

WORKFORCE CONNECTIONS'
FOUR-YEAR LOCAL PLAN
FOR
SOUTHERN NEVADA'S WORKFORCE
DEVELOPMENT AREA
EFFECTIVE JULY 1, 2020 – JUNE 30, 2024

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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 Nevada Unified State Plan. 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, 2020 through June 30, 2024.



Nevada’s Designated Workforce Development Areas
(Southern Nevada’s 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
- E. A plan that is focused on the unique needs and resources of the local area and is consistent with the Nevada 2020-2024 Unified State Plan.

F. Goals, objectives and strategies that:

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

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

H. Assurances checklist documenting WIOA compliance

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 2018 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 2.19 Million (M) people. Of the 2.19M people, 1.5M are between the ages of 16 and 64. Roughly 50.0 percent of the population is female and 50.0 percent is male. Looking at the racial/ethnic breakdown of the area, it is noted that White Nevadans make up 61.2 percent of the population, followed by Hispanic/Latinos at 30.5 percent and Black/African Americans at 11.3 percent. The largest age category is the 35 to 54 age group at 27.2 percent of the population, followed by the 17 and under age group at 23.4 percent. Other age groups are fairly evenly distributed with 8.5 percent ages 18 to 24, with 14.7 percent ages 25 to 34, 11.8 percent ages 55 to 64, and 14.4 percent ages 65 and over. Additionally, 2.3 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 2,400 jobs in 2019, growing at an annual average rate of .8 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 2019 indicated that Nevada and the national economic conditions continued to improve.

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 4,300 positions in 2019, relative to 2018, which equated to a growth rate of 2.4 percent.

Education and health service industries and occupations have experienced significant growth. This sector expanded the workforce by 2,300 positions in 2019, relative to 2018, which equated to a growth rate of 2.2 percent.

The professional and business services industry gained an additional 5,800 jobs in 2019, which equated to a growth rate of 4.0 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 6,500 positions in 2019, relative to 2018, which equated to a growth rate of 10.2 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 2019. It also illustrates the fastest growing sectors by employment in the SNWDA.

Industry	Employment	Percent	Average Weekly Wages	Establishments
Natural Resources and Mining	2,579	0.27%	\$964	117
Construction	70,599	7.29%	\$1,249	3,547
Manufacturing	25,815	2.67%	\$1,061	1,145
Trade, Transportation and Utilities	186,865	19.29%	\$853	11,139
Information	12,059	1.25%	\$1,307	1,243
Financial Activities	50,689	5.23%	\$1,237	6,828
Professional and Business Services	151,052	15.60%	\$1,099	14,778
Education and Health Services	106,841	11.03%	\$1,064	6,702
Leisure and Hospitality	294,274	30.38%	\$686	6,314
Other Services	26,313	2.72%	\$713	3,578
Public Administration	39,738	4.10%	\$1,494	237
Unclassified	1,683	0.17%	\$1,298	1,416
Grand Total	968,508	100.0%	\$948	57,044

The SNWDA continued on a path of improvement through 2019, with year-over-year job growth of 26,900 jobs relative to 2018, leading to a growth rate of 2.6 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 is slowing due to the area being close to full employment.

The SNWDA non-farm payrolls increased by approximately 26,800 jobs over-the-year in 2019, averaging around 2,200 new jobs added per month. Private payrolls accounted for approximately 23,600 of these jobs in 2019, averaging about 2,000 of the total jobs added per month. Government sector employment also expanded, adding about 3,200 total new jobs over the year.

From a State-wide perspective, there are broad trends that will affect the labor market moving forward. Overall labor force participation is on a declining trend, falling from a rate near 68 percent prior to the recession to a rate of around 63 percent at present. This decline is seen most dramatically in the population 16-19 years of age, where the rate has declined from 45 percent to 35 percent, but also shows up in the prime working age population of those 25 to 54, where the rate has only recently recovered from multi-decade lows of around 80 percent to a rate of about 82 percent, which trails a consistent rate of about 85 percent in the 1990s and early 2000s. Further, despite overall low rates of unemployment, some demographic groups around the State are likely to experience higher rates of unemployment than their counties as a whole. The 2017 legislature passed a bill requiring a report on demographic groups with high rates of unemployment in each county and specified three measures to quantify this: groups whose unemployment rate is double that of the county, groups whose unemployment rate is four percentage points higher than that of the county, and groups whose unemployment rate has been higher than that of the county for three consecutive years. The groups with the most frequent incidence of high unemployment among Nevada's counties – those with high rates of unemployment in 10 or more counties according to the 2013-2017 rates from the American Community Survey – are: workers under 24 or over 75, workers who are American Indian or Alaskan Native, workers whose family is below the poverty level, workers with any disability, and workers with a high school degree or less.

Nevada's overall labor market is moving in a positive direction, running at roughly double the rate of employment growth seen in the nation as a whole for the past 5 years. Unemployment is low, and use of unemployment benefits is near the lowest levels experienced in program history relative to the size of the State. The 2007 recession had a lasting impact on some aspects of Nevada's economy – in particular, employment in the construction industry has still only recovered approximately half of the jobs lost during the recession – but ongoing efforts to

diversify and invest in Nevada's labor market for the future have led to growth in new industries. This growth will continue to require adapting Nevada's workforce to the needs of emerging sectors, addressing the educational and training needs of workers and employers, building the infrastructure needed to support residential, commercial, and industrial needs and ensuring that the State's economic expansion reaches all Nevadans.

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

Initially, nine key industry sectors were 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 completed by DETR's Research and Analysis Bureau, GOED, the State's Industry Sector Councils and OWINN.

- Information Technology
- Health care and medical services
- Advanced Manufacturing
- Education services

Listed below are the in-demand occupations:

- Software Developers
- Applications, Computer
- Systems Analysts
- Mechanical Engineers
- Licensed Practical and Licensed Vocational Nurses
- Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
- Network and Computer Systems Administrators
- Physicians and Surgeons, All Other
- Industrial Machinery Mechanics
- Software Developers, Systems Software



- **Machinists**

Some of the industry sector councils encompass more than one industry sector. The in-demand occupations for Nevada were identified by DETR's Research and Analysis Bureau, GOED, the Governor's Workforce Development Board Industry Sector Councils and OWINN. The following emerging in-demand industries were identified by analysis from DETR and GOED and approved by the Governor's Workforce Development Board.:

- **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 and 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 and 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 and accounting and auditing clerks.
- **Mining and Materials:** Equipment operators, diesel mechanics, underground miners, electrician/instrumentation technicians, process operators, fixed maintenance mechanics, and lab technicians.
- **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 new industry sector that is yet to be defined. As such, the State anticipates surveying business representatives to identify the top demand/emerging occupations within this segment. Findings will be updated in later revisions of the local 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 and accountants and auditors.
- **Construction:** Civil Engineers, first-line supervisors of mechanics, installers, and repairers, general and operations managers, installers and repairers, general maintenance and repair workers, electricians, construction laborers, welders, masons, operators and carpenters.

In alignment with the identified State sectors and demand occupations, Southern Nevada has identified local priorities. In 2017, LVGEA began an effort to fully understand and begin addressing workforce challenges, including where demand for specific jobs was expected to further accelerate and how the local workforce would meet this demand. This effort resulted in the region's first Workforce Blueprint. The corresponding report identified high-demand occupations based on general regional growth, as well as high-demand occupations within each of the region's seven target industries. A significant part of this initial analysis involved anticipating gaps in the current workforce supply based on growth projections ranging from conservative to aggressive. The purpose of this gap analysis was to provide workforce development partners with guidance on where investments in new curricula and training programs would be the most impactful and necessary to maintain economic growth.

Partners and stakeholders throughout the region have since responded to these needs, making great strides in addressing Southern Nevada's most pressing workforce challenges. In 2019, LVGEA—in partnership with the Vegas Chamber, formally known as the Las Vegas Metro Chamber of Commerce, and Workforce Connections—commissioned the Workforce Blueprint 2.0 study to re-assess the current workforce landscape with a focus on how sustained economic growth may impact workforce demand and supply. This report measures progress made since 2017 in addressing regional workforce gaps, highlights where workforce demands have shifted, and identifies new growth targets for the region based on recent economic performance. It also includes workforce performance indicators for the region in the form of Southern Nevada's Workforce Report Card, providing clear benchmarks against which progress can be measured and managed as part of a collaborative effort among regional partners. The full report can be found at <https://www.lvgea.org/data-and-research/workforce-blueprint/>.

The target industries and associated in-demand occupations identified in LVGEA Blueprint 2.0 are:



- **Business Headquarters and Services:** Business operations specialists, all other; market research analysts and marketing specialists; computer user support specialists; management analysts; and computer systems analysts.
- **Emerging Technology:** Computer systems analysts; information security analysts; web developers; and environmental scientists and specialists, including health specialists.
- **Logistics, Manufacturing, and Supply Chain Management:** Civil engineers; aircraft mechanics and service technicians; electrical and electronics engineering technicians; architectural and engineering managers; and electronics engineers, except computer.
- **Autonomous Systems:** Software developers, applications; computer systems analysts; information security analysts; aerospace engineers; and network and computer systems administrators.
- **Finance, Banking, and Insurance:** Financial managers; management analysts; accountants and auditors; first-line supervisors of office and administrative support workers; and loan officers.
- **Health Care Services and Medical Education:** Registered nurses; respiratory therapists; pharmacists; nurse practitioners; and health technologists and technicians, all other.
- **Gaming, Tourism and Conventions:** Accountants and auditors; first-line supervisors of food preparation and serving workers; chefs and head cooks; first-line supervisors of housekeeping and janitorial workers; and cooks, restaurant.

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

All of the SNWDA's super sectors are projected to continue growing based on the two-year industry employment projections for 2018-2020:

- Leisure and hospitality is expected to grow at a 2.8 percent rate adding 8,200 to payrolls.
- Trade, transportation and utilities are expected to grow at a 6.8 percent rate and add 12,000 jobs.
- Education and health services are expected to grow at a 5.9 percent rate, and are expected to add 9,300 jobs.
- Professional and business services are expected to grow at a 9.8 percent rate and add 13,900 jobs.
- Construction is projected to grow at the rate of 6.6 percent and add 4,100 to payrolls across the period.

Occupations	% Change	Base Year Employment	Numeric Change	Projected Employment
Office and Administrative Support	6.4%	119,622	7,709	127,331
Sales and Related	6.0%	89,118	5,355	94,473
Food Preparation and Serving Related	3.7%	114,920	4,267	119,187
Transportation and Material Moving	6.5%	57,461	3,759	61,220
Management	6.0%	44,006	2,621	46,627

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

- **Food Preparation and Serving Related** occupations, which are expected to add 4,300 jobs to payrolls, a growth rate of 3.7 percent.
- **Sales and Related** occupations are expected to add 5,300 jobs to payrolls at a 6.0 percent growth rate.
- **Office and Administrative Support** occupations are expected to grow at a 6.4 percent rate and will add 7,700 jobs to payrolls.
- **Transportation and Material Moving** occupations are expected to add 3,800 jobs, with a 6.5 percent growth rate.
- **Management** occupations are expected to add 2,600 jobs to payrolls at a 6.0 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 foundational workplace and soft skills. These skills include demonstrations such as employees showing up to work on time, working efficiently and getting along with coworkers. In addition, employers often note that basic skills associated with workplace

readiness were lacking. Our One-Stop Centers utilize the National Career Readiness Certificate (NCRC) to quantify basic foundational workplace skills. An NCRC is earned by completing the three WorkKeys Assessments in Applied Math, Workplace Documents and Graphic Literacy. 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.

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;

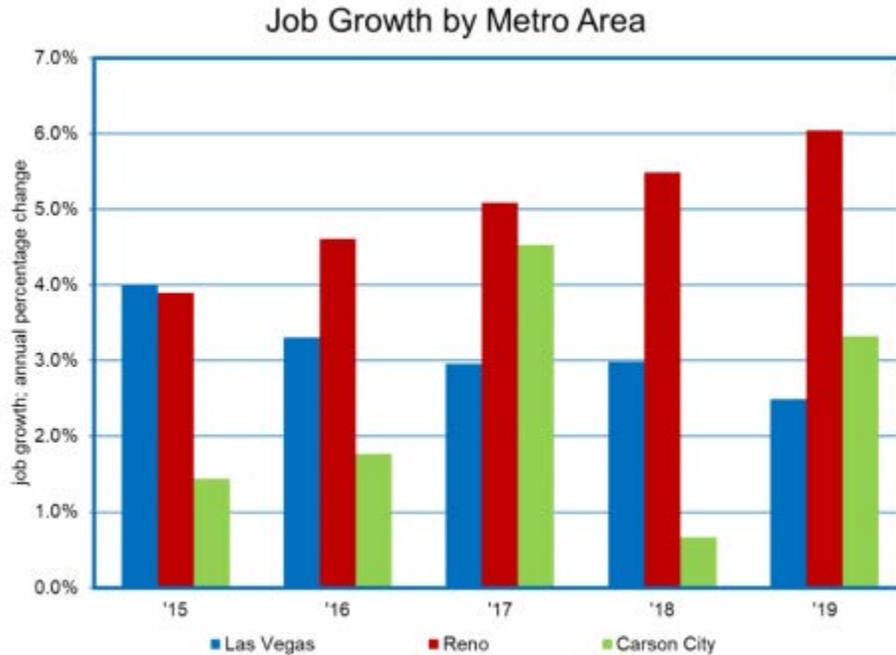
Employment: As of December 2019, the SNWDA's current level of employment has reached 1,101,000. Employment in the SNWDA has grown by approximately 42,000 jobs since 2018. Employment is continuing to trend higher, although recent employment estimates indicate that the rate of growth may be slowing.

From a State perspective, the rate of job growth seen in the State has run roughly double the rate seen in the nation as a whole from 2014 to 2019, and has exceeded the national rate for the past 85 months, mirroring the largely stable trend seen nationally for that time. In addition, job growth in Nevada is widely spread across a number of industries, with professional & business services (12,900), construction (9,700), manufacturing (6,400), and leisure & hospitality (6,200) all exceeding average annual job growth of 6,000 jobs over the last year. During this time period, only mining has seen a decline on average, of just 100 jobs. Overall, employment growth is widely distributed across the industries in the State.

One particularly noteworthy trend in employment in the State is considering full-time and part-time work. During the recession, full-time employment fell while part-time employment rose. While full-time employment has recovered, there has not been a corresponding decline in part-time employment. However, looking at the reasons people have for working part-time, there has been a rise in the share of part-time employment which is voluntary – those who want to work part-time, as opposed to those who can't find full-time work. From 1995 to 2008, roughly 80% of part-time work was by choice. During the recession, this proportion fell to nearly 60%, as a significant number of people took part-time work because that was all they could find. Since 2011, however, the share of voluntary part-time work has been rising, and is back near 80% as of 2019.

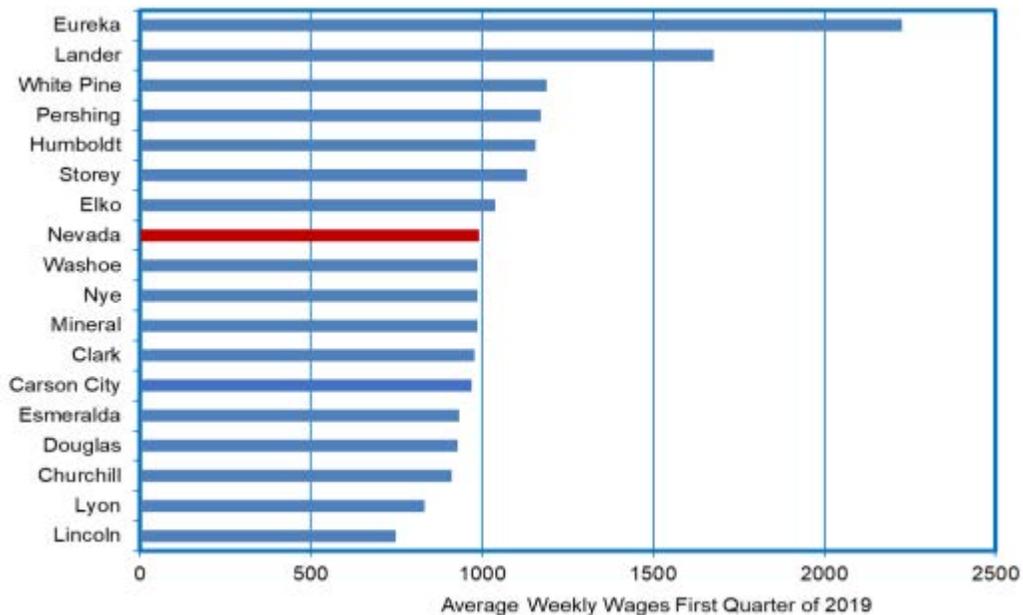
Southern Nevada was identified as highly vulnerable to workforce changes due to the impact of future disruptive technologies like artificial intelligence (A.I.), virtual and augmented reality, advanced robotics, automation, etc. WC was chosen by the National Association of Workforce Boards (NAWB) and the Bertelsmann Foundation to be one of three cities in the nation to host a collective impact study on The Future Of Work. Results of that study can be found at: <https://the-future-of-work.org/las-vegas/> WC will continue to convene local stakeholders around this topic in order to collectively mitigate the impact to the local workforce.

Average weekly wages in the State have grown steadily following a period of stagnation from 2008 – 2012. Beginning in 2015, weekly wages reported each quarter have generally risen by two to three percent over the year, reflecting rising demand for workers.



Turning to local areas within the State, every metropolitan statistical area (MSA) in the State has seen growth from 2015 to 2019, on average. The Reno MSA has seen the fastest rate of growth, averaging 6.0 percent growth in 2019 while the Las Vegas MSA has added the most jobs, growing by an average of 24,900, year-to-date. As of August 2019, the Las Vegas MSA had 1,030,400 jobs, the Reno MSA had 259,000 jobs, and the Carson City MSA had 31,200 jobs. For the twelve months ending March 2019, the average weekly wage in private employment in Clark County was \$925 per week, compared to \$957 in Washoe County and \$907 in Carson City.

On a broader basis, looking at wages by county, weekly wages tend to be highest in rural counties with a high concentration in the mining industry. In Eureka County, where weekly wages are over \$2,000 per week, the mining industry comprises over 90% of all private sector employment reported in the Quarterly Census of Employment and Wages (QCEW).



The annual unemployment rate has decreased to 4.1 percent year-to-date December, 2018, down from 4.8 percent a year ago. Similar to employment, the rate of improvement in the unemployment rate has recently slowed. The available labor force seeking employment has grown by over 27,000 in 2019.

Unemployment: From the early stages of the economic recovery through August 2019, the SNWDA has seen a long, steady drop in its unemployment rate, which measures the number of people who are unemployed and actively looking for and available for work compared to the total labor force. From 2014 through 2019, while employment has grown at a steady pace the unemployment rate has declined from 8.0 percent to 4.1 percent. This translates to a fall in the number of unemployed from 81,100 in 2014 to 46,500 in 2019. Over the past five years while average job growth has remained relatively steady, the number of unemployed per job added has fallen significantly, meaning there are fewer potential candidates looking for work for each job being added.

Nevada remains somewhat above the national unemployment rate, but for the last year both rates are moving largely sideways. Like many States, Nevada's

unemployment rate is less than half a percentage point above its all-time low rate, indicating that the current level of unemployment is largely structural, not cyclical.

However, even in the economy that we have seen over the last several years, some demographic groups still have high unemployment rates. The groups with the most frequent incidence of high unemployment among Nevada's counties – those with high rates of unemployment in 10 or more counties according to the 2013-2017 rates from the American Community Survey – are: workers under 24 or over 75, workers who are American Indian or Alaskan Native, workers whose family is below the poverty level, workers with any disability, and workers with a high school degree or less. The following is a list of those groups that have relatively high unemployment in each county as defined in statute, starting with the largest counties that overlap each of the State's MSAs, and moving on to the rest of the counties in the State.

Clark County

- Age groups exceeding at least one threshold: 16-19, 20-24.
- Race / Ethnicity groups exceeding at least one threshold: Black, American Indian and Alaska Native, Pacific Islander or Native Hawaiian, Two or more races.
- Gender groups exceeding at least one threshold: Male, Female with children 0-5 and 6-17.
- Education groups exceeding at least one threshold: Less than High School, High School or equivalent.
- Poverty Status groups exceeding at least one threshold: Below poverty level.
- Other group exceeding at least one threshold: People with any disability.

Esmeralda County

- Age groups exceeding at least one threshold: 16-19.
- Race / Ethnicity groups exceeding at least one threshold: White.
- Gender groups exceeding at least one threshold: Female.
- Education groups exceeding at least one threshold: Less than High School.
- Poverty Status groups exceeding at least one threshold: None.
- Other group exceeding at least one threshold: None.



Lincoln County

- Age groups exceeding at least one threshold: 16-19, 35-44, 55-59.
- Race / Ethnicity groups exceeding at least one threshold: None.
- Gender groups exceeding at least one threshold: Male.
- Education groups exceeding at least one threshold: None.
- Poverty Status groups exceeding at least one threshold: None.
- Other group exceeding at least one threshold: None.

Nye County

- Age groups exceeding at least one threshold: 16-19, 20-24, 25-29, 30-34, 75+.
- Race / Ethnicity groups exceeding at least one threshold: White, American Indian and Alaska Native.
- Gender groups exceeding at least one threshold: Female, Female with children 0-17 and 0-5.
- Education groups exceeding at least one threshold: Less than High School.
- Poverty Status groups exceeding at least one threshold: Below poverty level.
- Other group exceeding at least one threshold: People with any disability.

Labor Market Trends: Across the State, the broadest trend is one of growth overall, with employment rising in most industries, flat in a few industries, and only one industry showing significant decline. In the State as a whole as well as the Las Vegas and Reno MSAs, total nonfarm employment shows consistent growth, with each month leading the 12-month average, in turn leading the 3-year average higher.

Mining

The mining industry is highlighted as a targeted industry in the State, and also is one which is largely flat dating back to 2014. This industry will need to see prolonged increases in the prices of mined metals to see a significant shift in employment levels.

Manufacturing

The manufacturing industry has seen substantial growth Statewide in the past four years due to a number of investments in both the northern and southern areas of the State.

Taxi and Limousine Service

The taxi & limousine service industry has been in significant decline since the end of 2015, particularly in Las Vegas where it has shed roughly half of its total employment. While some of the former workers in this industry may be working as independent contractors and not included in these payroll employment estimates, there is not much firm data to describe the extent to which that is or is not happening.

Retail Trade

One emerging trend that may prove to be particularly noteworthy is that retail trade employment in Las Vegas is showing some signs of weakness, falling over the year with both seasonal highs and lows coming in lower in the current year than the prior year. This trend is not similarly reflected in the Statewide numbers, in data for the Reno MSA, in other traditionally low-wage industries like limited service restaurants, or in the fastest-growing MSAs of other States with a population of 1 million or more, so there is no explanation for what is leading this decline as of August 2019. Additional data will become available in future months to help identify whether this is limited to a single industry, or a broader weakness in retail.

Health Care Services and Medical Education

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.

Casino Hotels

Employment trends in the casino hotel industry are worth noting because of the high concentration in employment in this industry in Nevada, as well as the particular identification this industry has with Nevada. For much of the last two decades, employment in this industry has largely trended fairly flat. If current trends were to continue, food service employment will overtake casino hotel employment within the next 5-10 years as the dominant industry within the accommodation & food service industry.

Construction

In southern Nevada, several large construction projects are underway in 2020:

- Las Vegas Stadium, the 65,000 seat new home to the NFL's Las Vegas Raiders, now under construction at Russell Road and Polaris Avenue, is sponsored by Allegiant Airlines.
- The Las Vegas Convention Center District expansion, 1.4 million square feet including 600,000 square feet of new meeting and exhibit space where the Riviera once stood.
- The Drew, a resort development of nearly 4,000 rooms by Marriott and Steve Witkoff at the recently purchased Fontainebleau site on the north Strip.
- MSG Sphere, an 18,000-seat arena touting technology not available anywhere else in the world, built by the Madison Square Garden Company just east of the Sands Expo & Convention Center.
- Resorts World Las Vegas, the Genting Group's 3,400 room, Asian-themed casino resort at the site of the former Stardust.
- Virgin Trains recently acquired for a high speed train hub to California.

In addition to these six developments, several hotels around the valley have planned room renovations. Also, facilities like the World Market Center and The Linq are expanding convention spaces. Plus, at least one more ground-up casino resort is being built Downtown. Overall, nearly \$16 billion in construction costs and the addition of more than three million square feet in convention space and more than 14,000 hotel rooms are scheduled to complete in 2020 and beyond.

According to the Associated General Contractors (AGC) of America’s 2018 workforce survey, 79% of construction firms in Nevada report difficulty in filling open positions.

Education and Skills Levels of the Workforce: According to the American Community Survey on Educational Attainment’s five-year estimates (2014-2018), 59.4 percent of the SNWDA’s population (civilian labor force, age 25-64) possessed more than a high school diploma, 27.8 percent possessed a high school diploma, and 12.8 percent of the population had an education of less than a high school diploma.

Labor Force 25 to 64	Workforce	% of Workforce	Unemployment Rate	Occupational Needs
Less than High School Graduate	116,231	12.8%	8.1%	316,664
Employed	106,797	11.7%		
Unemployed	9,434	1.0%		
High School Graduate or Equivalent	252,660	27.8%	7.8%	354,404
Employed	232,915	25.6%		
Unemployed	19,745	2.2%		
Some College or Associate's Degree	312,386	34.3%	6.2%	78,919
Employed	293,111	32.2%		
Unemployed	19,275	2.1%		
Bachelor's Degree or Higher	228,674	25.1%	4.1%	159,964
Employed	219,347	24.1%		
Unemployed	9,327	1.0%		
Total	909,951	100.0%	6.3%	909,951

When comparing educational attainment to current occupational staffing patterns, SNWDA’s workforce indicates that there are more advanced degree holders (Bachelor’s degree or higher) in the labor force than occupations which are estimated to require that level of education. In particular, there are 228,674 individuals in the labor force with a Bachelor’s degree or more, while there are

only 159,964 jobs which require that level of education. Interestingly, the data indicates that nearly 33 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, this does not take into account businesses using education as a sorting tool for hiring, mismatches in degree subject compared to available jobs, or the needs of emerging occupations/industries that are not currently reflected in the staffing patterns. These trends have also not been compared to national trends to determine if this is a local issue, or a national development.

Barriers to Employment and Skills Gaps: 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 2018 American Community Survey five-year estimates, 10.4 percent of individuals have disabilities. Also, nearly 412,000 or 20.1 percent of people between the ages of 20 and 64 have incomes beneath 125% of the poverty line. The veteran population is 9.0 percent of which 18.0 percent are disabled. English language learners make up a significant portion of the population at 33.8 percent, of which 38.7 percent speak English "less than very well" as categorized in the American Community Survey. Overall, 29.9 percent (approximately 400,000 individuals) of the working age population is eligible for Title I services based on statutory priority of service. In addition, 32.6% (almost 89,000) of youth, are eligible for Title I Youth programs.

Gaps between current and future skill demands have been identified based on "A New Economic Agenda for Nevada":

- **Aerospace and Defense** - The top technical skills are civil engineering, occupational safety and health, and Sensitive Compartmented Information (SCI Clearance).
- **Business IT Ecosystems** - In terms of hard skills, companies are looking for proficiencies with SQL, Agile Software Development, Java, JavaScript, and information systems.
- **Manufacturing and Logistics** - The top hard skills are warehousing, electric vehicle, customer relationship management, and regional sales. These trends suggest that there is a strong demand for support activities around semiconductor and battery manufacturing.
- **Natural Resource Technologies** - The most in-demand skills are HVAC, plumbing, ventilation, and customer satisfaction.
- **Tourism, Gaming, and Entertainment** - The top skills are restaurant operation, grilling, cooking, and outline of food preparation.



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
- Partnership with local library districts to avoid additional infrastructure costs and provide more WIOA services to the community
- Consideration of diverse stakeholder perspectives
- Stronger community awareness of available programs and services
- Concerted efforts directed upon specialized populations
- A quality-focused service delivery system

Weaknesses include the following:

- Limited resources and funding to adequately serve the potentially eligible population
- Coordination of resources and services could be improved
- Lack of integrated employment and training management information systems among WIOA core partners and TANF (including data sharing agreements)
- Quality deficiencies of workforce practitioners within the system
- Administrative redundancies of sub-recipient work

WC oversees approximately \$19.5 million of Title I-B funding to serve the SNWDA, utilizing a network of youth, adult and dislocated worker service providers. In program year 2018, the SNWDA served 1,403 adults, 284 dislocated workers and 746 youth in Title I programs. In the adult population, \$7,795,297 was spent for a total cost per participant of \$5,556. In the dislocated worker population, \$1,496,692 was spent for a total cost per participant of \$5,270. In the youth population, \$5,989,890 was spent for a total cost per participant of \$8,029. The expenditure rates noted above exclude federally defined administrative costs.

The collaborative efforts of the DETR JobConnect Business Services team and WC has resulted in a more synergistic approach to the delivery of employer services throughout Southern Nevada and will extend the opportunity to provide services through a variety of mechanisms. As Title I and Wagner-Peyser business services staff work and grow collaborative efforts, employers benefit by receiving a “big picture” menu of business services available to assist with their employment requirements.

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, re-entry populations and the under-employed.

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, returning citizens and high school dropouts)
- Providing multiple workshops, hiring events and community forums throughout the year to increase awareness
- Collaboratively working with DETR and other community partners to facilitate business engagement

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 the vision Statement: “Full Employment for All Southern Nevadans”. It is aligned to support Nevada’s Unified State Plan. 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. Nevada’s economy is now receiving strong economic, education and workforce development investments in the key industry sectors identified by the Governor.

The Nevada economy presents great promise for gainful and sustainable jobs that will raise Southern Nevadans to their highest levels of self-sufficiency. WC collaborates with local education and economic development agencies 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 the mission Statement: “Connecting Employers to a Ready Workforce”. The local OSDS is designed to align the Nevada Unified State plan and 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 the strategic direction set by the Local Board and Local Elected Officials (LEOs):

- Continue transition of Workforce Innovation and Opportunity Act (WIOA) Title I services to One-Stop centers with the other WIOA partner programs.
- Maximize the leveraging of resources with effective referrals, co-enrollments and partnerships.
- In addition to the unemployed focus on alternate labor pools:
 - Underemployed (could include incumbent worker training).
 - Re-entry (scaling up/replicating).
 - Youth 16-24 (better drop-out re-engagement strategies).
 - Veterans (better systemic approach).
 - Individuals with disabilities (scaling up/replicating).
 - Scopes that are broad and flexible (that allow service delivery to multiple target populations) and are focused on Nevada's targeted industry sectors/occupations including, but not limited to:
 - Traditional and non-traditional apprenticeships.
 - Pre-apprenticeship/apprenticeship readiness.
 - Other work-based learning models.
 - Programs that demonstrate a measurable high return on investment (ROI).
 - Use performance data to determine ROI and make better strategic decisions.

To carry out the mission, WC strategically convenes the LEO Consortium, WC Board, economic development, education, and other workforce partners. The strategy is to continuously improve employment and training services and strengthen the workforce development system through:

- Integration and alignment of the mandated 17 partners
- Coordination of activities and services
- Alignment of k-12 education with post-secondary
- Innovation which promotes economic growth

Local Board members and LEOs have established a platform in which members actively participate and collaborate closely with the required and other partners of the workforce development system, including public and private organizations.

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.

At a local level, WC has undertaken several initiatives which illustrate the direction and strategy for the future. These initiatives are tailored to the unique challenges which are present in the local area and are focused on integrating multiple resources and organizations into the Local Workforce Development System. These initiatives form a strong foundation for current and future work. Some examples are:

- **Workforce Blueprint 2.0** – The Las Vegas Global Economic Alliance (LVGEA), the Vegas Chamber, and Workforce Connections have teamed up to unite the business community around a new, comprehensive workforce strategy, known as Workforce Blueprint 2.0. Workforce Blueprint 2.0 is designed to be an innovative, data-driven approach to solving regional workforce issues. The Blueprint approach is designed to accomplish the following goals:
 - Identify Southern Nevada’s current and future workforce needs
 - Identify education and training capacity to meet workforce needs along with corresponding gaps and/or surpluses
 - Publish a Top 100 list of in-demand occupations
 - Identify how regional education and training capacity has changed since original Blueprint was published
 - Create a Workforce Report Card with annual workforce performance indicators to monitor progress
 - Advocate for fully aligned education and training systems
- **ACT Work Ready Community** – Clark County is the largest county in the nation to become a certified ACT® Work Ready Community. The Work Ready Community Initiative provides individuals the opportunity to assess job readiness skills and earn a nationally recognized certificate reflecting their skill levels. The ACT® WorkKeys® National Career Readiness Certificate® (NCRC®) is an important tool. It provides employers critical information about future hires, allowing them to hire the right candidate the first time. The assessments also provide job seekers a chance to see how their skills match various careers, or what areas they need to work on.
- **Job Profiling** – WC has committed, along with other ACT Work Ready Community partners, to training eight individuals to carry out job profiling in the area. Job profiling brings the specifics of a job into focus. The ACT WorkKeys job profiling method links job tasks with ACT WorkKeys assessments to pinpoint benchmarks for hiring,

recruiting, advancement, and training. ACT job profiling takes a focus-group approach, using input from employees to ensure customized job analysis. The focus groups are led by ACT-Authorized Job Profilers who have completed an intensive training program conducted by ACT where they have gained an in-depth understanding of the WorkKeys Skills and Skill Levels

- **Thriving Communities for a Better Southern Nevada** - WC was chosen by the U.S. Department of Health and Human Services' Office of Family Assistance to lead this collective impact initiative. In collaboration with Local Elected Officials and other stakeholders from the community, this initiative convenes diverse partners from across multiple sectors around a single goal: to develop and implement a strategic plan addressing critical obstacles that block the economic mobility of individuals and families in Southern Nevada.
- **Future of Work** – In partnership with the Bertelsmann Foundation, WC participated in the Future of Work project <https://the-future-of-work.org/las-vegas/> which aims to address the following topics with respect to work in the future:
 - The fundamental shift of the job market
 - The increasing competition among workers due to the rise of technology and globalization
 - The pace of change and the required skills and technical knowledge
 - The requirements for jobs of the future
 - The workforce developments system's preparation and response to the changing dynamics
- **CCSD Apprenticeship Pipeline** – The Clark County School District (CCSD) and Workforce Connections continues to work with local labor unions, education leaders and businesses to develop new partnerships that will create a pipeline for students to enter trade apprenticeships.
- **Business Services Convening** – WC and DETR convened stakeholders to identify opportunities and continue to streamline/simplify access for businesses, economic development/Chamber professionals, and education experts. Attendees learned about and discussed business service resources available through the Public Workforce System. National consultants with extensive experience in the area will guided a series of facilitated

work sessions. Five stakeholder groups were convened with the following goals:

- Report on what has been accomplished since the first convening in February 6, 2019
- Inform the groups of the increased value of the Public Workforce System for Businesses
- Share the multiple new business - focused initiatives underway
- Solicit feedback on next steps to keep the Southern Nevada Region competitive

WC is committed to developing and expanding on successful initiatives.

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 15 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 place, formalizing access to all core partner programs at the comprehensive OSCC.

WC has formalized MOUs and is currently formalizing additional MOUs with community partners to secure space for one-stop centers and further align resources in the area.

- MOUs have been executed with three local library districts to provide no-cost space for one-stop centers which provide additional access points within the area.
- An MOU is currently being developed with CCSD to provide space for centers which would compliment CCSD's locally funded adult education program.
- MOUs have been executed with Clark County Social Services to compliment local homeless initiatives.
- An MOU is currently being developed to provide space for a one-stop center at Clark County's Whitney Community Center.
- An MOU is being developed to provide services within CSN's student unions. CSN's post-secondary CTE program is a member of the system MOU.

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 increased integration 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.

Although MOUs are a meaningful way to demonstrate collaboration and integration, WC utilizes multiple engagement strategies with many partners in the area. Some of the strategies are listed below:

- Ensuring targeted Board membership
- Having regular system convenings
- Seeking opportunities to co-locate with system partners
- Engaging local economic development agencies
- Engaging local chambers of commerce
- Integrating workforce professionals into local chambers and economic development agencies to ensure alignment with the business community
- Engaging local elected officials

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 have established a One-Stop Delivery System MOU and corresponding resource sharing agreement, where applicable. The MOU specifies partner roles and responsibilities as related to providing services within the workforce development system.

WC encourages coordination of services with Post-secondary CTE through the following strategies:

- CSN, the area's predominate provider of CTE, is represented on the Board
- Leadership from the CTE programs at CSN are represented on the Programs committee
- Active participation in Clark County Work Ready Community initiative
- Active participation in pre-apprenticeship initiatives

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, 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. 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 into its Individual Training Account (ITA) policy and other policies and procedures pertaining to the provision of WIOA career and training services.

WC utilizes 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 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 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 is outlined in the One-Stop Delivery System MOU and will include key industry sector strategies and the implementation of career pathways in alignment with the LVGEA Workforce Blueprint 2.0.

A human center design 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 local in-demand occupations outlined in the LVGEA Workforce Blueprint 2.0. 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 portable stackable credentials has increased through the ACT® National Career Readiness Certificate (NCRC). ACT NCRC is a portable, evidence-based credential that certifies the essential skills for workplace success. Employers look for it from job candidates, whether they come directly from high school, work-based learning programs, or through postsecondary paths, because it is a valid predictor of job performance. For example, the ACT NCRC is the foundation of the National Association of Manufacturers (NAM) stackable credential program. It is also a key component of credentialing programs in other industries, such as energy, construction, and information technology. Students on various career paths earn the ACT NCRC on their way to earning industry credentials and certifications. In addition, students pursuing a postsecondary education are eligible for college credit because the ACT NCRC demonstrates college-level competency. Achieving a Platinum or Gold level is comparable to achievement in college-level coursework. The American Council on Education (ACE) validates this by recommending

institutions award 3 credit hours of quantitative reasoning and 1 credit hour of information literacy. Credit awards are at the discretion of each school.

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 Traitify 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 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.

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;**

In 2020, WC will initiate two employer-focused business centers in Southern Nevada. The first opening will occur at the Sahara West Library through the collaboration with the Las Vegas-Clark County Library District (LVCCLD), the second at the Vegas Chamber (VC) facilitated by a strong relationship with and commitment by the Vegas Chamber. These business centers are supported and facilitated by a strong foundational relationship between WC Title I and DETR Title III, who will partner in both centers.

The centers will evolve into a hub for the business community providing an “incubator” type space for business, large and small. The spaces are slated to offer a wide variety of resources, such as access to information on: entrepreneurship; licensing; building a business plan; interaction with industry-sector businesses for support; workforce development services; venture capital information; and providing space for meetings.

Partners in this effort in addition to the LVCCLD and VC who will provide space in their facilities at no cost to the OSDS, and our Wagner-Peyser partner, will include entities such as: Business & Industry; Small Business Administration; and industry-sector businesses.

Services will be available to all businesses regardless of library affiliation or chamber membership.

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

The strength of the WC relationship with DETR has afforded an opportunity for expanded services to employers and businesses.

The collaborative efforts of the DETR JobConnect Business Services team and WC has resulted in a more synergistic approach to the delivery of employer services throughout Southern Nevada and will extend the opportunity to provide services through a variety of mechanisms. As Title I and Wagner-Peyser business services staff work and grow collaborative

efforts, employers benefit by receiving a “big picture” menu of business services available to assist with their employment requirements. The entities have worked in tandem to produce, historically, the most successful hiring events the public workforce system has seen. This foundation will afford the opportunity to expand the footprint outside of the Las Vegas area into Henderson, North Las Vegas and the rural communities. In conjunction with the hiring events are services such as resume reviews, interview technique activities and LinkedIn instruction to assist job seekers with developing a more polished approach, thus providing our business customer with a more professional pool of applicants.

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

WC worked in collaboration with the Las Vegas Global Economic Alliance (LVGEA) and the Vegas Chamber in 2019 to produce the Workforce Blueprint 2.0, a comprehensive analysis of sector industries and in-demand positions. The Blueprint will provide data for the business and workforce development communities to assist in determining direction for development of workforce needs.

As LVGEA occupies a seat on the WC Board of Directors, WC also occupies a seat on the LVGEA Board of Directors. The strength of this alliance will reinforce economic development efforts in the future by providing supplementary supporting information and collaboration on workforce development needs in skills alignment, education and training capacity.

In 2020, a workforce development professional will be embedded in both the LVGEA and Vegas Chamber organizations to assist businesses with accessing the public workforce system and all training and employment programs afforded under WIOA.

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

Continued reinforcement and increase in the collaboration between WC and DETR will create facilitation of referral for RESEA clients to OSDS partners to increase the likelihood of re-employment success. Interaction in the OSDS offers the opportunity for agency partnerships between all WIOA employment and training recipients. WC facilitates, through multiple means, the opportunity for all WIOA entities to interact and connect. Future activities include bi-monthly cross training for all WIOA partners and bi-

monthly activities for specific job classification groups to interact and network, which provides a strong web of available services to the UI recipient.

WC also works with DETR, Adult Ed, TANF, Vocational Rehabilitation and Veteran partners to convene and coordinate 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);

WC will continue to convene all partners of the workforce development system in Southern Nevada. Past convenings have brought together the K-12 and trades organizations, which resulted in the creation of on-going working groups to address the development of information career pathways that reach from pre-school to graduation. The Workforce Blueprint 2.0 will be distributed in activity book form to elementary schools in the Clark County School District to facilitate discussions at all levels about careers in our in-demand sectors. Convening of business services conversations on an annual basis, which include economic development professionals, individuals from Chambers, K-12 through NSHE, WIOA system partners, system data professionals, business and industry, bring together individuals to learn and share ideas to enhance the OSDS.

Facilitation of interaction with OSDS partners and post-secondary education will encourage development of customized employer and industry specific credentialing and certifications.

Embedding workforce development professionals at the Vegas Chamber and LVGEA will connect businesses with employment and training offerings and encourage employers to access job seekers through the OSDS. These individuals will work directly with employers to connect them to services of the system, such as on-the-job training. Interaction with employers will increase activities for the system, such as work experiences for youth and internships.

In 2019 Clark County became the first county in Nevada and the largest county in the nation to achieve Work Ready Community status. The ACT WorkKeys system offers employers a proven tool to assist with hiring skilled talent to reduce turnover and bolster the strength of their staff. In 2020, WC will facilitate training for system partners to provide ACT Job Profiling through the OSDS. WC will offer that service to employers free of charge.

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 (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.

WC is currently developing two employer-focused one-stop centers with the following concept: Provide access to a suite of high-impact services to local businesses to include:

- Workforce development
 - Access to work-ready alternative talent pools
 - Employer-driven training programs
 - Financial incentives for training Nevadans
 - Financial incentives for providing work experience for youth
 - Connectivity to short-term talent development at community college
 - Connectivity to mid and long-term talent development at K-12
 - Employer-specific job postings
 - Financial incentives for hiring Nevadans
 - Customized recruitment campaigns
 - Specialized hiring events

- Assistance with lay-offs or closures
- Unemployment employer services
- Labor market information
- Work opportunity tax credit
- Business tools
 - Personalized financial coaching on business start-up/expansion
 - Lending/other financial products for businesses
 - Planning and counseling services
 - Step-by-step guide to starting a business in Nevada
 - Licensing State, local and occupational
 - Funding resources
 - Workplace poster requirements
 - No cost training events

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;

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.

WC continues to explore partnerships to expand the service footprint in the area. Partnerships are currently in place with the three local library districts and others are being explored with local governments, school districts, higher education and chambers of commerce.

Besides physical access, WC actively promotes technological linkage to services. Currently, tools such as the EmployNV phone application, provide virtual access to the State's workforce development MIS, EmpoyNV. EmployNV serves as the portal for jobseekers and employers alike and provides a multitude of tools and information to fill their needs. Also, tools such as the Traitify online assessment and the Interactive Career Exploration (ICE) provide resources 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. WC recognizes the need for distance learning and also continues to explore and advocate online training options for individuals that reside in rural areas.

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.

The OSDS is required to provide equal opportunity in all aspects of their program operations and practices. All service providers 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 OSDS operator will provide the leadership, foundation and tools to ensure the standardization of service delivery through the OSDS.

OSCC providers of career services:

- Title I Operator
- Title I Employment and Training Services
- DETR:
 - Wagner-Peyser
 - Vocational Rehabilitation
- TANF
- Meaningful access for the remaining 13 mandated partners

Resource contributions are consistent with the negotiated MOU and resource sharing agreement. WC recognizes that costs associated with resource sharing present challenges to integration efforts. The prevailing strategy has been to minimize these challenges by:

- Minimizing infrastructure costs by acquiring low- or no-cost locations
- Utilizing a “net zero” strategy, seeking to balance resource utilization and contributions so that contributions to the system net to zero. This removes a major barrier for some programs which receive small funding allotments or have special restrictions on how funding can be utilized.

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

Follow-up Services

Follow-up services for adult and dislocated worker participants provide a continuing link between the program participant and the workforce system. These services allow service providers to assist with other services the participant may need once they obtain employment and should be more substantive than communication to obtain reporting information. Appropriate follow-up services must be made available to a participant placed in unsubsidized employment for not less than 12 months following the participant's exit.

Follow-up services must be provided as appropriate. Such follow-up services may include the following:

- Contacting employers
- Referral to partners within the One-Stop Delivery System (OSDS)
- Referral to supportive services available in the community
- Counseling regarding work-related issues'
- Career counseling; and
- Additional services that may be provided with Local Board approval.



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:

- 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 unit 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) division. 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 Rapid Response unit 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.

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;

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.

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 supports the State's current request for a waiver to allow Nevada the flexibility to reduce the OSY funding requirement to a minimum of 50 percent. The requested waiver would allow the local area to increase the number of ISY served and to align with CCSD's strategy to reduce drop-out rates and increase the attainment rate of high school diplomas. WC believes that the local area will benefit from the waiver because:

- ISY programs produce higher quality educational outcomes at a greater rate.
- Increased educational outcomes are strongly correlated to long-term earnings and employment outcomes.

WC and its service providers 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 service providers, by incorporating into their scopes of work, 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 local, CPLC YouthBuild, which will continue to partner with the Title I youth providers with 100% co-enrollments. The model 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 AmeriCorps component with an 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.

WC's strategy for coordinating and aligning activities between secondary and post-secondary education are as follows:

- Early Exposure - Inform and engage youth about careers that do not require a traditional four-year degree.
 - WC is engaged in ongoing communication with The Clark County School District, Nevada Department of Education and the Nevada System of Higher Education entities regarding the system-wide use of the ACT WorkKeys Assessment and the ACT National Career Readiness Certificate (NCRC). The goal is to align curriculum and apprenticeship opportunities and connect youth with emerging and in demand occupations and industries.
 - Workforce Blueprint 2.0 for Kids – WC developed an activity book for young children centered around the careers and LMI presented in the Workforce Blueprint 2.0.
 - WC provides tools such as the Traitify online assessment and the Interactive Career Exploration (ICE) provide resources 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.

- Earn while you learn - WC continues to engage in a cooperative effort between the Nevada Contractors Association, the Clark County School District and several other community partners in a new effort to create a pipeline for students to enter careers in skilled labor, by holding industry signing days, just as student athletes do when they commit to a collegiate sports team.
- Develop strategies to prepare and engage youth in apprenticeship opportunities.
 - The Clark County School District (CCSD) and Workforce Connections continues to work with local labor unions, education leaders and businesses to develop new partnerships that will create a pipeline for students to enter trade apprenticeships.

WC continues to convene apprenticeship ecosystem partners to discuss approaches to changing perceptions about skilled labor and connecting the K-12 public education system with opportunities available in the Southern Nevada workforce. The goals of these continued conversation include but are not limited to:

- Curriculum alignment to current needs in the industry
 - Refine messaging to provide students, parents, employers, educators and other community members accurate information about the benefits of apprenticeships to enter skilled labor
 - Early exposure for students to trades so they consider the possibility of skilled trade careers early
 - Licensing process for trades to instruct in the classroom so students can graduate with experience in skilled trades
 - Streamlining access to the classroom for trades to provide a first-hand perspective of the benefits of working in skilled trades.
- Develop and provide supports for current and future students who choose to pursue post-secondary education.
 - WC, in partnership with University of Nevada Las Vegas, Nevada State College and College of Southern Nevada, continues to enhance the success of Clark County High School graduates who are attending Nevada System of Higher Education. CCSD graduates attending (NSHE) institutions in Clark County often face barriers to success, complicating a seamless transition to post-secondary education. Youth who have graduated high school and not yet enrolled in post-secondary education may be enrolled as OSY providing critical support in the following areas:
 - Work Experience
 - Career Exploration
 - Educational Support

- Transportation Assistance
- Incentives for basic skills improvement, job retention
- Paid OJT with local employer
- The services provided via WIOA Title I increase likelihood of college persistence.
- Develop and implement strategies to integrate workforce activities and work-based learning into secondary and post-secondary education.
 - Transform CCSD staff into workforce development fellows – Fellows will interface with other post-secondary staff, primarily CCSD career counselors, to develop a knowledge base that will be utilized in advising students and families at the high school level in preparation for post-secondary success.

Post-secondary pathways will focus on high school students transitioning to post-secondary opportunities which could include, but are not limited to college, certified occupational skills and apprenticeships.

Fellows will focus on developing a knowledge base of WIOA's One-Stop System, around service delivery along with the development of career planning, comprehensive engagement strategies and follow-up support.

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 address 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.

WIOA service providers 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. Service providers are responsible for approving supportive services in accordance to the guidelines set forth in WC's policies.

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 co-locate at least two, if not all four WIOA core mandated partners and TANF, 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.

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 the One-Stop Delivery System MOU and resource sharing agreement, collaborative roles and responsibilities are 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 includes, but is 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 participates in the Request for Proposals (RFP) evaluation process for WIOA Title II providers, and vice versa. The OSCC and One-Stop affiliate sites provide opportunities for WIOA Title II provider staff to be co-located within their respective geographic offices.

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 disbursement 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 December 9, 2019, from Governor Steve Sisolak to Valerie Murzl, Chair of the Board (see 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;

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. In general, the RFP procurement is carried out as described below. Potential bidders should always refer to the RFP for specifics.

The RFP must 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, an evaluation committee recommends an agency for award to the Programs Committee for approval, to the WC Board for final approval and to the Local Elected Officials' Consortium for 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 and Committee 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.

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 not currently used in the SNWDA. Contracts would only be used if the trainings couldn't be made available through the ETPL. Nevada also has ETPL reciprocity agreements with California, Arizona and Utah.

Consistent with Sec. 122 of WIOA, eligible providers of training services are those entities eligible to receive WIOA Title I funds to provide training services to eligible program participants under the adult, dislocated worker and youth programs. Pursuant to SCP 1.12, only providers that the State determines to be eligible, as required in Sec. 122 of WIOA, may receive training funds under Title I of WIOA.

WC, in partnership with the State, identifies providers of training services whose performance, among other eligibility criteria, qualifies them to receive WIOA Title I funds.

The ETPL and related eligibility procedures ensure the accountability and quality of programs of training services that receive funds under Title I of WIOA. The ETPL is also a tool for ensuring informed customer choice through the gathering and displaying of useful information with respect to training providers, their services, and the quality of their programs.

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 Nevada Unified State Plan, 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 the 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 Appendix C. The plan was posted for public comment from April 9, 2020 through May 8, 2020 on WC's website. **We will add here whether public comments were received or not.**

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 October of 2017, the State went live with a new Management Information System, EmployNV, for multiple WIOA one-stop programs. EmployNV provides a common interface and intake for Statewide workforce agencies including the local

boards. The use of a common intake system provides easier access, broader and higher quality skills assessment and improved career navigation for system customers. The common system utilized by multiple WIOA one-stop programs provides for analysis and reporting across the core programs. EmployNV also allows staff and clients to make informed, data-driven decisions with regards to education and/or workforce training programs. Over the last two years, the State and Local Boards have worked diligently to implement the functionality of EmployNV and to develop processes which will help ensure quality outcomes for our participants and quality data for our leadership.

22. Such other information as the Governor may require.

There is currently no additional information required by the Governor.

COVID-19 Response

On March 17, 2020, in response to the COVID-19 pandemic, Governor Steve Sisolak issued an order to close all gaming and non-essential businesses. In the following two-week period, National initial unemployment claims have totaled nearly 10 million and Nevada has reported nearly 164k initial claims. The local area's initial response to the order included the following:

- Physical One-Stop Centers were closed.
- Career center staff were re-allocated to assist with the high volume of unemployment claims.
- Workforce Connections (WC) is coordinating strategies and efforts with the Nevada Department of Employment, Training and Rehabilitation (DETR), Nevada Department of Welfare and Supportive Services (DWSS) and other State agencies and community entities that provide emergency assistance. Efforts are coordinated through a conference call held every two days. Through this effort, we have also compiled a comprehensive community resource list, a catalog of employers that are hiring and resources available for business owners. Other efforts include the following:
 - WC is working closely with DETR to help craft and disseminate information uniformly to the public. The need to have updated and accurate information has increased significantly.
 - WC has updated websites to reflect the updated and needed information for the public.
 - WC is working with the DETR Rapid Response team to simplify the language of DETR's products for the general public.
 - WC is supporting our elected officials who are holding townhalls for their constituents by sharing our community resource list and other important information.



- WC participates in weekly conference calls with the Las Vegas Global Alliance (LVGEA), Southern Nevada’s regional economic development agency, the Governor’s Office of Economic Development (GOED), Nevada’s Department of Business and Industry (B&I), and the Vegas Chamber, the largest chamber of commerce in the region, and other local chambers of commerce to address and coordinate efforts to assist the business community.
- WC is also working with GOED to gather data to understand the economic impact that the crisis will have on the State of Nevada.
- WC is working with DETR, B&I, GOED, LVGEA, Las Vegas-Clark County Library District, Vegas Chamber and others to have the two new “Employer-Focused” One-Stop Centers ready by July 1 or sooner if possible. These two new business hubs will allow employers to have a One-Stop access points for resources vital to their success. The need by employers will be even more pressing once the COVID 19 virus is contained and businesses start to reopen. Services will be delivered by staff from State and local agencies associated with the Public Workforce System. Employers will find information and access to:
 - Workforce development
 - Access to work-ready alternative talent pools
 - Employer-driven training programs
 - Financial incentives for training Nevadans
 - Financial incentives for providing work experience for youth
 - Connectivity to short-term talent development at community college
 - Connectivity to mid and long-term talent development at K-12
 - Employer-specific job postings
 - Financial incentives for hiring Nevadans
 - Customized recruitment campaigns
 - Specialize hiring events
 - Assistance with lay-offs or closures
 - Unemployment employer services
 - Labor market information
 - Work opportunity tax credit



- Business tools
 - Personalized financial coaching on business start-up/expansion
 - Lending and other financial products for businesses
 - Planning and counseling services
 - Step-by-step guide to starting a business in Nevada
 - Licensing requirements at the state, local and occupational levels
 - Funding resources
 - Workplace poster requirements
 - Free training events
- WC is participating in weekly conference calls organized by United Way of Southern Nevada to coordinate the strategies and efforts of 100 + nonprofits. Currently, the focus is on creating an updated asset map of the nonprofit resources, setting up a portal to capture volunteer information, developing a strategy to serve the elderly and those that have been quarantined because of the virus, and organizing efforts to support the first responders.
- WC is participating in conference calls with the National Association of Workforce Boards (NAWB) to address Congressional Leaders regarding Workforce Innovation Opportunity Act (WIOA) funding legislation from the House and Senate. We are asking Congress that potential funding take into consideration important factors for the local boards' success by including the following provisions:
 - Waiving documentation requirements. This would slow enrollment processes and prevent us from getting the public back to work quickly.
 - Accepting self-attestation.
 - No limitations that affect our local economy. There was a provision in ARRA where we could not use the funds to support employment related to casinos or other gambling establishments, aquariums, zoos, golf courses or pools. This caused a huge barrier to support summer work experiences for youth.
- WC is participating in conference calls with the members of the U.S. Conference of Mayors Workforce Development Council to develop a list of best practices with local workforce boards that can be shared.
- WC staff are working with DETR's team assigned to complete the U.S. Department of Labor's National Health Emergency Dislocated Worker Grant. We also are requesting to be included at the table in organizing the applications of various grants available to the State in order to ensure a coordinated effort and avoid duplication.
- A virtual enrollment process for WIOA Title I services has been developed and was deployed at our One-Stop Centers on March 23, 2020. WC staff

are currently training all WIOA Title I service providers on the virtual enrollment process.

- WC staff are conducting weekly virtual meetings with the WIOA Title I service providers to provide COVID-19 related updates and technical assistance regarding virtual service delivery.
- WC staff are maintaining a list of training providers from the Eligible Training Provider List (ETPL) that are approved to provide virtual instruction and those who are closed. These lists are disseminated to the WIOA Title I service providers.
- There has been a rapid adjustment to a virtual service delivery model in the face of the COVID 19 Pandemic. All sites temporarily closed physical doors to the public on March 17th, but service delivery has continued online and via phone. Title I established a virtual enrollment process, EOB and other community partners are continuing to provide support through telephone, email and video conferencing. Although it was a quick transition, workshops, support services, and even training funding assistance is still available to Clark County Community members.
- The WIOA Youth Program also completed a necessary, and quick conversion to virtual service delivery. During this change, they continued to work with our YouthBuild Partner, CPLC Nevada, and completed a 100% co-enrollment of the 2nd YouthBuild Cohort with WIOA Title I.

WC will continue to work closely with DETR, the Governor’s Workforce Development Board (GWDB) and other State agencies to address the community impact of COVID-19. The four-year local plan was written before the outbreak and will continue to serve as the long-term roadmap after the COVID-19 effects are behind us.