



---

# **2018**

## **Semiannual Report to the Interim Finance Committee**

---

**Submitted By: Manny Lamarre  
Executive Director  
Governor's Office of Workforce Innovation (OWINN)**

## EXECUTIVE SUMMARY

---

The “Great Recession” affected few states more severely than Nevada. During this unprecedented period of economic turmoil, Nevada led the nation in unemployment, bankruptcies, and home foreclosures. In response, Governor Brian Sandoval, with key legislative support, made bold investments in the state’s future by focusing on education, economic development, and diversifying the state’s economy. These investments have paid off through the recovery of Nevada’s traditional industries and the emergence of new innovative sectors that will bring economic and employment opportunities to Nevada residents. In order to continue growing a vibrant, diverse, and sustainable economy for years to come, the state is committed to setting conditions to develop an educated, diverse, and skilled workforce that meets the needs of employers. Among the many strategies and early victories of Governor Sandoval to ensure state success was the creation and staffing of the [Office of Workforce Innovation for a New Nevada](#) (OWINN).

Originally created in March 2016 via Executive Order 2016-08 with Governor’s Reserve funding from the Workforce Innovation and Opportunity Act (WIOA), OWINN was codified in state statute by Senate Bill (SB) 516, which was approved by the Nevada Legislature during the 79th Legislative Session and signed into law by Governor Sandoval. OWINN officially became an office under the Governor on July 1, 2017.

OWINN is tasked with providing leadership in assessing workforce policies, scaling registered apprenticeships, leveraging labor-market and workforce data, validating industry-recognized credentials and creating career pathway strategies. Additionally, OWINN advances its mission by; applying for and administering grants; providing support to the Governor’s Workforce Development Board (GWDB) and Industry Sector Councils; providing strategy in supporting the state in its implementation of WIOA; and enhancing cooperation and collaboration among all entities engaged in workforce development.

This report contains six sections. The first and second section, “Introduction to OWINN,” explains how the office’s five core strategies are designed to achieve the following outcomes: prepare all K-12 students for college and career success; increase the number of Nevadans with postsecondary degrees and credentials; and increase employment outcomes for training and credentialing programs. These outcomes align with the state’s ambitions of creating a vibrant and sustainable economy driven by a skilled, diverse, and aligned workforce.

A key component to building a skilled, diverse, and aligned workforce is OWINN’s focus on five strategic areas, highlighted in section two, “OWINN’s Core Strategies.” While Nevada currently benefits from one of the nation’s lowest unemployment rates, the state’s future employment needs require an innovative strategy that will tackle the problem of filling over 600,000 available jobs by 2024. A key strategy OWINN has adopted to meet this demand is scaling apprenticeship programs across the state and the many components of work-based learning. Expanding the number of registered apprenticeship programs approved by the State Apprenticeship Council in high-growth sectors through OWINN’s aggressive outreach efforts supports the needs of both employers and job seekers.

Another key OWINN strategy is Career Pathways. Career Pathways are a series of structured and connected education programs and support services that enable students to advance over time to better jobs and higher levels of education and training. OWINN has been involved in developing Career Pathways in technology, advanced manufacturing, education, and healthcare with the Governor’s Office of Economic Development (GOED)

A third important strategy is OWINN’s efforts to assess workforce policies, where it has recently provided research, strategy and testimony for many key workforce development-related legislation as well as releasing a [report focusing on workforce for young adults](#) in Nevada.

A fourth and related strategy is leveraging labor market insights and workforce data by using the state's longitudinal data system known as P-20 to Workforce Research Data System (NPWR) to identify trends and key information that help align workforce development efforts. Additionally, OWINN partners with GOED and the Department Employment, Training and Rehabilitation's (DETR) Research and Analysis division for robust labor market data.

A fifth and final strategy is validating industry-recognized credentials for secondary students and adults that meet national quality standards, recognized by third parties, and have market value to improve employment prospects.

Section 3 reports on the status and ongoing efforts to achieve OWINN's four key performance measures that are aligned with its five core strategies: 1) By 2019, the number of new and existing apprenticeship programs will increase by 10%; 2) By 2019, the total number of apprentices in the state will increase by 10% from current totals; 3) By 2019, identify programs and policies that are effective at producing college and career ready candidates based on postsecondary and workforce outcomes; and 4) By 2019, all four high-quality career pathways (advanced manufacturing, education and training, technology, and health care) are completed and implemented.

OWINN's many accomplishments since its inception are highlighted in Section 4. One of the more important accomplishments has been OWINN's efforts to align career training and workforce development as a strategic priority with an emphasis on expanding work-based learning as a way to increase the number of Nevadans with high-quality jobs. Additional accomplishments include allocating workforce funding grants, conducting policy analysis and authoring reports, engaging with cross-agency and statewide stakeholders and upgrading data visualizations and user interface to improve NPWR performance and appeal.

Section 5 focuses on OWINN's recent and upcoming activities. OWINN has recently been involved with several grants including the New Skills For Youth (NSFY) Career Readiness Grant administered by the Nevada Department of Education (NDE) that aims to increase the number of students who successfully complete career pathways that lead to credentials. Additionally, the administration of the 2016 Workforce Innovation Grant that allocates money to organizations in Nevada that reduce employment barriers for youth, adults, and the prison re-entry population are recent and ongoing. OWINN's upcoming activities will focus, among other things, on conducting an existing apprenticeship program inventory, creating an updated and more comprehensive workforce funding analysis, establishing more data partner agreements, and furthering efforts on work-based learning and occupational licensing reform.

The sixth and final section, "Key Challenges for OWINN," describes what the biggest barriers are for expanding apprenticeships in Nevada; and the challenges that come with NPWR's ability to match individuals in the NDE datasets with those datasets from the DETR.



## Nevada Legislature

September 29, 2017

Manny Lamarre, Director  
Office of Workforce Innovation  
555 E. Washington Avenue  
Las Vegas, Nevada 89101

Dear Mr. Lamarre:

The 2017 Legislature approved permanently establishing the Office of Workforce Innovation (OWINN) within the Office of the Governor to elevate the focus on workforce development issues and provide statewide workforce development leadership, strategy, and coordination. The Senate Committee on Finance and the Assembly Committee on Ways and Means noted that OWINN was in the process of developing performance measures and quantifiable goals to assess the effectiveness of its efforts.

Therefore, in closing the OWINN budget, the Senate Committee on Finance and the Assembly Committee on Ways and Means requested that the agency provide semiannual reports to the Interim Finance Committee concerning the efforts and achievements of the Office. The reports should also include performance measures identified for OWINN, which may be included in the Office's 2019-21 biennial budget request. The first semiannual report should be submitted on or before February 1, 2018, for the period covering July 1, 2017, through December 31, 2017, and subsequent reports should be submitted to the Fiscal Analysis Division within 30 days of the close of each six-month period for presentation to the Interim Finance Committee.

Sincerely,

A handwritten signature in cursive script, reading "Joyce Woodhouse".

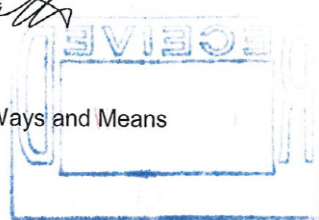
Joyce Woodhouse, Chair  
Senate Committee on Finance

A handwritten signature in cursive script, reading "Maggie Carlton".

Maggie Carlton, Chair  
Assembly Committee on Ways and Means

cc: Mike Willden, Chief of Staff, Office of the Governor  
Jim Wells, Director, Governor's Finance Office

[http://lcbfiscal/Letters of Intent Finalized/1004\\_OWINN\\_CC\\_dt.docx](http://lcbfiscal/Letters of Intent Finalized/1004_OWINN_CC_dt.docx)



## TABLE OF CONTENTS

---

|   |           |
|---|-----------|
| <b>I. Introduction to OWINN.....</b>        | <b>6</b>  |
| <b>II. OWINN’s Core Strategies.....</b>     | <b>7</b>  |
| <b>III. OWINN Performance Measures.....</b> | <b>12</b> |
| <b>IV. OWINN Accomplishments.....</b>       | <b>14</b> |
| <b>V. OWINN’S Activities.....</b>           | <b>22</b> |
| <b>VI. Key Challenges for OWINN.....</b>    | <b>25</b> |

## I. INTRODUCTION TO OWINN

The Governor's Office of Workforce Innovation for a New Nevada (OWINN) helps drive a skilled, diverse, and aligned workforce in the state of Nevada by promoting collaboration and cooperation among all entities focused on workforce development. OWINN was originally created in March 2016 via Executive Order 2016-08 signed by Governor Brian Sandoval. During the 79th Legislative Session, Senate Bill 516, approved by the Nevada Legislature and signed by Governor Sandoval, codified OWINN in state statute.

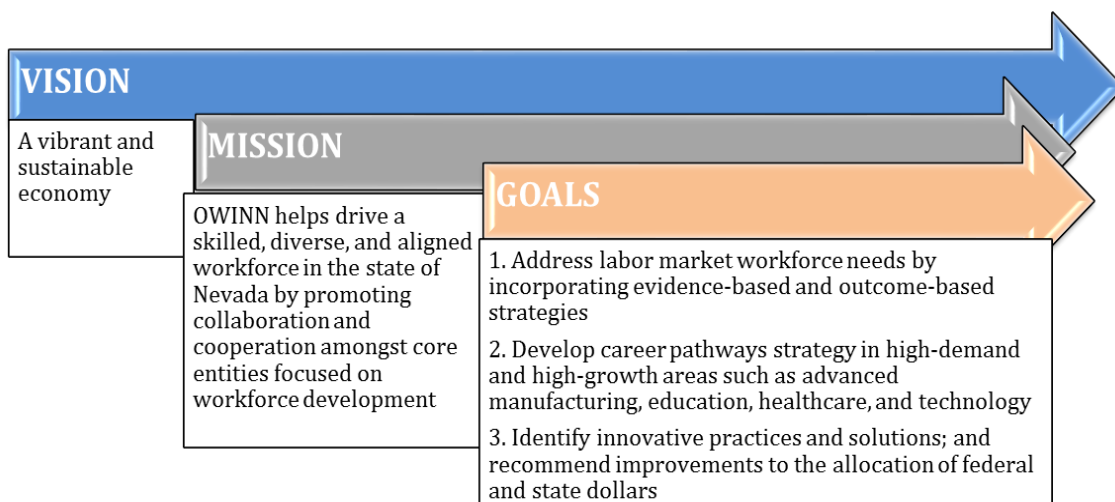
OWINN works to address Nevada's workforce needs by focusing on providing leadership in assessing workforce policies, scaling registered apprenticeships, leveraging labor-market and workforce data, validating industry-recognized credentials and creating career pathway strategies.

### THEORY OF ACTION

IF we engage youth, adults, and the employer community in workforce development issues; facilitate cooperation and collaboration amongst workforce develop entities; design effective career pathways in key growth sectors based on research and data; THEN we will have a skilled, diverse, and aligned workforce within a vibrant and sustainable Nevada economy.

### VISION, MISSION, AND GOALS

A foundation for OWINN's statewide focus on workforce development leadership, strategy, and coordination is the office's devotion to its vision, mission, and goals articulated below.



### OUTCOMES

1. Prepare all K-12 students for college and career success
2. Increase Nevadans with postsecondary degrees and credentials
3. Increase employment outcomes in training and credentialing programs

## **ORGANIZATIONAL VALUES**

Consistent with Governor Sandoval's 2016-2020 Strategic Framework, OWINN's values are:

- ☐ Action: we are constantly taking action that moves the state forward.
- ☐ Collaboration: we seek to engage and work as partners.
- ☐ Inclusiveness: we include diverse perspectives and prioritize equity.
- ☐ Integrity: we will follow through with courage and truth.
- ☐ Leadership: we take initiative and facilitate actions that empower institutions.
- ☐ Optimism: we are hopeful about Nevada's future.

## **II. OWINN'S CORE STRATEGIES**

---

### **SCALE APPRENTICESHIPS**

Since the start of the Great Recession, Nevada went from leading the country in unemployment and bankruptcy to having one of the fastest growing economies in the country

While Nevada's current unemployment rate is low, the need to enhance the workforce development pipeline is critical if we are to fill the jobs of the future. By 2024, Nevada will have over 600,000 available jobs, with approximately half of these jobs being newly created. The majority of future jobs - 630,000 - will be "middle-skilled," requiring education and training past high-school but less than a four-year degree.

It is imperative Nevada leverage innovative strategies to develop and retain a competent workforce to reduce the skills gap, especially in rapidly changing areas, and those of high-growth (Information Technology; Healthcare and Medical Services; Construction; Tourism and Gaming; Manufacturing and Logistics; Mining and Materials; and Natural Resources). If the state is unable to leverage innovative strategies, which many other states and countries have already been doing, it will be difficult to attract new companies, continue to grow our economy, and ensure Nevadans are prepared for high-wage middle class careers.

An innovative and core workforce development strategy OWINN has adopted is scaling registered apprenticeships (RA). RA is an effective decades-old workforce development tool that can fill the needs for both employers and job seekers. Apprentices are provided structured on-the-job training and mentoring, while compensated under a progressive, merit-based, earn-as-you-learn wage system. Employers across different occupations and industries benefit from the ability to cultivate their talent pools.

At its essence, RA are high-quality in that they allow employers to invest in their workers. Employers can begin an apprentice below the average starting wage for a fully-qualified person in the same position, but they are investing that savings in the apprentice's instruction and mentoring. Although an employer invests significant resources into an apprentice, the return on investment is substantial and beneficial – for every dollar invested in apprentices, studies show at least a \$1.30 return with 90% of apprentices still employed with the same company 9 months after their apprenticeship ends. See: <http://www.esa.doc.gov/sites/default/files/the-benefits-and-costs-of-apprenticeships-a-business-perspective.pdf>.

On July 1, 2017 the State Apprenticeship Council (SAC) was transferred from the Office of the Labor Commissioner to OWINN and membership to the SAC was changed from seven to nine voting members and advisory members representing K-12, higher education and economic development. Requirements in alignment with 29 Code of Federal Regulations (CFR) 29 - the federal legislation that guides RA - requiring linkage to the publically funded workforce development plan and to high-demand, high-growth careers were added to the tasks of the SAC. Senate Bill 516 made the Nevada SAC responsible for approving programs and serving in a regulatory capacity (defined by 29 CFR 29 as promulgating regulations at the request of the State Apprenticeship Agency). A new position for a State Apprenticeship Director was created to provide administrative support to the SAC, to promote apprenticeship to additional industry and populations and to assist employers in the RA application process to appear for SAC approval. The Governor appointed the SAC and the State Apprenticeship Director in October 2017.

OWINN is heavily focused on obtaining commitments for RA from employers; and outreach has been performed to employers and educators throughout the year. The Las Vegas Global Economic Alliance (LVGEA) is a partner for the ApprenticeshipUSA Expansion grant and has met with over 90 employers of various industries, with approximately 40 employers expressing interest in starting an apprenticeship program within 24 months. OWINN staff have been attending meetings with LVGEA to assist in the creation of apprenticeship programs, have met with many employers, and have provided presentations and information sessions to hundreds of educators, labor organizations, and non-profit organizations across the state.

Efforts to expand RA are also occurring in northern Nevada where OWINN is working with the Economic Development Authority of Western Nevada (EDAWN) to identify potential partners for apprenticeship programs. OWINN and the Washoe County School District successfully helped connect Truckee Meadows Community College (TMCC) with Renown Health to build a Certified Nursing Assistant (CNA) apprenticeship program, with all training paid for through the American Apprenticeship Initiative grant. The first CNA Apprentice Graduation took place in November 2017 during National Apprenticeship Week.

OWINN will continue to provide outreach and seek commitments from employers and then work to get them approved by the SAC, while providing education and outreach to increase and diversify populations who participate in apprenticeship opportunities.

## **CAREER PATHWAYS**

A key directive in Executive Order 2016-08 is for OWINN to “Develop a career pathways strategy for Nevada in the fields of technology, advanced manufacturing, education, and healthcare.” OWINN has had a variety of engagements either leading or supporting the scaling of pathways in all four of those critical industries. OWINN partnered with GOED to scale the Learn & Earn Advanced-Career Pathways (LEAP) framework statewide, which consists of a robust employer engagement process.

When designing pathways, there are key principles that must be consistent across all pathways developed, regardless of the industry. Components of high-quality career pathways are:

- ❖ High-quality, aligned standards at secondary and postsecondary levels
- ❖ Designed to be highly scalable (both geographically and across different locations and industries)
- ❖ Robust labor-market data is leveraged

- ❖ Integrated across workforce system, K-12 and postsecondary to guide students, parents, teachers, and career counselors
- ❖ Meaningful employer engagement with Local Education Agencies (LEAs) and NDE
- ❖ On-and-off ramps that allow students to work or continue their education depending on their goals
- ❖ Pathways are not static, but dynamic frameworks, acknowledging that individual career paths are not always smooth

OWINN has been directly involved in the development of career pathways in four key areas - technology, advanced manufacturing, education, and healthcare. The following are the latest developments in these pathways:

### **Technology**

Employers believe that workforce needs require individuals to have familiarity with technology and for educational and workforce institutions to increase engagement and training in the technology sector. GOED and OWINN are collaborating with higher education institutions, K-12 stakeholders and the NDE to establish the appropriate standards, coursework, and credentials necessary to develop technology career pathways in two main tracks: *Cyber Security* and *Advanced Automation and Robotic Systems*.

### **Advanced Manufacturing**

OWINN has partnered with GOED to scale the LEAP advanced manufacturing career pathway framework statewide. OWINN is facilitating engagement in southern Nevada with K-12 and higher education partners to align course offerings at the community college level with four year institutions. The pathway currently has opportunities for secondary Career and Technical Education (CTE) students to transfer credits to postsecondary institutions. The pathway is already developed and established in northern Nevada with Truckee Meadows Community College (TMCC) and University of Nevada, Reno (UNR). The process is ongoing and OWINN and GOED are currently having meaningful engagement with the College of Southern Nevada (CSN) and the University of Nevada, Las Vegas (UNLV).

### **Education**

The education career pathway has made significant progress and is close to completion. Beginning in June 2017, OWINN reached out to senior leaders at NDE to discuss and consider a career pathway in the education industry via CTE. NDE's willingness to engage and partner made the process move forward efficiently. OWINN then partnered with the Directors of CTE in Washoe County School District (WCSD) and Clark County School District (CCSD) to begin initial conversations and design the career pathways framework. With the approval of standards for this "Teaching and Training" program, 9<sup>th</sup> grade students can begin coursework in the fall of 2018. OWINN still has work to do to engage postsecondary partners in the Teaching and Training pathway.

### **Healthcare**

For the healthcare career pathways strategy, GOED is taking the lead in designing a life sciences career pathway in northern Nevada, which will eventually be scaled. OWINN is taking the lead in convening stakeholders in southern Nevada to examine pathways into nursing and medicine. The conversations are in their infancy. OWINN and GOED have had constructive meetings with CCSD and higher education institutions, all of whom expressed a strong need in more healthcare workers.

OWINN looks forward to additional engagements that lead to the further development of the healthcare pathways strategy and also connecting employers in the review process.

## **ASSESS WORKFORCE POLICIES**

OWINN has been engaged in supporting federal WIOA policy implementation through the Governor's Workforce Development Board and state policies via the Governor's office.

During the 79<sup>th</sup> legislative session, OWINN provided research, strategy, and dozens of testimonies for a host of state workforce bills such as SB19, SB66, SB516, SB69, SB458, and AB7.

SB 19 addressed the requirements for school districts, institutions of higher learning and students regarding the offering and enrollment of dual-credit courses.

SB 66 revised provisions related to work-based learning programs, specifically removing the limit on the amount of credits a student may earn for successfully completing these programs and allowing the governing bodies of school districts, charter schools and non-profits to apply for grant money from the U.S. Department of Education with the purpose of developing and implementing work-based learning programs.

SB 69 requires certain statewide regulatory bodies to adopt regulations concerning the issuance of licenses to individuals who hold a comparable license from any other state, territory, or the District of Columbia.

SB 516 established OWINN, outlined the office's duties and responsibilities, and revised the membership, procedures, and duties of the SAC.

SB 458 addressed the development and operation of the statewide longitudinal data system

AB 7 covered many different aspects of education, including career readiness. The bill provides for the creation of a college and career ready high school diploma and requires a public awareness campaign concerning high school diplomas.

Furthermore, OWINN has conducted research, which has helped inform workforce policies for young adults. This research was highlighted in "[Connecting Nevada's Young Adults to Training and Employment: Perspectives from Nevada's Young Adults and Employers](#)," a November 2016 report by OWINN. This report has been used for a host of policies and successful grant applications.

## **LEVERAGE LABOR MARKET INSIGHTS AND WORKFORCE DATA**

Leveraging workforce data and labor market insights is central to OWINN's mission. The analysis of data and insights is critical to all of OWINN's activities and strategies. Designing and evaluating career pathways, scaling apprenticeships, creating work-based learning opportunities and assessing and developing workforce policies must be aligned with the trends and information derived from the analysis of data.

One way OWINN leverages data is through the state longitudinal data system known as NPWR. This system provides the State of Nevada with the ability to extract and analyze education and workforce development data within a secure environment in order to help guide and inform education and workforce policy. NPWR securely links de-identified data across state workforce, K-12, and higher education agencies. This data is then accessed, analyzed, and communicated to state decision and policy makers to ensure continuous improvement in Nevada's education and workforce systems and other state services.

Longitudinal analysis through NPWR allows us to better understand our labor market. A whole range of questions can be asked about the education and workforce development systems. The different choices that students and participants make regarding education and career can help us draw conclusions that benefit everyone. With the insights provided by NPWR, Nevada's K-12, higher education, and workforce agencies can better understand the trends shaping student outcomes and college readiness, so they can prepare today's students for tomorrow's jobs.

Additionally, OWINN partners with DETR's Research Division, GOED, and the industry sector councils to identify in-demand occupations and skills to align workforce training with robust data. Five data sets, including some from GOED and DETR, were used in an analysis performed by GOED to detect jobs and skills that are currently and are projected to be in high-demand. That analysis was then used to develop a consensus ranking of in-demand occupations for key industries in Nevada. Industry sector councils used their unique knowledge and experience to provide additional review and confirmation of the consensus rankings. The analysis of key workforce data and confirmation through labor market insights helps inform educators and policy makers on how to strategically align Nevada's education and workforce systems.

### **VALIDATE INDUSTRY-RECOGNIZED CREDENTIALS**

OWINN seeks to identify industry-recognized credentials that meet national quality standards, recognized by third parties, support improved employment prospects, and have market value. While a credential does not guarantee employment, the state's vetted list of credentials will help protect secondary students and adults – including young adults and veterans - transitioning into the workforce from poor quality credentials and promote credentials that provide evidence of skills and information on entry points into relevant industries in order to secure employment. A handful of states already leverage a statewide list of industry-recognized credentials, but the vetting processes are typically not as rigorous or include industry input. Nevada's statewide credentialing list will focus on entry-level certifications, certificates, and examinations.

To that end, OWINN conducted research and analysis of entry-level certificates and certifications within the state's priority industries that secondary students and adults within the publicly funded workforce system can pursue. OWINN convened industry representatives to provide insights on the value of these certificates and certifications and published a report online with initial list of credentials.

### III. OWINN PERFORMANCE MEASURES

---

Performance measures evaluate how an organization's actions and processes contribute to meeting its strategic objectives, drive future activities and needs, and help enhance organizational performance.

OWINN has developed four key performance measures that are aligned with its core strategies:

- 1. By 2019, the number of new and existing apprenticeship programs will increase by at least 10%**

**And**

- 2. By 2019, the total number of apprentices in the state will increase by 10% from current totals**

The US Department of Labor (USDOL) has published data indicating Nevada is near the bottom of the list in terms of active, approved apprenticeship programs. In 2016, the USDOL included Nevada as one of only four states that approved no new apprenticeship programs, while 11 other states approved at least 50 new apprenticeship programs. OWINN is working to ensure this is no longer the case and is using state and federal resources to create new apprenticeship programs and increase the number of apprentices. Additionally, the near majority of the approved apprenticeship programs in the state are in one industry. OWINN staff, including the newly created State Apprenticeship Director, are providing outreach to diverse occupations and industry, and also diverse populations. The USDOL notes a severe underrepresentation of women and minorities in RA programs and has called on states to increase not only their areas of industry in apprenticeship, but also the populations who are represented.

The goal of expanding existing programs and increasing the number of apprentices in Nevada has led OWINN to develop streamlined processes including offering templates of standards and appendices that meet all NRS, NAC and CFR guidelines to help new apprenticeship programs through the application process. OWINN's effort to approve more programs has also included vigorous outreach to employers, through the assistance of partners like LVGEA, to re-brand and expand the definition of apprenticeship and working with American Apprenticeship Initiative grantees to bring federally approved programs before the SAC. The SAC had a first initial meeting in November 2017 and plans to begin their quarterly meetings in February 2018.

- 3. By 2019, identify programs and policies that are effective at producing college and career ready candidates based on postsecondary and workforce outcomes**

The P-20 to Workforce Research Data System (NPWR), a data system administered by OWINN, provides educators, policymakers, and other workforce stakeholders with more comprehensive data and analysis from which to make informed decisions. NPWR allows Nevadans to answer a range of program and policy questions to gauge the effectiveness of programs and design targeted improvement.

OWINN has secured a contract with Eduloka DBA inDatum to help provide ongoing maintenance and operations of the NPWR system. This included a new match event to update the system and all 12 NPWR reports with newly available data. OWINN is also currently working on a contract amendment so that the vendor can provide time and material services to update the current NPWR reports from

a tabular format to more visually appealing, user-friendly, interactive dashboards. Updated visualizations and user interface will make reports easier to understand and more utilized by students, educators, families, and policy makers.

OWINN is also working on data partner planning to improve the NPWR system's ability to match data between Nevada Department of Education (NDE) and Department of Employment, Training and Rehabilitation (DETR). OWINN is currently in discussions with the Department of Motor Vehicles to bring their data into the NPWR system. Their data would strictly be used to improve the match between NDE and DETR datasets. Improving the link between these two datasets will allow policy makers and researchers to ask more questions and analyze trends of the student population that exits the K-12 system and directly enters the workforce. New research and analysis of this population and pathway will greatly enhance our ability to identify programs and policies that are effective in preparing Nevada students for college and career.

#### **4. By 2019, all four high-quality, high-priority career pathways (Advanced Manufacturing, Education & Training, Technology, and Health Care) are completed and implemented**

Progress has been made in establishing and implementing high-priority career pathways. OWINN partnered with GOED to scale the Advanced Manufacturing LEAP framework statewide, which consists of a robust engagement with southern Nevada employers, and K-12 and higher education partners like the College of Southern Nevada (CSN) and the University of Nevada, Las Vegas (UNLV). The pathway currently has opportunities for secondary CTE students to transfer credits to postsecondary institutions including the pathway already developed and established in northern Nevada with Truckee Meadows Community College (TMCC) and University of Nevada, Reno (UNR).

The education & training career pathway has made significant progress and is close to completion. OWINN successfully reached out to senior leaders at NDE and the Directors of CTE in Washoe County School District (WCSD) and Clark County School District (CCSD) to help design and write standards for a "Teaching and Training" program of study. The standards were presented at the June State Board of Education meeting for final approval, allowing students the fall of 2018 to begin coursework in a CTE program of study for Teaching and Training beginning in 9<sup>th</sup> grade.

Given that technology is a broad industry and technology professionals will be in high demand, GOED and OWINN have partnered to develop technology career pathways in two critical tracks – Cyber Security and Advanced Automation and Robotic Systems. GOED and OWINN has convened higher education institutions and K-12 stakeholders in northern and southern Nevada to develop the appropriate coursework and credentials needed to complete the career pathways in technology, including new CTE standards for students in the cyber security track.

For the healthcare career pathways strategy, OWINN and GOED have had meaningful meetings with representatives from higher education institutions and CCSD, all of which have expressed a strong need in healthcare. While GOED is designing a pathway in life sciences in northern Nevada, OWINN is taking the lead in convening stakeholders and engaging with employers in southern Nevada to develop pathways into nursing and medicine.

## IV. OWINN ACCOMPLISHMENTS

---

### Accomplishments since July 1, 2017

#### ***(1) Aligned career training and workforce development as a statewide strategic priority, with activities to recognize apprenticeships as a vital component to increase the number of Nevadans in high-quality jobs***

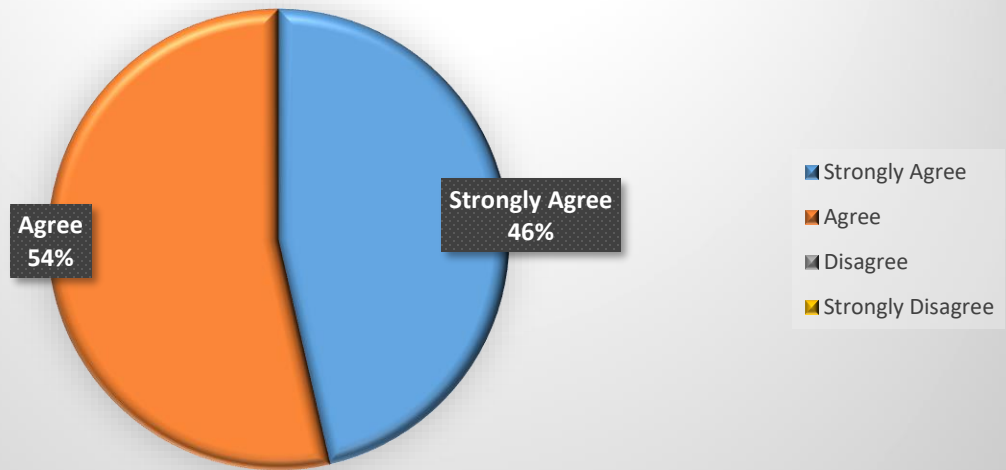
On July 14, 2017 OWINN held the Governor's Workforce and Innovative Solutions Conference that shined a light on innovative ideas, practices, policies, and solutions to workforce development across the state of Nevada. Specifically, the conference explored the elevated role of apprenticeships in Nevada, changes happening to align K-12 and post-secondary career and technical education to high-demand industries, and resources available to all Nevada's employers with interest in finding a skilled, diverse workforce, and the conference particularly served as a way to rebrand RA in Nevada. The statewide workforce conference was free of charge to all attendees and was held at the Clark County Government Center in Las Vegas, Nevada. In total, 329 individuals registered for the conference and 225 checked-in. Attendees represented employer, labor, education, and public workforce communities. The conference featured three breakout sessions and a powerful keynote speaker.

Breakout session 1 titled "Apprenticeship Landscape Deep Dive" featured state and national speakers who highlighted opportunities to leverage registered apprenticeships to enhance the workforce development pipeline in all industries. Breakout session 2 titled "Career Technical Education's Alignment with Industries and Pathways" featured K-12 and postsecondary state leaders who highlighted the strategic use of labor-market data and evidence based practices being leveraged to prepare students for college and careers. Breakout session 3 titled "Workforce Policies from the 79th Legislative Session" featured state legislatures and state policy leaders' discussing key workforce takeaways from the Legislative Session.

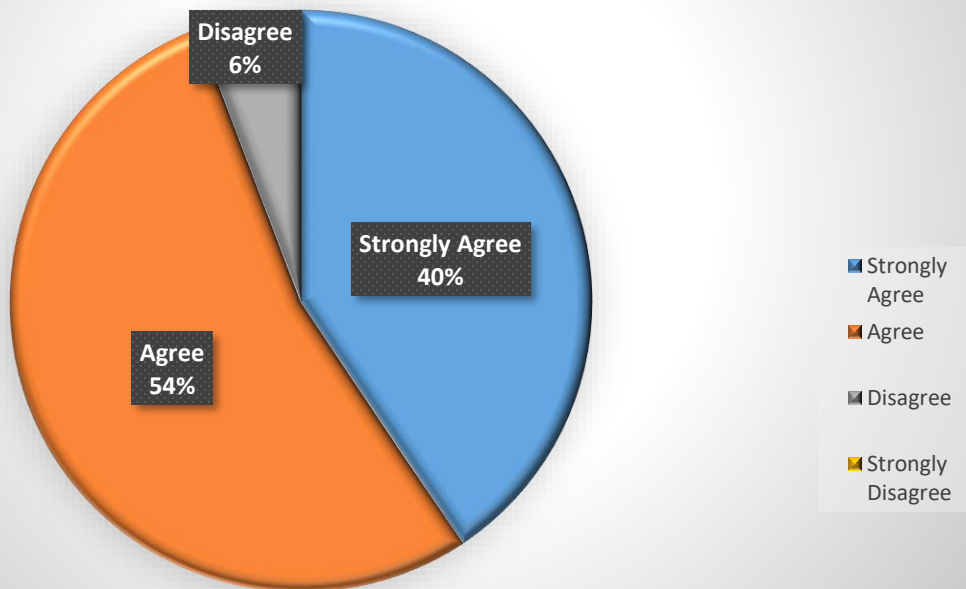
The keynote was delivered by Suzi LeVine, Retired United State Ambassador to Switzerland and Liechtenstein, and Eric LeVine, CEO of the wine cellar community, Cellar Tracker, and moderated by Meghan Wills, Program Director at the National Governor's Association Center for Best Practices. The LeVines were a dynamic duo and shared a compelling perspective of how registered apprenticeship is being leveraged around the world to mitigate workforce gaps and prepare individuals for 21st century careers into the middle class. The Swiss model of apprenticeship, which is inclusive of all industries and all students, was highlighted – for example, in Switzerland, 70% of students start an apprenticeship at age 15; and the overall unemployment rate and the youth unemployment is practically similar, unlike many other countries.

A survey conducted with conference participants found out of 69 unique responses, 100% of attendees agreed or strongly agreed the conference was a good use of their time; 94% of attendees agreed or strongly agreed they had a better understanding of current and future workforce and education initiatives occurring in Nevada; 93% agreed or strongly agreed the conference gave them possible solutions, resources or ideas to utilize in their work; 79% agreed or strongly agreed they had a more positive view of apprenticeships in Nevada as a result of the conference; 96% agreed or strongly agreed they believed apprenticeships are a viable way to improve Nevada's workforce; and the majority of those in attendance at Breakout Session 1 ("Apprenticeship Landscape Deep Dive") rated this session as good or excellent. (See next page)

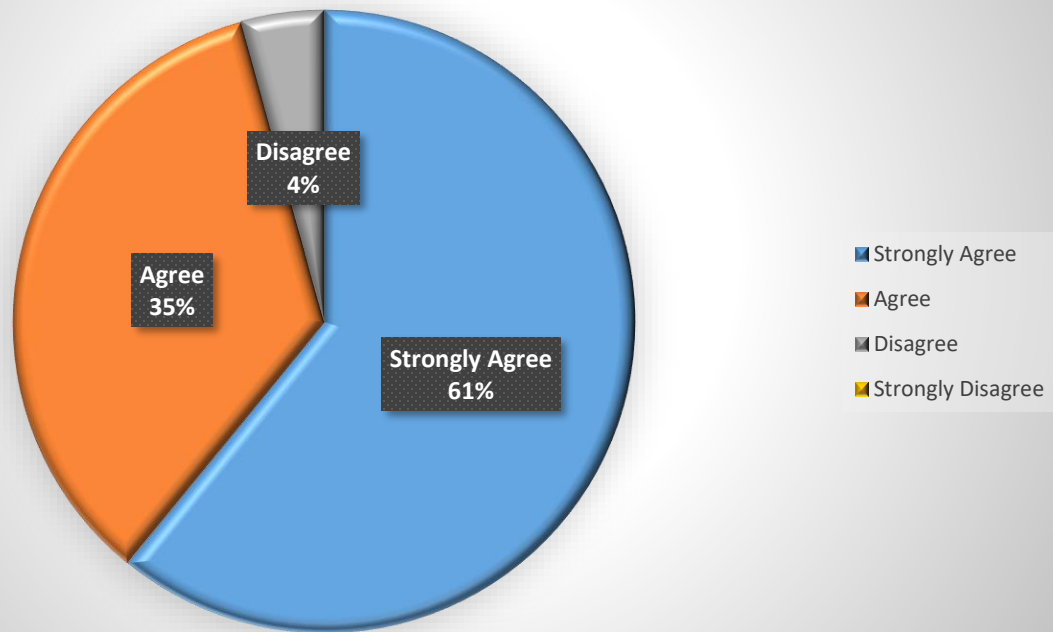
**1. Overall, the Governor's Workforce and Innovative Solutions Conference was a good use of my time?**



**2. As a result of this conference, I have a better understanding of current and future workforce and education initiatives occurring in Nevada.**



## 5. I believe apprenticeships are a viable way to improve Nevada's workforce.



### ***(2) Community Outreach***

OWINN is deeply engaged in a wide range of statewide activities. OWINN has launched a workforce newsletter which highlights workforce news, events, and a blog. Additionally, the OWINN Executive Director serves on the ACT State Council and the Nevada Digital Government Summit Advisory Council and has presented at several major conferences and workshops throughout the state and the U.S. OWINN also participates in a host of community engagement initiatives such as the African American Think Tank and engagement with secondary and postsecondary institutions. Thus far, OWINN has engaged with over 1,000 stakeholders statewide.

### ***(3) Nevada selected to participate in the National Governors Association's Work-Based Learning Policy Academy***

As one of six states selected to participate in the work-based learning policy academy designed to scale high-quality career opportunities for young adults ages 16-29, OWINN will serve as the lead and will partner with the Governor's Office of Science, Innovation and Technology (OSIT) and many other organizations.

Over the course of 18 months, the policy academy will provide technical assistance to states to create and expand work-based learning opportunities to connect youth and young adults to career opportunities and career preparedness skills in STEM-intensive industries such as advanced manufacturing, health care, information technology and energy. Eventually, Nevada and the other participating states will share best practices, develop plans to identify and scale high-quality programs and implement policies to support and sustain work-based learning initiatives.

#### ***(4) Nevada selected to participate in the Occupational Licensing Policy and Practice Learning Consortium***

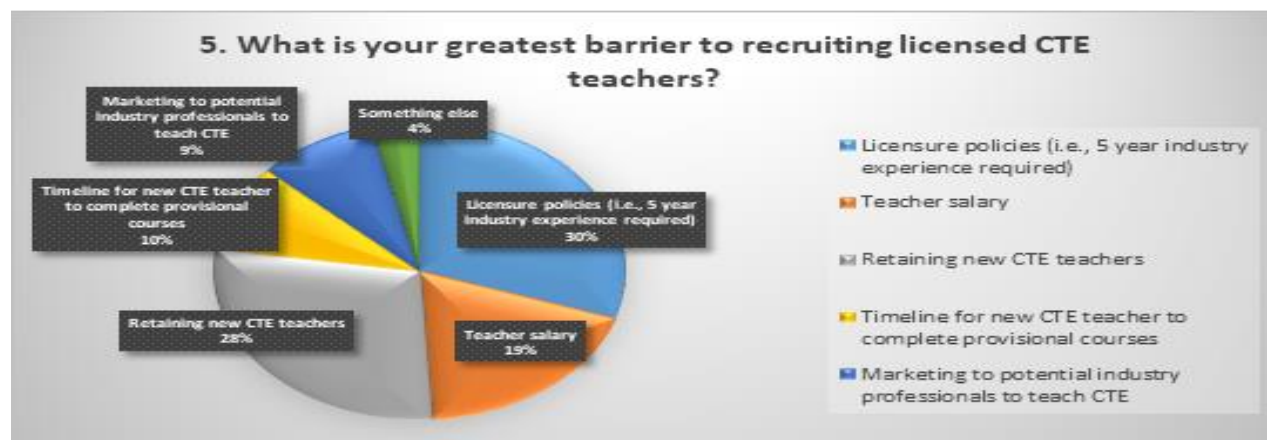
Over the next three years, Nevada and 10 other states will engage in a structured, peer-learning consortium to share ideas and solutions to complex occupational licensing issues. Participating in the consortium will give Nevada the opportunity to look at the costs and benefits of occupational licensing, especially for low-to middle-income jobs in a state with a large number of disadvantaged, long-term unemployed, displaced workers, and military veterans.

Nevada's core team to the consortium, which includes OWINN, has identified four occupations for study: 1) heating, air conditioning, and refrigeration mechanics and installers; 2) plumbers, pipefitters, and steamfitters; 3) licensed practical and licenses vocational nurses; and 4) nursing assistants.

#### ***(5) Partnered with NDE to evaluate requirements for Business and Industry Licensure requirement***

OWINN presented to the Commission on Professional Standards on the need to align Business and Industry (B & I) Licensure requirements, which are necessary to teach CTE courses, with best practices across the country such as the number of years required within industry. The Commission accepted OWINN's recommendation to explore reducing the five-year work experience requirement for the B & I license to two years, which better aligns with other states. OWINN conducted analysis of all 50 states and found that the average number of years of work experience required by similar licenses in other states was two years. Nevada's five-year requirement was one of the highest in the country. Additionally, student achievement was not correlated to states with two or three years of required work experience since there were many states with less than a year requirement but had higher student achievement than Nevada.

This is important because in order to prepare Nevada's workforce, students need teachers. Nevada administrators consistently expressed frustration with recruiting and retaining teachers to teach in high-demand high-growth areas. For example, by the time a principal can recruit an individual with industry experience over five years, their salary is hard to match. OWINN has done research and analysis on this issue and concluded from CTE administrators that the five-year work experience requirement was as a barrier to recruiting licensed CTE teachers. (See below)



***(6) Provided career exploration opportunities during National Apprenticeship Week for high school students to learn about registered apprenticeships***

OWINN facilitated fieldtrips to the Southern Nevada Operating Engineers (along with Southern Nevada Operating and Maintenance Engineers, Carpenters of Southern Nevada and Laborers Local 872) and Electrical JATC of Southern Nevada during National Apprenticeship Week. Over 60 students from three schools saw demonstrations of the work these trades perform and received information on how to apply to apprenticeship programs.

***(7) Utilized the state's executive resources to develop a stronger apprenticeship program both statewide and nationally***

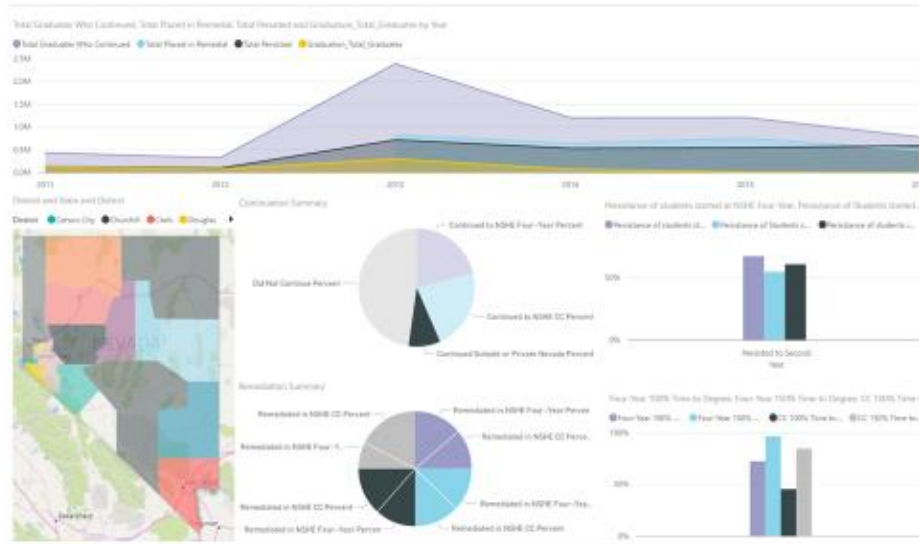
On October 2<sup>nd</sup>, the Governor appointed a State Director of Apprenticeship, who is overseen by the Executive Director of OWINN, who was appointed by the Governor in July 2016. In addition, OWINN's Executive Director Manny Lamarre hired staff for the OWINN office such as the Program Officer/Administrator, Policy Analyst, Executive Assistant, and Senior Economist that each support the state's RA efforts in a variety of ways.

The Director of RA supports the Nevada State Apprenticeship Council and undertakes activities to support RA in the state, such as manage outreach, connect with employers, organize and support RA activities for under-represented populations, etc. The hiring of OWINN's Policy Analyst was also a key action this quarter, as the Policy Analyst devotes 80% of his time to supporting RA, specifically for administrative purposes and policy research. Moreover, OWINN's Executive Director focuses much of his time leading strategic efforts and conversations on RA statewide with businesses, policy leaders, economic development authorities, training providers, etc. There is also contracted staff devoted to regional efforts in order to ensure Nevada's initiatives for RA are manifested statewide.

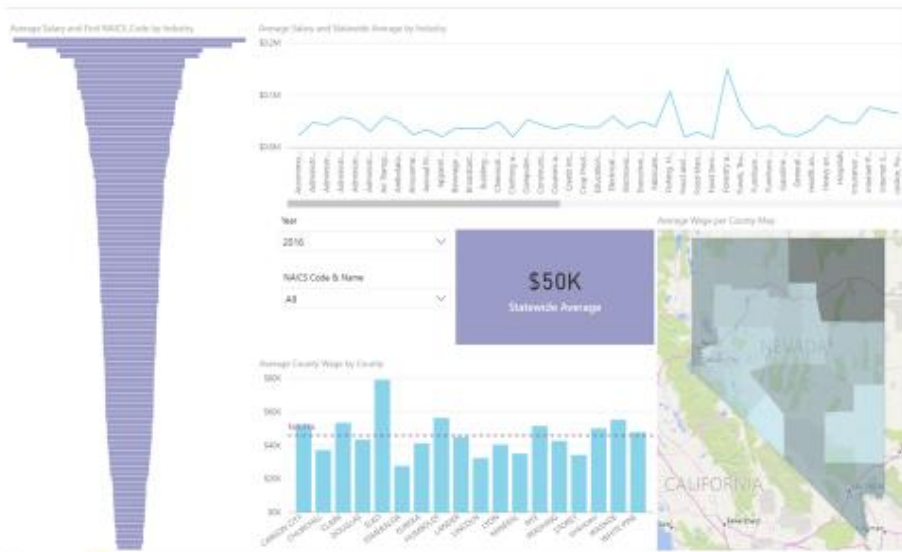
***(8) Developed new data visualizations and user interface mock ups to improve NPWR report appeal and performance***

In October 2017, OWINN worked with the current P-20 to Workforce Research Data System (NPWR) vendors and NPWR stakeholders to develop mock-ups for data visualization and user interface enhancements using Microsoft BI business analytics tools. The reports that currently exist in NPWR present data in a tabular format that are not visually appealing nor user friendly. These proposed enhancements will make NPWR reports visually pleasing and easier to use for the public by switching from the tabular format to interactive dashboards. (See next page)

## Education Outcomes Dashboard



## Average Wage by Industry



OWINN has submitted a Technology Investment Request for this project that has been approved, as well as a contract amendment to add these services and projects to the current contract with the vendor.

## Additional Accomplishments – (Since June 2016)

- OWINN built out the office’s vision and mission statement, as well as its goals and strategies.
- OWINN engaged deeply in statewide policy design, discussions, and implementation. OWINN provided research, strategy, and testimony for a handful of bills at the 79th legislative session.
- OWINN provided leadership and facilitated a little over \$900,000 of workforce funding via Governor’s reserve funding - consistent with the vision of WIOA, seven organizations were named finalists and were awarded grants ranging from \$65,000 to \$150,000 in three categories: youth, adults, and re-entry.
- OWINN provided technical, strategic, and editing support to NDE on their successful \$2 million New Skills For Youth grant (NSFY). The NSFY is an initiative by JP Morgan Chase and the Council of Chief State Schools Office to enhance K-12 career readiness.
- OWINN planned and coordinated all 8 of the Governor’s Workforce Development Board (GWDB) Industry Sector Councils and acquired information and insight on Nevada’s top in-demand occupations and skills from employers; it also leveraged labor-market data provided by GOED and DETR. As a result, OWINN published the *2017 In-demand Occupations and Insights* report to inform Nevadans on in-demand and high-wage occupations.
- OWINN authored the largest statewide survey on barriers youth and young adults face to training and employment. The survey garnered 782 web responses from 16-29-year old Nevadans and included focus groups in Clark County, Elko, and Carson City, as well as over two dozen individual conversations with Nevada’s young adults.
- OWINN partnered with GOED to scale the LEAP framework statewide, which consisted of robust engagement with employers and K-12 and higher education partners.
- OWINN engaged with leaders at NDE to discuss and consider a career pathway in education via CTE. OWINN then partnered with the Directors of CTE in Washoe County School District and Clark County School District to design the career pathways framework, which included OWINN, at NDE’s invitation, serving on the standards writing team for this “Teaching and Training” program of study. After approval by the State Board of Education, students can begin coursework in a CTE program of study for Teaching and Training beginning in 9<sup>th</sup> grade in the fall of 2018.
- Within LEAP, OWINN and GOED’s partnership in developing technology career pathways has resulted in the creation of two tracks – 1) *Cyber Security* and 2) *Advanced Automation and Robotic Systems*.
- OWINN took the lead in convening stakeholders in southern Nevada to examine pathways into nursing and medicine.
- OWINN provided leadership for the management of the \$799,765 ApprenticeshipUSA State Expansion grant, which was awarded to Nevada by the U.S. Department of Labor to DETR as the fiscal agent. The grant will be used to fund the Technical Readiness and Apprenticeship (TRAIN)

project, a statewide effort to align programs, effectively utilize and interpret data, and reduce barriers to education, literacy, and training through Registered Apprenticeships.

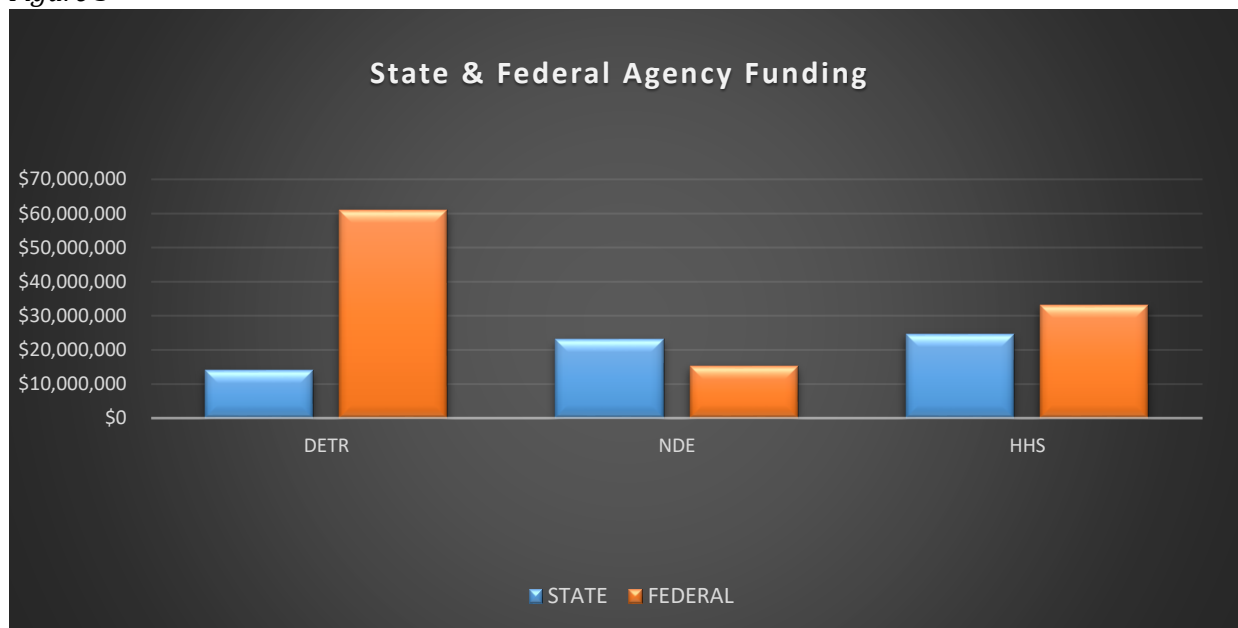
- OWINN conducted an initial analysis of 2015 workforce funding from DETR's funding inventory. This was the first time a rigorous analysis of workforce funding has occurred in the state of Nevada.

During OWINN's initial engagement with the GWDB, board members expressed an interest in better understanding the various funding streams in the public workforce system. Thus, OWINN produced an analysis of critical workforce funding streams. The FY 2015 Nevada workforce funding analysis was intended to educate members of the GWDB, policymakers, and the broader community on Nevada's funding ecosystem for workforce development, as well as provide an understanding of the financial resources leveraged to support individuals' success in the workforce. Although a great start, OWINN considered this analysis incomplete and plans to strengthen analysis for FY 2017. (See below)

Figure 2

| TOTAL  |                     |                         |
|--------|---------------------|-------------------------|
| AGENCY | STATE               | FEDERAL                 |
| DETR   | \$13,971,006        | \$60,981,269.00         |
| NDE    | \$23,061,312.00     | \$15,133,407.00         |
| HHS    | 24,587,555.44       | \$32,910,795.56         |
|        | <b>\$61,619,873</b> | <b>\$109,025,471.56</b> |

Figure 3



## V. OWINN'S ACTIVITIES

---

### Recent Activities

#### **New Skills For Youth (NSFY) Career Readiness Grant**

The New Skills For Youth (NSFY) Career Readiness Grant, funded by JPMorgan Chase & Co, was launched by the Council of Chief State School Officers in partnership with the National Association of State Directors of Career Technical Education Consortium and the Education Strategy Group. The goals of the grant are to 1) dramatically increase number of students successfully completing career pathways beginning in secondary school and culminating in postsecondary degrees and/or industry credentials with labor-market value; 2) catalyze transformational approaches to the design and implementation of programs and policies to increase students' career readiness in a cohort of leading states; and 3) disseminate lessons learned to the rest of the country

In Nevada, the NSFY is a large collaboration of cross-sector stakeholder engagement led by NDE to include representatives from K-12, postsecondary, employers, nonprofits, state agencies, and policymakers. During phase one of the grant, OWINN supported NDE in providing technical, strategic, and editing support during the phase one grant application process. OWINN also traveled with the core NSFY team to formally present the state's strategies to enhance K-12 career readiness in Nevada.

Nevada was one of ten states across the country to receive phase 2 funding of roughly \$2 million. During phase two, the team focused on goals and objectives to enhance employer engagement, quality and rigor in career pathways for all students, career-focused accountability systems, scaled pathways that culminated in credentials of value, integrated funding streams, joint resource planning, and ensured cross-institutional alignment.

#### **2016 Workforce Innovation Grants**

Executive Order 2016-08 directed OWINN to "apply for and administer grants, including those that may be available from funding reserved for statewide workforce investment activities from WIOA." OWINN designed an application process to select *2016 Workforce Innovation Grant* recipients with funding leveraged from Governor's reserve from the 2014 reauthorization of the federal WIOA policy. The grant was opened to a wide range of organizations, including nonprofits, accredited institutions of higher education, state agencies, and employers.

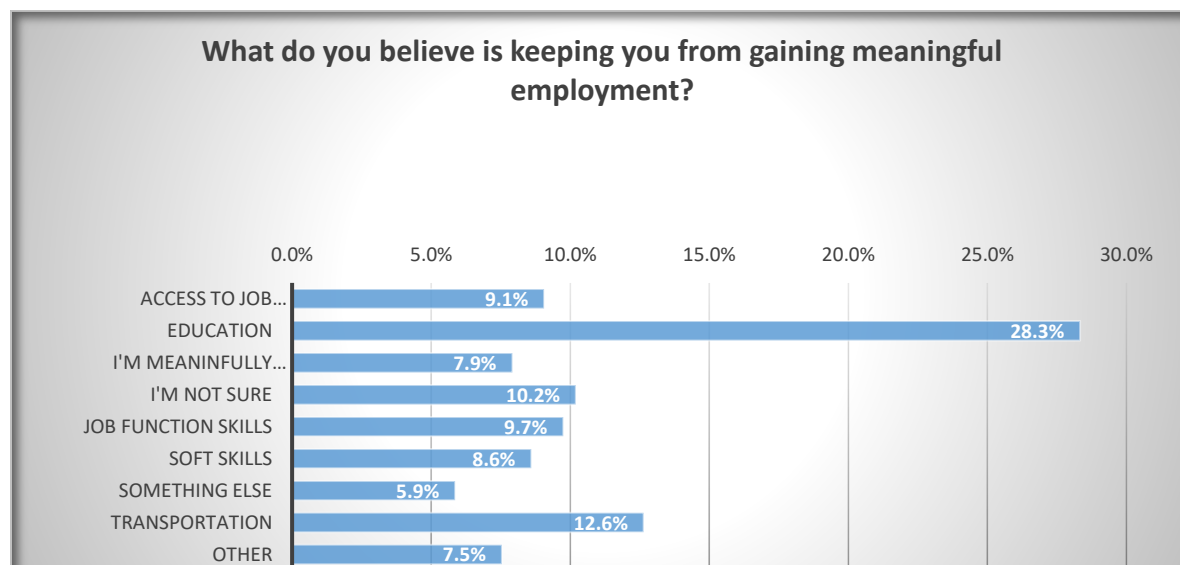
Consistent with the principles of WIOA, the *2016 Workforce Innovation Grant* considered organizations that are actively working to reduce employment barriers for youth, adults, and the re-entry population to grow their impact. The population that these organizations target can often be difficult to serve. Additionally, a strong emphasis was placed on programs or strategies that leveraged partnerships and also organizations working to help individuals' gain on-the-job training or credentials that make them employable and reduce their dependency on social services.

#### **Statewide Research & Report on Connecting Nevada's Young Adults to Training and Employment**

To better understand barriers young adults in Nevada faced to training and employment, OWINN conducted three forms of analysis for a total of six weeks from late August to the end of September 2016 to acquire insights directly from the young adult population: a *Young Adult Job and Training Opportunity* web-based survey, focus groups, and dozens of individual conversations with Nevada young adults' 16-29 years old. In doing so, OWINN acquired a deeper insight into what the state can do to better support the young adult population. OWINN also considered perspectives from industry representatives and employers to determine where there may be gaps between the two groups.

As a result of this research, OWINN published a report in November 2016 titled: “*Connecting Nevada’s Young Adults to Training and Employment: Perspectives from Nevada’s Young Adults and Employers.*” Among its many key takeaways, the report found that lack of education (four-year college degree) was their greatest barrier to employment. (See below)

Figure 1



## Upcoming Activities

### ***(1) Conducting existing apprenticeship program inventory***

OWINN will be addressing issues with existing programs, with the Council possibly taking appropriate action if programs are not in compliance with the law. Since the July 1<sup>st</sup> transfer of the SAC’s program files from the Office of the Labor Commissioner to OWINN, OWINN has begun an analysis and inventory of all program files. There are 78 active programs in existence. Per NAC 610.310, the SAC must review program standards every five years. In its analysis, OWINN found that as of December 31, 2017, 50% of programs have not been reviewed within 5 years.

Likewise, NAC 610.935 requires that compliance audits be performed on existing programs. Upon review of all program files, 45% have had a review (1 performed in 2017 and 34 performed in 2014 or prior) and 55% have no record of ever being reviewed (of the files that are counted as having been reviewed, 2 have no documentation but are listed as having a completed rate of 100% with no additional information).

Furthermore, it was found 99% of programs were cited for underutilization of females, approximately 70% were cited for a high-cancellation rate, 9% were recommended to be deregistered in one year since no apprentices were added and 0% had documentation of follow-up.

## ***(2) Completing compliance plans for the National Apprenticeship Act and Equal Employment Opportunity laws***

*Compliance with 29 CFR 29.* The United States Department of Labor (USDOL) has found Nevada out of compliance with the National Apprenticeship Act. OWINN has submitted a report to USDOL on the compliance plan and will be doing outreach to apprenticeship programs to implement the plan.

*Compliance with 29 CFR 30.* In December 2016, the U.S. Department of Labor (DOL) updated its Equal Employment Opportunity (EEO) in Apprenticeship regulations, 29 CFR part 30, to reflect the workplace of the 21<sup>st</sup> century and the changes in EEO law that have occurred since the previous regulations were released in 1978. Nevada's last EEO plan was done in 1978. DOL's key objectives in revising the regulations included:

- Positioning registered apprenticeship to grow and meet the demands of industry, while ensuring adequate and up-to-date protection of equal employment opportunity.
- Promoting diversity in registered apprenticeship programs to ensure that the substantial benefits of apprenticeship accrue to all communities and to enhance outreach to all populations.
- Simplifying and clarifying the regulations to make it easier for apprenticeship sponsors to effectively grow and diversify their apprenticeship programs.

The revised regulations went into effect for sponsors registered with DOL's Office of Apprenticeship (OA) on January 18, 2017, with a number of provisions phasing in over a two-year period. Plans are due to USDOL January 18, 2018. Once Nevada's EEO Plan has been approved by OA, the sponsors registered will have up to 180 days to comply with it.

## ***(3) 2017 Workforce Funding Analysis***

OWINN is currently completing a workforce-funding inventory for fiscal year 2017 that updates figures from the 2015 study and adds other areas of analysis. This includes breaking down workforce development program funding by federal, state, and non-governmental sources, identifying which services these programs deliver and how much financial resources are devoted to those services, what the target population of the programs are, and what the outcomes are.

## ***(4) Data Partner Planning***

OWINN is currently working on a Technology Investment Request and data partner agreements to help enhance the NPWR system and improve the match rate between datasets that are currently integrated within the system. Data partner planning with the DMV is expected to improve the match rate between NDE and DETR datasets, so that reports and research can be developed to study the trends of individuals that leave the K-12 system and directly enter the workforce.

## ***(5) NPWR Data Visualizations and User Interface Improvements***

OWINN, NPWR stakeholders, and the vendor that performs maintenance and operations for the NPWR system have developed mock-ups of data visualizations and user interface enhancements using business intelligence software. These improvements will change the presentation of current NPWR reports from a tabular format to visually appealing, interactive dashboards. Approval and implementation of these NPWR enhancements is expected in January 2018.

### ***(6) Work-Based Learning***

OWINN was selected to participate in the NGA Policy Academy on Work-Based Learning. The goal of the policy academy is to expand career opportunities for young adults 16-29, especially in STEM-focused areas. A work-based learning conference will also be conducted in the summer of 2018.

### ***(7) Occupational Licensing***

Senate Bill 69 requires the Executive Director of OWINN to produce a report of the total number of licenses by the occupational licensing boards and the demands for these licenses. Additionally, OWINN serves on the NGA core team for the occupational licensing learning consortium.

### ***(8) Career Pathways***

OWINN is continuing to partner with GOED on expanding career pathways within the CTE framework and beyond. Currently OWINN is working with GOED and UNLV on a cyber-security bridge pathway program for secondary students. The bridge program would provide students an opportunity to obtain Network+ and Security+ certifications, which are crucial to enter the cyber security industry.

## **VI. KEY CHALLENGES FOR OWINN**

---

### ***(1) Identifying barriers to expanding apprenticeships***

OWINN is expanding to both populations and industry employers, which require a different set of approaches. OWINN is working to secure a third-party evaluator with its ApprenticeshipUSA funds to perform evaluations for successful implementation with employers and underrepresented populations to drive decision-making in the future.

Evaluation A will be a policy evaluation identifying and evaluating current and potential streams of revenue and making recommendations on how to leverage these funds to increase apprenticeship. The policy evaluation will also include analysis of statutory, regulatory, or internal-based practices that present hurdles and gaps to workforce development including: (1) analysis of existing policies on workforce development; (2) gap analysis of existing policy tools to identify current opportunities and barriers for apprenticeship in the state of Nevada; (3) conducting a political feasibility study; and, (4) developing recommendations on how to leverage these funds to increase apprenticeship.

Evaluation B will focus on evaluations and interviews with underrepresented populations and offer recommendations on how to design more competency and hybrid-based apprenticeship programs that are inclusive and lead to earning a credential. Additionally, Evaluation B will look into how to improve One-Stop Career Centers from the eyes of participants so WIOA funding can be better leveraged to provide eligible participants the supportive services they need.

Another barrier to expanding apprenticeships is ensuring that programs submit revisions required by law and undergo periodic audits in a timely manner (Many audit follow-ups were never performed and 43 programs have never been audited at all).

In addition, failing to bring Nevada Revised Statutes and Nevada Administrative Code into compliance with the National Apprenticeship Act puts both federal funding from the U.S. Department

of Labor Registered Apprenticeships in Nevada and official recognition of Nevada apprenticeship programs at risk.

***(2) NDE and DETR data matching***

One challenge that OWINN has with leveraging workforce data is with NPWR's ability to match individuals in the NDE datasets with those in the DETR datasets. Since there is no common identifier between the two datasets, NPWR must match those individuals through Nevada System for Higher Education's (NSHE) dataset, which collects all elements. However, this only yields a 9.87% match rate. This raises questions and concerns about the reliability of research or reports that can be developed to study trends of individuals who leave the K-12 system and enter the workforce directly since that population is largely missing in the system.

The identified solution to this challenge is to develop a data partner agreement with the Nevada Department of Motor Vehicles (DMV) so that their data can be included in the system to improve the match rate between NDE and DETR datasets. OWINN is currently working on a Technology Investment Request for this project and has started discussions with DMV to begin developing a data partner agreement so that their dataset can be included in the NPWR system. By improving the match rate between NDE and DETR datasets, OWINN and NPWR stakeholders will be able to develop new reports that study the trends and patterns of individuals that exit K-12 education and directly enter the workforce.