public meetings, and are subject to Nevada's Open Meeting Law, NRS 241.020, and shall provide any reports and/or recommendations back to the state board for approval and/or ratification.

Any workgroups assigned by the state board shall not deliberate, as defined in NRS 241.015(2), and therefore shall not constitute a 'public body' as defined in NRS 241.020(4) and be bound by Nevada's Open Meeting Law, NRS 241.020. Said workgroups shall only work on ad hoc state board projects and present said workings to the state board at its public meetings.

Upon consultation with the Governor and the Office of Workforce Innovation, the state board chair shall appoint members to any standing committee, council and/or subcommittee.

ARTICLE 5: AMENDMENT OF BYLAWS

Section 5.1. BYLAW REVISION

These bylaws can be amended, repealed or new bylaws enacted at any regular or special meeting provided that said revision is agendized. Said action must be placed on a future agenda for *possible action*, properly posted and noticed to the state board and the public per Nevada's Open Meeting Law, NRS 241.020.

Section 5.2. BYLAW REVIEW

The chair of the state board shall assign the review of these bylaws to a committee to review on an annual basis.

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APPROVAL

These bylaws have been approved by the Governor's Workforce Development Board's *Executive Committee* on September 9, 2016, and ratified on _____ of 2016 by the Governor's Workforce Development Board.

_____ _____

Chair, Governor's Workforce Development Board Date

DRAFT

Economic Projections & Overview

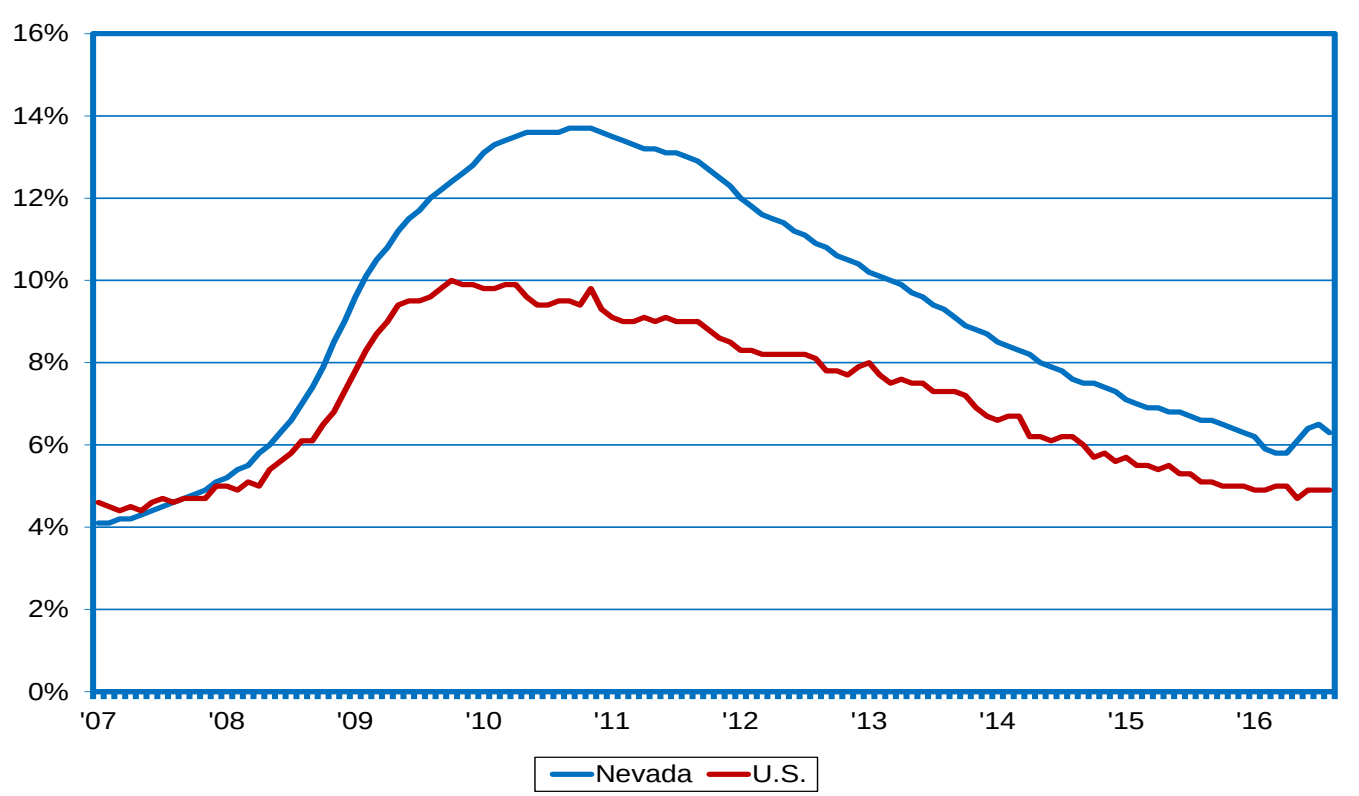
Department of Employment, Training & Rehabilitation

Don Soderberg, Director
Dennis Perea, Deputy Director
Bill Anderson, Chief Economist
David Schmidt, Supervising Economist
Alex Capello, Economist

Prepared by the Research and Analysis Bureau and presented to the Employment Security Council, Oct. 2016

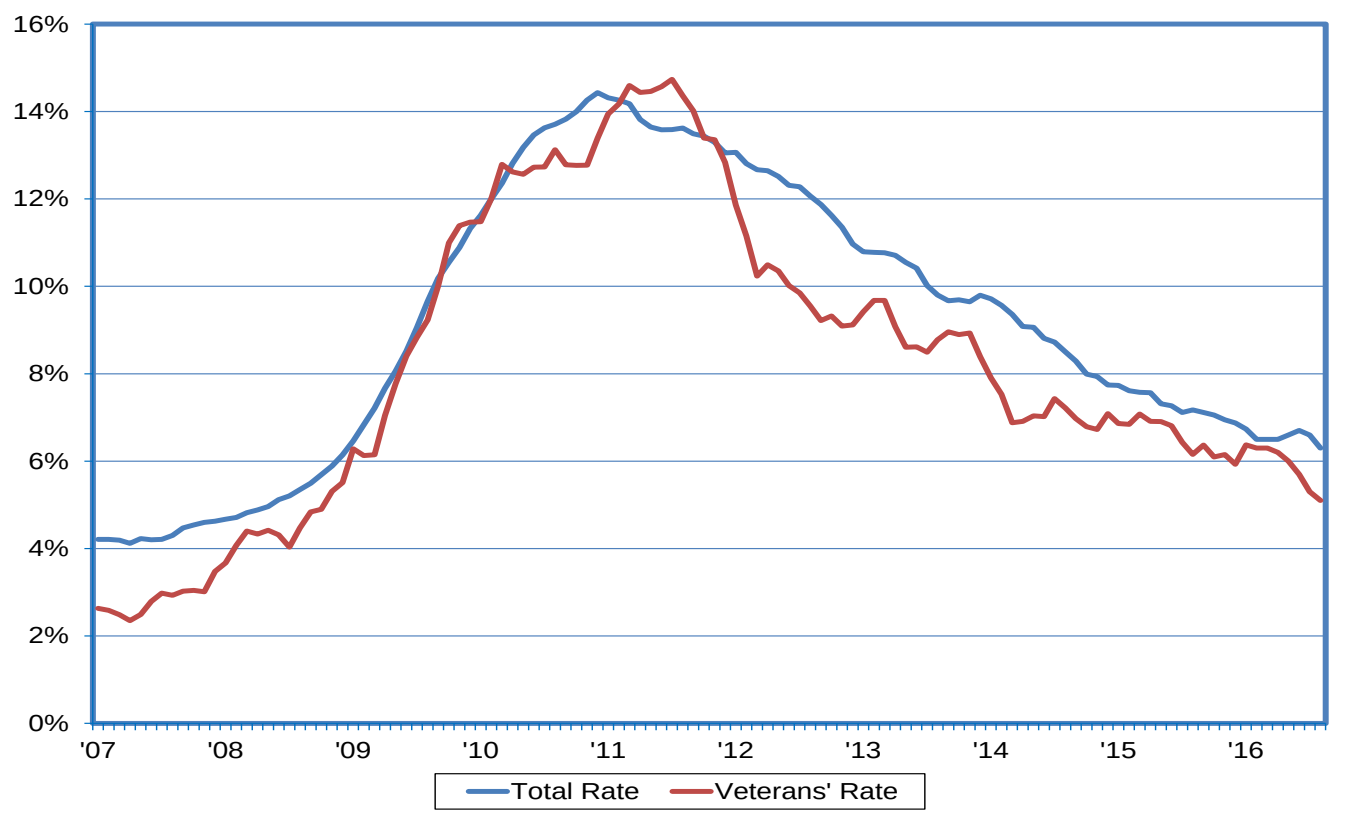
Following 3 Months of Increases, Jobless Rate Heads Down in August

NV vs. the U.S. unemployment rate (SA)

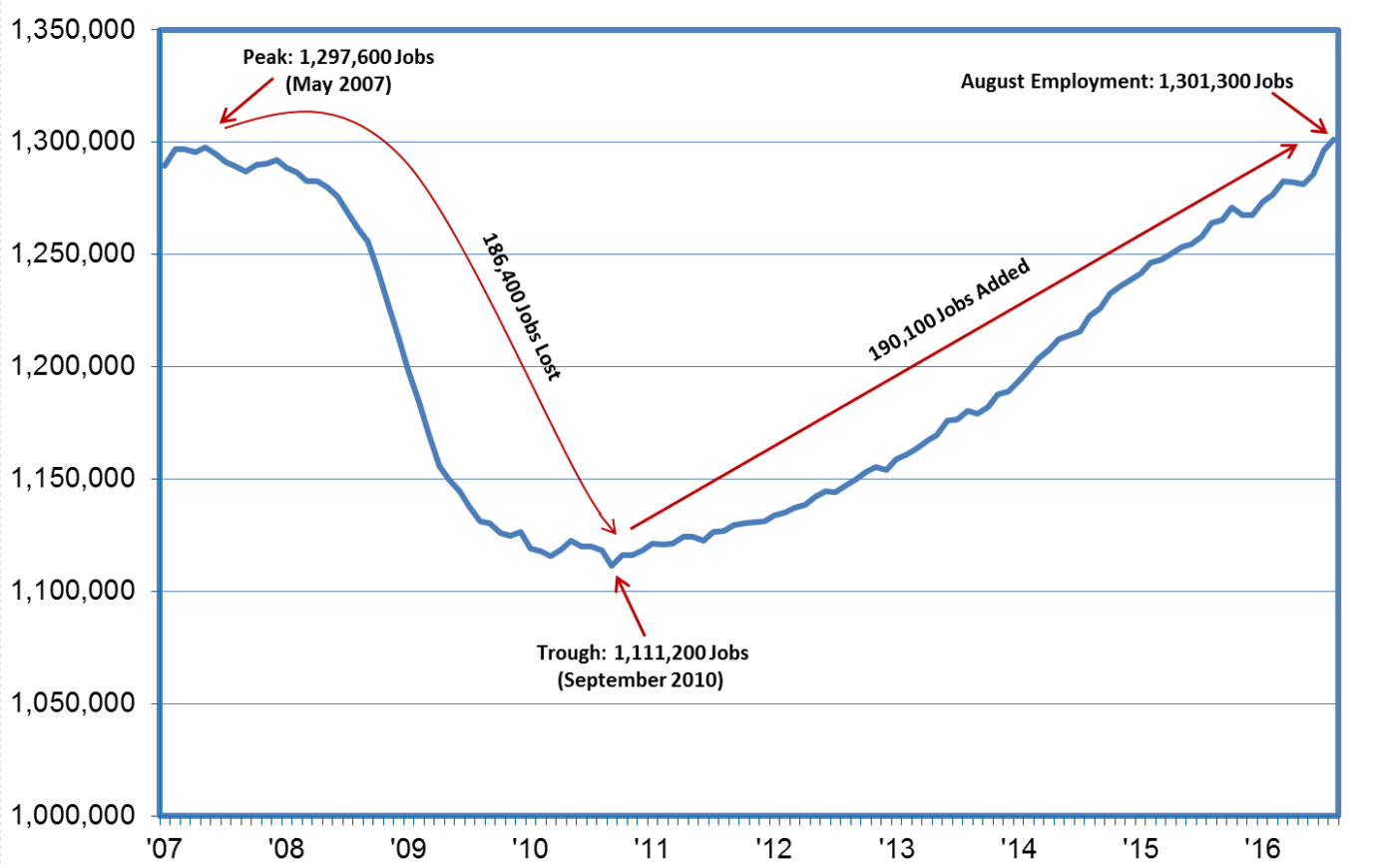


The Jobless Rate for Vets has been Lower than the Total Rate During the Recovery

unemployment rate for Nevada Vets vs. total (12-month moving average)

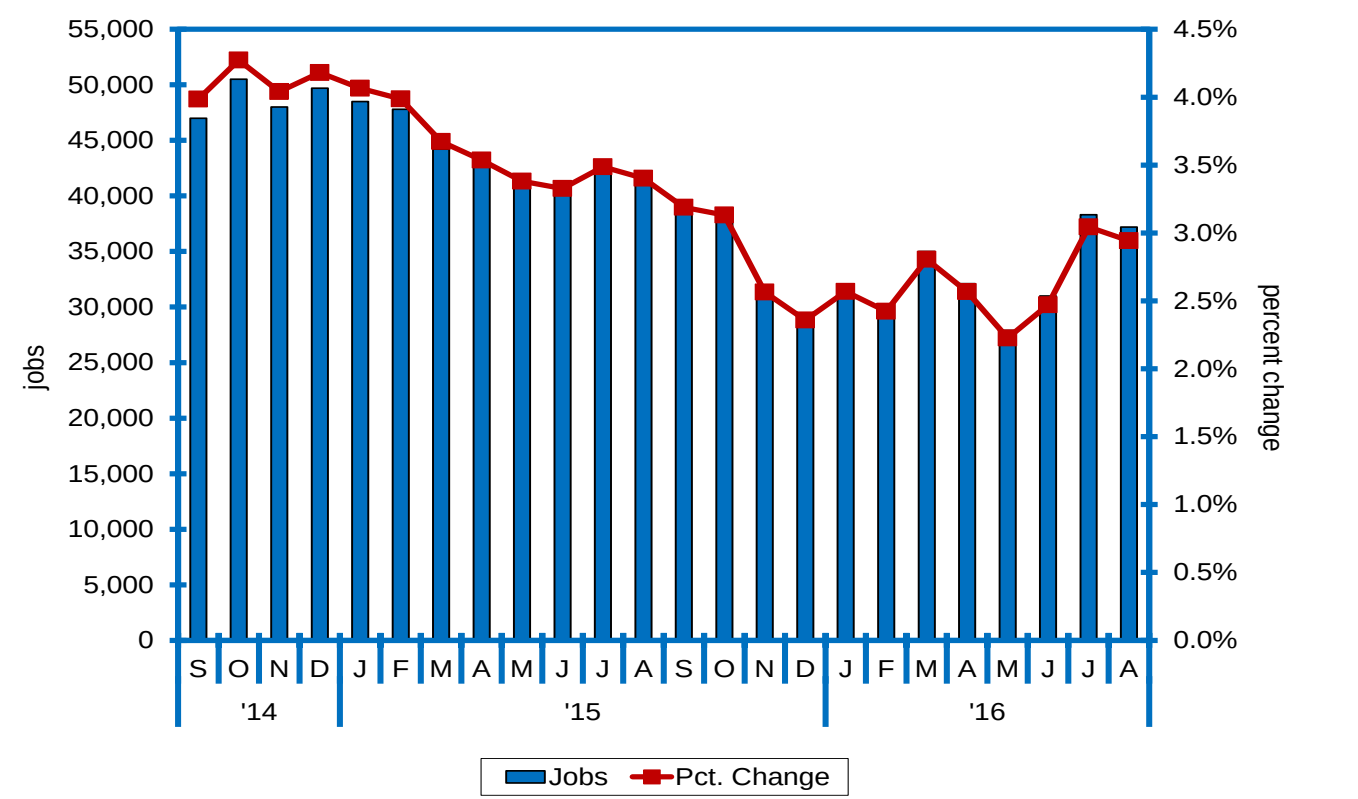


Nearly Six Years of Consistent Growth Pushes Nevada Employment to a Record High



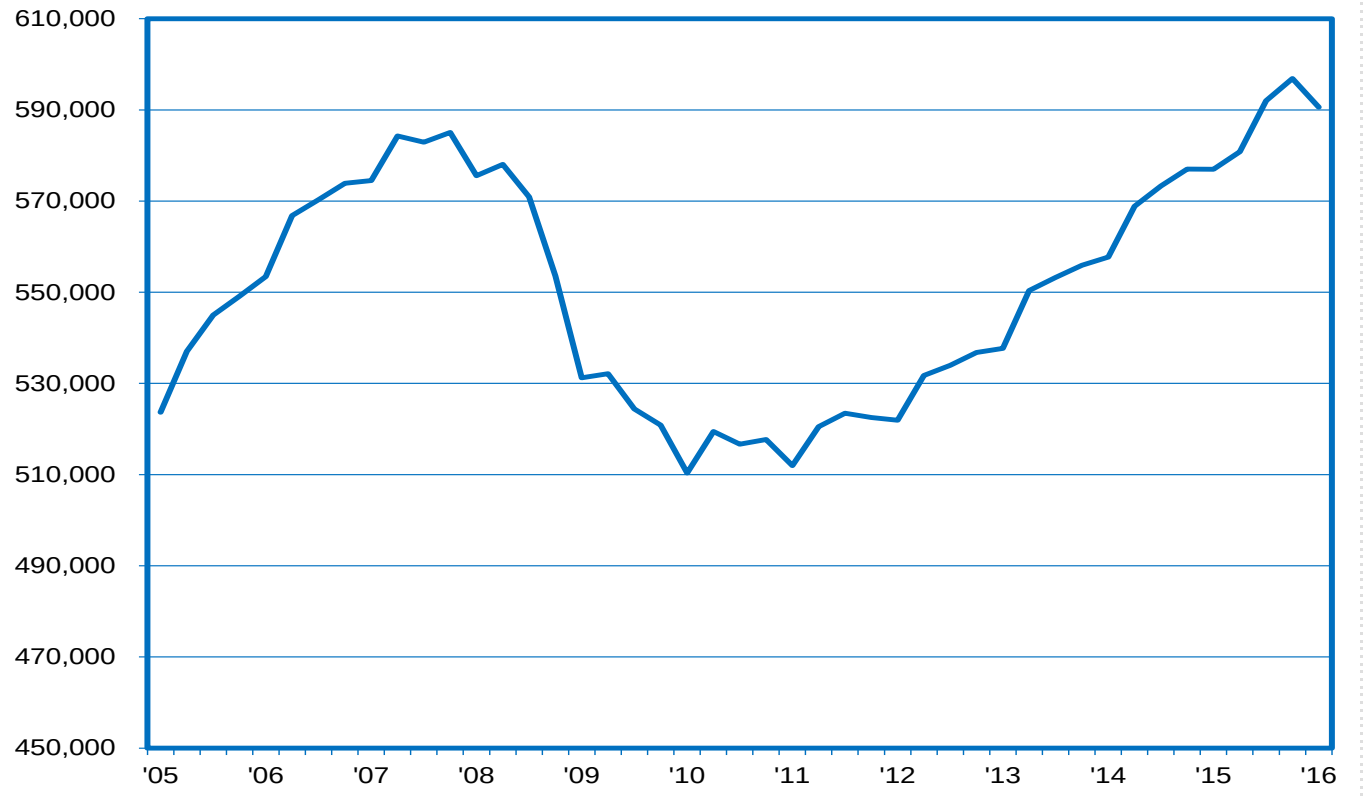
Job Growth at Strongest Pace in Nearly a Year

job growth (SA; year-over-year)



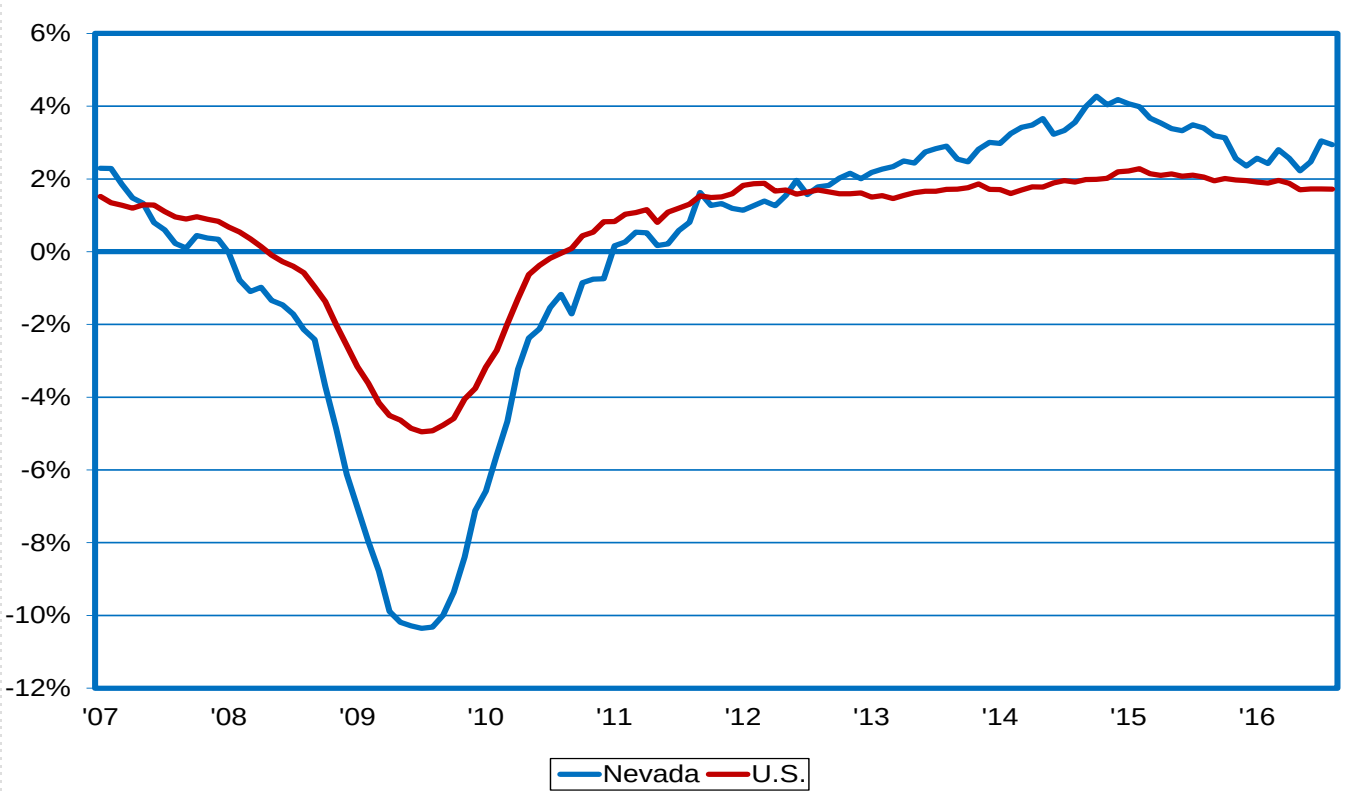
Small Biz Jobs at All-Time High for IQ; Gains Recorded in Each of Past 21 Quarters

employment in establishments with less than 100 workers



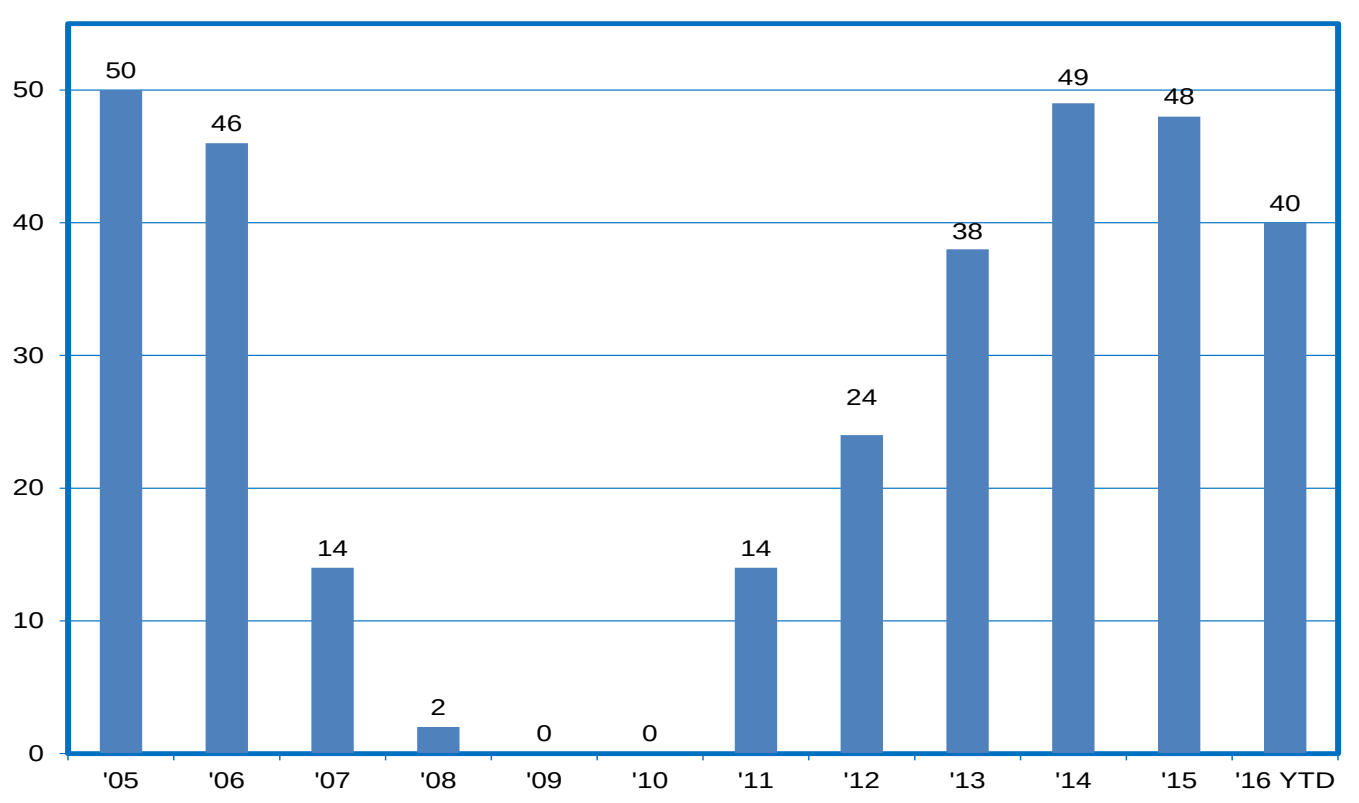
Nevada Job Growth Exceeds Nation in 49 Straight Months; 2.9% vs. 1.7% in August

job growth (year-over-year)



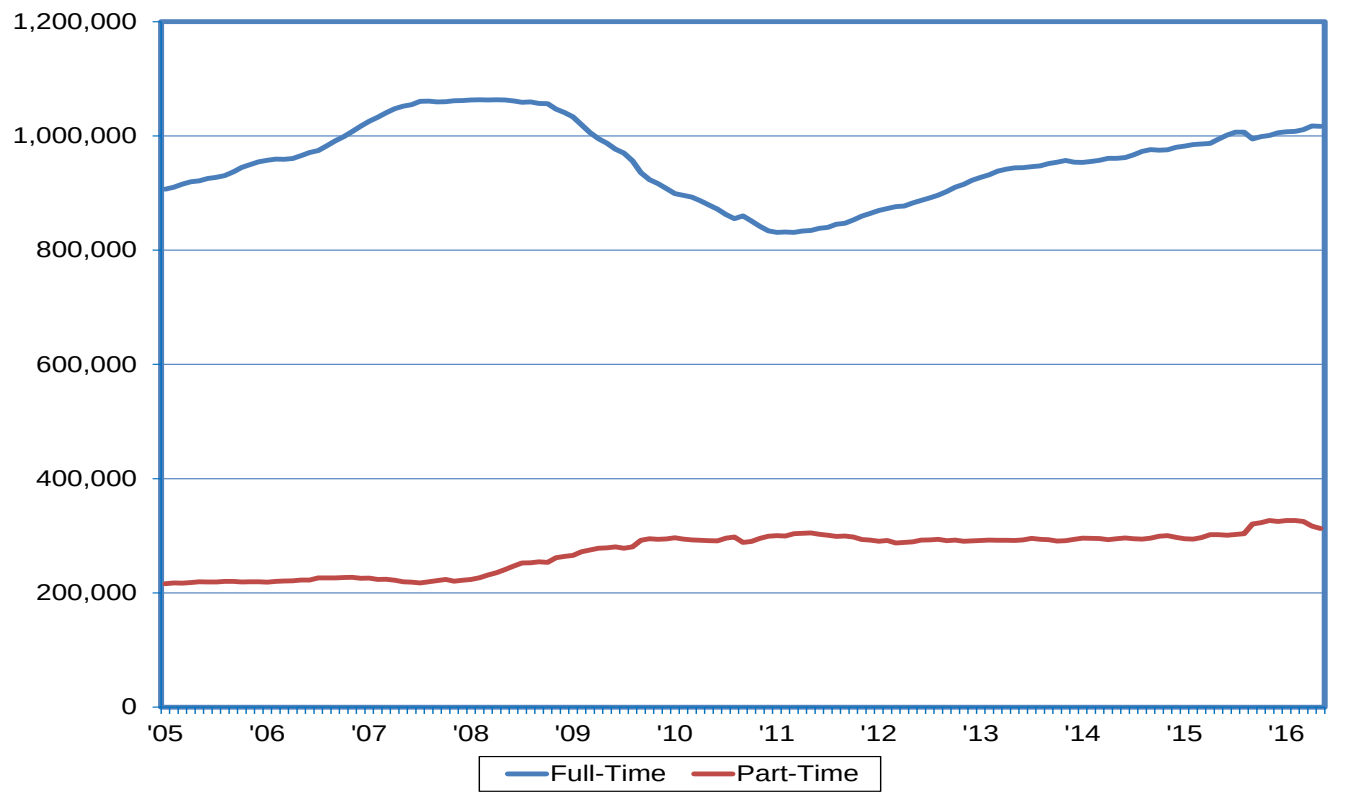
Silver State Job Growth Stronger than in 40 Other States in IQ

job growth rankings (# of states with slower private sector job growth than NV)



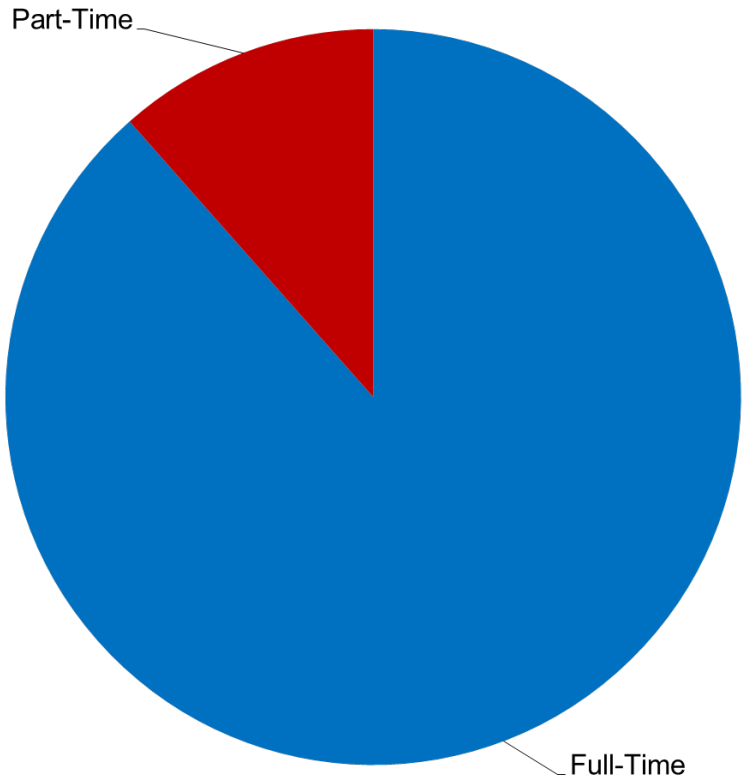
Vast Majority of Employment Growth Concentrated in Full-Time Positions

FT vs. PT employment; (12-month moving average)



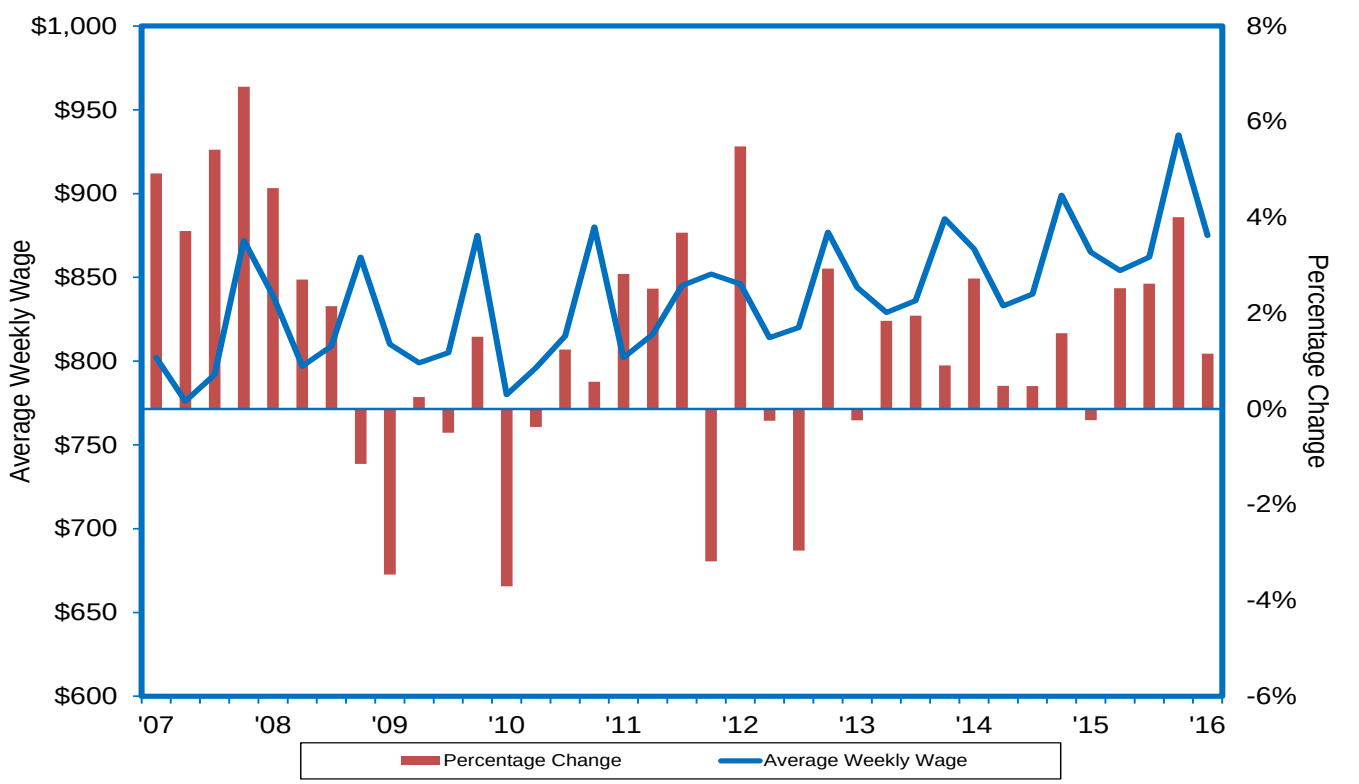
107,500 Full-Time Job Ads vs. 14,000 Part-Time

Online Job Postings in Nevada (last twelve months, from Burning Glass/Labor Insight)



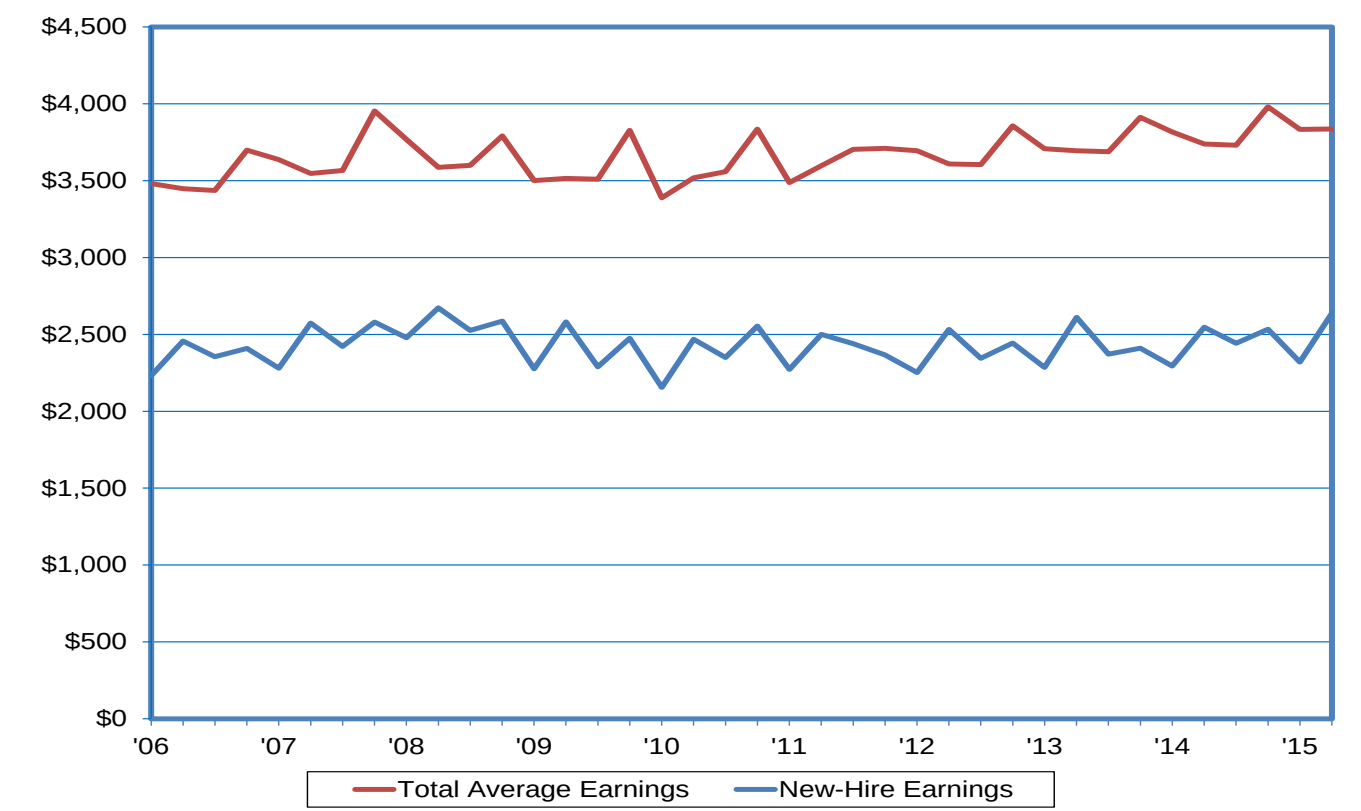
Nevada Wages at $875/Week in 2016:IQ; A Record-High for the Qtr.; Up 1.2% Over 2015

Nevada average weekly wages



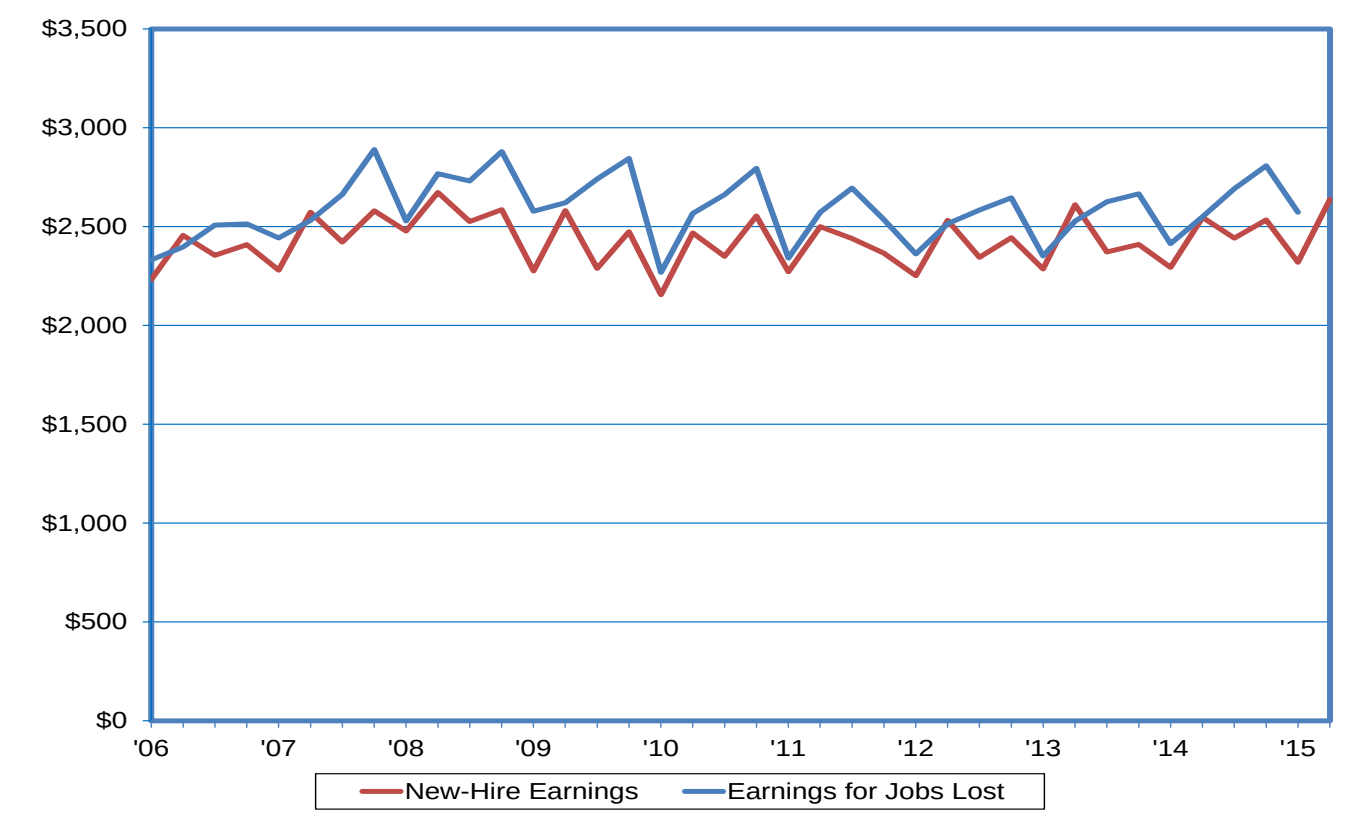
New-Hire Earnings Approximately 2/3rds of Overall Average…a Consistent Relationship

new-hire monthly earnings vs. total average earnings



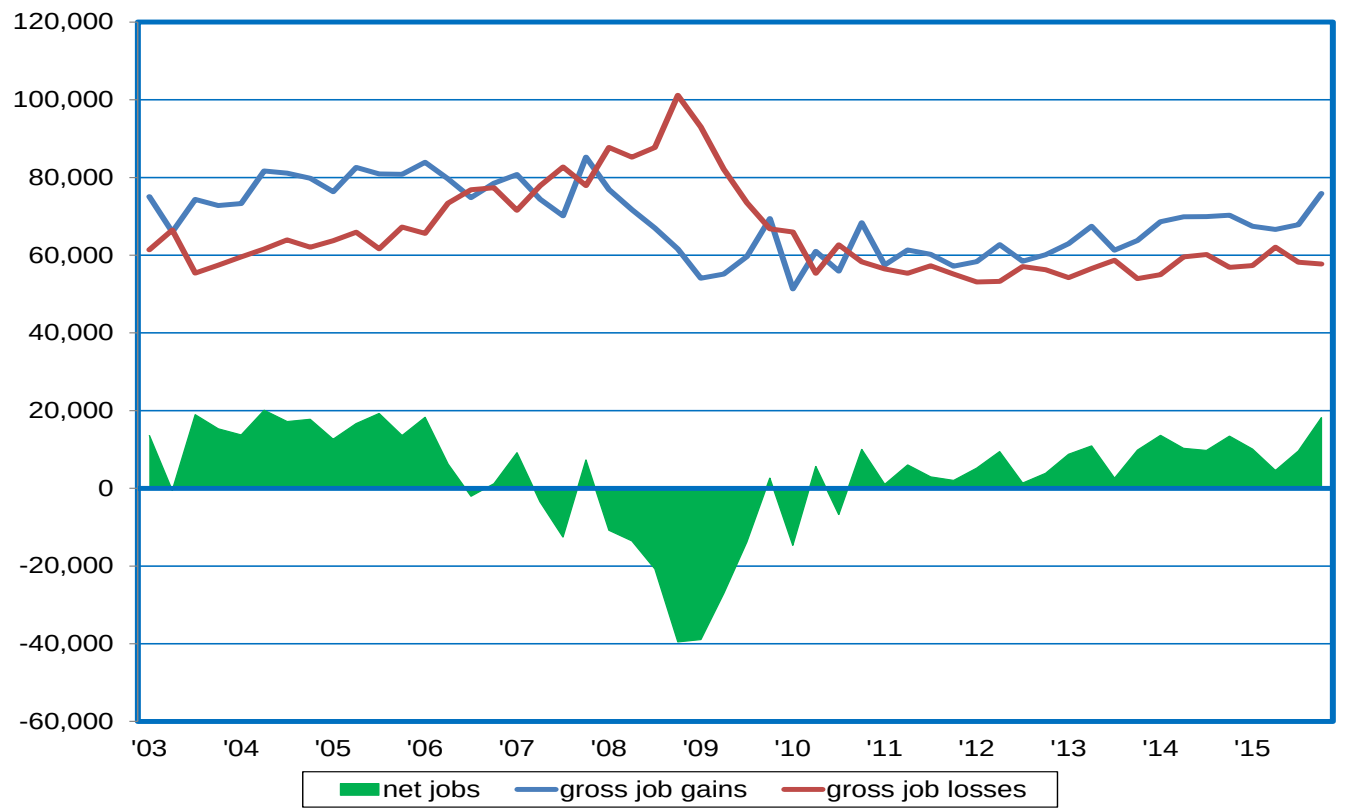
Earnings for Jobs Lost are Just Slightly Higher than Those for New Hires

average monthly earnings for jobs lost vs. new-hire earnings



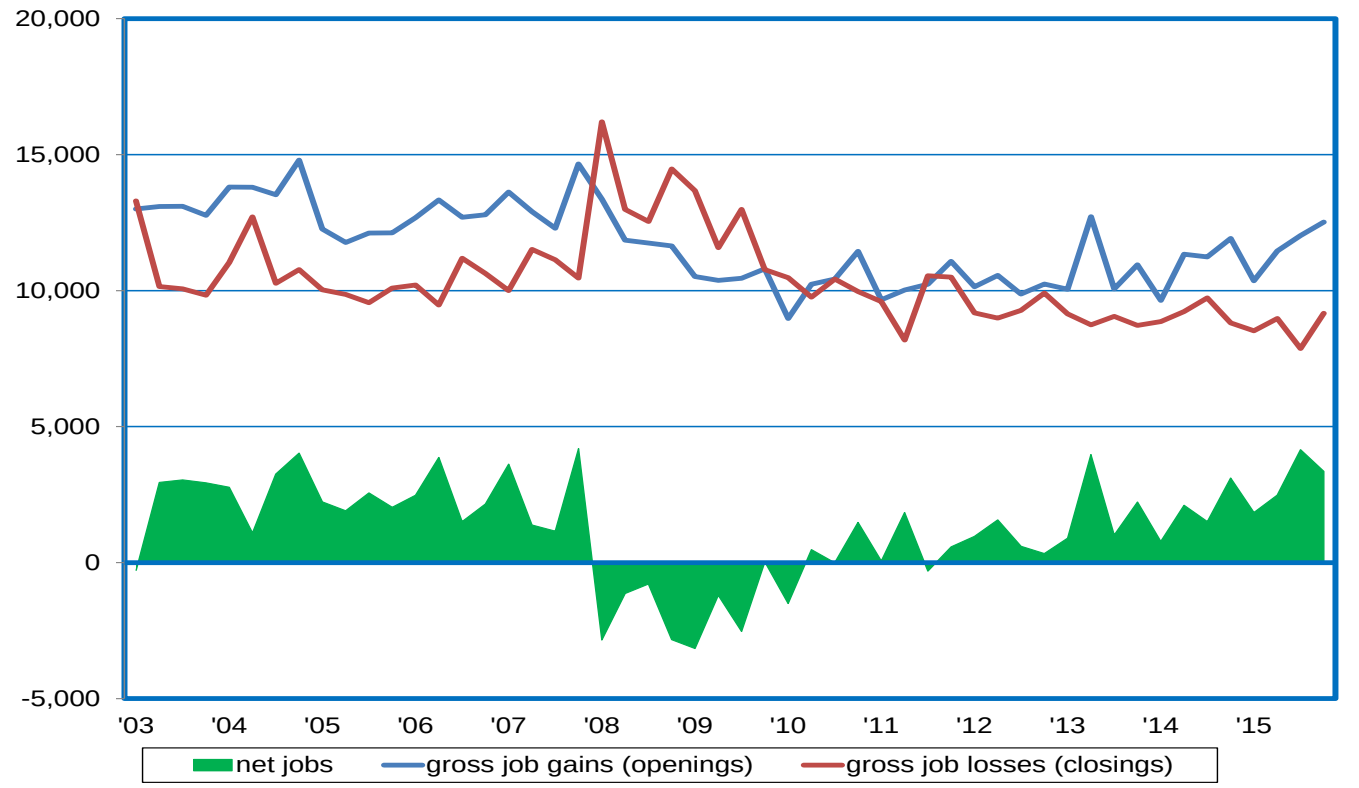
Job Gains>Losses in 21 Straight Quarters; 2015:IVQ Net Gain Strongest in a Decade

private sector gross job gains vs. gross job losses (SA)



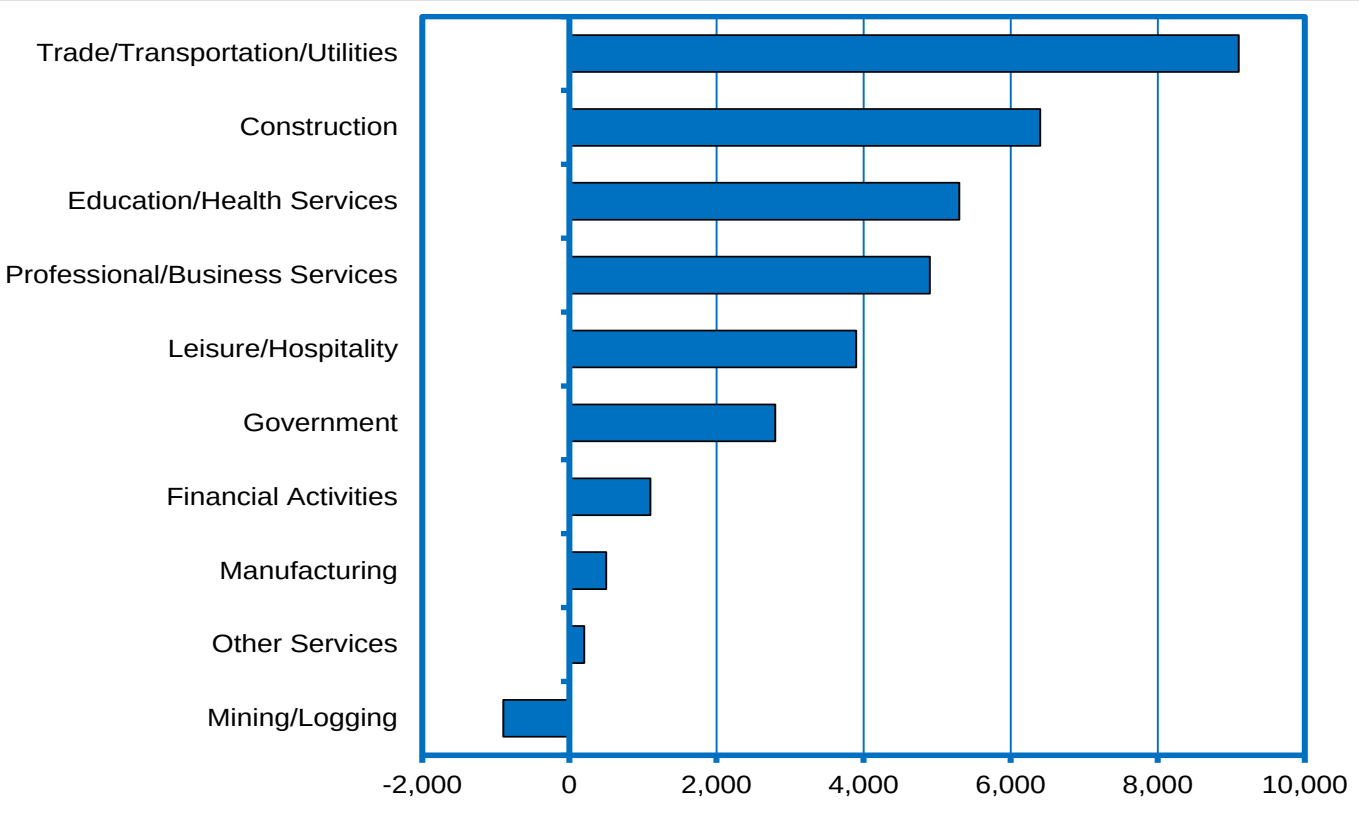
Opening Gains>Closing Losses Last 17 Quarters; Net Gain=3,400 in 2015:IVQ

gross job gains vs. gross job losses in opening & closing establishments (SA)



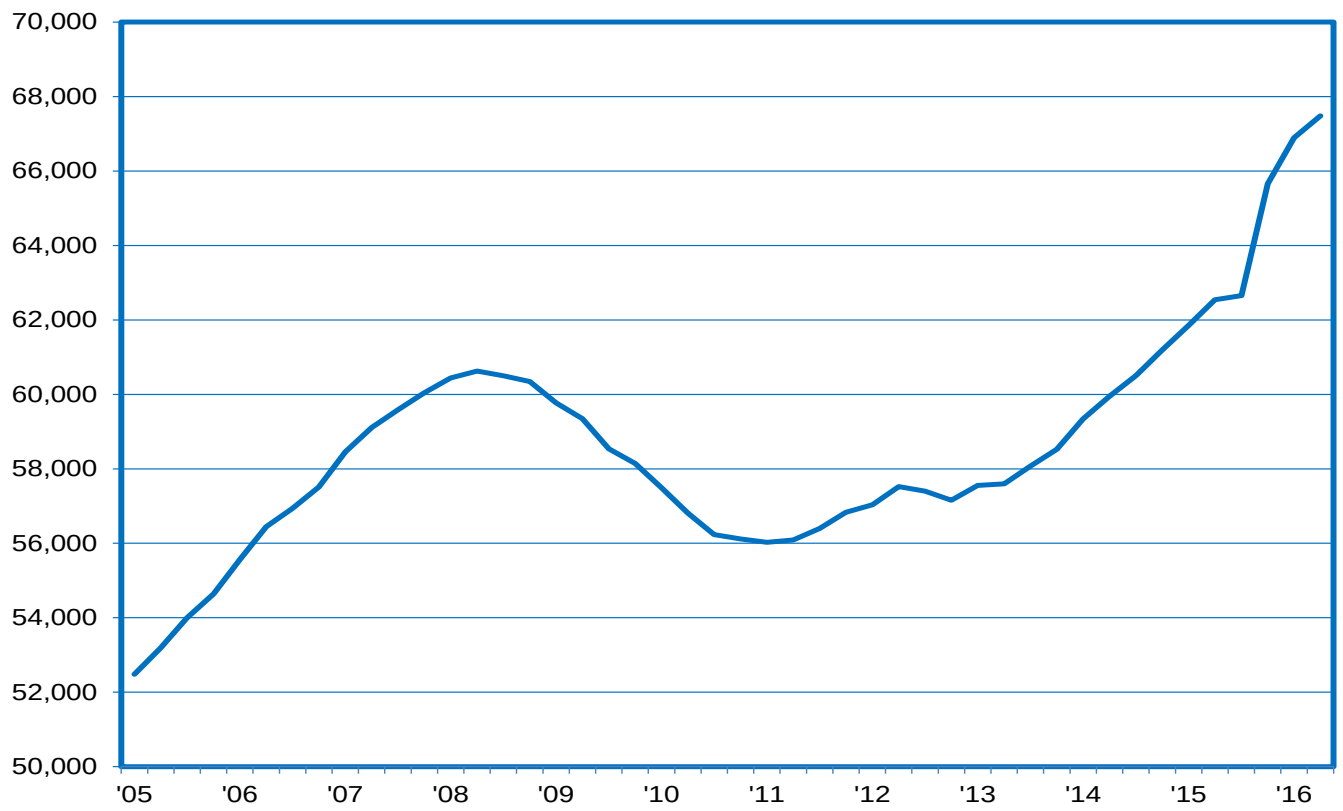
Trade/Transportation, Construction, Healthcare, and PBS Lead the Way

YTD job growth by supersector (year-over-year)



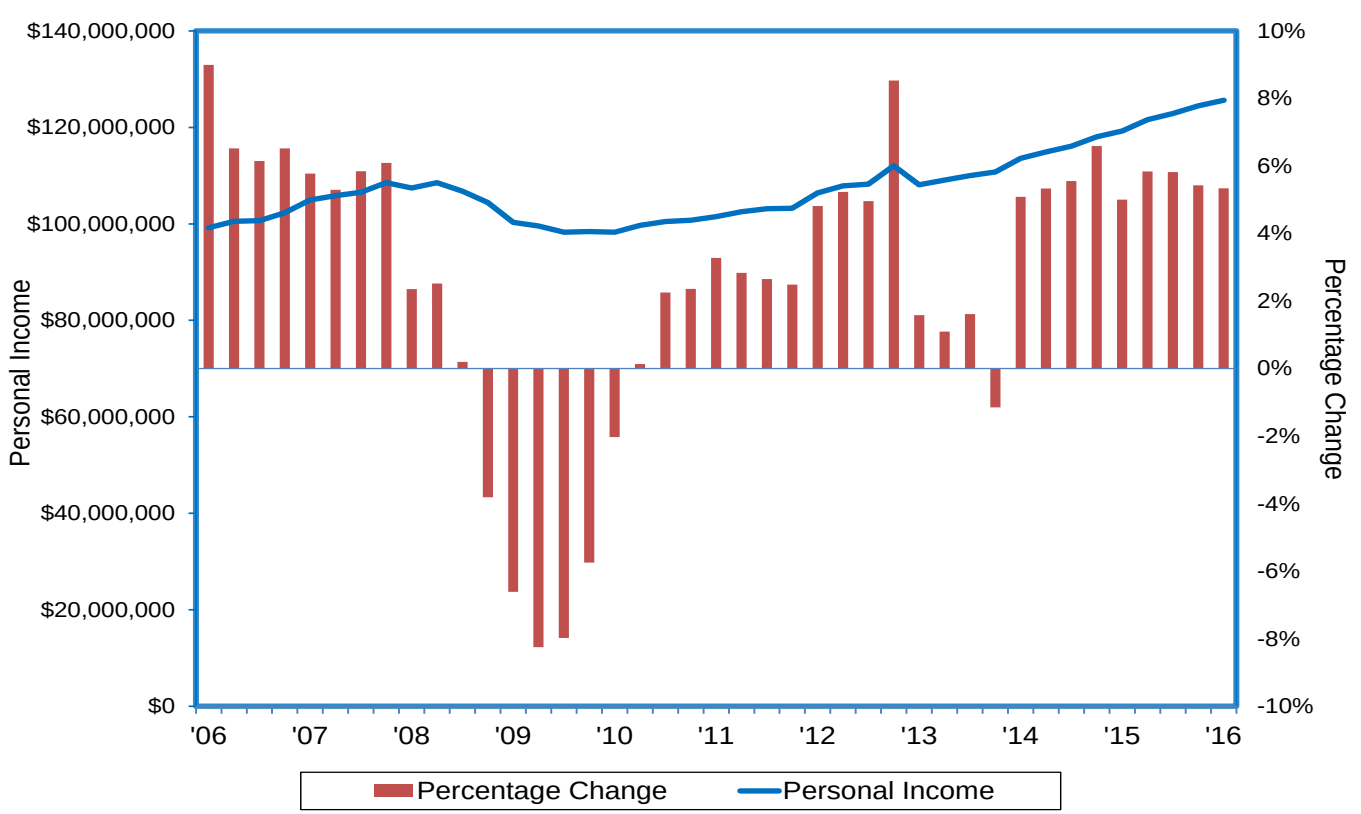
At Nearly 68K, # of Employers at Record High; Up vs. Yr.-Ago in 20 Straight Qtrs.

number of Nevada employers



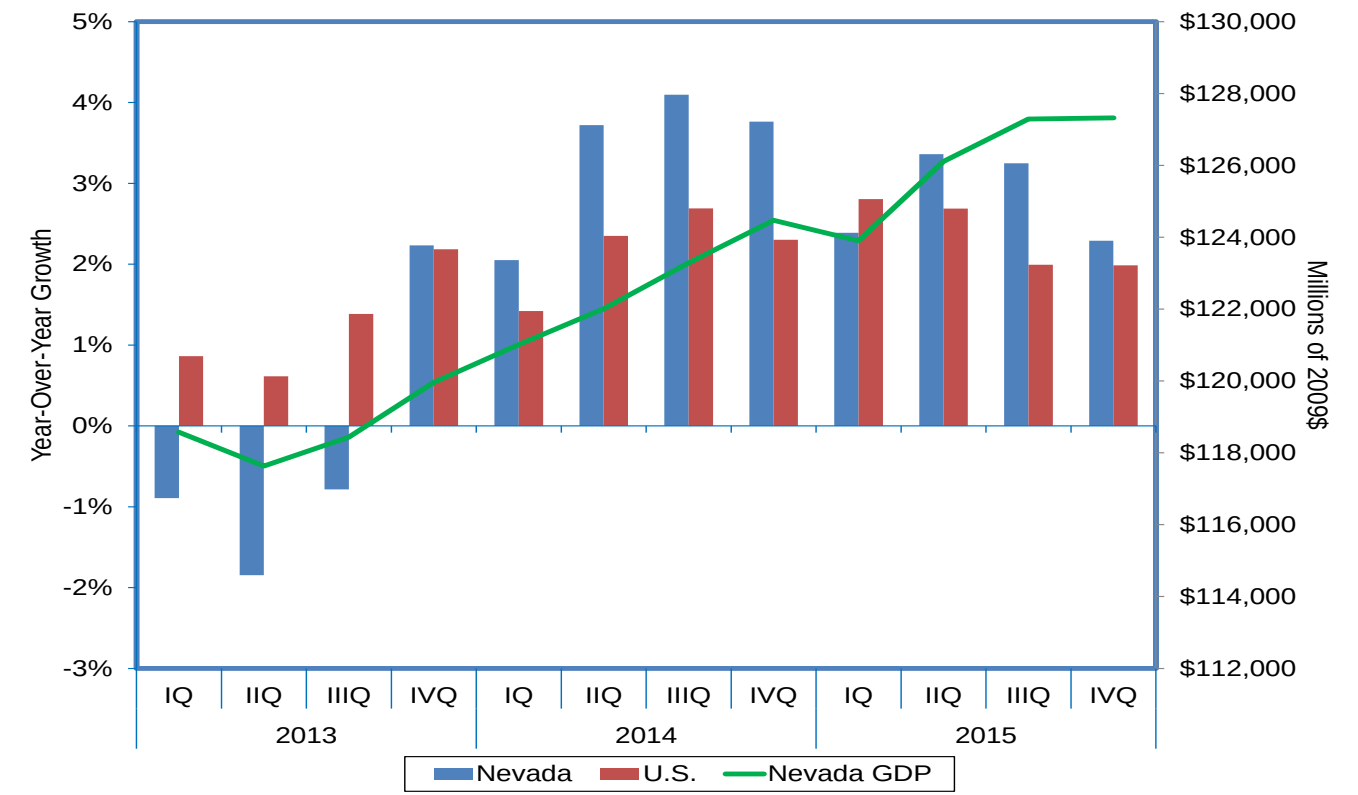
Personal Income Growth Hovering in the Mid-Single Digits in the Silver State

Nevada personal income



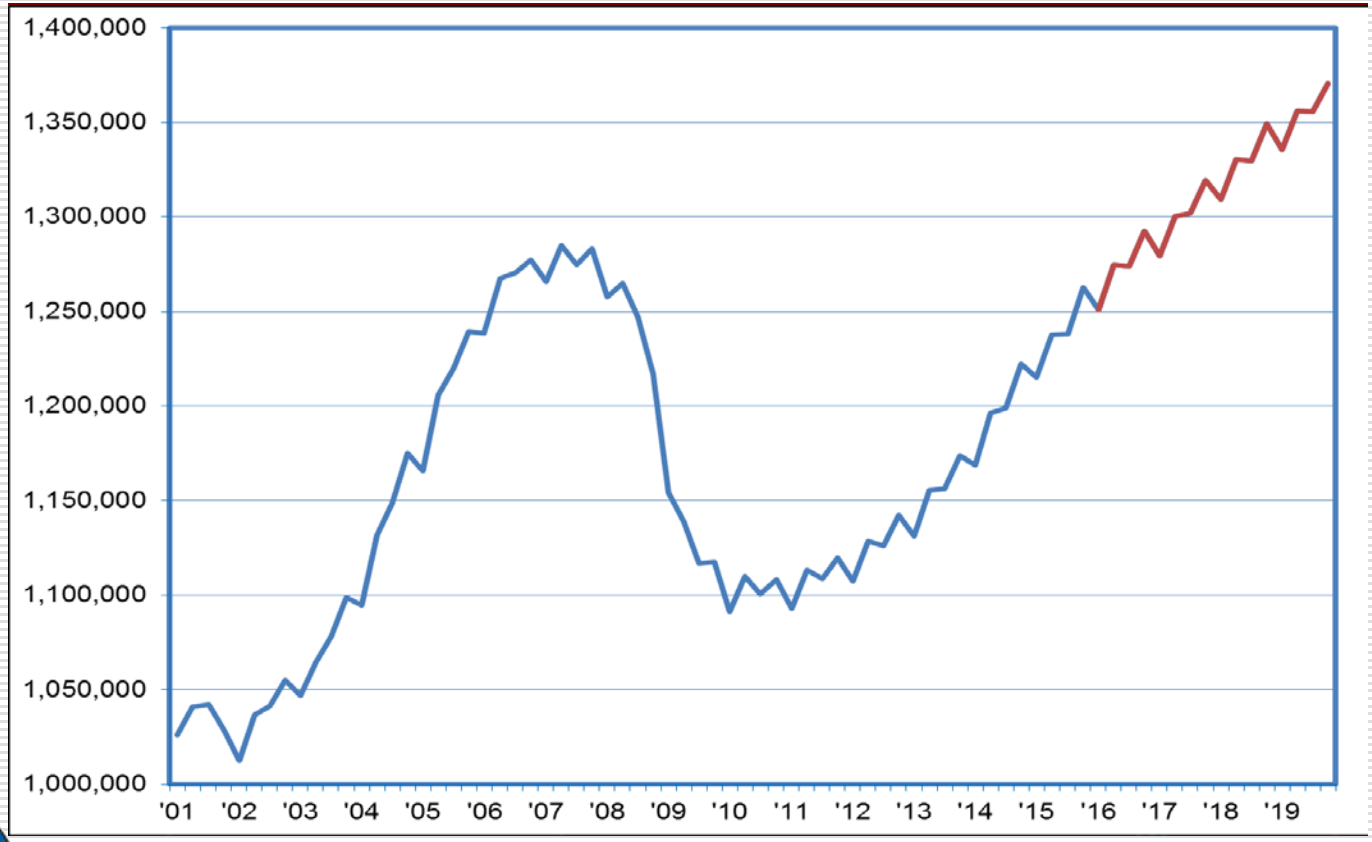
The Silver State's GDP Growth Exceeded the Nation's in Eight of the Past Nine Quarters

gross domestic product



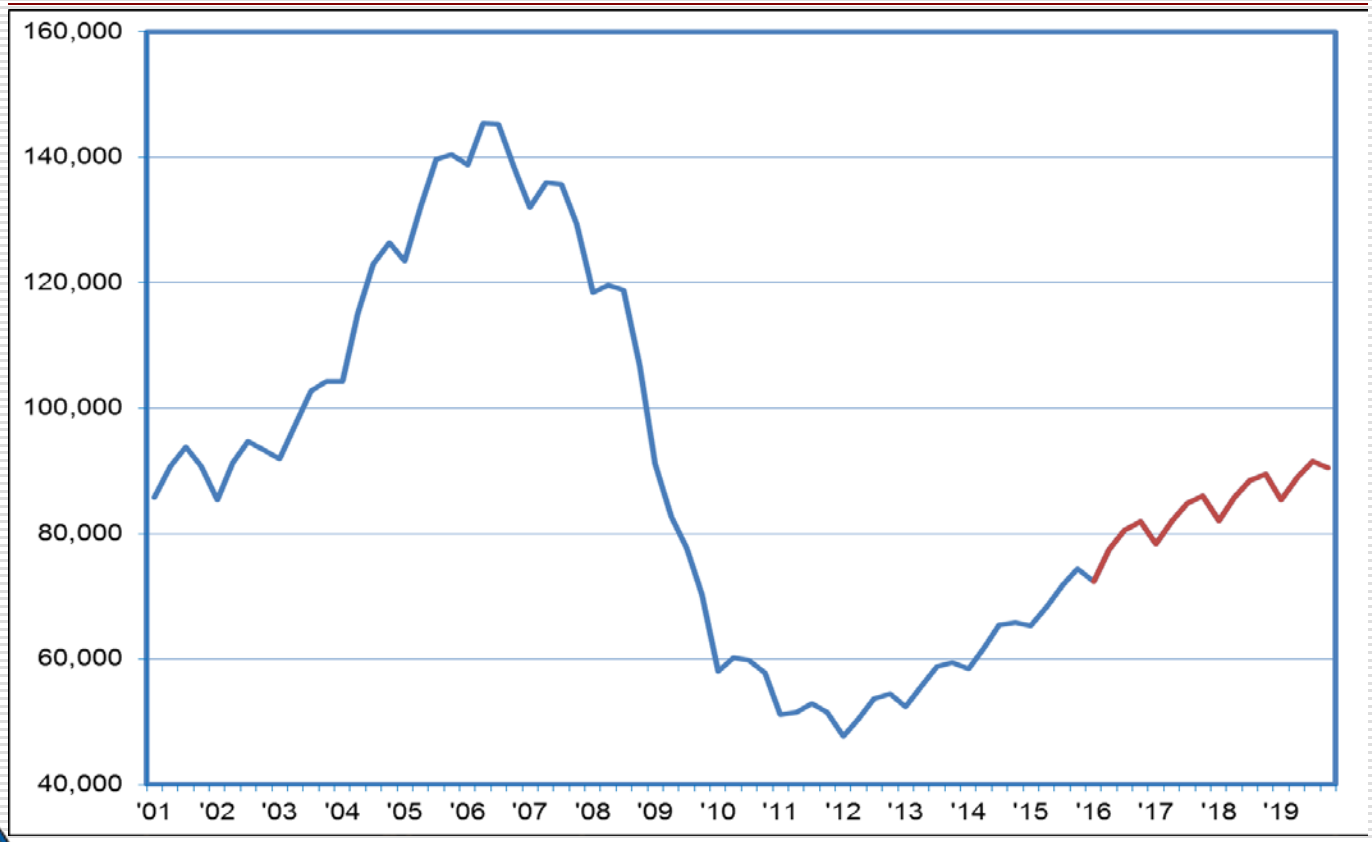
Job Levels Exceed Pre-Recession Peak by 86K at Year-End 2019

Total Jobs: History and Forecast



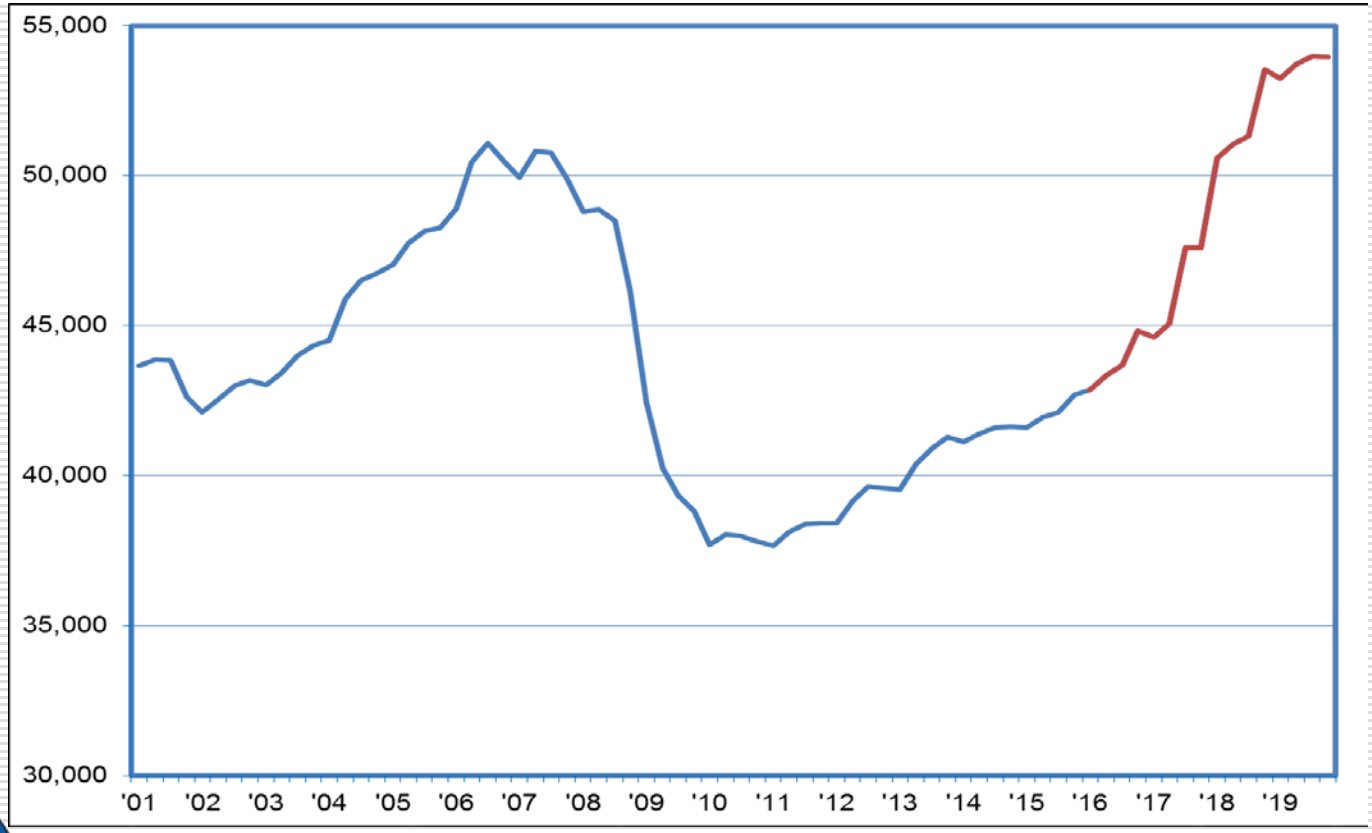
By the End of 2019, 43K Construction Jobs Added Since Bottoming Out

Construction Jobs: History and Forecast



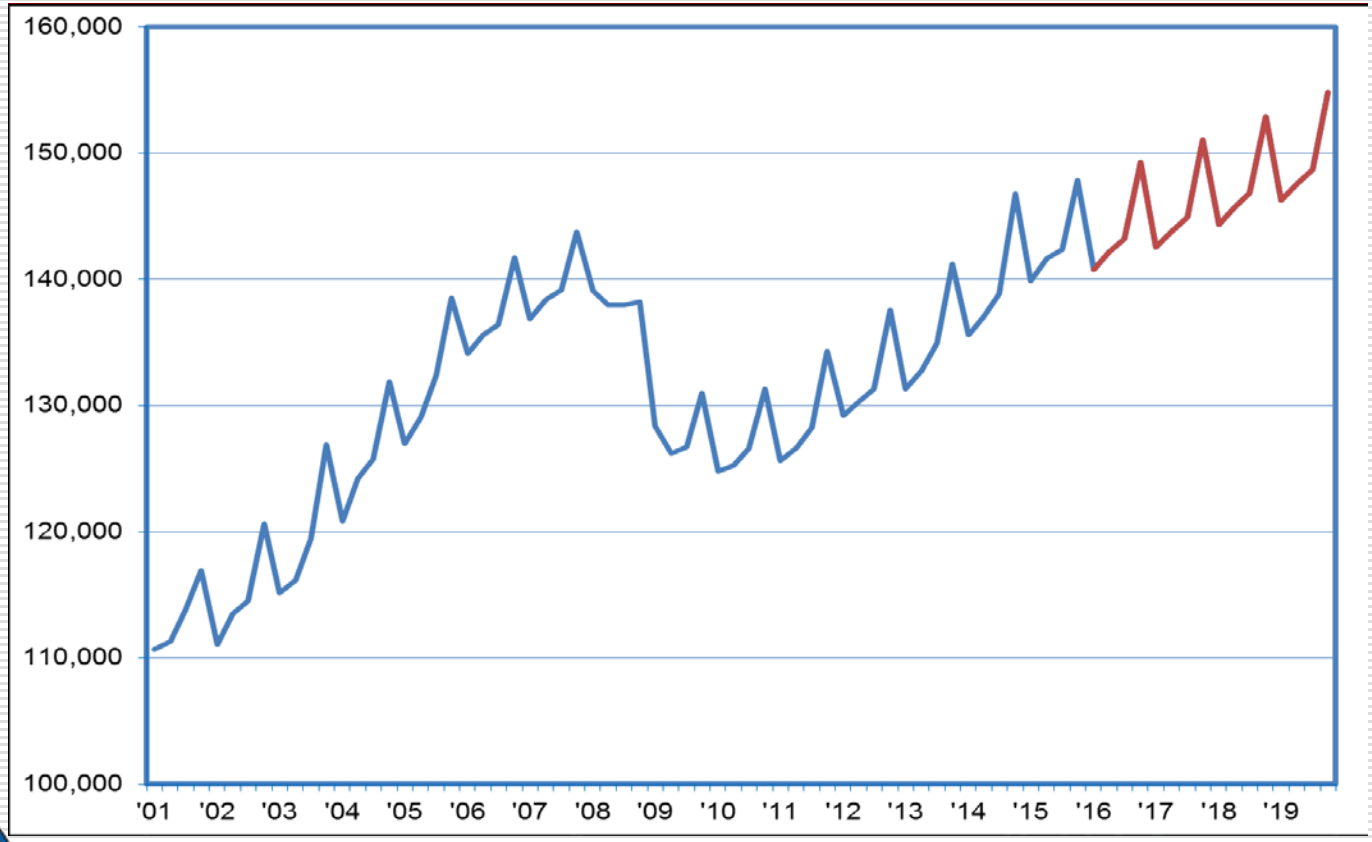
Growth to Strengthen for Manufacturing Jobs; 10,600 New Jobs through 2019

Manufacturing Jobs: History and Forecast



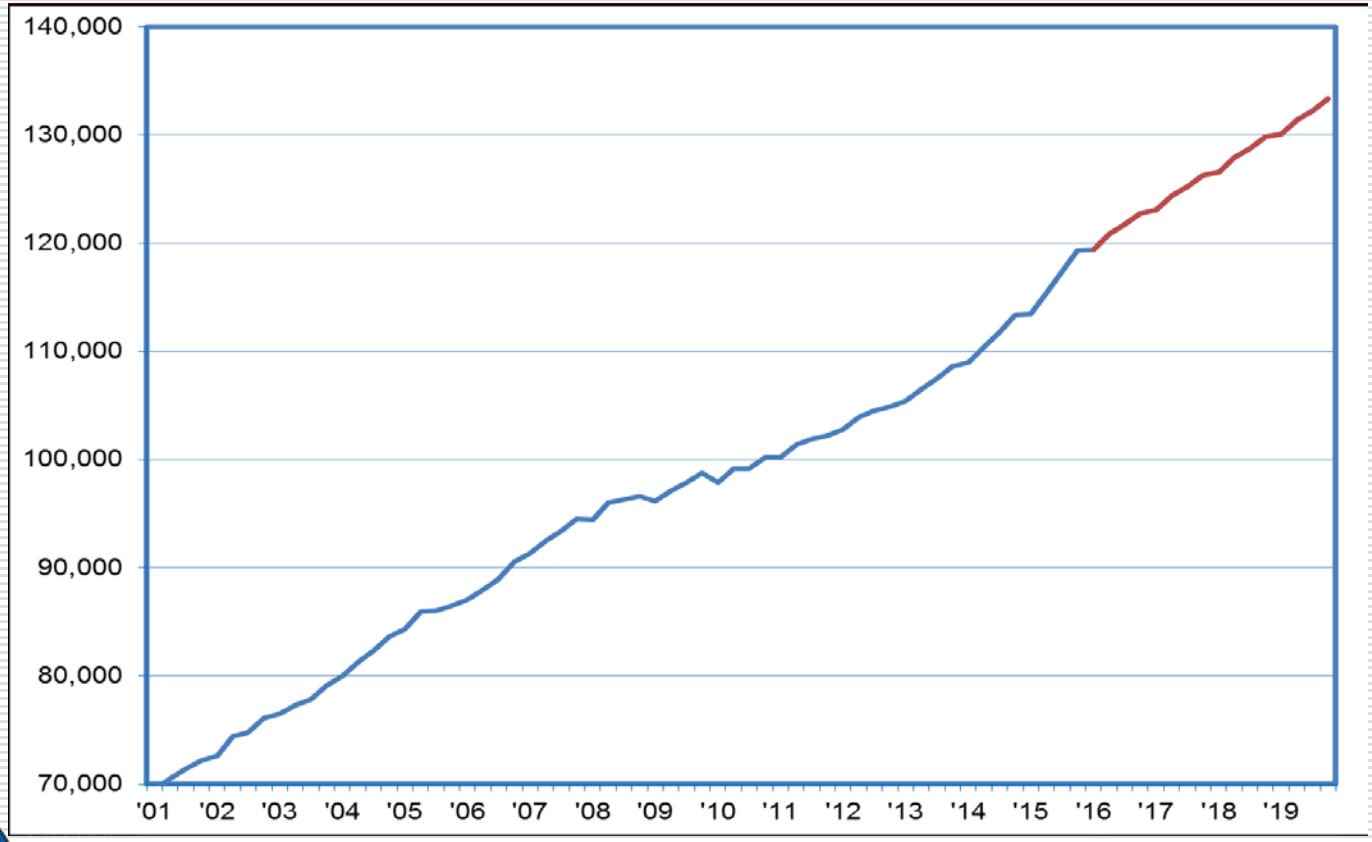
Retail Trade Should Continue Adding About 1,600 Jobs Annually

Retail Trade Jobs: History and Forecast



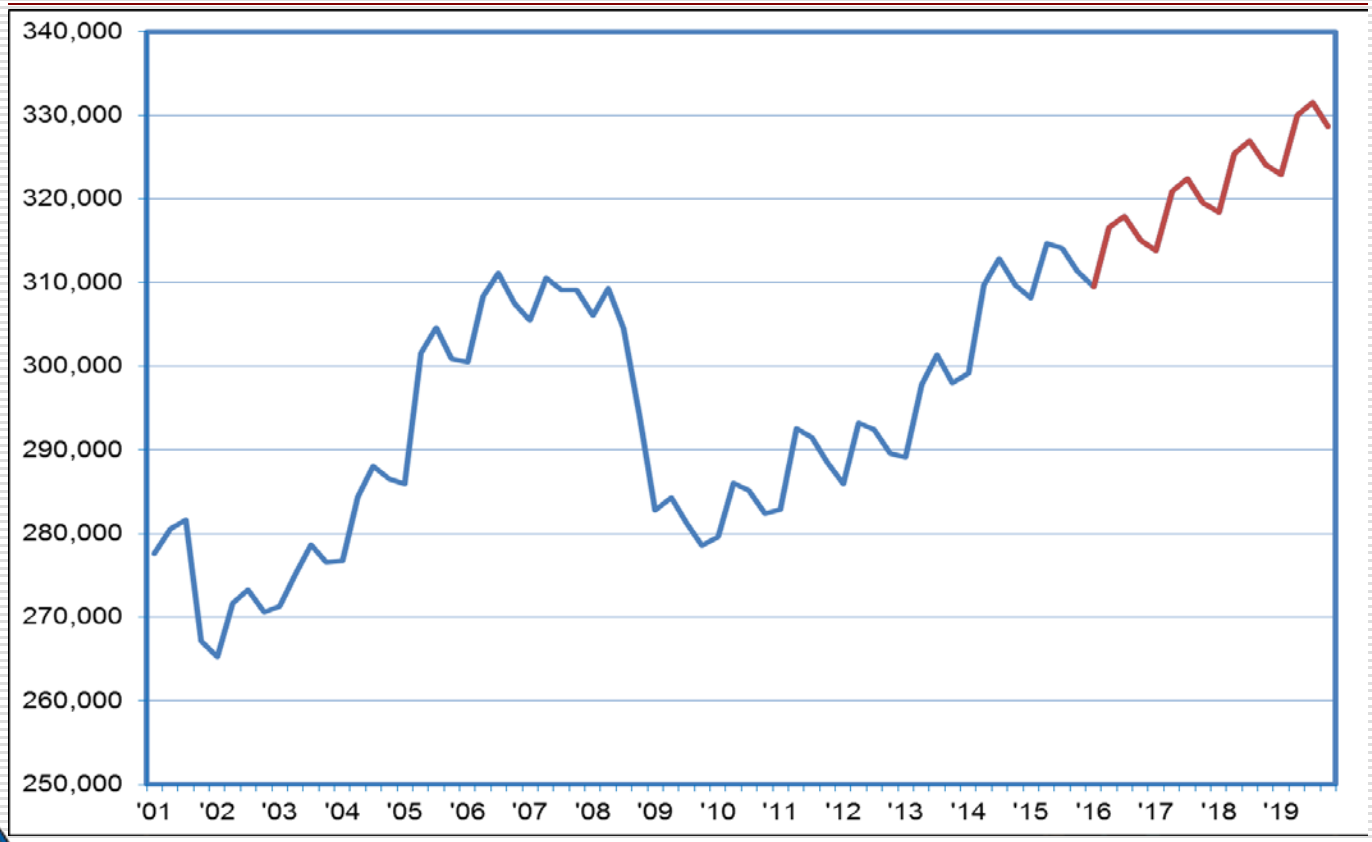
Expectations are for an Additional 3,800 Healthcare Jobs per Year

Healthcare/Social Assistance Jobs: History and Forecast



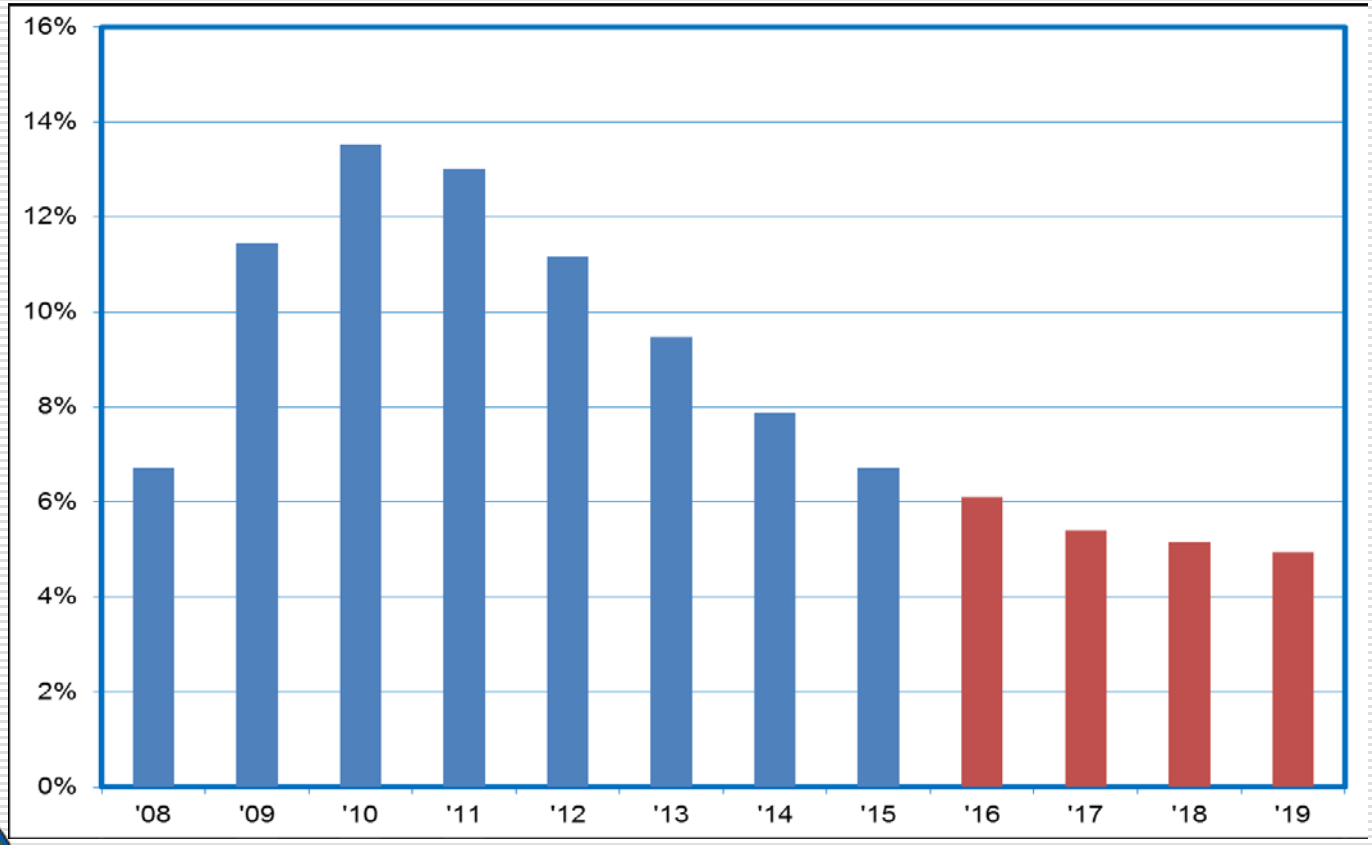
AFS Jobs Have Reached Historical High; More than 16K Additional Jobs Expected

Accommodation/Food Services Jobs: History and Forecast



NV's Unemployment Rate Trending Down...6.1% in '16; 5.4% in '17; 5.1% in '18

Unemployment Rate: History and Forecast



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Quarterly Report to the Governor's Workforce Development Board
October, 2016

One-Stop Delivery System (OSDS)

- Workforce Connections (WC) released four Request for Proposals (RFPs) in September 2016, that will provide WIOA youth services for the following areas:
  - A geographic-based RFP for WIOA Youth Services at the One-Stop Career Center;
  - WIOA Work-Based Learning Pilot in Henderson, Nevada, with an emphasis on key industry sectors – Health Care & Medical Services; Tourism, Gaming & Entertainment; Information Technology; and Manufacturing;
  - WIOA Foster Care RFP to serve in-school and out-of-school youth residing in the Southern Nevada Workforce Development Area; and
  - WIOA education and training services that will focus on serving high-risk out-of-school youth, and targeting training in an in-demand industry sector. This RFP is funded in partnership between the Department of Employment Training and Rehabilitation (DETR) and WC.
- HOPE for Prisoners, in partnership with Clark County Detention Center and Las Vegas Metropolitan Police Department, has begun providing WIOA services to adult individuals who are currently incarcerated at Clark County Detention Center.
- HELP of Southern Nevada's partnership with MGM International has provided our youth and adults with a variety of job experiences with the largest hospitality and tourism employer in the state of Nevada.
- The UNLV Gap Training for RNs to transition into Practice Program provides education, mentoring, coaching, and clinical experiences to improve competence, professional skills, and employability. Nurses will also practice skills in a high-tech medical simulation lab and participate in online learning activities focused on quality and safety in professional practice.

One Stop Career Center (OSCC)

- ResCare Workforce Services, the One-Stop Career Center operator, along with Nevada Job Connect and Bureau of Vocational Rehabilitation (DETR) have provided career services to over 2,100 job seekers in the first two (2) months of the program year.
- The OSCC has facilitated 1,439 participant appointments in July and August to issue services that include occupational skills training, on-the-job-training, transportation assistance, work equipment, clothing, books and cards required for employment.
- The OSCC has implemented direct dial phone services to connect Unemployment Insurance applicants and claimants to direct operator support.

- The Mobile One-Stop (MOS) has been deployed during the first quarter. Community partnerships include Bob Price Community Center, Veteran Summit and Job Fair. The MOS is scheduled to be deployed at least four (4) times per quarter for the remainder of the program year.
- The OSCC has co-enrolled 26 participants of the AARP program, with graduations held on September 13th and 21st. The September 13th graduating class ended with 12 employed and 1 obtaining additional training through the OSCC. AARP will be issuing an RFP in October to accept applications for 2017 programming.
- OSCC ResCare staff attended the National Association of Workforce Development Professions (NAWDP) training on adult career pathways and completed new program year training and WIOA training.

Strategic Initiatives

- A Memorandum of Understanding (MOU) was executed with United Way of Southern Nevada to implement a Two Generation Strategy that aims to break the inter-generational cycle of poverty and move families toward economic security with gainful employment. The partnership will include United Way of Southern Nevada, Clark County Social Services, and others.
    - This initiative will include strong, comprehensive employment, education and training components that address both adults and their children.
    - Key elements of the strategy are the use of integrated funding streams of leveraged resources that cover an array of supportive services earmarked for low income families.
- An MOU was executed with the Las Vegas Clark County Library District to implement a One-Stop Delivery System partnership across 24 urban and rural locations that includes:
    - Establishing One-Stop Career Centers in the libraries
    - Co-locating services from the WIOA core mandated partners
    - Co-locating services from the 13 additional WIOA partners when appropriate
- WC's Annual Report for Program Year 2015 (PY15) was submitted to DETR in compliance with the WIOA regulations.
- WC's was selected to present an innovation workshop at the California Workforce Association Meeting of the Minds Conference in Monterey, California regarding the use of latest technologies to improve client services and raise staff efficiencies.
- WC's Local Strategic Plan was submitted in alignment with the Unified State Plan and to address the specific regional needs of the SNWDA.

- WC's local area WIOA implementation continues to progress on schedule. All activities and milestones are being documented in a comprehensive Gantt chart managed by the Executive Director.
- WC's Strategic Work Plan Goals Matrix quarterly update took place in July and was approved by the Board and Local Elected Officials. Review and updates will continue to take place on a quarterly basis.
- Implementation of the new Eligible Training Provider List (ETPL) online application and performance reporting process is complete. Refinements are currently being addressed (e.g. customer feedback survey).
- No-cost career exploration resources for youth were deployed at www.NVMyFuture.org in order to support the Governor's vision of engaging youth in the career readiness conversation early in life. Local Labor Market Information (LMI) is presented in age-relevant formats. Activities explore occupations projected to be in-demand over the next decade in Nevada's key industry sectors.

Business Engagement

- WC held the NXGEN Youth Internship Hiring Event on June 23, 2016. One hundred youth attended, 86 were offered positions and the following 9 employers were present: Batteries In A Flash (BIAF); BMC; Clean the World; Goodwill of Southern Nevada; NY Life; Originate; Plasticard Locktech International (PLI); State Farm; Station Casinos.
- On August 4, 2016, WC held the first Job Developer (JD) Network meeting. Members are job developers employed with WC's sub-recipients. The JD Network was formed to develop a system that would expand network contacts, share job leads and discuss best practices and challenges with placing participants.
- WC published its first Business Intelligence Report. According to WC's strategic plan (4.2), the goal is to communicate demand-driven information so that the One-Stop Delivery System can develop and coordinate training activities based on business intelligence. The One-Stop Delivery System will be held accountable and must report actions taken or not taken in response to the published reports. The key performance indicators will include the number of new trainings added to the ETPL based on business intelligence and the number of participants placed in training-related employment.

- WC reported on the Top 200 Certifications in Southern Nevada. For millions of low-skilled and disadvantaged youth and adults, improved economic opportunity depends on their ability to access education and training that prepares them for college and/or career success. Research and evaluations of job training programs for adults find that a post-secondary education, particularly a degree or industry-recognized credential related to jobs in demand, is the most important determinant of differences in workers' lifetime earnings and incomes. Many jobs require some form of industry certification as a prerequisite to hiring. The thousands of certification options available mirror the vast and complex American economy.

YouthBuild Las Vegas (YBLV) 2015

- Sixty-four percent of June's graduating class is currently placed in unsubsidized employment.
- YBLV started recruitment for its 8th cohort and received approximately 200 applications.
- The program started its two-week YouthBuild Las Vegas Challenge with 58 individuals participating to be selected for the YBLV class of 2017.

Reporting (See Pgs. 5-6)

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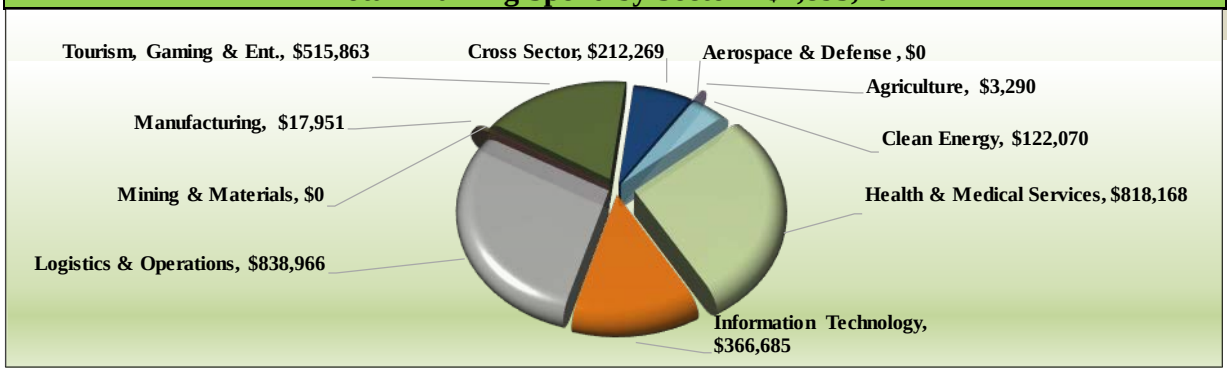
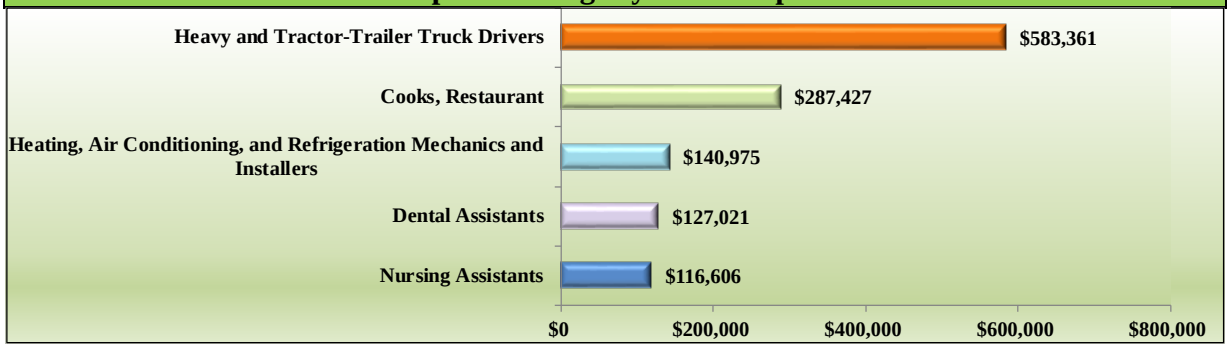
Adult and Dislocated WorkersTrained by Industry Sector
12 Months Ended September, 2016

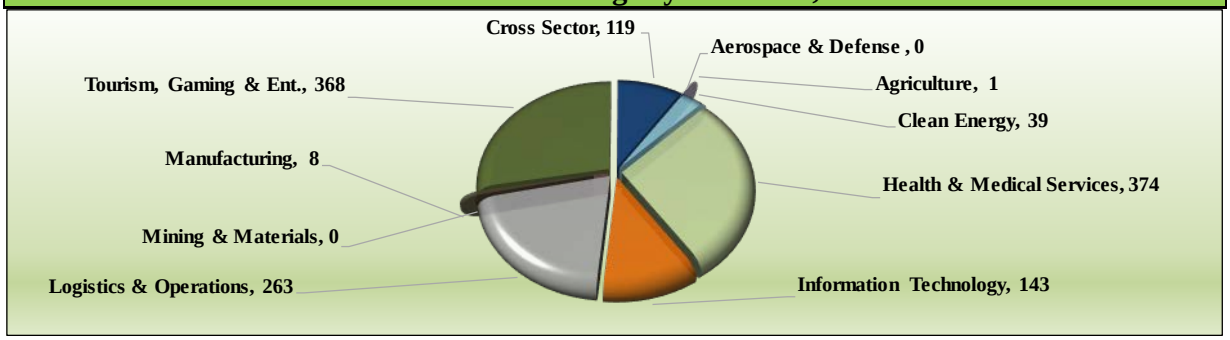
Total Training Spend by Sector - $2,895,262



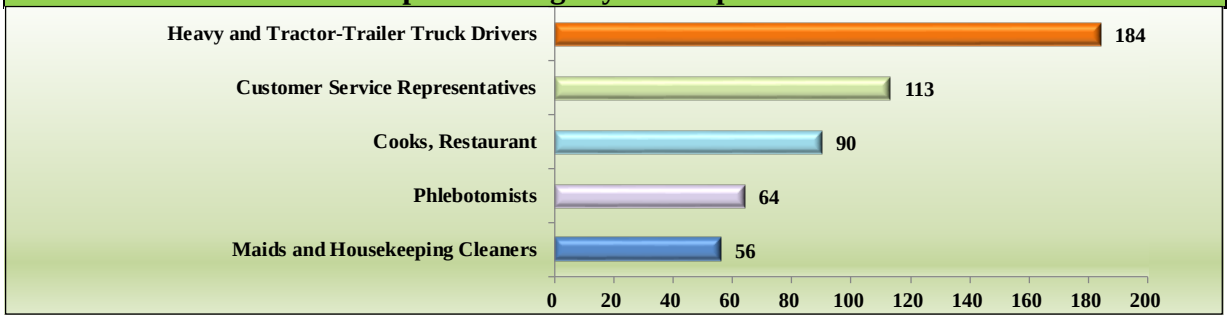
Top 5 Trainings by Dollars Spent



Number of Trainings by Sector - 1,315



Top 5 Trainings by Participant Count



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Common Measures Performance

Preliminary PY15 - Excludes WRIS Wages [1]

	Actual	(1)	Negotiated	(2)	% Achieved
Adult Entered Employment					
Numerator	1,121				
Denominator	1,626				
Adult Entered Employment	**68.9%**		**75.5%**	⇨	**91.3%**
Adult Retention					
Numerator	1,304				
Denominator	1,615				
Adult Retention	**80.7%**		**82.4%**	⇨	**98.0%**
Adult Average Earnings					
Numerator	$16,652,829				
Denominator	1,267				
Adult Average Earnings	**$13,144**		**$14,500**	⇨	**90.6%**
Dislocated Worker Entered Employment					
Numerator	477				
Denominator	653				
Dislocated Worker Entered Employment	**73.0%**		**77.0%**	⇨	**94.9%**
Dislocated Worker Retention					
Numerator	474				
Denominator	552				
Dislocated Worker Retention	**85.9%**		**84.5%**	⇧	**101.6%**
Dislocated Worker Average Earnings					
Numerator	$6,461,689				
Denominator	462				
Dislocated Worker Average Earnings	**$13,986**		**$15,922**	⇨	**87.8%**
Youth Placement in Employment or Education					
Numerator	930				
Denominator	1,583				
Youth Placement in Employment or Education	**58.7%**		**69.0%**	⇨	**85.1%**
Youth Attainment of Degree or Certificate					
Numerator	741				
Denominator	1,172				
Youth Attainment of Degree or Certificate	**63.2%**		**61.0%**	⇧	**103.6%**
Youth Literacy and Numeracy Gains					
Numerator	278				
Denominator	492				
Youth Literacy and Numeracy Gains	**56.5%**		**43.0%**	⇧	**131.4%**

Notes:

1) Preliminary Data: Does not include WRIS wages from out-of-state employment

2) Key: % Achieved	*Failing* ⇩ *<80%*	*Meeting* ⇨ *>=80%*	*Exceeding* ⇧ *>=100%*

nevadaworks

Coordinating Workforce Development for Northern Nevada

Date: October 2016

To: Governor's Workforce Development Board

From: John H. Thurman

Subject: Quarterly Report

Nevadaworks staff continue concentrating on the Local Plan, Resource Sharing agreement, Partner MOUs, and procurement of the local One-Stop System operator. The Governor's Workforce Development Board Governance Group requested some changes to the One-Stop MOU language in the appeals process section. Nevadaworks and Workforce Connections agreed to new language and made changes to the draft version and it has been submitted to the respective Deputy Attorney General of the core One-Stop Partners for review.

Nevadaworks board approved new program policies during their last board meeting to bring them in alignment with the Workforce Innovation and Opportunity Act (WIOA). Additional policies will be presented at the upcoming Nevadaworks Board Meeting as a result of new state compliance policies. Again all of these changes result from the Workforce Innovation and Opportunity Act and the recent release of the final regulations.

Staff at Nevadaworks are currently working with service providers in preparation for the upcoming monitoring of program year 2015 by DETR's Workforce Investment Support Services Department. The 1st half of the monitoring will take place October 18 through October 27, 2016 in Reno, Sparks, Carson City, and Virginia City and the second half of the monitoring for the rural areas is still to be scheduled.

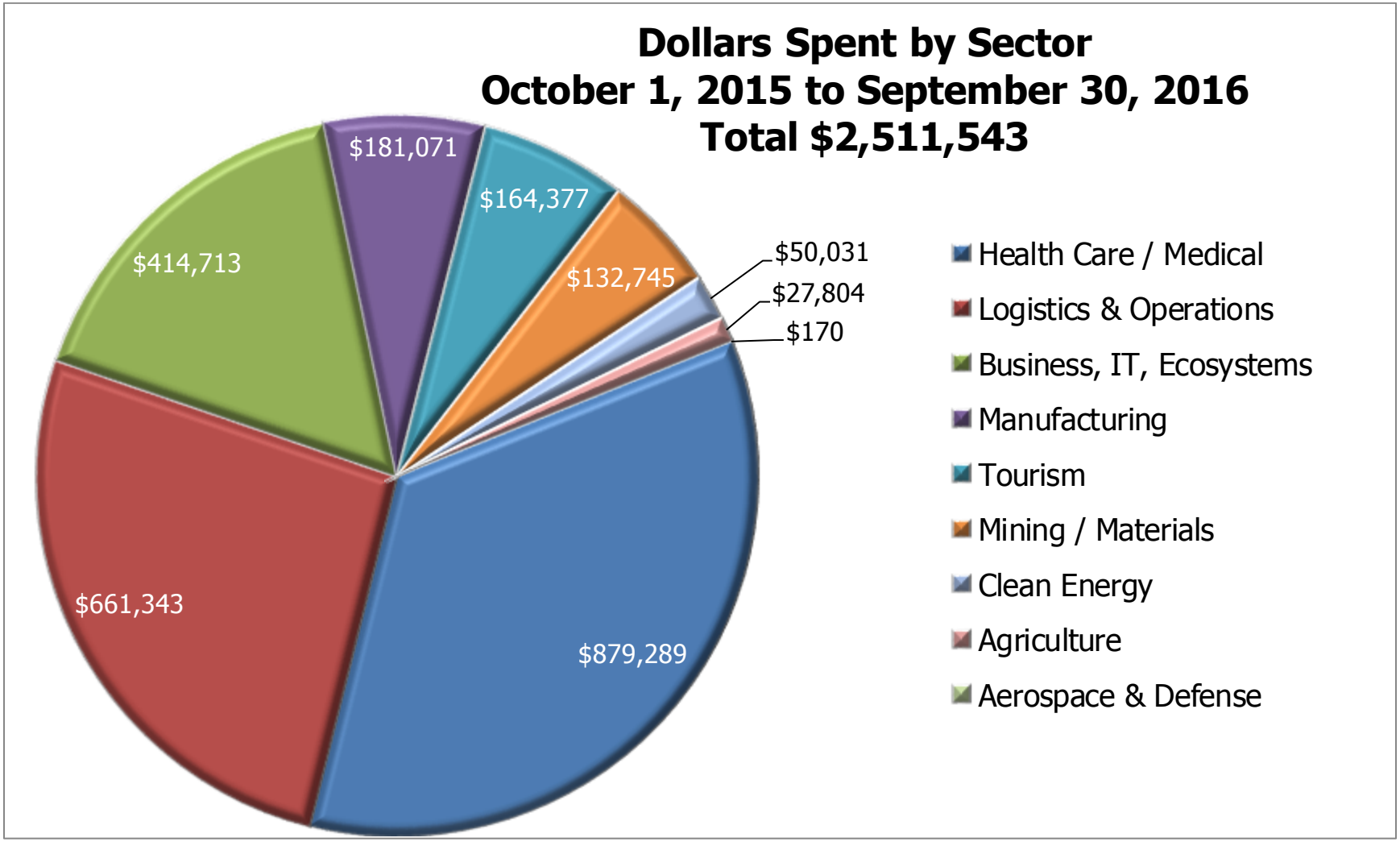
6490 South McCarran Blvd., Building A, Suite 1 Reno, NV 89509-6124
www.nevadaworks.com 775-337-8600 Fax 775-337-9589

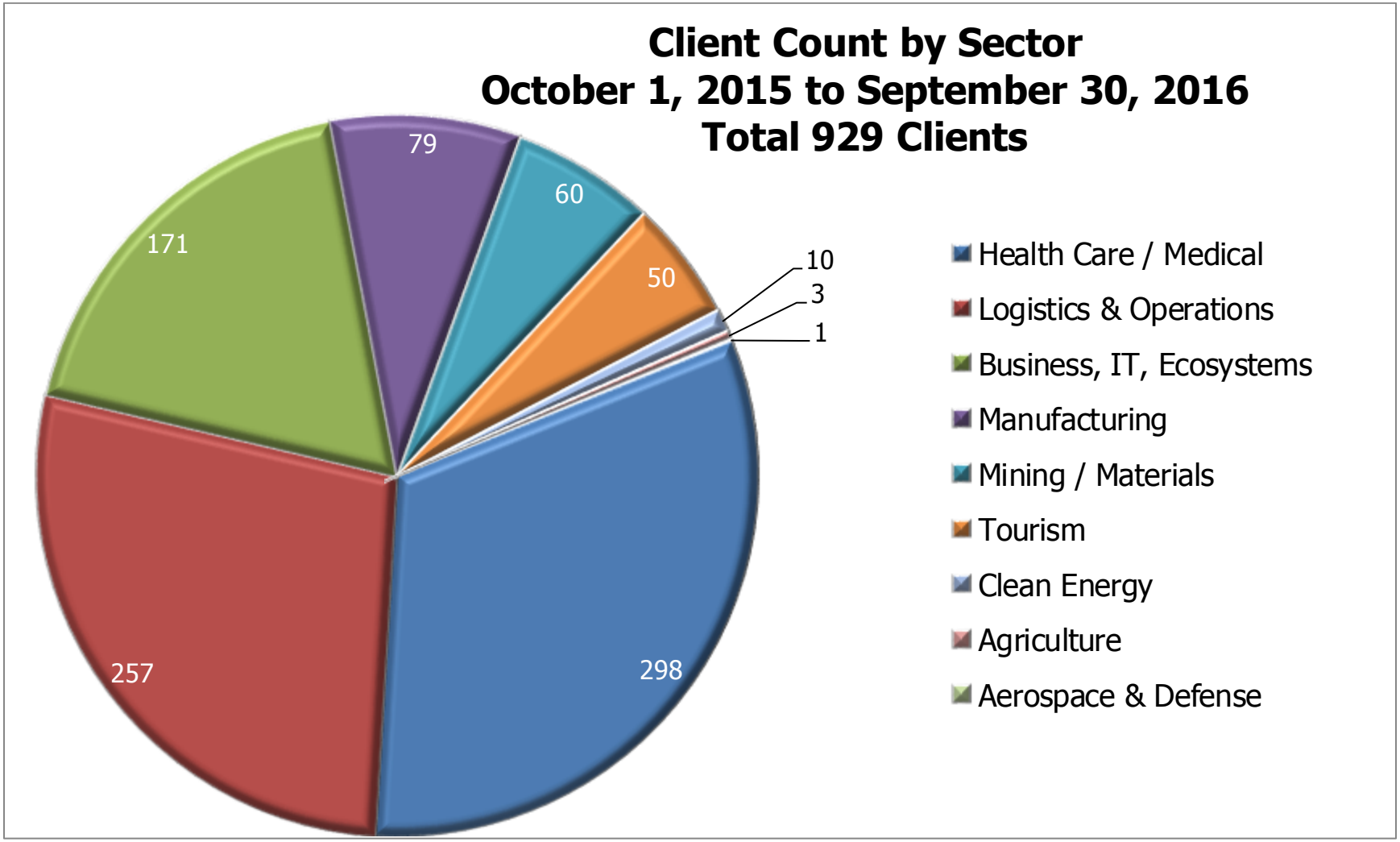
Nevadaworks Service Providers of Youth Out-of-School programs for PY 2015 were able to meet all their goals. The switch from a minimum spending level of 30% for Out of School programs to a minimum of 75%, was a bit of a challenge. However, the requirement to spend 20% of funds on a work experience component proved to be the more difficult element to achieve.

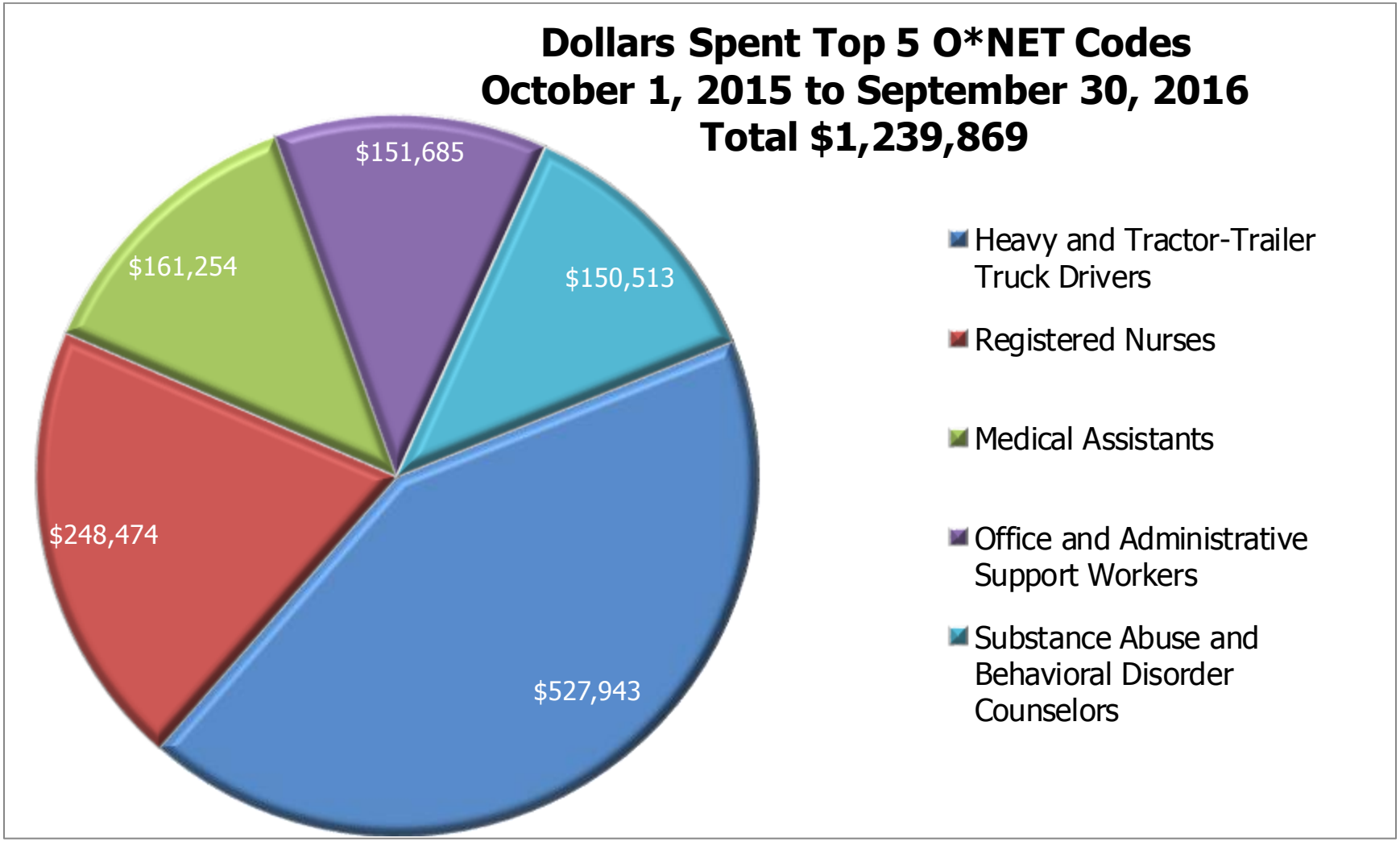
Northern Nevada continues to attract manufacturing companies to the area and the demand for employees with the skills needed for the "New Nevada" continues. The following link gives a bit of insight to the new skills needed to fill the jobs with the new companies in our area: https://youtu.be/MiwOeyO04tM . During the inaugural meeting of the Manufacturing Alliance on September 20, 2016 keynote speaker Kaushal Chokshi emphasized the fact we live in a digital age where the internet has come to real life. Product development, improvement, and customer service now happen in real time. The skills to work is this new culture are different today than they were just 10 years ago. This is challenging for training providers to keep current with programs that are in sync with the current skills demand. The community colleges and universities in Nevada will play a key role in preparing individuals for the jobs of the future.

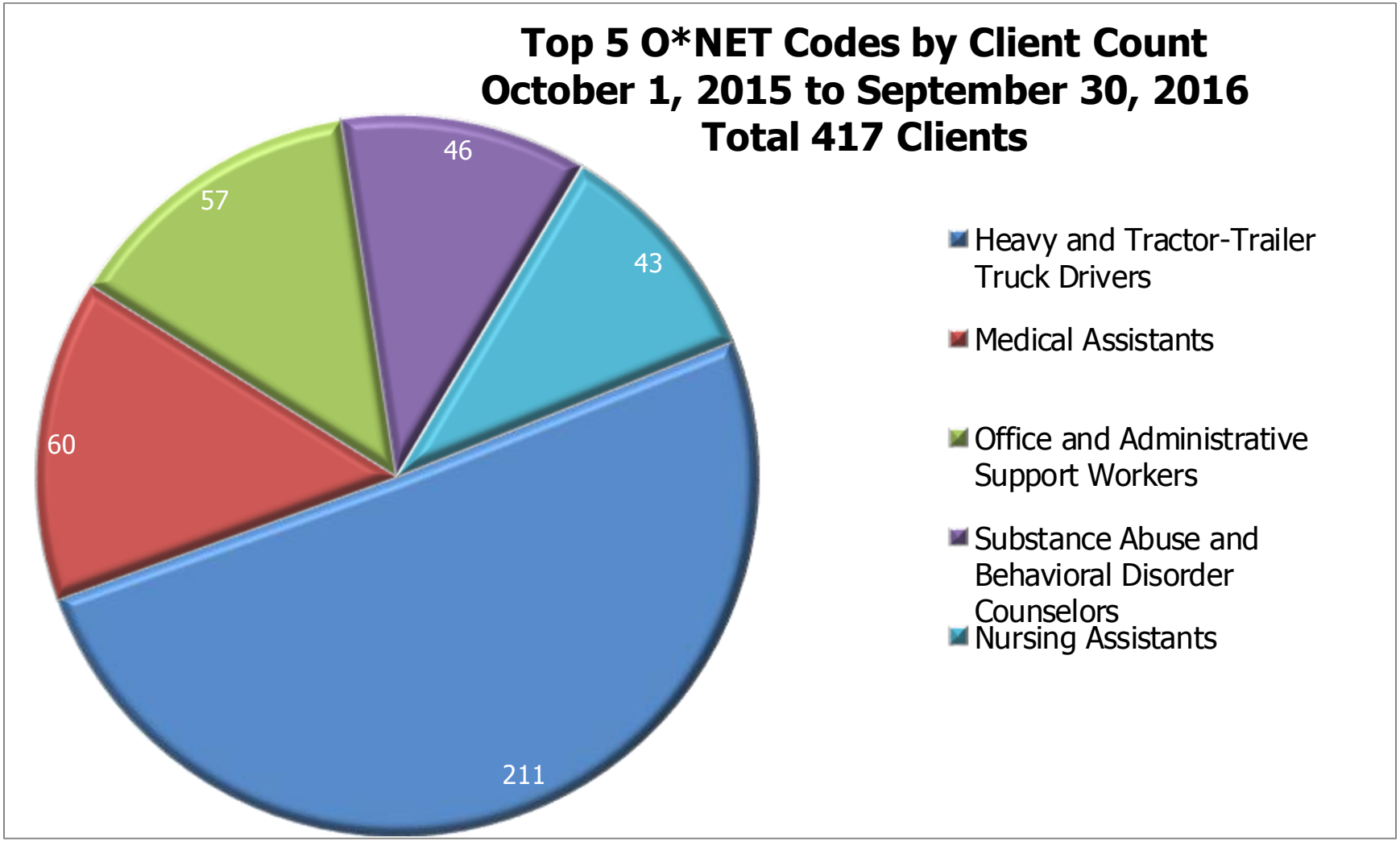
The need for a different set of skills if further detailed in the University of Phoenix Research Institute's report "Future Work Skills" which is at the end of this report. The report doesn't say what jobs will be in demand in the future, just the skills needed.

During the last 12 months Nevadaworks Service Providers and the One Stop System provided services to 611 Adult, 486 Dislocated Worker, and 456 Youth participants in WIOA Title 1 funded services. In addition, 13,157 individuals accessed the One Stop System in a self-service capacity. Nevadaworks' Service Providers in program year 2015 have provided individuals with occupational skills training in the nine State of Nevada identified industry sectors. The following information shows number of clients served and dollar amounts spent, per sector, for the period October 1, 2015 through September 30, 2016.


Dollars Spent by Sector
October 1, 2015 to September 30, 2016
Total $2,511,543
$181,071
$164,377
$132,745
$50,031
$27,804
$170
$414,713
$661,343
$879,289
Health Care / Medical
Logistics & Operations
Business, IT, Ecosystems
Manufacturing
Tourism
Mining / Materials
Clean Energy
Agriculture
Aerospace & Defense


Client Count by Sector
October 1, 2015 to September 30, 2016
Total 929 Clients
79
60
50
10
3
1
171
257
298
Health Care / Medical
Logistics & Operations
Business, IT, Ecosystems
Manufacturing
Mining / Materials
Tourism
Clean Energy
Agriculture
Aerospace & Defense


Dollars Spent Top 5 O*NET Codes
October 1, 2015 to September 30, 2016
Total $1,239,869
$151,685
$150,513
$161,254
$248,474
$527,943
Heavy and Tractor-Trailer Truck Drivers
Registered Nurses
Medical Assistants
Office and Administrative Support Workers
Substance Abuse and Behavioral Disorder Counselors


Top 5 O*NET Codes by Client Count
October 1, 2015 to September 30, 2016
Total 417 Clients
46
57
43
60
211
Heavy and Tractor-Trailer Truck Drivers
Medical Assistants
Office and Administrative Support Workers
Substance Abuse and Behavioral Disorder Counselors
Nursing Assistants

Performance for Nevadaworks Service Providers for the program year 2015 is as follows. The green highlighted cells indicate performance exceeded the Department of Labor (DOL) negotiated levels, yellow highlighted cells indicate performance was within 80% of the negotiated rate. % WIB Achieved is percentage of Local WDB Plan

Nevadaworks Performance Measures Rolling Four Quarters PY2015Q2 through PY2016Q1 DOL Negotiated Rates as of June 1, 2015			
	Adult Entered Employment	Adult Retention	Adult Average Earnings
Attained Rate	73.2%	70.3%	$13,074
DOL Negotiated Rate	75.5%	82.4%	$14,500
% of Neg. Rate Attained	97.0%	85.3%	90.2%
	DW Entered Employment	DW Retention	DW Average Earnings
Attained Rate	82.9%	71.7%	$19,059
DOL Negotiated Rate	77.0%	84.5%	$15,922
% of Neg. Rate Attained	107.7%	84.9%	119.7%
	Youth Placement	Youth Attainment of Degree	Youth Literacy/Numeracy
Attained Rate	74.8%	71.9%	35.5%
DOL Negotiated Rate	68.7%	61.0%	43.0%
% of Neg. Rate Attained	108.9%	117.9%	82.6%

The following interactive PDF file contains an interactive dashboard, allowing you to manipulate the dashboard in the PDF just as you could within the Futureworks Application Nevadaworks staff use. The information you will see is for the rolling 4 quarters ending 3/31/2016. First you will want to select the "○ Negotiated Targets" radio button in the upper left portion of the page. You will now be able to view not only Nevada's performance levels, but those of all states by making selections and navigating through countless pages of information.

Future Work Skills 2020

Institute for the Future for
the University of Phoenix Research Institute

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about the …

INSTITUTE FOR THE FUTURE

The Institute for the Future (IFTF) is an independent, nonprofit strategic research group with more than 40 years of forecasting experience. The core of our work is identifying emerging trends and discontinuities that will transform global society and the global marketplace. We provide our members with insights into business strategy, design process, innovation, and social dilemmas. Our research spans a broad territory of deeply transformative trends, from health and health care to technology, the workplace, and human identity. The Institute for the Future is located in Palo Alto, California.

INSTITUTE FOR THE FUTURE

UNIVERSITY OF PHOENIX RESEARCH INSTITUTE

The University of Phoenix Research Institute conducts scholarly research on working learners, higher education, and industry to improve educational outcomes and promote a more prepared workforce.

The University of Phoenix Research Institute sponsored this piece of research to increase understanding of the skills workers will need over the next decade in a technologically advanced and changing world.

University of Phoenix®
Research Institute

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contents

Introduction	**1**
Methodology	**2**
Six Drivers of Change	**3**
Future Work Skills Map	**6**
Ten Skills for the Future Workforce	**8**
Implications	**13**

INTRODUCTION

In the 1990s, IBM's Deep Blue beat grandmaster Gary Kasparov in chess; today IBM's Watson supercomputer is beating contestants on *Jeopardy*. A decade ago, workers worried about jobs being outsourced overseas; today companies such as ODesk and LiveOps can assemble teams "in the cloud" to do sales, customer support, and many other tasks. Five years ago, it would have taken years for NASA to tag millions of photographs taken by its telescope, but with the power of its collaborative platforms, the task can be accomplished in a few months with the help of thousands of human volunteers.

Global connectivity, smart machines, and new media are just some of the drivers reshaping how we think about work, what constitutes work, and the skills we will need to be productive contributors in the future.

This report analyzes key drivers that will reshape the landscape of work and identifies key work skills needed in the next 10 years. It does not consider what will be the jobs of the future. Many studies have tried to predict specific job categories and labor requirements. Consistently over the years, however, it has been shown that such predictions are difficult and many of the past predictions have been proven wrong. Rather than focusing on future jobs, this report looks at future work skills—proficiencies and abilities required across different jobs and work settings.

METHODOLOGY

Over its history, the Institute for the Future (IFTF) has been a leader in advancing foresight methodologies, from the Delphi technique, a method of aggregating expert opinions to develop plausible foresight, to integrating ethnographic methods into the discipline of forecasting, and recently to using gaming platforms to crowdsource foresights. We have used these methodologies with an illustrious roster of organizations—from *Fortune* 500 companies to governments and foundations—to address issues as diverse as future science and technology, the future of organizations, and the future of education.

IFTF uses foresight as a starting point for a process we call Foresight to Insight to Action, a process that enables people to take future visions and convert them into meaningful insights and actions they can take to be successful in the future.

In writing this report, we drew on IFTF's foundational forecasts in areas as diverse as education, technology, demographics, work, and health, as well as our annual Ten-Year Forecast. The Ten-Year Forecast is developed using IFTF's signals methodology—an extension of decades of practice aggregating data, expert opinion, and trends research to understand patterns of change. A signal is typically a small or local innovation or disruption that has the potential to grow in scale and geographic distribution. A signal can be a new product, a new practice, a new market strategy, a new policy, or new technology. In short, it is something that catches our attention at one scale and in one locale and points to larger implications for other locales or even globally. Signals are useful for people who are trying to anticipate a highly uncertain future, since they tend to capture emergent phenomenon sooner than traditional social science methods.

We enriched and vetted this research at an expert workshop held at our headquarters in Palo Alto, where we brought together experts in a diverse range of disciplines and professional backgrounds, engaging them in brainstorming exercises to identify key drivers of change and how these will shape work skill requirements. Finally, we analyzed and filtered all of this data in order to identify the six key drivers and ten skills areas that will be most relevant to the workforce of the future.

Many thanks to each of our workshop participants:

- **Amanda Dutra,** Right Management
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- **Micah Arnold,** Apollo Group
- **Natasha Dalzell-Martinez,** University of Phoenix
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- **Sonny Jandial,** Procter & Gamble
- **Steve Milovich,** The Walt Disney Company
- **Tracey Wilen-Daugenti,** University of Phoenix Research Institute

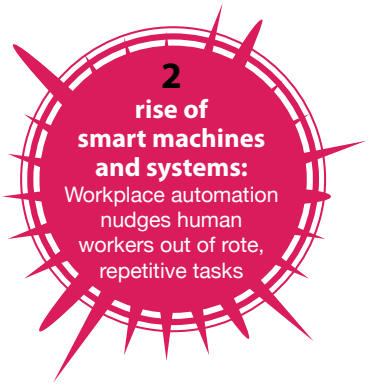
SIX DRIVERS OF CHANGE

We begin every foresight exercise with thinking about drivers—big disruptive shifts that are likely to reshape the future landscape. Although each driver in itself is important when thinking about the future, it is a confluence of several drivers working together that produces true disruptions. We chose the six drivers that emerged from our research as the most important and relevant to future work skills.

It is estimated that by 2025, the number of Americans over 60 will increase by 70%. Over the next decade we will see the challenge of an aging population come to the fore. New perceptions of what it means to age, as well as the emerging possibilities for realistic, healthy life-extension, will begin take hold.

Individuals will need to rearrange their approach to their careers, family life, and education to accommodate this demographic shift. Increasingly, people will work long past 65 in order to have adequate resources for retirement. Multiple careers will be commonplace and lifelong learning to prepare for occupational change will see major growth. To take advantage of this well-experienced and still vital workforce, organizations will have to rethink the traditional career paths in organizations, creating more diversity and flexibility.

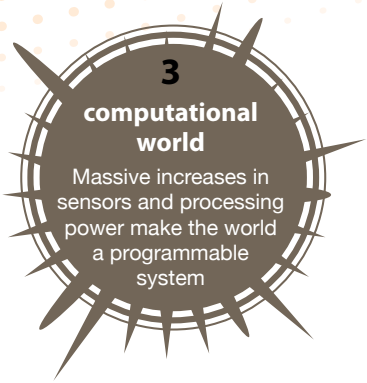
Aging individuals will increasingly demand opportunities, products, and medical services to accommodate more healthy and active senior years. As we move toward to a world of healthier lifestyles and holistic approaches to what we eat, how we work, and where we live, much of daily life—and the global economy as a whole—will be viewed through the lens of health.



We are on the cusp of a major transformation in our relationships with our tools. Over the next decade, new smart machines will enter offices, factories, and homes in numbers we have never seen before. They will become integral to production, teaching, combat, medicine, security, and virtually every domain of our lives. As these machines replace humans in some tasks, and augment them in others, their largest impact may be less obvious: their very presence among us will force us to confront important questions. What are humans uniquely good at? What is our comparative advantage? And what is our place alongside these machines? We will have to rethink the content of our work and our work processes in response.

In some areas, a new generation of automated systems will replace humans, freeing us up to do the things we are good at and actually enjoy. In other domains, the machines will become our collaborators, augmenting our own skills and abilities. Smart machines will also establish new expectations and standards of performance. Of course, some routine jobs will be taken over by machines—this has already happened and will continue. But the real power in robotics technologies lies in their ability to augment and extend our own capabilities. We will be entering into a new kind of partnership with machines that will build on our mutual strengths, resulting in a new level of human-machine collaboration and codependence.

SIX DRIVERS OF CHANGE



The diffusion of sensors, communications, and processing power into everyday objects and environments will unleash an unprecedented torrent of data and the opportunity to see patterns and design systems on a scale never before possible. Every object, every interaction, everything we come into contact with will be converted into data. Once we decode the world around us and start seeing it through the lens of data, we will increasingly focus on manipulating the data to achieve desired outcomes. Thus we will usher in an era of "everything is programmable"—an era of thinking about the world in computational, programmable, designable terms.

The collection of enormous quantities of data will enable modeling of social systems at extreme scales, both micro and macro, helping uncover new patterns and relationships that were previously invisible. Agencies will increasingly model macro-level phenomena such as global pandemics to stop their spread across the globe. At a micro level, individuals will be able to simulate things such as their route to the office to avoid traffic congestion based on real-time traffic data. Micro- and macro-scale models will mesh to create models that are unprecedented in their complexity and completeness.

As a result, whether it is running a business or managing individual health, our work and personal lives will increasingly demand abilities to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes.

New multimedia technologies are bringing about a transformation in the way we communicate. As technologies for video production, digital animation, augmented reality, gaming, and media editing, become ever more sophisticated and widespread, a new ecosystem will take shape around these areas. We are literally developing a new vernacular, a new language, for communication.

Already, the text-based Internet is transforming to privilege video, animation, and other more visual communication media. At the same time, virtual networks are being integrated more and more seamlessly into our environment and lives, channeling new media into our daily experience. The millions of users generating and viewing this multimedia content from their laptops and mobile devices are exerting enormous influence on culture.

New media is placing new demands on attention and cognition. It is enabling new platforms for creating online identity while at the same time requiring people to engage in activities such as online personal reputation and identity management. It is enabling new ways for groups to come together and collaborate, bringing in new levels of transparency to our work and personal lives. At the same time, our sensibility toward reality and truth is likely to be radically altered by the new media ecology. We must learn to approach content with more skepticism and the realization that what you see today may be different tomorrow. Not only are we going to have multiple interpretations of recorded events, but with ubiquitous capture and surveillance, events will be seen from multiple angles and perspectives, each possibly telling a different story of individual events.

New technologies and social media platforms are driving an unprecedented reorganization of how we produce and create value. Amplified by a new level of collective intelligence and tapping resources embedded in social connections with multitudes of others, we can now achieve the kind of scale and reach previously attainable only by very large organizations. In other words, we can do things outside of traditional organizational boundaries.

To "superstruct" means to create structures that go beyond the basic forms and processes with which we are familiar. It means to collaborate and play at extreme scales, from the micro to the massive. Learning to use new social tools to work, to invent, and to govern at these scales is what the next few decades are all about.

Our tools and technologies shape the kinds of social, economic, and political organizations we inhabit. Many organizations we are familiar with today, including educational and corporate ones, are products of centuries-old scientific knowledge and technologies. Today we see this organizational landscape being disrupted. In health, organizations such as Curetogether and PatientsLikeMe are allowing people to aggregate their personal health information to allow for clinical trials and emergence of expertise outside of traditional labs and doctors' offices. Science games, from Foldit to GalaxyZoo, are engaging thousands of people to solve problems no single organization had the resources to do before. Open education platforms are increasingly making content available to anyone who wants to learn.

A new generation of organizational concepts and work skills is coming not from traditional management/organizational theories but from fields such as game design, neuroscience, and happiness psychology. These fields will drive the creation of new training paradigms and tools.

At its most basic level, globalization is the long-term trend toward greater exchanges and integration across geographic borders. In our highly globally connected and interdependent world, the United States and Europe no longer hold a mono-poly on job creation, innovation, and political power. Organizations from resource- and infrastructure-constrained markets in developing countries like India and China are innovating at a faster pace than those from developed countries in some areas, such as mobile technologies. In fact, a lack of legacy infrastructure is combining with rapidly growing markets to fuel higher rates of growth in developing countries.

For decades, most multinational companies have used their overseas subsidiaries as sales and technical support channels for the headquarters. In the last ten years, overseas companies, particularly IT ones, outsourced everything from customer services to software development. The model, however, has stayed the same: innovation and design have been the prerogative of R&D labs in developed countries. As markets in China, India, and other developing countries grow, it is increasingly difficult for the headquarters to develop products that can suit the needs of a whole different category of consumers.

Presence in areas where new competitors are popping up is critical to survival, but it is not enough. The key is not just to employ people in these locales but also to effectively integrate these local employees and local business processes into the infrastructure of global organizations in order to remain competitive.

FUTURE WORK SKILLS 2020

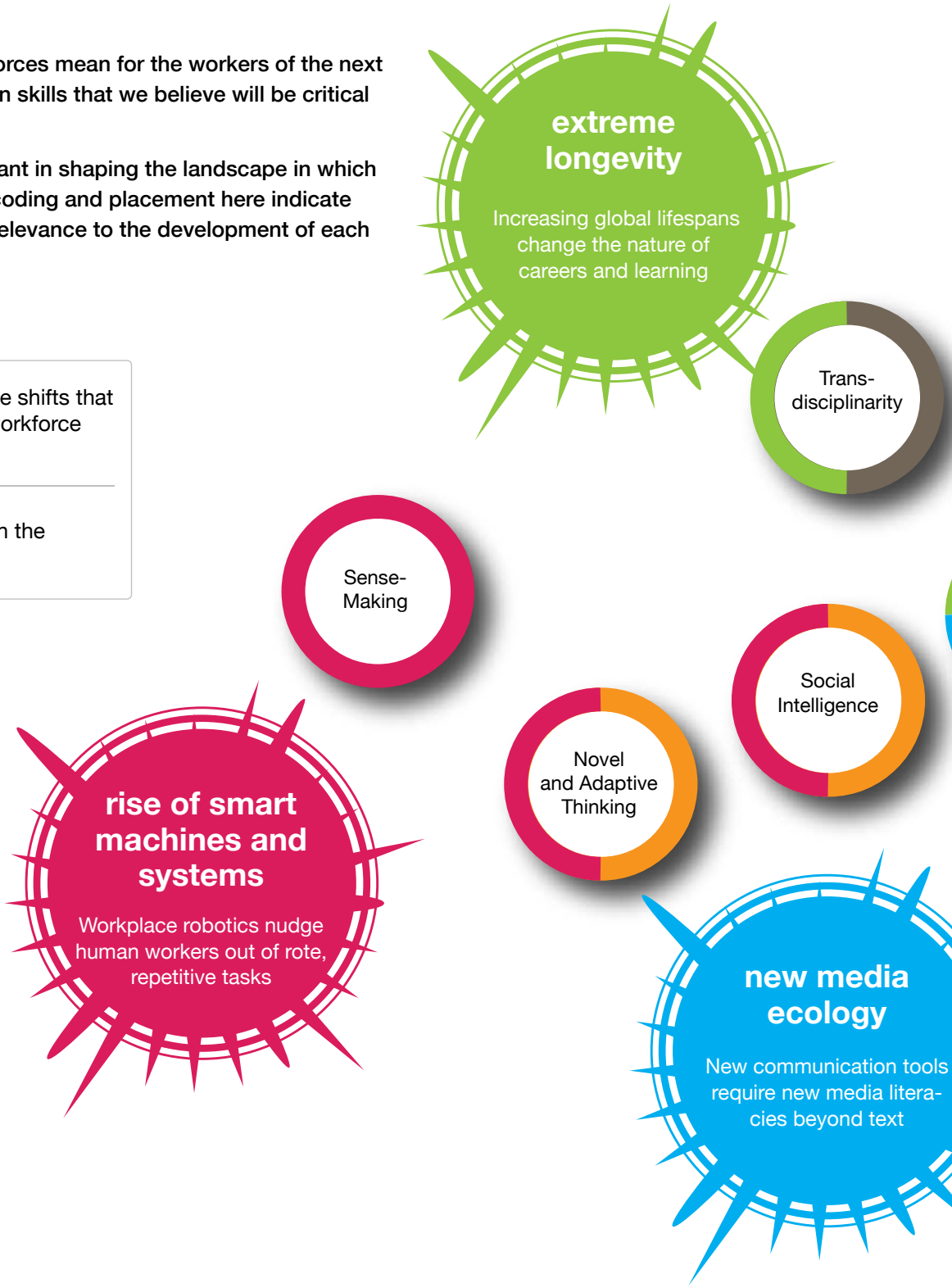
What do these six disruptive forces mean for the workers of the next decade? We have identified ten skills that we believe will be critical for success in the workforce.

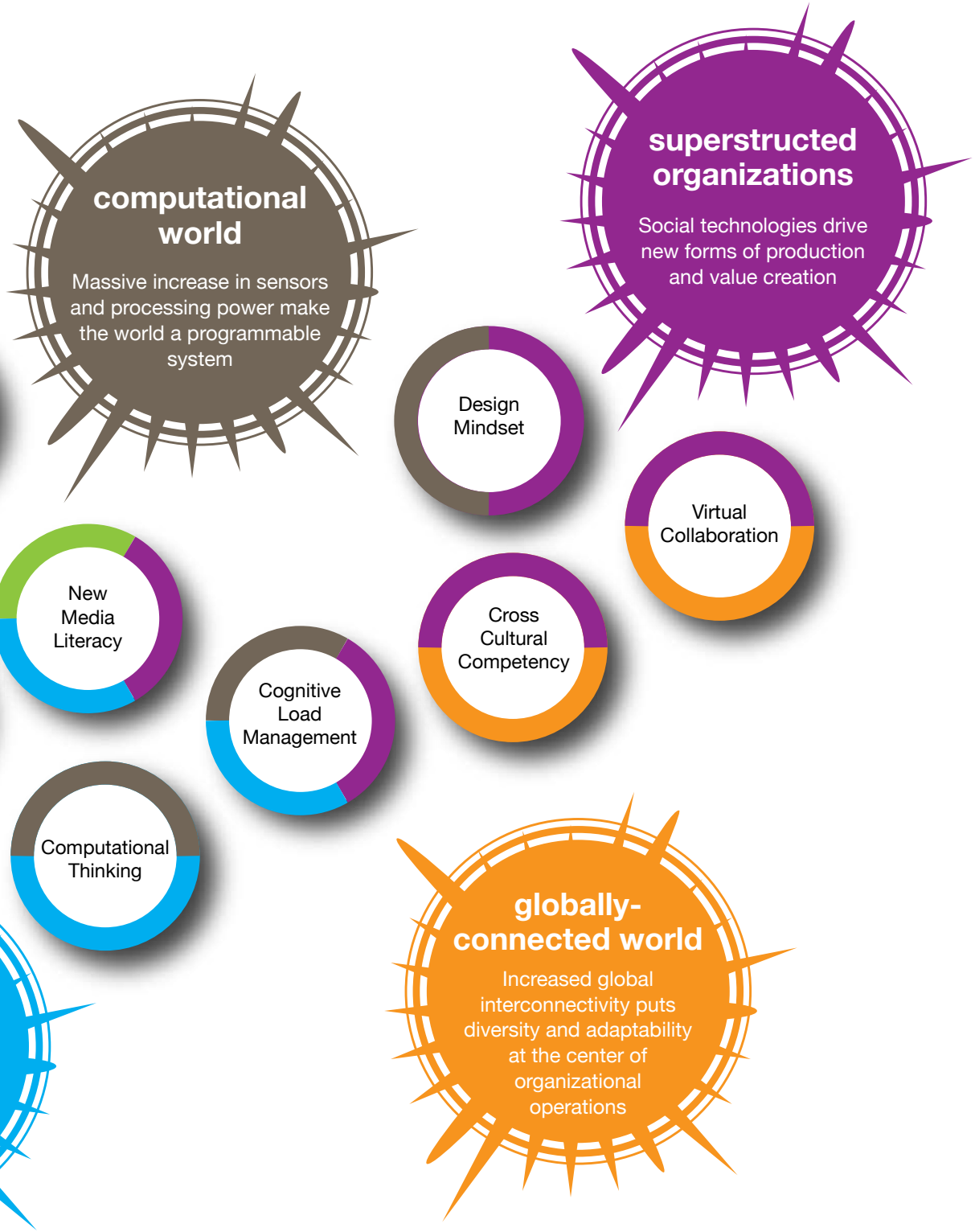
While all six drivers are important in shaping the landscape in which each skill emerges, the color-coding and placement here indicate which drivers have particular relevance to the development of each of the skills.

KEY

Drivers—disruptive shifts that will reshape the workforce landscape

Key skill needed in the future workforce




computational world
Massive increase in sensors and processing power make the world a programmable system
superstructured organizations
Social technologies drive new forms of production and value creation
Design Mindset
Virtual Collaboration
New Media Literacy
Cross Cultural Competency
Cognitive Load Management
Computational Thinking
globally-connected world
Increased global interconnectivity puts diversity and adaptability at the center of organizational operations

TEN SKILLS FOR THE FUTURE WORKFORCE

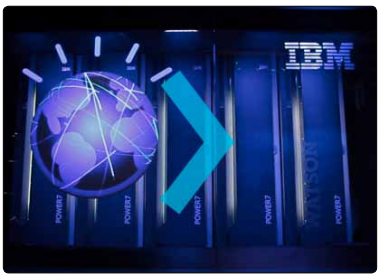
1 SENSE-MAKING

DEFINITION: *ability to determine the deeper meaning or significance of what is being expressed*

As smart machines take over rote, routine manufacturing and services jobs, there will be an increasing demand for the kinds of skills machines are not good at. These are higher-level thinking skills that cannot be codified. We call these sense-making skills, skills that help us create unique insights critical to decision making.

When IBM's supercomputer, Deep Blue, defeated chess grandmaster Gary Kasparov, many took this of a sign of its superior thinking skills. But Deep Blue had won with brute number-crunching force (its ability to evaluate millions of possible moves per second), not by applying the kind of human intelligence that helps us to live our lives. A computer may be able to beat a human in a game of chess or Jeopardy by sheer force of its computational abilities, but if you ask it whether it wants to play pool, it won't be able to tell whether you are talking about swimming, financial portfolios, or billiards.

As computing pioneer Jaron Lanier points out, despite important advances in Artificial Intelligence (AI) research it is still the case that, "if we ask what thinking is, so that we can then ask how to foster it, we encounter an astonishing and terrifying answer: we don't know."[1] As we renegotiate the human/machine division of labor in the next decade, critical thinking or sense-making will emerge as a skill workers increasingly need to capitalize on.



IBM's latest supercomputer, Watson, recently took on human contestants at game-show Jeopardy.

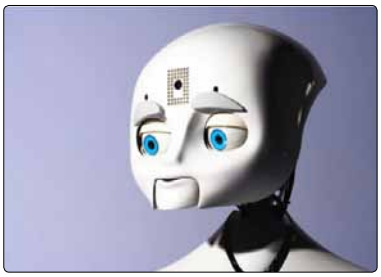
http://www-943.ibm.com/innovation/us/watson/

2 SOCIAL INTELLIGENCE

DEFINITION: *ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions*

While we are seeing early prototypes of "social" and "emotional" robots in various research labs today, the range of social skills and emotions that they can display is very limited. Feeling is just as complicated as sense-making, if not more so, and just as the machines we are building are not sense-making machines, the emotional and social robots we are building are not feeling machines.

Socially intelligent employees are able to quickly assess the emotions of those around them and adapt their words, tone and gestures accordingly. This has always been a key skill for workers who need to collaborate and build relationships of trust, but it is even more important as we are called on to collaborate with larger groups of people in different settings. Our emotionality and social IQ developed over millennia of living in groups will continue be one of the vital assets that give human workers a comparative advantage over machines.



MIT Media Lab's Personal Robots Group is developing a robot that can generate some human-like expressions.

http://robotic.media.mit.edu

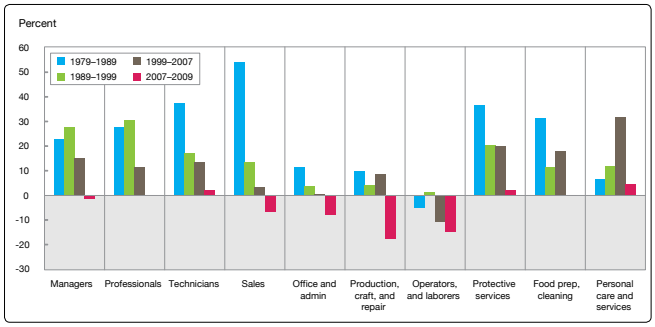
3 NOVEL & ADAPTIVE THINKING

DEFINITION: *proficiency at thinking and coming up with solutions and responses beyond that which is rote or rule-based*

Massachusetts Institute of Technology Professor David Autor has tracked the polarization of jobs in the United States over the last three decades. He finds that job opportunities are declining in middle-skill white-collar and blue-collar jobs, largely due to a combination of the automation of routine work, and global offshoring.[2] Conversely, job opportunities are increasingly concentrated in both high-skill, high-wage professional, technical and management occupations and in low-skill, low-wage occupations such as food service and personal care. Jobs at the high-skill end involve abstract tasks, and at the low-skill end, manual tasks.

What both of these categories of tasks have in common is that they require what Autor terms "situational adaptability"—the ability to respond to unique unexpected circumstances of the moment. Tasks as different as writing a convincing legal argument, or creating a new dish out of set ingredients both require novel thinking and adaptability. These skills will be at a premium in the next decade, particularly as automation and offshoring continue.

Change in employment by occupation, 1979-2009



Employment growth in the United States is polarizing into high-skill and low-skill jobs, both of which require capacity for novel thinking.

David Autor, *The Polarization of Job Opportunities in the US Labor Market.* Center for American Progress and The Hamilton Project, April 2010

4 CROSS-CULTURAL COMPETENCY

DEFINITION: *ability to operate in different cultural settings*

In a truly globally connected world, a worker's skill set could see them posted in any number of locations—they need to be able to operate in whatever environment they find themselves. This demands specific content, such as linguistic skills, but also adaptability to changing circumstances and an ability to sense and respond to new contexts.

Cross-cultural competency will become an important skill for all workers, not just those who have to operate in diverse geographical environments. Organizations increasingly see diversity as a driver of innovation. Research now tells us that what makes a group truly intelligent and innovative is the combination of different ages, skills, disciplines, and working and thinking styles that members bring to the table. Scott E. Page, professor and director of the Center of the Study of Complex Systems at the University of Michigan has demonstrated that groups displaying a range of perspectives and skill levels outperform like-minded experts. He concludes that "progress depends as much on our collective differences as it does on our individual IQ scores."[3]

Diversity will therefore become a core competency for organizations over the next decade. Successful employees within these diverse teams need to be able to identify and communicate points of connection (shared goals, priorities, values) that transcend their differences and enable them to build relationships and to work together effectively.

Professor Scott E. Page has shown how diverse groups yield superior outcomes when compared to homogeneous groups.

http://press.princeton.edu

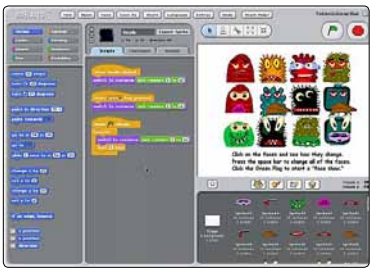
TEN SKILLS FOR THE FUTURE WORKFORCE

5 COMPUTATIONAL THINKING

DEFINITION: *ability to translate vast amounts of data into abstract concepts and to understand data-based reasoning*

As the amount of data that we have at our disposal increases exponentially, many more roles will require computational thinking skills in order to make sense of this information. Novice-friendly programming languages and technologies that teach the fundamentals of programming virtual and physical worlds will enable us to manipulate our environments and enhance our interactions. The use of simulations will become a core expertise as they begin to feature regularly in discourse and decision-making. HR departments that currently value applicants who are familiar with basic applications, such as the Microsoft Office suite, will shift their expectations, seeking out resumes that include statistical analysis and quantitative reasoning skills.

In addition to developing computational thinking skills, workers will need to be aware of its limitations. This requires an understanding that models are only as good as the data feeding them—even the best models are approximations of reality and not reality itself. And second, workers must remain able to act in the absence of data and not become paralyzed when lacking an algorithm for every system to guide decision making.



Scratch is an interactive learning environment developed by Lifelong Kindergarten Group at the MIT Media Lab. It teaches young people the fundamentals of computational methodology in a fun, low risk environment.

http://scratch.mit.edu

6 NEW-MEDIA LITERACY

DEFINITION: *ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication*

The explosion in user-generated media including the videos, blogs, and podcasts that now dominate our social lives, will be fully felt in workplaces in the next decade. Communication tools that break away from the static slide approach of programs such as PowerPoint will become commonplace, and with them expectations of worker ability to produce content using these new forms will rise dramatically.

The next generation of workers will need to become fluent in forms such as video, able to critically "read" and assess them in the same way that they currently assess a paper or presentation. They will also need to be comfortable creating and presenting their own visual information. Knowledge of fonts and layouts was once restricted to a small set of print designers and typesetters, until word processing programs brought this within the reach of everyday office workers. Similarly, user-friendly production editing tools will make video language—concepts such as frame, depth of field etc—part of the common vernacular.

As immersive and visually stimulating presentation of information becomes the norm, workers will need more sophisticated skills to use these tools to engage and persuade their audiences.

Howard Rheingold's Social Media Classroom teaches viewers the vernacular of video.

http://socialmediaclassroom.com

DRIVERS

- extreme longevity
- rise of smart machines and systems
- new media ecology
- computational world
- superstructed organizations
- globally connected world

7 TRANSDISCIPLINARITY

DEFINITION: *literacy in and ability to understand concepts across multiple disciplines*

Many of today's global problems are just too complex to be solved by one specialized discipline (think global warming or overpopulation). These multifaceted problems require transdisciplinary solutions. While throughout the 20th century, ever-greater specialization was encouraged, the next century will see transdisciplinary approaches take center stage. We are already seeing this in the emergence of new areas of study, such as nanotechnology, which blends molecular biology, biochemistry, protein chemistry, and other specialties.

This shift has major implications for the skill set that knowledge workers will need to bring to organizations. According to Howard Rheingold, a prominent forecaster and author, "transdisciplinarity goes beyond bringing together researchers from different disciplines to work in multidisciplinary teams. It means educating researchers who can speak languages of multiple disciplines—biologists who have understanding of mathematics, mathematicians who understand biology."[4]

The ideal worker of the next decade is "T-shaped"—they bring deep understanding of at least one field, but have the capacity to converse in the language of a broader range of disciplines. This requires a sense of curiosity and a willingness to go on learning far beyond the years of formal education. As extended lifespans promote multiple careers and exposure to more industries and disciplines, it will be particularly important for workers to develop this T-shaped quality.

The California Institute for Telecommunications and Information Technology (Calit2) at the University of California's San Diego campus brings together researchers from STEM fields of science and engineering with art, design, and myriad other disciplines to tackle large scale societal problems.

http://socialmovement.org

8 DESIGN MINDSET

DEFINITION: *ability to represent and develop tasks and work processes for desired outcomes*

The sensors, communication tools and processing power of the computational world will bring with them new opportunities to take a design approach to our work. We will be able to plan our environments so that they are conducive to the outcomes that we are most interested in. Discoveries from neuroscience are highlighting how profoundly our physical environments shape cognition. As Fred Gage, a neurobiologist who studies and designs environments for neurogenesis (the creation of new neurons), argues, "change the environment, change the brain, change the behavior."[5]

One recent study found that ceiling height has a consistent impact on the nature of participants' thinking.[6] Participants in the study were asked to rate their current body state or feeling. Those who were in the room with higher ceilings responded more favorably to words associated with freedom, such as "unrestricted" or "open". Those in the lower-ceiling room tended to describe themselves with words associated with confinement. This impact on mood was directly transferred to mental processes; those in the high-ceiling group were more effective at relational thinking, creating connections and the free recall of facts.

Workers of the future will need to become adept at recognizing the kind of thinking that different tasks require, and making adjustments to their work environments that enhance their ability to accomplish these tasks.

Ceiling height can encourage open, expansive thinking.

http://scienceblogs.com/mixingmemory/2007/05/does_ceiling_height_affect_the.php

TEN SKILLS FOR THE FUTURE WORKFORCE

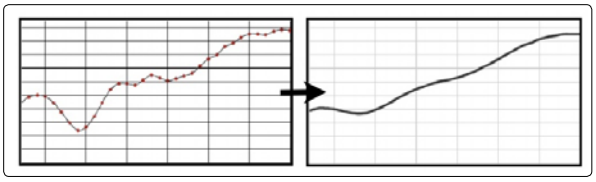
9 COGNITIVE LOAD MANAGEMENT

DEFINITION: *ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using a variety of tools and techniques*

A world rich in information streams in multiple formats and from multiple devices brings the issue of cognitive overload to the fore. Organizations and workers will only be able to turn the massive influx of data into an advantage if they can learn to effectively filter and focus on what is important.

The next generation of workers will have to develop their own techniques for tackling the problem of cognitive overload. For example, the practice of social filtering—ranking, tagging, or adding other metadata to content helps higher-quality or more relevant information to rise above the "noise."

Workers will also need to become adept at utilizing new tools to help them deal with the information onslaught. Researchers at Tufts University have wired stockbrokers—who are constantly monitoring streams of financial data, and need to recognize major changes without being overwhelmed by detail. The stockbrokers were asked to watch a stream of financial data and write an involved email message to a coll-eague. As they got more involved in composing the email, the fNIRS (functional near-infrared spectroscopy, which measures blood oxygen levels in the brain) system detected this, and simplified the presentation of data accordingly.[7]



Adaptive interfaces, developed by researchers at Tufts, can reduce the level of detail in the market information stockbrokers see when sensors detect that they are experiencing high mental workload.

http://www.cs.tufts.edu

10 VIRTUAL COLLABORATION

DEFINITION: *ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.*

Connective technologies make it easier than ever to work, share ideas and be productive despite physical separation. But the virtual work environment also demands a new set of competencies.

As a leader of a virtual team, individuals need to develop strategies for engaging and motivating a dispersed group. We are learning that techniques borrowed from gaming are extremely effective in engaging large virtual communities. Ensuring that collaborative platforms include typical gaming features such as immediate feedback, clear objectives and a staged series of challenges can significantly drive participation and motivation.

Members of virtual teams also need to become adept at finding environments that promote productivity and well-being. A community that offers "ambient sociability" can help overcome isolation that comes from lack of access to a central, social workplace. This could be a physical coworking space, but it could also be virtual. Researchers at Stanford's Virtual Human Interaction Lab exploring the real-world social benefits of inhabiting virtual worlds such as *Second Life* report that the collective experience of a virtual environment, especially one with 3D avatars, provides significant social-emotional benefits. Players experience the others as co-present and available, but they are able to concentrate on their own in-world work.

Online streams created by micro blogging and social networking sites can serve as virtual water coolers, providing a sense of camaraderie and enabling employees to demonstrate presence. For example, Yammer is a Twitter-like micro blogging service, focused on business—only individuals with the same corporate domain in their email address can access the company network.

Yammer asks employees to provide updates on the question, "What are you working on?"

www.yammer.com

IMPLICATIONS

The results of this research have implications for individuals, educational institutions, business, and government.

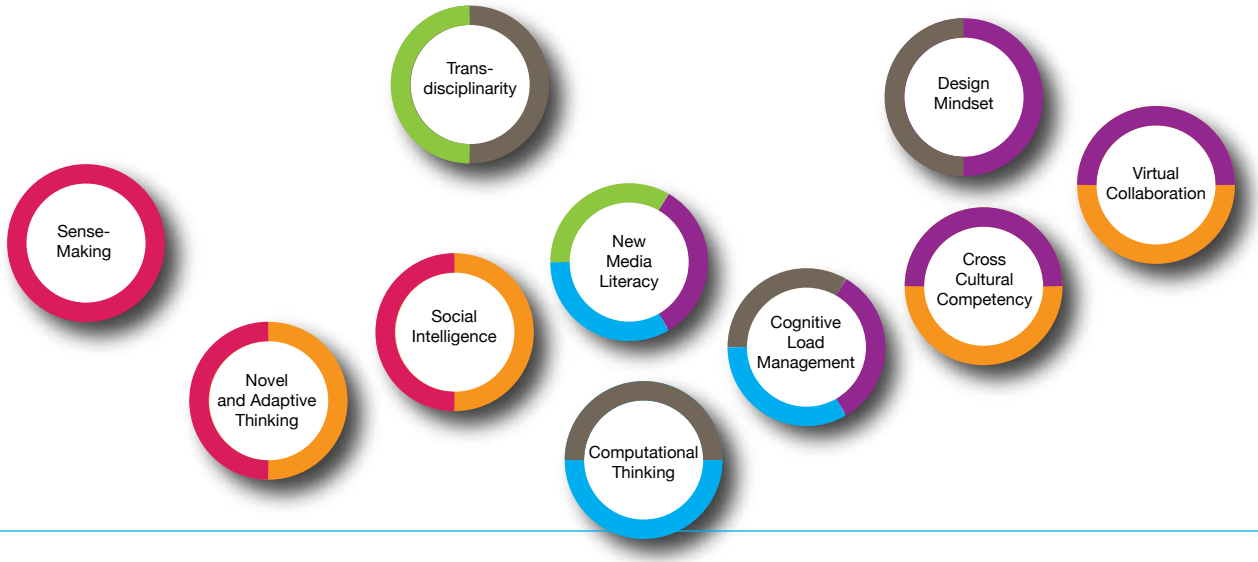
To be successful in the next decade, **individuals** will need to demonstrate foresight in navigating a rapidly shifting landscape of organizational forms and skill requirements. They will increasingly be called upon to continually reassess the skills they need, and quickly put together the right resources to develop and update these. Workers in the future will need to be adaptable lifelong learners.

Educational institutions at the primary, secondary, and post-secondary levels, are largely the products of technology infrastructure and social circumstances of the past. The landscape has changed and educational institutions should consider how to adapt quickly in response. Some directions of change might include:

- Placing additional emphasis on developing skills such as critical thinking, insight, and analysis capabilities
- Integrating new-media literacy into education programs
- Including experiential learning that gives prominence to soft skills—such as the ability to collaborate, work in groups, read social cues, and respond adaptively
- Broadening the learning constituency beyond teens and young adults through to adulthood
- Integrating interdisciplinary training that allows students to develop skills and knowledge in a range of subjects

Businesses must also be alert to the changing environment and adapt their workforce planning and development strategies to ensure alignment with future skill requirements. Strategic human resource professionals might reconsider traditional methods for identifying critical skills, as well as selecting and developing talent. Considering the disruptions likely to reshape the future will enhance businesses' ability to ensure organizational talent has and continuously renews the skills necessary for the sustainability of business goals. A workforce strategy for sustaining business goals should be one of the most critical outcomes of human resource professionals and should involve collaborating with universities to address lifelong learning and skill requirements.

Governmental policymakers will need to respond to the changing landscape by taking a leadership role and making education a national priority. If education is not prioritized, we risk compromising our ability to prepare our people for a healthy and sustainable future. For Americans to be prepared and for our businesses to be competitive, policy makers should consider the full range of skills citizens will require, as well as the importance of lifelong learning and constant skill renewal.



ENDNOTES

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State of Nevada
Department of Employment, Training and Rehabilitation
Workforce Innovation and Opportunity Act (WIOA)
Analysis of Expenditures
September 30, 2016

Budget		TOTAL			PY16				PY15				PY14			
Committee					Term: 07/01/16 - 6/30/19				Term: 04/01/15 - 6/30/18				Term: 04/01/14 - 6/30/17			
Approved		Allocation	Expenses	Available	Allocation	Expenses	%	Available	Allocation	Expenses	%	Available	Allocation	Expenses	%	Available
Date				Balance			Spent	Balance			Spent	Balance			Spent	Balance
	NV Workforce Investment Boards															
	North (G/L 8750, 8752, 8754)															
	Adult (includes 25% transfer)	7,118,597.00	(4,369,608.84)	2,748,988.16	2,311,781.00	0.00		2,311,781.00	2,303,301.00	(1,866,093.84)		437,207.16	2,503,515.00	(2,503,515.00)		0.00
	Youth	6,434,595.00	(4,112,197.72)	2,322,397.28	2,114,440.00	0.00		2,114,440.00	2,157,427.00	(1,949,469.72)		207,957.28	2,162,728.00	(2,162,728.00)		0.00
	Dislocated Worker (includes 25% transfer)	7,281,044.00	(4,627,888.13)	2,653,155.87	2,017,849.00	0.00		2,017,849.00	2,428,620.00	(1,793,313.13)		635,306.87	2,834,575.00	(2,834,575.00)		0.00
	Subtotal - North	20,834,236.00	(13,109,694.69)	7,724,541.31	6,444,070.00	0.00	0%	6,444,070.00	6,889,348.00	(5,608,876.69)	81%	1,280,471.31	7,500,818.00	(7,500,818.00)	100%	0.00
	South (G/L 8751, 8753, 8755)															
	Adult (includes 25% transfer)	26,019,252.00	(16,485,610.25)	9,533,641.75	8,981,237.00	0.00		8,981,237.00	7,375,010.00	(6,822,605.25)		552,404.75	9,663,005.00	(9,663,005.00)		0.00
	Youth	17,888,318.00	(9,484,920.88)	8,403,397.12	5,987,530.00	0.00		5,987,530.00	5,973,728.00	(3,557,860.88)		2,415,867.12	5,927,060.00	(5,927,060.00)		0.00
	Dislocated Worker	11,487,277.00	(6,463,263.82)	5,024,013.18	3,232,774.00	0.00		3,232,774.00	4,448,425.00	(2,657,185.82)		1,791,239.18	3,806,078.00	(3,806,078.00)		0.00
	Subtotal - South	55,394,847.00	(32,433,794.95)	22,961,052.05	18,201,541.00	0.00	0%	18,201,541.00	17,797,163.00	(13,037,651.95)	73%	4,759,511.05	19,396,143.00	(19,396,143.00)	100%	0.00
	Total - Nevada Workforce Investment Boards	76,229,083.00	(45,543,489.64)	30,685,593.36	24,645,611.00	0.00	0%	24,645,611.00	24,686,511.00	(18,646,528.64)	76%	6,039,982.36	26,896,961.00	(26,896,961.00)	100%	0.00
	Rapid Response															
	"Regular" RR	4,641,606.55	(832,069.48)	3,809,537.07	3,604,426.00	0.00		3,604,426.00	648,248.18	(443,137.11)		205,111.07	388,932.37	(388,932.37)		0.00
	PY14/15 RR Funds used for WIOA Transition Activities	1,282,541.45	(319,439.57)	963,101.88	0.00	0.00		0.00	1,169,845.82	(206,743.94)		963,101.88	112,695.63	(112,695.63)		0.00
	PY15 RR funds used for SAWS Project	1,500,000.00	0.00	1,500,000.00	0.00	0.00		0.00	1,500,000.00	0.00		1,500,000.00	0.00	0.00		0.00
	Total Rapid Response - (Dislocated Worker)	7,424,148.00	(1,151,509.05)	6,272,638.95	3,604,426.00	0.00	0%	3,604,426.00	3,318,094.00	(649,881.05)	20%	2,668,212.95	501,628.00	(501,628.00)	100%	0.00
	Statewide - Governor's Reserve	629,681.48	0.00	629,681.48	394,468.00	0.00		394,468.00	235,213.48	0.00		235,213.48				
	Office of Workforce Development	2,614,381.00	(42,461.53)	2,571,919.47	2,534,598.00	0.00		2,534,598.00	79,783.00	(42,461.53)		37,321.47	0.00	0.00		0.00
	CSN Apprenticeship Contract PY13-GR-CSN	162,949.99	(162,949.99)	0.00	0.00	0.00		0.00	0.00	0.00		0.00	162,949.99	(162,949.99)		0.00
	TMCC Apprenticeship Contract PY14-GR-TMCC	72,714.00	(72,714.00)	0.00	0.00	0.00		0.00	0.00	0.00		0.00	72,714.00	(72,714.00)		0.00
	WNC Apprenticeship Contract PY14-GR-WNC	5,692.00	(5,692.00)	0.00	0.00	0.00		0.00	0.00	0.00		0.00	5,692.00	(5,692.00)		0.00
	CSN Apprenticeship Contract PY14-GR-CSN	366,242.70	(366,242.70)	0.00	0.00	0.00		0.00	5,189.98	(5,189.98)		0.00	361,052.72	(361,052.72)		0.00
	CSN Apprenticeship Contract PY15-GR-CSN	359,460.00	(322,363.16)	37,096.84	0.00	0.00		0.00	359,460.00	(322,363.16)		37,096.84	0.00	0.00		0.00
	TMCC Apprenticeship Contract PY15-GR-TMCC	80,725.00	(80,725.00)	0.00	0.00	0.00		0.00	80,725.00	(80,725.00)		0.00	0.00	0.00		0.00
	WNC Apprenticeship Contract PY15-GR-WNC	19,264.00	(19,264.00)	0.00	0.00	0.00		0.00	19,264.00	(19,264.00)		0.00	0.00	0.00		0.00
	CSN Apprenticeship Contract PY16-GR-CSN	289,986.00	0.00	289,986.00	289,986.00	0.00		289,986.00	0.00	0.00		0.00	0.00	0.00		0.00
	TMCC Apprenticeship Contract PY16-GR-TMCC	84,704.00	0.00	84,704.00	84,704.00	0.00		84,704.00	0.00	0.00		0.00	0.00	0.00		0.00
	WNC Apprenticeship Contract PY16-GR-WNC	19,778.00	0.00	19,778.00	19,778.00	0.00		19,778.00	0.00	0.00		0.00	0.00	0.00		0.00
	Surveys/Reporting (G/L 7064) R&A	597,918.00	(586,931.57)	10,986.43	0.00	0.00		0.00	347,851.00	(336,864.57)		10,986.43	250,067.00	(250,067.00)		0.00
	DETR Statewide JobConnect System Support FY15	1,016,935.92	(1,016,935.92)	0.00	0.00	0.00		0.00	16,110.36	(16,110.36)		0.00	1,000,825.56	(1,000,825.56)		0.00
	DETR Statewide JobConnect System Support FY16	754,855.52	(789,831.99)	(34,976.47)	0.00	0.00		0.00	754,855.52	(789,831.99)		(34,976.47)	0.00	0.00		0.00
	Total Statewide Governor's Reserve	7,075,287.61	(3,466,111.86)	3,609,175.75	3,323,534.00	0.00	0%	3,323,534.00	1,898,452.34	(1,612,810.59)	85%	285,641.75	1,853,301.27	(1,853,301.27)	100%	0.00
	Administration															
	"Regular" Admin 5%	3,576,580.76	(1,927,190.95)	1,649,389.81	1,661,765.00	0.00		1,661,765.00	1,203,383.16	(1,215,758.35)		(12,375.19)	711,432.60	(711,432.60)		0.00
	JA Solari Audit Contract PY12-Audit/Solari exp 06/30/15	53,565.63	(53,565.63)	0.00	0.00	0.00		0.00	0.00	0.00		0.00	53,565.63	(53,565.63)		0.00
	Deborah Campbell & Associates 1942-16-Admin	18,750.00	(18,750.00)	0.00	0.00	0.00		0.00	9,787.50	(9,787.50)		0.00	8,962.50	(8,962.50)		0.00
	Total Statewide - Administration	3,648,896.39	(1,999,506.58)	1,649,389.81	1,661,765.00	0.00	0%	1,661,765.00	1,213,170.66	(1,225,545.85)	101%	(12,375.19)	773,960.73	(773,960.73)	100%	0.00
	TOTAL WIA	94,377,415.00	(52,160,617.13)	42,216,797.87	33,235,336.00	0.00	0%	33,235,336.00	31,116,228.00	(22,134,766.13)	71%	8,981,461.87	30,025,851.00	(30,025,851.00)	100%	0.00