



workforce CONNECTIONS
PEOPLE. PARTNERSHIPS. POSSIBILITIES.

Connecting Employers to a Ready Workforce

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

OUTLINE OF FOUR -YEAR LOCAL PLAN

I. EXECUTIVE SUMMARY

II. PLAN CONTENT

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

III. ATTACHMENTS

- ATTACHMENT A – Assurances Checklist
- ATTACHMENT B – State-Required Certification
- ATTACHMENT C – Public Comment
- ATTACHMENT D – Recertification Letter from the Governor
- ATTACHMENT E – LVGEA Workforce Blueprint 2.0
- ATTACHMENT F – Draft Memorandum of Understanding and Resource Sharing Agreement

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 2020 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 2.28 Million (M) people. Of the 2.28M people, 1.5M are between the ages of 16 and 64. Roughly 50.1% of the population is female and 49.9% is male. Looking at the racial/ethnic breakdown of the area, it is noted that White Nevadans make up 67.2% of the population, followed by Hispanic/Latinos at 30.9%, Black/African Americans at 11.7%, Asian at 9.7%, American Indian or Alaska Native at .9% and, Native Hawaiian or Other Pacific Islanders at .7%. The largest age category is the 35 to 54 age group at 26.9% of the population, followed by the 17 and under age group at 23.0%. Other age groups are fairly evenly distributed with 8.2% ages 18 to 24, with 14.8% ages 25 to 34, 11.9% ages 55 to 64, and 15.1% ages 65 and over. Additionally, 2.3% of the population lives in the outlying rural counties.

In March 2020 the response to the emerging COVID-19 pandemic caused the largest and most rapid shift in the labor market on record and, likely, in the state's history. The closure of nonessential businesses and cancellation of large in-person events led to job losses in excess of 263,000 jobs and led to the unemployment rate in Southern Nevada rising to nearly 33.3%. As the initial wave of restrictions ended, employment rebounded swiftly, with nonfarm employment rising to 87% of its prerecession peak by December 2020. This rebound has continued into 2022, with nonfarm employment recovering to 97% of prerecession employment as of February 2022 and the Southern Nevada unemployment rate falling to 5.3%.

However, areawide data does not fully capture the impact of COVID-19 on Southern Nevada’s labor force. The disruption from COVID-19 has been highly focused on the casino-hotel industry with a particular impact on the Las Vegas area. While the housing collapse in the Great Recession led to the highest unemployment rates in counties bordering the urban core, the COVID Recession has had the greatest impact in the most urban areas of Las Vegas, falling sharply further away from the urban core.

As of September 2021, employment in the Las Vegas area had recovered 91% of prerecession employment and was down 94,900 jobs compared to peak employment in November 2019. At the same time, the casino hotel industry in Las Vegas was at less than 62% of prerecession employment, down 58,000 jobs compared to peak employment in March 2019. The casino hotel industry in Las Vegas had rebounded to nearly 58% of its prerecession peak by July 2020 in the initial rebound and as of February 2022 is at 89%.

While most industries have yet to reach or exceed prerecession employment levels, most are near full recovery, and none outside the taxi and ground passenger transportation industry has seen the same level of disruption as the casino hotel industry. Outside of Las Vegas and the Clark County area, the unemployment rate in the rest of the state is well below the national average.

Looking ahead, short term employment projections for the middle of 2022 reflect expectations that most industries will have largely recovered the jobs loss from 2019 to 2020. However, with data through February 2022, Leisure and Hospitality has only recovered 89% of the pre-pandemic peak employment.

The underlying theme captured in the 2022 Workforce Blueprint is one of both disruption and opportunity for the regional workforce. Across the board, global trends like automation, employee burnout, safety concerns for in-person activities, remote and hybrid work, rapid growth in categories like e-commerce, and the fastest wage growth in 20 years have individually and collectively impacted Southern Nevada’s top industries to varying degrees. One of the more crucial impacts has been the destabilization of the region’s leisure and hospitality sector that, while positively recovering from the height of the pandemic, is expected to see sustained and possibly permanent job losses in the tens of thousands. Meanwhile, sectors like manufacturing, logistics, and warehousing are experiencing significant increased demand for skilled and technical workers, as evidenced in the top-ranked, in-demand occupations outlined in the 2022 Workforce Blueprint.

The demand for management positions in some of these sectors is extreme; for example, general and operations managers ranks as the eighth most in-demand

occupation for Southern Nevada, with 1,635 annual openings but a workforce pipeline that is currently only supplying 321 workers annually. The benefit, however, of some of these burgeoning sectors is the rapid manner in which employees can progress from entry-level roles to supervisory and management roles in very little time; for example, a warehouse laborer can progress to a first-line supervisor with minimal on-the-job experience and easily attainable certifications from an industry partner, earning more than 1.5 times the wage of an entry-level laborer in the process.

Like many regions over the past two years, Southern Nevada continues to experience scarcity in a trained healthcare workforce that has been negatively impacted by the pandemic, with total annual demand for registered nurses alone expected to reach 1,588 workers and several other healthcare jobs ranking in the top 100 for in-demand occupations in Southern Nevada. The same is true for higher-level technical roles like software developers, engineers, architects, and cybersecurity specialists, representing additional demand for thousands of workers in fields that in many instances require two- and four-year degrees, or even advanced degrees.

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

Originally, seven key industry sectors with 6 sub-sectors were identified by the Governor:

- Aerospace and Defense
- Health & Medical Services
- Information Technology
- Manufacturing Logistics
 - Manufacturing
 - Logistics and Operations
 - Mining and Materials
- Natural Resources
 - Agriculture
 - Clean Energy
 - Water Technologies
- Tourism, Gaming & Entertainment
- Construction

State Industry Sector Councils are being assembled for the following, most recent in-demand industries that were identified by the DETR's Research and Analysis Bureau, the Governor's Office of Economic Development (GOED), the state's workforce board and the Governor's Office of Workforce Innovation (GOWINN).

- Information Technology
- Healthcare and Medical services
- Advanced Manufacturing
- Logistics

Listed below are the top in-demand occupations identified by the state:

- 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

Nevada's GOED and GOWINN also produces a list of the top 100 in-demand occupations; the above referenced list is a snapshot portion of the total in-demand occupations list.

In alignment with the identified State sectors and demand occupations, Southern Nevada has identified local priorities. In October 2019, the Las Vegas Global Economic Alliance, in partnership with the Vegas Chamber and Workforce Connections, released a new Workforce Blueprint that built on the foundation of the inaugural Workforce Blueprint that LVGEA commissioned in 2017. This analysis highlighted in-demand occupations aligned with the region's target industries, providing a basis upon which economic and workforce development partners would work in tandem to address some of the region's most pressing workforce supply challenges.

In the time since this analysis was completed, Southern Nevada's economy—along with economies throughout the world—have experienced tremendous shocks and shifts as a result of the COVID-19 pandemic, which was especially challenging for regions in which a significant part of their economy and workforce are reliant upon industries essentially shuttered for extended periods

of time. However, two years after the start of the pandemic, economic output throughout the world is once again on the rise. Southern Nevada in particular, is experiencing an economic resurgence, setting a new record for yearly job creation in 2021 and establishing a new set of target industries that regional partners led by LVGEA, are working on to continue diversifying and strengthening the regional economy.

The target industries identified in the 2022 Workforce Blueprint are:

- General and Advanced Manufacturing
- Creative Industries
- Information and Communication Technologies
- Transportation and Logistics Technologies:
- Business and Financial Services
- Healthcare Services
- Clean Technologies

The top ten in-demand occupations identified in the 2022 Workforce Blueprint are:

- Software Developers, Applications
- Software Developers, Systems Software
- Civil Engineers
- Managers, All Other
- Veterinarians
- Electronics Engineers, Except Computer
- Environmental Scientists and Specialists, Including Health
- General and Operations Managers
- Aerospace Engineers
- Information Security Analysts

Through the 2022 Workforce Blueprint, 422 occupations were identified as having a direct link to LVGEA target industries, as identified in LVGEA's 2021 Target Industry Validation Study. In addition to calculating overall occupational rankings, this analysis also included a comparison to high-demand occupations outlined in the 2019 Workforce Blueprint to identify how and to what extent occupational demand may have shifted among industries. A full list of the top 100 high-demand occupations for Southern Nevada is included The 2022 Workforce Blueprint. The report can be accessed at www.NvWorkforceConnections.org.

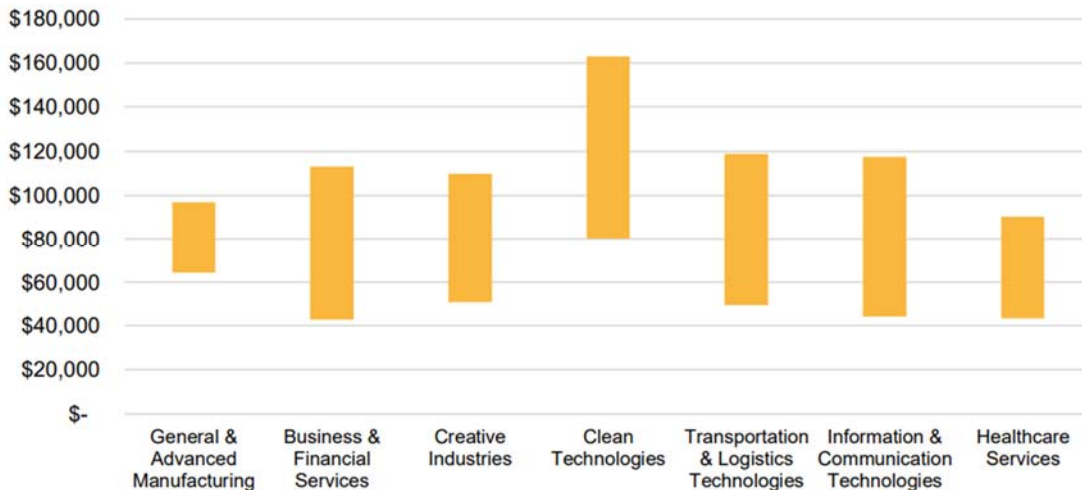
ii. *The employment needs of employers in those industry sectors and occupations;*

All of the SNWDA’s target industries are projected to continue growing through 2029 based on the 2022 Workforce Blueprint:

- General and Advanced Manufacturing is expected to grow at a 3.0% rate and add 6,900 jobs.
- Creative Industries are expected to grow at a 3.1% rate and add 4,300 jobs.
- Information and Communication Technologies are expected to grow at a 4.0% rate and add 9,600 jobs.
- Transportation and Logistics Technologies are expected to grow at a 5.6% rate and add 17,100 jobs.
- Business and Financial Services is projected to grow at a 3.8% rate and add 47,600 jobs.
- Healthcare Services is projected to grow at a 2.2% rate and add 15,700 jobs.
- Clean Technologies is projected to grow at a 3.6% rate and add 7,000 jobs.

Occupations	% Change	2019 Employment	Numeric Change	2028 Employment
General and advanced Manufacturing	27%	25,583	6,932	32,515
Creative Industries	28%	15,532	4,290	19,822
Information and Communication Technologies	36%	26,406	9,604	36,010
Transportation and Logistics Technologies	51%	33,599	17,050	50,649
Business and Financial Services	34%	139,641	47,567	187,208
Healthcare Services	19%	80,794	15,698	96,492
Clean Technologies	33%	21,304	6,987	28,291

Wages for Southern Nevada’s Target Industries are noted below:



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: The local area saw employment growth from 2015 to 2019, peaking at 1,056,500 in February 2020 for the Las Vegas MSA. As a result of the pandemic, employment quickly dropped to a low of 769,600 in May 2020 and has steadily increased since then. As of February 2022, the Las Vegas MSA has 1,039,500 jobs. While employment recovery has been rapid, the labor force at 1,107,216 is still well under the pre-pandemic peak of 1,185,697 creating labor shortages potentially limiting recovery. Potential causes of labor shortages include, but are not limited to: lingering health concerns; working mothers staying home to care for children, perhaps reflecting a lack of accessible child care options; generous unemployment insurance benefits; reluctance to return to a previous occupation; and decisions to retire or prioritize other activities.

Unemployment: Prior to the pandemic recession, Southern Nevada experienced rapid job growth. Total employment in all sectors increased by roughly 17%, from about 876,000 in 2011 to 1,086,000 in 2019. Concurrently, the unemployment rate in the region fell sharply. The Las Vegas metropolitan area followed peer metropolitan regions' trends in reducing unemployment between 2011 and 2019, falling from 13.2% to under 4.0%. However, the pandemic has rapidly increased the levels of unemployment in Southern Nevada, and the region's annual average for 2020 was 4.5 percentage points higher than the next-highest metro area (Orlando, FL). By February 2022, the unemployment rate in Las Vegas had fallen to 5.3%.

NRS 232.935 mandates the Governor’s Workforce Investment Board require all applicable agencies which provide workforce services to coordinate efforts and resources in order to reduce the rate of unemployment for specific demographic groups when certain thresholds are met:

- When the unemployment rate is at least double (200%) the rate of unemployment for the county as a whole.
- When the unemployment rate is at least four percentage points higher than the rate of unemployment for the county as a whole.
- When the unemployment rate has been higher than the rate of unemployment for the county as a whole for at least three consecutive years.

Pursuant to these requirements, available information from the U.S. Census Bureau’s American Community Survey highlights particular groups in the local area who are most likely to face higher unemployment rates than the region as a whole. For the local area, the summary of the available information for 2019 is as follows:

Clark County

- Age groups exceeding at least one threshold: 16-19, 20-24, 25-29.
- Race / Ethnicity groups exceeding at least one threshold: Black, American Indian and Alaska Native, Pacific Islander or Native Hawaiian, and two or more races.
- Gender groups exceeding at least one threshold: Female with children 0-5 years old and Female with children 0-5 and 6-17 years old.
- 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: 25-29, 55-59, 65-74.
- Race / Ethnicity groups exceeding at least one threshold: Hispanic.
- 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, 60-64.
- Race / Ethnicity groups exceeding at least one threshold: Black, American Indian and Alaska Native, Asian, Pacific Islander or Native Hawaiian, Two or more races.
- Gender groups exceeding at least one threshold: Female, Female with children 0-5 and 6-17 years old.
- Education groups exceeding at least one threshold: High School or equivalent.
- Poverty Status groups exceeding at least one threshold: Below poverty level.
- Other group exceeding at least one threshold: None.

Nye County

- Age groups exceeding at least one threshold: 16-19, 20-24, 30-34, 65-74, 75+.
- Race / Ethnicity groups exceeding at least one threshold: White not Hispanic or Latino, Black, American Indian and Alaska Native.
- Gender groups exceeding at least one threshold: Female with children 0-17 years old, Female with children 6-17 years old.
- Education groups exceeding at least one threshold: Bachelor's degree or higher.
- Poverty Status groups exceeding at least one threshold: None.
- Other group exceeding at least one threshold: None.

Labor Market Trends: With the significant disruption to the casino hotel industry, the service providing sector has been slower to recover following the COVID recession with Southern Nevada at a level comparable to early 2019. The service sector overall is still gaining jobs, with growth in food services, professional & business services, and transportation & warehousing helping to offset the weakness in the accommodation industry.

In 2017, LVGEA undertook a target industry validation study to identify specific industries that have the potential to grow significantly in Southern Nevada, compared to most other industries.⁸ These industries, adapted from prior targets in the 2011 SRI-Brookings report,⁹ included the following:

- Autonomous Systems
- Business Headquarters and Services
- Emerging Technology
- Finance, Banking, and Insurance
- Gaming, Tourism, and Conventions
- Healthcare Services and Medical Education
- Logistics, Manufacturing, and Supply Chain Management

Since 2017, Southern Nevada has made progress in diversifying its economy by growing employment in the above target industries. Certain industries—such as Emerging Technology (+89%) and Logistics, Manufacturing, and Supply Chain Management (+61%)—have significantly grown their share of total employment in Southern Nevada. Overall, between 2011 and 2017 employment in these target industries grew by about 20%, though their overall share of total employment in the region remained relatively flat (about 56%).

By 2019, these new target industries represented slightly more than 33% of total employment in Southern Nevada and, despite the pandemic, this number reached almost 35% in 2020. While this share is smaller than the previous set of target industries, this is largely due to the exclusion of gaming, tourism, and hospitality from the new target industries. Gaming, tourism, and hospitality will continue to play a prominent role in the region’s economy due to the comparative advantage Southern Nevada has in this industry over other regions of the United States. However, the region will need to create programs and initiatives, such as workforce development partnerships, that make Southern Nevada a competitive location for businesses in the new target industries.

In early 2021, LVGEA revisited the existing target industries to determine if LVGEA should pursue opportunities in new industries that were not captured in the current set of targets. The study of new target industries found that while several of the existing target industries were well-aligned with Southern Nevada’s capabilities and ambitions, there were emerging opportunities that had not yet been identified. In addition to identifying these new targets, the study identified a series of component industries related to each target that can be used to monitor the composition of growth more closely within each target industry.

General and Advanced Manufacturing

Manufacturing is experiencing a shift toward automation and robotics integration to meet increased market demand and efficiently produce high-quality, repetitive work with fewer errors. For context, while the World Economic Forum’s long term forecast notes over 85 million jobs globally may be displaced by shifts toward robotics by 2025, over 97 million new jobs are anticipated to emerge. These emerging jobs will be more complex, requiring specialized training or education but providing those entering the workforce with higher-paying, entry-level jobs with greater career mobility.³ This trend toward greater automation opens new job categories in these traditionally labor-intensive industries, such as in cybersecurity and through related roles to ensure automated systems are well structured to defend against threats and enhance the resilience of factory operations.

Creative Industries

As one of the nation’s epicenters for creative entertainment, Southern Nevada temporarily experienced a decline in this industry over the past two years, given the industry’s deep-rooted focus on in-person customer experience and audience engagement. While telecommunications, media, entertainment, and streaming services soared in subscriber growth and demand,¹⁶ in-person entertainment experiences plummeted. However, as in-person experiences begin to rebound, technological advancements are positioning this industry for new growth and opportunities. The ongoing roll-out of 5G infrastructure will increase the speed and overall connectivity for video, gaming, and music industries, as well as e-commerce, cloud services, and esports (electronic sports). With the rise in esports’ popularity, Las Vegas’ entertainment-centric structure positions the region to continue capturing a significant portion of the category’s continually growing and evolving audience. Additionally, the region is poised to capture significant jobs and investment in this sector through its burgeoning professional sports teams that draw audiences, spur construction, and deliver significant indirect economic impact in other sectors.

Information and Communication Technologies

With recent changes to the workforce and workplace, the importance of information and communication technologies has become more apparent. As a bulk of work and operations shifted from in-office to remote, companies were challenged to provide reliable technology solutions for their internal and external stakeholders to store, transmit, collaborate, and communicate data. Further, the infrastructure that supports these technologies was scrutinized and taxed unlike ever before as classroom and physician appointments moved to virtual environments. It also enabled job growth and demand in sectors such as gig work with companies like Uber, Lyft, TaskRabbit, and DoorDash. These jobs cater to those seeking flexibility, and as of August 2021, 16% of the

surveyed U.S. adults have earned money by way of online gig platforms.¹⁰ Although the opportunities are less likely to turn into a long-term career, the companies in this sector offer services that continue to be in demand.

Transportation and Logistics Technologies

The pandemic has multiplied the growth of e-commerce, with two to five times faster growth projected in general e-commerce when compared to pre-pandemic growth trends due to consumers' increased dependence on convenient products and services. With these changes, there is an ever-growing need to move goods more quickly throughout the supply chain—from manufacturers and distributors to warehouses and ultimately end users.

All parts of the supply chain have recently experienced workforce shortages, with companies continuing to test different tactics for increasing their workforces. Logistics companies are also investing heavily in advanced IT systems and supporting infrastructure to help meet increased demand, and professional service firms are expanding their services to help these companies optimize the flow of goods and people to meet the growing demand. The need for logistics operators and support roles is also increasing, creating new opportunities for workers with potential for rapid promotion from entry-level to supervisory roles.

Business and Financial Services

As all parts of the supply chain have recently experienced workforce shortages, with companies continuing to test different tactics for increasing their workforces, professional service firms are expanding their services to help these companies optimize the flow of goods and people to meet the growing demand. Business and Financial Services growth was driven by an increase in Management and Professional Services of 55% from 2011 and 2019.

Healthcare Services

Healthcare is another industry negatively impacted by the pandemic, driving rapid demand for key services and, as such, increasing burnout among members of the current workforce. While regional healthcare needs are comparable to other similarly sized metropolitan areas, attracting and retaining different types of providers to Nevada has historically been a challenge, ranking last in the U.S. for overall healthcare access. Southern Nevada in particular has historically been reliant on recruiting advanced healthcare workers like doctors and registered nurses into the region due to the lack of nearby graduate medical education opportunities, like residency training. In response, the region's graduate medical education programs have increased their program offerings and enrollment capacity, which is already making an impact in addressing these deficiencies and expanding the local healthcare workforce pipeline. This is of

particular importance as healthcare workers continue experiencing increased stress due to the demands of the pandemic; in a recent survey, over half of frontline healthcare workers report burnout, with even higher reported rates of burnout among younger staff. As a state with counties each having some type of shortage of health professionals, it will be essential to continue investing in healthcare programs that build and reinforce Southern Nevada's healthcare workforce pipeline and ensure the region has access to the workforce necessary to provide quality care long term.

Clean Technologies

Clean Technologies are also primed for growth in Southern Nevada and around the world, as pressure grows to address climate change and ESG (environmental, sustainability, and governance) initiatives progress alongside accelerated demand for clean energy. Historically, states led efforts around clean energy projects (e.g., solar and wind power), but under the Biden administration, directives around the generation of clean energy have taken a federal lead. As with any industry primed for growth, there are workforce needs and opportunities. In this sector, that means increased demand for engineers and HVAC and plumbing contractors, among others. Various workforce development organizations in Southern Nevada are already working to build capacity in these trade areas (e.g., College of Southern Nevada's HVAC and plumbing program and the Clark County School District's new program built to support the energy sector).

Education and Skills Levels of the Workforce: According to the American Community Survey on Educational Attainment's five-year estimates (2016-2020), 60.4% of the SNWDA's population (civilian labor force, age 25-64) possessed more than a high school diploma, 27.4% possessed a high school diploma, and 12.1% of the population had an education of less than a high school diploma.

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 252,005 individuals in the labor force with a Bachelor's degree or more, while there are only 165,870 jobs which require that level of education. Interestingly, the data indicates that nearly 34% 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 Nevada has the lowest portion of bachelor's degree holders in the labor force of any state in the country.

Labor Force 25 to 64	Workforce	% of Workforce	Unemployment Rate	Occupational Needs
Less than high school graduate	114,439	12.1%	6.4%	328,355
Employed	107,081	11.4%		
Unemployed	7,343	0.8%		
High School Graduate or Equivalent	258,852	27.4%	7.6%	367,489
Employed	238,911	25.3%		
Unemployed	19,713	2.1%		
Some college or associate's degree	318,251	33.7%	6.3%	81,833
Employed	295,494	31.6%		
Unemployed	19,917	2.1%		
Bachelor's degree or higher	252,005	26.7%	3.9%	165,870
Employed	239,247	25.7%		
Unemployed	9,954	1.1%		
Total	943,547	100.0%	6.0%	943,547

Furthermore, Nevada also ranks near the bottom in the share of individuals in science and engineering (S&E) occupations. Regional stakeholders consistently pointed to a limited workforce pipeline for high-tech sectors, which is borne out in the data. Nevada’s development of new high-skill workers, as measured by bachelor’s degree awards in science and engineering relative to the state’s 18–24-year-old population, continues to fall far short of the national average.

Also, the wage premium for postsecondary education in Southern Nevada is comparatively small relative to the rest of the nation, which can discourage students from pursuing education beyond high school. Although individuals can still succeed in the labor force without a 4-year degree, Southern Nevada’s lack of highly educated workers, especially STEM workers essential to the region’s high-tech target industries, may hamper its economic 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% of individuals have disabilities. Also, nearly 412,000 or 20.1% of people between the ages of 20 and 64 have incomes beneath 125% of the poverty line. The veteran population is 9.0% of which 18.0% are disabled. English language learners make up a

significant portion of the population at 33.8%, of which 38.7% speak English “less than very well” as categorized in the American Community Survey. Overall, 29.9% (approximately 400,000 individuals) of the working age population is eligible for Title I ADW services based on statutory priority of service. In addition, 32.6% (almost 89,000) of youth, are eligible for Title I Youth programs.

Additional skills gaps are potentially driven by technology. 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.

As published in the LVGEA 2021 CEDS, an analysis of the industries hit hardest by the COVID-19 Pandemic found many are dependent on the Leisure and Hospitality Sector. When examining the most commonly displaced occupations, the following set of transferrable hard and soft skills were identified.

	Knowledge	Skills	Ability
1.	Customer and Personal Service	Active Listening	Near Vision
2.	English Language	Speaking	Oral Comprehension
3.	Mathematics	Coordination	Oral Expression
4.	Public Safety and Security	Social Perceptiveness	Problem Sensitivity
5.	Administration and Management	Critical Thinking	Speech Recognition
6.	Education and Training	Service Orientation	Information Ordering
7.	Sales and Marketing	Reading Comprehension	Speech Clarity
8.	Computers and Electronics	Monitoring	Trunk Strength
9.	Clerical	Time Management	Extent Flexibility
10.	Psychology	Active Learning	Far Vision

Further, dislocated workers can often transfer their skillsets to a diverse mix of occupations listed below:

Occupations that Utilize Similar Skillsets Possessed by Dislocated Workers	
Tellers	Customer Service Representatives
Pharmacy Aides	Medical Secretaries
Home Health Aides	Nursing Assistants
Orderlies	Library Assistants
Insurance Underwriters	Childcare Workers
Maintenance Workers, Machinery	Transportation Attendants
Receptionists & Information Clerks	Cargo & Freight Agents
Office Clerks	Automotive Repairers

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
- Strong collaborative relationships with local economic development agencies, chambers of commerce and local government
- 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)
- Opportunity to raise proficiency of workforce practitioners within the system
- Administrative redundancies from having multiple service providers

WC oversees approximately \$25.0 million of WIOA Title I ADW and Youth funding to serve the SNWDA, utilizing a network of service providers. In program year 2020, the SNWDA served 1,220 adults, 683 dislocated workers and 608 youth in Title I programs. In the adult population, \$7,958,569 was spent for a total cost per participant of \$6,523. In the dislocated worker population, \$2,697,317 was spent for a total cost per participant of \$3,949. In the youth population, \$4,616,265 was spent for a total cost per participant of \$7,593. The expenditure rates noted above exclude federally defined administrative costs.

The collaborative efforts of DETR and WC has resulted in a more synergistic approach to the delivery of business 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. As a result of these collaborations Employ NV Business Hubs were created to help

businesses better connect to the resources available through the One-Stop System. The hubs are a coordinated effort between WC, DETR, the Nevada Department of Business and Industry, the Vegas Chamber, the Las Vegas-Clark County Library District, City of North Las Vegas and City of Henderson.

Conveniently located inside the Vegas Chamber, the Sahara West Library, North Las Vegas city hall and Henderson city hall, the hubs are steps away from services and other resources geared at supporting businesses. Staffed with workforce development professionals who help employers with recruiting, hiring, training, talent development, and more, the hubs provide businesses access to a suite of high-impact services including business tools and workforce development.

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
- Collaborating with local economic development agencies, chambers of commerce and local government

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 and the 2022 Workforce Blueprint.

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 Southern 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) Consortium:

- 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, a strong 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).
 - Immigrants with authorization to work in the U.S.
- 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
- Alignment with economic development
- Innovation which promotes economic growth

Members of the Local Board and LEO Consortium 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:

- **2022 Workforce Blueprint** – The Las Vegas Global Economic Alliance (LVGEA), the Vegas Chamber, Workforce Connections, Governor’s Office of Economic Development (GOED), Henderson Chamber of Commerce, Latin Chamber of Commerce and the Urban Chamber of Commerce have teamed up to re-assesses the current workforce landscape with a focus on how sustained economic growth may impact workforce demand and supply. 2022 Workforce Blueprint is designed to be an innovative, data-driven approach to solving regional workforce issues. The Workforce 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

- **Industry Sector Partnerships** - Southern Nevada's first Regional Industry Sector Partnerships launched in early 2022. Much of the groundwork was done in late 2021. They are designed to catalytically change the workforce development ecosystem in Southern Nevada. They are employer-driven and will identify the short, mid, and long-term workforce development needs of small, medium, and large businesses. After common challenges and opportunities for collective action are identified, the K-12 and post-secondary skill-acquisition partners will develop solutions to be approved by the employers. Once approved, those solutions will be embedded throughout the entire workforce development pipeline utilizing local, state and federal funds.

There will be an industry sector partnership for each of the seven industries identified in the Comprehensive Economic Development Strategy (CEDS) created by the Las Vegas Global Economic Alliance (LVGEA). The goal is to build efficient pathways to high-quality,

good-paying jobs for Southern Nevadans and provide employers with a sustainable and reliable pipeline of qualified workers. WC has already secured numerous commitments from employers to build these business-driven industry sector partnerships.

This initiative is a partnership between employers, WC, LVGEA, local chambers of commerce, CCSD, and multiple post-secondary skill-acquisition partners. Southern Nevada has never seen this level of regional collaboration in order to respond to employer needs.

- **Regional Collaborations** - In our largest ever regional collaboration to apply for federal funding, Southern Nevada started preparations for multiple unique regional proposals in response to the U.S. Economic Development Administration's (EDA) \$3 billion "Investing in America's Communities" initiative funded by the American Rescue Plan (ARP).

The federal initiative aims to accelerate economic recovery from the coronavirus pandemic and help communities that were disproportionately impacted to "build back better". "Investing in America's Communities" offers six funding opportunities that focus on issues such as employment, economic revitalization, and assistance for hard-hit industries. Southern Nevada organizations were invited to join this regional effort that builds upon the LVGEA's recently approved 2021 CEDS. The collaboration currently includes local chambers of commerce, local municipalities, counties, institutions of higher education, DJJS, CCSD, LVGEA, DETR, GOED, Las Vegas Convention and Visitors Authority (LVCVA), Regional Transportation Commission (RTC), WC, and others.

Work on the proposals for multiple funding opportunities started in late 2021 and are expected to be completed in early 2022.

- **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. Continued

work on the initiative will result in the addition of the three other Southern Nevada counties: Esmeralda, Lincoln and Nye Counties. The initiative will then be a large regional collaboration, covering all the counties in the local area.

- **Job Profiling** – WC has committed, along with other ACT Work Ready Community partners, to training 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

- **Workforce Fellowship** - The first cohort of Workforce Fellows graduated in the summer of 2021.

This innovative partnership between Workforce Connections and the Clark County School District (CCSD) builds a bridge between the public workforce development system and the professionals who advise our future workforce, high school counselors. We know more than half of young adults graduating high school will go directly into the workforce.

This initial group of five CCSD high school counselors built critical relationships and developed a first-of-its-kind curriculum to better connect students and their families to career and training resources.

A second cohort of school counselors is already underway.

Promise Fellowship - Based on the success of the CCSD Workforce Fellowship, a new professional learning experience was developed to include Clark County's Department of Juvenile Justice Services (DJJS).

Nine DJJS professionals will spend the next year immersed in the public workforce and economic development ecosystems. Fellows will become practitioners and advocates for understanding and supporting WIOA programs for "at promise" (vs. at risk) youth and their families. The fellowship experience will increase the footprint and support access to resources while deploying multi-generational strategies for the youth population.

Nationally, 95% of juveniles tried in adult courts are non-violent offenders.

- **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.
- **Integrated Business Services** – 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. In the past, National consultants with extensive experience in the area guided a series of facilitated work sessions. Stakeholder groups were convened with the following goals:

- Report on accomplishments
- Inform the groups of the increased value of the Public Workforce System for Businesses
- Share best practices
- Solicit feedback on next steps to keep the Southern Nevada Region competitive
- Propose solutions to issues identified by Industry Sector Partnerships

The Employ NV Business Hubs are a clear result of this high-level collaboration between DETR and WC.

- **Human Centered Design** - In November 2021, staff from the One-Stop Delivery System began a Human Centered Design (HCD) project to provide a new way for collaboratively addressing customer-centered problem framing and resolution. System staff participating in the HCD project will have the confidence to use a variety of HCD tools to redesign services, spend more time framing problems in order to solve them earlier, develop an innovation mindset, and become more engaged, seeing customers as an integral part of service design and policy development. Furthermore, knowledge gained will facilitate an innovative and systemic approach to problem solving with a more collaborative mindset targeting client needs.

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 29 affiliate sites including 3 JobConnects, 12 One-Stop Career Centers, 4 Employ NV Career Hubs, 6 Employ NV Youth Hubs and 5 Employ NV Business Hubs. 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 four (4) 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 and to provide services in CCSD high schools.
- MOUs have been executed with Clark County Social Services to compliment local homeless initiatives.
- A potential MOU is currently being evaluated to provide space for a one-stop center at Clark County's Whitney Community Center.
- An MOU has been executed to provide services within CSN's student unions. CSN's post-secondary CTE program is a member of the system MOU.
- MOUs have been executed with City of North Las Vegas and City of Henderson to provide space for Employ NV Business Hubs.
- MOU has been executed with City of Las Vegas to provide space for an Employ NV Career Hub.
- An MOU is currently being developed with DJJS to provide space for Employ NV Youth Hubs and/or additional American Job Centers.

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 largest provider of CTE, is represented on the WC 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
- Employ NV Career Hubs opened inside the Charleston, Henderson and North Las Vegas campuses of College of Southern Nevada (CSN) to help increase access to training and up-skilling opportunities.



- 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, 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 2022 Workforce Blueprint.

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 2022 Workforce Blueprint. 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). The 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. Industry sector partnerships will provide timely and locally relevant intelligence regarding the local labor market, education system and economic development activities. The industry sector partnerships goals are to build efficient pathways to high-quality, good-paying jobs for Southern Nevadans and provide employers with a sustainable and reliable pipeline of qualified workers. 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. The MIS streamlines applications, evaluations, approvals/denials/renewals 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.

A virtual enrollment process for WIOA Title I services was implemented at One-Stop Centers on March 23, 2020 as a result of the COVID-19 pandemic. Service delivery continues in a hybrid model, maximizing access to all residents of southern Nevada.

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;**

Southern Nevada's first Regional Industry Sector Partnerships were launched in early 2022. Much of the groundwork was done in late 2021. They are designed to catalytically change the workforce development ecosystem in Southern Nevada. They are employer-driven and will identify the short, mid, and long-term workforce development needs of small, medium, and large businesses. After common challenges and opportunities for collective action are identified, the K-12 and post-secondary skill-acquisition partners will develop solutions to be approved by the employers. Once approved, those solutions will be embedded throughout the entire workforce development pipeline utilizing local, state and federal funds.

There will be an industry sector partnership for each of the seven industries identified in the Comprehensive Economic Development Strategy (CEDS) created by the Las Vegas Global Economic Alliance (LVGEA). The goal is to build efficient pathways to high-quality, good-paying jobs for Southern Nevadans and provide employers with a sustainable and reliable pipeline of qualified workers. We have already secured numerous commitments from employers to build these business-driven industry sector partnerships.

This initiative is a partnership between employers, WC, LVGEA, local chambers of commerce, CCSD, and multiple post-secondary skill-acquisition partners. Southern Nevada has never seen this level of regional collaboration in order to respond to employer needs.

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

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

The collaborative efforts of DETR 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. As a result of these collaborations Employ

NV Business Hubs were created to help businesses better connect to the resources available through the One-Stop System. The hubs are a coordinated effort between WC, DETR, the Nevada Department of Business and Industry, the Vegas Chamber, the Las Vegas-Clark County Library District, City of North Las Vegas and City of Henderson.

Conveniently located inside the Vegas Chamber, the Sahara West Library, North Las Vegas city hall and Henderson city hall, the hubs are steps away from services and other resources geared at supporting businesses. Staffed with workforce development professionals who help employers with recruiting, hiring, training, talent development, and more, the hubs provide businesses access to a suite of high-impact services including business tools and workforce development. Services 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, DETR and other stakeholders 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

The Las Vegas Global Economic Alliance (LVGEA), the Vegas Chamber, Workforce Connections, Governor's Office of Economic Development (GOED), Henderson Chamber of Commerce, Latin Chamber of Commerce and the Urban Chamber of Commerce have teamed up to re-assesses the current workforce landscape with a focus on how sustained economic growth may impact workforce demand and supply. The 2022 Workforce Blueprint is designed to be an innovative, data-driven approach to solving regional workforce issues. The Workforce 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 response to the U.S. Economic Development Administration's (EDA) \$3 billion "Investing in America's Communities" initiative funded by the American Rescue Plan (ARP), Southern Nevada organizations were invited to join a regional effort that builds upon the LVGEA's recently approved 2021 CEDS. The collaboration includes local chambers of commerce, local municipalities, counties, institutions of higher education, DJJS, CCSD, LVGEA, DETR, GOED, Las Vegas Convention and Visitors Authority (LVCVA), Regional Transportation Commission (RTC), WC, and others.

Work on the proposals for multiple funding opportunities started in late 2021 and are expected to be completed in early 2022.

In 2020, a workforce development professional was 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 increases 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 was 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. In addition, WC implemented the Workforce fellowship, an innovative partnership between Workforce Connections and CCSD that builds a bridge between the public workforce development system and the professionals who advise our future workforce, high school counselors. We know more than half of young adults graduating high school will go directly into the workforce. Based on the success of the Workforce Fellowship, The Promise Fellowship was created. Nine DJJS professionals will spend the next year immersed in the public workforce and economic development ecosystems. Fellows will become practitioners and advocates for understanding and supporting WIOA programs for "at promise" (vs. at risk) youth and their families. The fellowship experience will increase the footprint and support access to resources while deploying multi-generational strategies for the youth population. Nationally, 95% of juveniles tried in adult courts are non-violent offenders.

Industry Sector Partnerships will form the basis of the sector strategy. Industry Sector Partnerships will be employer-driven and will identify the short, mid, and long-term workforce development needs of small, medium, and large businesses. After common challenges and opportunities for collective action are identified, the K-12 and post-secondary skill-acquisition partners will develop solutions to be approved by the employers. Once approved, those solutions will be embedded throughout the entire workforce development pipeline utilizing local, state and federal funds.

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.

Embedded workforce development professionals at the Vegas Chamber and LVGEA connect businesses with employment and training offerings and encourage employers to access job seekers through the OSDS. These individuals 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.

Employ NV Business Hubs will provide additional access points for businesses in Southern Nevada. Staffed with workforce development professionals who help employers with recruiting, hiring, training, talent development, and more,

the hubs provide businesses access to a suite of high-impact services including business tools and workforce development.

In 2019 Clark County became the first county in Nevada and the largest county in the nation to achieve Work Ready Community status. In 2021, Esmeralda, Lincoln and Nye counties also began the certification process to become Work Ready Communities. Certification is expected to occur by January 2024. 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 facilitated 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.

- Representation in WC’s Board membership
- Employ NV Business Hubs
- Collaboration on development of 2022 Workforce Blueprint
- Collaboration on regional funding opportunities
- Embedded workforce development professional within LVGEA and Vegas Chamber

WC’s Youth-specific RFPs and contracts 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, the Industry Sector Partnerships will provide employer input to the system in the form of communication of needs and validation of solutions and strategies to ensure that employer needs are met.

Finally, 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, 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, EmployNV. EmployNV serves as the portal for jobseekers and employers alike and provides

a multitude of tools and information to fill their needs. Virtual processes for enrollment have been implemented and allow individuals to access services and training in a form that is most convenient for them. WC recognizes the need for distance learning and continues to explore and advocate online training options for all individuals.

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.

- 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 addition of virtual services also provides an additional avenue for individuals with disabilities.

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 help the board ensure the standardization of service delivery through the OSDS.

The core partners are providers of career services:

- Title I ADW and Youth
- Title II Adult Education and Family Literacy
- Title III Wagner-Peyser
- Title IV Vocational Rehabilitation
- TANF
- Meaningful access for the remaining 12 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;
- 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:

- Increased 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 will focus 50% of recruitment efforts on the out-of-school youth population in coordination with community partners that serve like populations. The OSCC and all One-Stop affiliate sites will maximize outreach and recruitment efforts targeting systems impacted youth specifically youth with disabilities, foster youth, and re-entry youth.

WC supports and is currently operating under an approved federal waiver which allows spending flexibility up to 50% for In-School Youth (ISY). Extending this waiver will allow WC to continue key ISY initiative with Clark County School District and other community partners serving youth 14-18 years old. Targeted outcomes include:

- Partnership with targeted local high schools for prevention programs, employability skills training, and access to resources aiding in barrier removal
- Creation of key employer pipelines and career pathways at the high-school level including work experience, internships, on-the-jobs trainings, career exploration.
- Improvement in graduation rates in targeted high schools
- College readiness and access to post-secondary opportunities
- Continuation of the CCSD Fellows Program, aimed to bridge the gap between education and the workforce by cross-training each counselor on workforce development service delivery and resources

WC and all youth 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 system impacted youth. WC requires all

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

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 fellows – Workforce 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.

Workforce 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 January 13, 2022, from Governor Steve Sisolak to Jerrie E. Merritt, 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 makes recommendations to the Programs Committee for approval. The Programs Committee recommends awards to the WC Board. The WC Board recommends final approval of awards to the Local Elected Officials' Consortium. 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.

- Coordination with business through Industry Sector Partnerships.
- Continue coordination with economic development.
- Continue aligning activities with K-12 and post-secondary education.

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 could not 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.

WC anticipates that activities carried out through the Industry Sector Partnerships will increase the diversity, relativeness and quality of ETPL trainings in the area. 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 LEO Consortium, WC Board, committees. 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 LEO Consortium, WC Board, committees, 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 will be posted for public comment from April 20, 2022 through May 20, 2022 on WC's website.

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.