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Moving Nevada Forward
A Plan for Excellence in Workforce Development

As a major component of our goal to deliver "best in class" workforce training and development to the citizens of Nevada, we are forging a new path, as will be outlined in the Workforce Investment Act mandated State Plan being drafted for submission to the Department of Labor. Our proposed plan will include a restructuring of the state's workforce training delivery system as the focal point of the Plan.

Included in this groundbreaking state plan, we will detail our strategy to gain efficiencies and transition from our current system comprised of one statewide workforce investment board and two local area workforce investment boards, to a structure that utilizes one statewide board of governance. This will allow us to redirect nearly $5 Million in WIA funding annually toward improving training and helping more jobseekers with employment-related services.

Nevada is currently undergoing a complete restructure of our economic development system, and we are aligning our workforce development to support the revised structure. Governor Sandoval's Vision is to provide "A vibrant, innovative and sustainable economy"; with the Mission being "High-quality jobs for Nevadans". The objectives of the state's Plan for Excellence in Economic Development include:

- Establishing a cohesive economic development operating system.
- Advancing targeted business sectors and opportunities in the various regions of the state.
- Expanding global engagement.
- Catalyzing innovation in core and emerging industries.
- Increasing opportunity through education and workforce development.

The geography of our state, as well as the emerging industry sectors we target, demand a statewide perspective where holistic strategies for workforce development are employed; industry-specific training is provided; and consistent foundational and/or remedial workforce training is made available, whether in our urban or rural environments.

Studies of our training delivery mechanisms reveal that we have not utilized our strongest and most flexible higher education component, the community college system, to any great degree. Our interaction and collaboration between the local workforce boards and the industry sector employers or the regional development authorities, has not been adequate or consistent. And, finally, the relationship between our local workforce investment boards and the state government, particularly the Governor's Workforce Investment Board is not as productive as it should be.

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The transition to a statewide board and program administration will streamline our processes, and result in many advantages, including:

- Decreased administrative layers and costs, resulting in a much larger investment in the training needed to meet the demands of our expanding and emerging industries.
- A singular vision with regards to the coordination and implementation of the state strategic plans for workforce development and economic development.
- Dramatically increased collaboration between the Governor, Legislature, DETR, and Governor's Office of Economic Development (GOED), and the Nevada System of Higher Education (NSHE).
- Increased and consistent utilization of the state's community college assets, working in conjunction with the private and public sector to deliver market-driven training linked to employment opportunities in existing and emerging industries, as cited in the Workforce Investment Act of 1998.
- Increased collaboration and participation with WIA partners statewide.
- The efficient and effective meeting of performance measures, resulting in an improved workforce, employable citizens, reduced unemployment, and a more sustainable economy.
- The smooth implementation of innovative pilot training programs such as Right Skills Now under the Dream It Do It initiative in the manufacturing sector; and similar to the mining sector training initiatives currently at Great Basin College; or the Jobs for America's Graduates (JAG) program that targets the high school graduation challenge, and provides a pathway to work. Parenthetically, Nevada was only the second state to pilot the Right Skills Now, fast track machinist training program, in late February.
- A sustainable workforce delivery system that transcends any change in administration at the state or local government level.

We are currently studying the models used in several other states of similar population, and will incorporate the best components we identify from other states, or adopt a single plan should we find one to be ideal. However, the following components of our current system will remain in place:

- The Workforce Investment Areas as they are currently constituted <u>will remain the same</u> (one north, and one south).
- The DOL resources allocated to the workforce investment areas <u>will remain unchanged</u>.
- The service providers who have successfully delivered services to the unemployed and under-employed in the past will be solicited to respond to the

RFPs and serve their communities as before, but with increased resources in most cases.

Our intent is to pursue a model for workforce development planning, and for service and training delivery that is structured as follows:

- Planning and implementation of service to citizens and training under WIA guidelines will be overseen by the Governor's Workforce Investment Board. The Department of Employment Training and Rehabilitation (DETR) will be the administrative staff to the Governor's Board.
- We will expand our community and industry-based participation through the use of Statewide Industry Sector Councils. These councils, mandated by 2009 Nevada legislation (SB239) will be (or have been) established to provide "industry intelligence" regarding training needs for the seven (7) industry sectors identified by the Brookings-SRI study and embraced by the Governor's Office of Economic Development. Each of the seven sector councils will comprise approximately twenty to twenty-five (20-25) members, and will meet monthly initially and then quarterly, as their working committees are established. At least 51% of the membership of each sector council will be from the private sector, and each council will have as core members:
    - The GOED Industry Specialist for the specific industry;
    - Operations level executives from companies within the industry;
    - A member of the Regional Development Authority (RDA) geographically relevant to the industry;
    - A labor representative from the industry sector;
    - Local elected officials (3) representative of the various geographic regions of the state;
    - An elected official from the Senate or Assembly, representative of the primary region(s) for the featured industry;
    - Representatives of higher education (NSHE and the community colleges);
    - A representative of K-12 education;
    - A DETR Research & Analysis Division economist; and
    - Other pertinent public and private sector representatives.

These councils will report to the Governor's Board and be responsible for assisting the Board with the following:

1. Developin g a sector strategy to support businesses in meeting their human resource needs.
2. Review and r ecommend workforce development funded appropriate training curriculum and skills credential certifications.

3. Map the talent pipeline f or their sector and identify where the talent needed will come from now and in the future.
4. Anal yze and apply workforce intelligence to develop sector-wide strategies to improve the talent pipeline.
5. I dentify the critical jobs, skills and competencies needed by the workforce of the industry sector.
6. Gener ate public and private resources (including, but not limited to, grants) to support the sector's work and projects.
7. Maintain communication with the Governor 's Office of Economic Development to determine the workforce training needs of companies moving to or expanding in the state.
8. Providing guidance for future training policy formation and implementation.

- Under the direction of the Governor's Board, Service Providers and Training Providers will be solicited, using the RFP process, to respond to the needs of the workforce and its development.
- The community college component of the Nevada System of Higher Education will be the primary training provider, with annual allocations of resources. Specialized training for industry-specific needs will be sought, primarily utilizing the community colleges, as well as private for-profit and not-for-profit colleges. Foundational and/or remedial training resources will also be sought for less employable constituents.

On a parallel path, DETR will establish a "one-stop" resource center in each of the local workforce investment areas, as called for in the Workforce Investment Act, thus providing more comprehensive services to clients. We are also developing a plan to have JobConnect centers on at least one of the campuses of each community college in Nevada. These plans will expand access to services for clients beyond the current network of JobConnect centers located throughout the state.

As an additional component, in support of the training plan employed by each industry sector, DETR has contracted for a statewide license to utilize the ACT workforce assessment and development system. These assessment and development tools are nationally recognized and sought across many industries, and are the only such tools that can claim that mantle. Industry organizations such as the Center for Energy Workforce Development and The Manufacturing Institute utilize the ACT tools as key elements at the foundation of their skills certification system. These tools will be made available to community colleges, JobConnect centers and other workforce support entities and will include:

- The WorkKeys Assessment System, which is a comprehensive system for measuring, communicating and improving the common skills required for success in the workplace. It allows these skills to be quantitatively assessed in both individual persons and in actual jobs.
- KeyTrain, which is a comprehensive, yet easy-to-use system for improving the basic skills measured by the WorkKeys Assessment System. Using KeyTrain, you can assess your potential WorkKeys score, review topics in each WorkKeys skill area, and practice problems similar to those on an actual WorkKeys assessment.
- The National Career Readiness Certificate (NCRC), an industry-recognized, portable, evidence-based credential that certifies essential skills needed for workplace success.

The Governor's office is currently embarking on a restructuring of the Governor's Workforce Investment Board, which will incorporate many of the great public and private sector minds that are currently involved, or should be involved in oversight of workforce development in Nevada. As stated earlier, we will also utilize the Industry Sector Councils being formed under DETR to invite other public and private sector intellects to participate, thereby asking many of the members serving on our local workforce investment boards to serve on the council of the sector that interests them. Under this plan, local input into the workforce training system will increase and broaden.

The plan for restructure is being sought based on several years of review and audits of expenses under the current structure which reveal that too many federal dollars are lost to administrative and duplicative costs. Without citing too many figures, suffice that we share a couple of pertinent points which were a part of, or suggested by, the most recent audit:

- Limit the amount of Administrative and Program costs at the local board level. For example, in the most recent program year, the southern Board held 26% of the total allocation for local board and program administration. This does not include the overhead costs that service providers take to administer their services. The northern Board held a lesser percentage, but still a concern with regards to our ability to invest increased dollars in training.
- While increasing the amount of funds available, we also need to reduce the price per participant gaining employment so that significantly more individuals are being assisted, while delivering higher quality outcomes that lead to nationally recognized certificates and transferable skills. As of the end of the last program year (2010), the cost per participant retaining employment for Adult Dislocated Workers was $13,268 statewide for 695 workers. The average earnings for

program year 2010 for individuals retaining employment for one year were $13,827 for the southern board and $16,417 for the northern board.

With declining resources, we had to find a way to remove some administrative costs, and deliver training services more efficiently and effectively statewide.

As a point of information, the 2012-2013 allocation for Nevada from DOL is $27 Million; of which $7.8 Million is allocated to the northern workforce investment area, and $19.5 Million is allocated to the south.

It is our goal to have the transition complete by December 31, 2012, so that we can prepare for the Requests for Proposal designed for the 2013-2014 funding cycle. We are respectfully requesting broad-based support of citizens from the public and private sectors throughout Nevada.