



Nevada's Workforce Investment System

Annual Report

July 2010 – June 2011

Presented by:

*Nevada's Workforce Investment
Boards*

Coordinated by:

Nevada Department of Employment,
Training and Rehabilitation

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Preface

The statewide “Business Driven, Worker Pipeline” will be the core to Nevada’s Sector Strategies framework to:

- Focus on identifying workforce needs with emphasis on sector initiatives
- Bring business to the table through an industry sector framework
- Raise the credibility of the state workforce development system
- Supply industry sectors with qualified human capital

Through the Governor’s Workforce Investment Board Sector Councils, partnerships and statewide workforce development alignment have been established. Using workforce development strategies representatives associated with community colleges, business/labor organizations, registered apprenticeships, civic groups, and community-based organizations have been aligned to drive both industry and regional economic development.

In program year 2010, Nevada’s economy began to stabilize, though signs of outright improvement remained elusive. Nevada maintained the highest unemployment rate in the nation throughout the year, even though the rate of joblessness fell by 2.5 percentage points. On its surface, the decline sounds encouraging, but a review of the underlying statistics shows the opposite. Nevada’s unemployment rate fell due to a deteriorating labor force as opposed to economic improvement. Nevada’s biggest industry, leisure and hospitality pushed into the recovery phase, adding thousands of new jobs. Unfortunately, improvement has been uneven, with many key industries failing to reach solid footing, especially construction, which continues to pull down the broader economy. In all, Nevada’s economic picture remains murky, and though the worst of the downturn appears to be in the past, there remains little chance of a full recovery in the near future.

Nevada has maintained the highest unemployment rate in the nation since May 2010. In PY 2010 the unemployment rate fell from 14.9 percent in June 2010 to 12.4 percent in June 2011, while the number of unemployed fell from 202,100 to 162,900. Unfortunately, the decline in unemployment was not matched by an increase in job availability. In turn, the state’s labor force contracted significantly in the last year, as discouraged workers gave up looking for work or perhaps moved to other states. In all, 44,200 Nevada workers dropped out of the labor force.

As bleak as that sounds, the reality of the recession’s impacts on Nevada’s workforce is much worse than presented. A known weakness of the announced unemployment rate is that it underestimates the number of unemployed workers; it only estimates unemployed workers who are actively seeking employment. It does not include workers who are too discouraged to seek

employment and have given up searching, or workers employed part time for economic reasons. The Bureau of Labor Statistics measures the actual unemployment rate by state as a four quarter moving average. Nevada's actual unemployment rate for the year ending in June 2011 is 23.3 percent. That compares to an announced rate of 14.0 percent over the same time frame, a 9.3 percentage point difference.

Nevada has seen a pronounced upward trend in the number of long-term unemployed. The increase in unemployment duration, suggests that many people who lost their jobs during the economic contraction are still struggling to find employment. Based on a twelve month average, in PY 2010, an estimated 98,960 out of 179,320 or 55 percent of those unemployed have been so for 27 weeks or more. For comparison, in PY 2009 and PY 2008 only 73 percent and 28 percent, respectively, of the unemployed fell into the same category. With the largest share of jobseekers falling into the long-term category, significant barriers remain for those seeking employment and their challenges grow more dire.

The number of initial claims for unemployment insurance in Nevada moderated in the last year, a trend consistent with stabilization in the labor market, but far short of outright improvement. Initial claims activity fell 17 percent in PY 2010 compared to PY 2009. After reaching a peak of 36,000 per month at year-end 2008, claims have gradually eased. They have been below 20,000 in each of the past five months. A "structural" analysis of claims activity in Nevada highlights a shift away from historical norms in the state's performance, relative to the nation's, in recent years. Historically, the relative level of claims activity (as measured by the number of claims per 1,000 jobs) in Nevada has been in line with national trends. However, beginning in early-2008, initial claims activity in Nevada, expressed in relative terms, has been well above that for the U.S. as a whole. In Nevada, a cyclical peak of 29 claims per 1,000 jobs was reached in December 2009. The comparable national figure was 25 claims per 1,000 jobs. As of June 2011, there were 17 claims per 1,000 jobs in Nevada vs. 14 claims per 1,000 jobs nationwide.

In program year 2010, Nevada's industrial employment base continued to suffer from the effects of the recession. Overall, Nevada shed 3,800 jobs or -0.3 percent, falling from 1,123,300 in June 2010 to 1,119,500 in June 2011. Nevada has been steadily shedding jobs for over four years since peaking at 1.3 million in May 2007. In that time, Nevada has lost over 184,000 jobs, or 14 percent. On a positive note, on a year-over-year basis, employment estimates are nearly equal to last year: a clear sign of economic stabilization.

Some industries are performing well, while others continue to lose jobs. The leisure and hospitality industry has provided the most new jobs in the last year. In that time, the industry added 8,800 jobs, with most of those coming from accommodation and food services. The opening of the Cosmopolitan added a

good portion of those jobs, but many others have been created in response to increased demand from consumers. Key consumer indicators are rising. Taxable sales have increased on an over-the-year basis for ten consecutive months, while Las Vegas visitor volume has increased 15 months in a row.

A number of industries are still feeling the effects of the downturn. Construction, which lost more jobs than any other industry, continues to shed workers. The industry is down 5,400 from the same time last year. As a result of the construction downturn, the financial activities sector continues to lose jobs as well, 4,000 since June 2010. Manufacturing is still suffering from weak demand and global competition. Employment in this sector is down 1,900 in the last year. Finally, public sector employment is down 6,300 in the last year and will likely continue to fall given the dismal budget situation for state and local governments, as well as a push for cuts from the federal government.

In summary, over the last year Nevada's much maligned economy has begun to stabilize and key sectors are beginning to add employment. The unemployment rate peaked in 2010 and has steadily declined in the first few months of 2011. Despite the improvement, the economic outlook for Nevada remains stagnant, and the economy will struggle to add jobs in the early stages of the recovery. Overall, expectations are that Nevada's employment base will grow by 0.75 percent in 2011, 0.85 percent in 2012, and 0.95 percent in 2013. This equates to a 30,000 job increase over the projection period. While the employment picture is improving, it is a far cry from the growth seen during the most recent expansionary period.

Governance of the Nevada JobConnect System

Nevada's State Workforce Investment Board (SWIB), also known as the Governor's Workforce Investment Board, has continued to expand its role and responsibility for the strategic planning and oversight of the Nevada JobConnect system.

The SWIB has established eight standing committees, each of which have 51 percent representation from Nevada businesses. These standing committees are:



- Youth Council
- Governor's Reserve Budget Committee
- Marketing and Business Support Committee
- Workforce Planning, Policy and Performance Committee
- Green and Renewable Energy Sector Jobs Council
- Manufacturing Sector Council
- Healthcare Sector Council
- Leisure and Hospitality Sector Council

These standing committees hold public meetings and prepare written reports, which are included in the board packets for SWIB meetings. Committee chairmen are asked to provide additional verbal comments to these written reports at the meeting. The SWIB Chair entertains discussion regarding the reports from board members and other interested parties. All SWIB and standing committee meetings are open to the public and posted according to Nevada Revised Statute (NRS), Open Meeting Law (NRS 241.020).

State of Nevada

GOVERNOR'S WORKFORCE INVESTMENT BOARD

MEMBER NAME:	REPRESENTS:
Brown, Mary-Ann	Youth – Northern Nevada
Cato, Jo	Business – Southern Nevada
Copening, Senator Allison	Nevada State Senate – Southern Nevada
Egan, Pamela	Nevada State AFL/CIO/Southern Nevada Culinary Union
Geinzer, Douglas	Business – Southern Nevada
Gilliland, Romaine	Department of Health and Human Services
Grost, Kathy	Business – Northern Nevada
James, Eric	Business – Southern Nevada
Lee, Richard (Vice-Chair)	Business – Statewide
Martin, Leslie	Business – Rural Nevada
Perea, Dennis , Interim Director	Department of Employment, Training and Rehabilitation
Ohrenschall James , Assemblyman	Nevada State Assembly – Northern Nevada
Peyton, Jean	Persons with Disabilities Small Business – Southern
Rheault, Keith	Nevada's Department of Education, Superintendent of Public Instruction
Salazar, Maria	Business – Southern Nevada
Sheehan, Dr. Maria	Nevada System of Higher Education
Shipley, Dennis	Business – Southern Nevada
Wilson, Geoffrey	Business – Northern Nevada
Woodbeck, Frank	Nevada Commission on Economic Development
Woodring, Bradley	Chair, Nevadaworks/ Business – Northern Nevada



Nevada JobConnect: Employment Security Division Overview

The Employment Security Division (ESD) is organizationally under the Nevada Department of Employment, Training, and Rehabilitation (DETR). The Nevada JobConnect System is the employment services delivery system of ESD. The JobConnect System maintains ten area offices throughout Nevada offering a full range of employment services that meet the needs of the residents and businesses in the community in which they are located.

The current national economic recession has negatively impacted almost all Nevada communities. Each JobConnect office has been tasked with adapting quickly to meet the changing needs of the communities in which they are located.

The state has experienced a continuing increase in the number of unemployed and underemployed individuals seeking employment. Conversely, the JobConnect Offices are experiencing a decrease in the number of job orders from employers that are recruiting for open positions. The statewide JobConnect system is exploring new and creative methods, along with revisiting "tried and true" service delivery models, to meet the changing needs of Nevada's customer base.

Despite the current economic challenges faced by Nevada, the labor exchange network established by the Wagner-Peyser Act of 1933 remains the most efficient and cost effective means to connect job seekers with the employer community. Through the Wagner-Peyser labor exchange system, every statewide JobConnect Office offers a full complement of quality employment services, including job search assistance, job referral and placement, re-employment services, and recruitment services to employers with job openings.

All JobConnect Offices in the system are equipped with a modern resource center providing all Nevadans the choice to perform a self-directed job search or to receive one-on-one assistance with experienced and knowledgeable JobConnect workforce representatives.

Over the past four years, the JobConnect Offices have experienced an increased demand by job seekers requesting staff-assisted services. Rather than using self-service tools such as the resource centers, trends indicate that job seekers in greater numbers prefer to meet one-on-one with the JobConnect professional

employment staff. In the current labor market, many employers are reverting to suppressed job orders rather than posting openings on job boards. Employers are realizing the benefits of receiving pre-screened qualified applicants versus the deluge of resumes and unqualified applicants inherent to job boards and internet postings.

ESD Business Services

The statewide JobConnect system is committed to providing the best services to Nevada employers. During the past year the Employment Security Division has consolidated all of its metropolitan Business Services activities under two Business Services managers in Reno and Las Vegas. In the rural communities of Elko, Ely, Winnemucca and Fallon, the JobConnect manager directs the offices' business services.

The statewide Business Service Representative (BSR) teams continually seek new and innovative ways to add value to the services offered through the JobConnect system. The BSR Teams carefully coordinate local activities relevant to their specific local labor markets. Through participation in state and local employer groups, extensive outreach activities, and meeting the needs of employers on the local level; the business services offices have forged strong partnerships with the Nevada employer community.

The Business Services offices continue to strengthen relationships with the Nevada business community. They remain active in promoting and coordinating a variety of statewide events meeting the specific recruitment needs of participating employers including the following:

- A Small Business Network hosted by Nevada JobConnect has attracted a group of fifteen (15) small business owners that meet twice a month in Reno to exchange ideas and best practices relevant to the small business entrepreneur.
- The JobConnect offices regularly hold hiring events for businesses within the JobConnect offices and provide them with training rooms and interviewing facilities.
- The business services office in Reno provided a job search workshop on site with an employer who was downsizing and requested the workshop for their workers. This is the first job search workshop that was provided on site at a business.

Business Services Transformation

The Business Services operation of the JobConnect offices, during the past year, has been reengineered to insure that business services are the foundation for all services within the JobConnect offices.

The JobConnect managers and supervisors throughout the State with the assistance of Greg Newton and Associates met for over six months to completely revamp all JobConnect policies and procedures to better enable JobConnect to meet the needs of the business and job seeker customers.

With the unemployment rate hovering around 14% and an almost vertical decline in the housing market, as well as jobs in the tourism and construction sectors, the JobConnect management team was tasked with redesigning their service delivery system around business services.

This was a very valuable process, which allowed review of statewide policies and procedures and implementation of best practices statewide to improve and standardize service delivery in the JobConnect system.

This effort was titled BEST, *Business Expectations Service Transformation*. The result of this effort was a completely new policy manual and procedures manual that completely changed the operations and strategies of the JobConnect service delivery.

The traditional ES Business Services service strategy was for all job listings from businesses to be handled the same when listed with our Job Bank. The reengineered Business Services procedures do not provide all job listings or employers the same service.

Job Orders are graded into three groups which are Platinum, Gold and Silver. The following is a summary of the differences:

- **Platinum Job Orders** – List the openings with JobConnect exclusively. As a result they have a Business Service Representative (BSR) assigned to their company. The BSR personally selects and screens all referrals to the job listing.
- **Gold Job Orders** – Does not list the job listing exclusive with JobConnect, but does want Job Connect staff to provide screening and referrals. This business agrees to provide feedback as to who is hired to fill the opening. Job Connect seeks candidates to fill these openings and prescreens candidates.

- **Silver Job Orders** – Broadly disseminates information on the job listings including listing openings on the Internet. Will not verify as to who they hired. This employer's job listing is available in JobConnect however; JobConnect staff does not screen candidates.

The goal of the BEST is to improve the level of services to businesses and to increase the number of businesses which receive Platinum service. The focus of this effort is to increase the fill rate of Platinum job listings.

Silver State Works

The Employment Security Division and the JobConnect offices launched Silver State Works (SSW), which is a statewide initiative to provide Nevada employers financial incentives to hire or train individuals from the following target groups:

- UI Recipients and exhaustees
- TANF Recipients
- Veterans
- Person with disabilities
- Ex-Felons
- Older Youth (18-21 years of age)

The Silver State Works Program has three components that can be utilized by the business community. These components are:

- **Employer-Based Training**
This component allows laid-off workers who qualify for UI benefits to simultaneously receive on-site workplace training and regular UI benefits. This component is also available to other targeted populations. It provides a special training allowance of \$599 payable in bi-weekly increments. Job seekers would be required to train 24 hours per week for six weeks while continuing regular work search.
- **Employer Incentive Job Program**
Under this component, employers enter into a contract that establishes the agreed upon wage, number of hours to master the tasks, and the maximum amount of reimbursement based on the wage paid. Employers will be reimbursed up to a maximum of 50 percent (50%) of the participant's initial agreed upon gross wage for the contract period and a maximum of 40 hours per week. Contract length will be based on the introductory job period. Employers will submit a timesheet/invoice/progress report on a monthly basis to receive reimbursement.
- **Incentive-Based Employment**
This component supports employers who hire and retain eligible individuals in full-time employment (30 hours or more per week). Upon

completion and satisfaction of certain requirements, the employer may receive a wage retention supplement – on average up to \$2,000 – payable in four equal increments of \$500 after each 30 days of successful employment, up to 120 days.

ESD Career Enhancement Program

The Nevada Career Enhancement Program (CEP) is an important piece in the JobConnect system. The flexibility of CEP allows the JobConnect system to react quickly to the real-time needs of Nevada job seekers and Nevada employers. CEP is designed to provide targeted training to job seekers for specific jobs that are in demand within local communities as well as assist individuals with items needed to return to work. The components of CEP include: Vocational Classroom Training (VCT), Academic Enhancement Training (AET), Re-Employment Related Expense (RRE), and Training Related Expense (TRE).

The CEP Representatives work closely with the Title 1 WIA partners to share the cost of training expenses often “co-enrolling” clients in classroom training. The practice of “co-enrollment” fosters cooperation and communication in leveraging resources enabling a larger number of clients to be served through the program.

The statewide CEP program staff continues to ensure that program funds are focused on improving the skills of the Nevada workforce during this period of high unemployment. CEP continues to assist with training individuals in the following sector groups: Leisure/Hospitality/Retail sector, manufacturing and mining sector, which includes production and transportation/material moving, the healthcare sector and the green/renewable energy sector. The CEP program has remained proactive in serving the training needs of today's employers.

ESD Veteran Services

The statewide JobConnect system continues to assume an active role in serving Nevada veterans by ensuring that veterans receive priority services. The veteran employment representatives throughout the state regularly participate in a variety of veteran events. The veteran representatives also receive specialized training ensuring they are well versed on the numerous programs designed to serve the Nevada veteran population. Veteran services include outreach to homeless veterans, participation in prison re-entry initiatives, and support of a variety of veteran programs.

In Southern Nevada, the Veteran staff participated in the following programs:

- VA Southern Nevada Healthcare System, Welcome Home Celebration This event has various Veteran and community organizations coming together to assist returning Veterans and their families with VA Health care, Veteran benefits, employment, higher education as well as housing

information. This event was opened to ALL returning War Veterans not just OEF/ OIF (Operation Endure Freedom/Operation Iraq Freedom) as it was in the past.

- The Yellow Ribbon Reintegration Program: This program was created to successfully return service members to families, work, school, and community life through community covenants. The program provides for more personal contact between servicemen and women and families with service providers.
- Civilian Jobs.com Career Expo: The expo was set up to celebrate, educate and inform Veterans coming home from active duty about services, programs and benefits for which they are eligible.
- The Southern Nevada ISFAC (Inter-Service Family Assistance Committee): This event is a community resource forum for networking on behalf of the men and women of the Armed Services.
- Veterans Stand Down: Veteran staff attended and supported the annual Veterans Stand Down at the Cambridge Community Center on October 15, 2010. This event is held to assist the homeless veterans with needed items to get through the winter months. It is a gathering of services and referrals for supportive services for Veterans who are homeless and those Veterans in need. The purpose is to prepare them for the time of the season. The services are geared directly to Veterans who are on the street or need assistance and might not know where to go. Over 220 veterans attended this event and the JobConnect staff was able to assist 79 of the homeless veterans.
- Veteran staff attended and supported the Annual Las Vegas Project Homeless Connect Stand Down held on November 10, 2010, at Cashman Center. Over 35 customer received employment and training information during this event.
- Veteran Staff participated in the Annual Homeless Veteran Stand Down held March 23 & 24, 2011. Giving a Veteran a *"Hand up, not a Handout"* is the philosophy of Stand Down. Approximately 574 veterans attended the event and received services from more than 70 providers, and over 500 volunteers. More than 50 veterans were connected to housing resources and emergency shelter. Veteran staff provided service to 113 veterans during this event.
- HELP USA: Veteran staff participated in the HELP USA 3rd Annual Veterans Thanksgiving Day Luncheon held on November 23, 2010. The event was held to honor American Veterans who served the country and the community partners for their support. Nevada JobConnect was

recognized as a contributing community partner and the LVER of North Las Vegas received an Honorary Appreciation Award for outstanding support and contributions to assisting homeless veterans.

The Nevada JobConnect, through its DETR partnership, continues to conduct the following outreach on a regular basis: facilitation of 19 Transition Assistance Program Service (TAPS) Workshops at Nellis Air Force Base for approximately 764 participants who are in the process of leaving the military service and entering the civilian workforce; assisting Veterans at the US Vets Center, Day Labor Office, the VA Vet Center and VA Vocational Rehabilitation.

In Northern Nevada, the Veteran staff participated in the following programs:

- The At Home Warriors Training Event: This event targets recently separated veterans and their families and provides information on reemployment services, particularly services for veterans
- Veterans Homeless Stand Down: This is the yearly stand down in Reno held for homeless veterans. JobConnect veterans staff was on hand to assist homeless veterans access services in the one stop system

A Northern metro JobConnect Veterans Representative meets regularly with participants of the Washoe County System's Veterans Court. This is a collaboration to provide re-employment services once veterans have addressed their legal issues.

ESD Ex-Offenders/Re-Entry Services

The Job Connect system has been active in providing services to recently released ex-offenders. Service delivery to soon-to-be released inmates continues to evolve as new programs and partners surface. Typically, incarcerated outreach occurs at the correctional facilities as a component of the community re-entry programs.

Along with the re-entry services, a large number of veterans are receiving services through outreach programs. The JobConnect veteran's staff has launched statewide initiatives to begin providing monthly outreach by the Local Veterans Employment Representative (LVER) to incarcerated veterans who are within six (6) months of either completing their sentence or earning parole. The Nevada JobConnect System has achieved success in assisting this hard-to-serve population.

Nevada JobConnect staff participates in a variety of state and local efforts focused on prison re-entry services.

JobConnect staff attend and participate in events sponsored by organizations

such as Collaborative Re-entry Efforts & Action Towards Employment (CREATE), Weed and Feed Job Fairs, Herlong Federal Corrections Institute, Southern Desert Prison, High Desert Prison, Nevada Department of Corrections, The Ridge House, U.S. Department of Parole & Probation, My Journey Home, and Statewide Offender Re-entry Coalition.

Prison re-entry outreach efforts are intended to achieve four objectives:

- Labor Market Information: Provide ex-offenders with current labor market information so they have a realistic expectation of the labor market upon their release and so they can begin their occupational planning.
- Resume Preparation: The JobConnect staff member will, at the first visit, begin developing a resume for the ex-offender so they have a state-of-the-art resume ready to use upon their release. Inmates are not provided access to personal computers while incarcerated; as a result, they cannot create their own resumes.
- Skill Assessment: During the outreach, the JobConnect staff member initiates an assessment of the inmate's occupational qualifications and begins to create a plan for service delivery upon their release.
- Point of Contact: Prior to release from prison, the ex-offender is referred to a specific JobConnect staff member for individualized employment services. The staff member will have been apprised of the expected release date and will be familiar with the ex-offender's occupational needs.

In Southern Nevada, the Reentry Specialist provides outreach services at the Casa Grande Transitional Housing unit operated by the Department of Corrections. CASA Grande is a 400-bed halfway house. Individuals who are within six months of their probable release date can be sent to this facility. They are provided job training, employment referrals, education, and physical and mental health treatment.

Northern Nevada JobConnect offices work in collaboration with the Federal Department of Parole and Probation to host a workshop called *"Employment Assessment, Barriers and Resources for Offenders"*. This workshop is intended to improve the abilities of staff in helping clients coming out of the prison system.

Northern Nevada metro offices also participated in the Career Fair for ex-offenders and Mock Job Fair held at Herlong Federal Correctional Institute.

ESD Collaborative Partnerships

1. **Sierra Nevada Job Corp Center:** Nevada JobConnect hosts orientations for parents and prospective students. JobConnect staff also provides weekly orientations for new and departing Job Corp students to share with them the services available in the JobConnect one stop offices
2. **Zonta Club:** Northern Nevada JobConnects collaborate with this organization to provide senior citizen women bus passes if needed to get to job interviews.
3. **Inter-Tribal Council of Nevada:** JobConnect offices participated in the council's youth leadership conference and staff a booth at this event to provide labor market information, career information as well as information on the services available at JobConnect offices.
4. **Western Area Council of Apprenticeships (WACA):** Northern Nevada JobConnect offices participated in the Building Women Career Fair where women get hands on experience in different aspects of the construction trades. JobConnect metro offices also host monthly orientations for WACA where prospective students learn about the various construction trades and apprenticeship programs.

Salvation Army Culinary Training Program

The southern Nevada JobConnect offices, The Salvation Army (TSA), and the College of Southern Nevada (CSN) have collaborated in an outstanding training program that has helped over 400 individuals move a life of homelessness, hopelessness, and substance abuse to one with career potential and employment.

The Culinary Vocational Training Program began in the summer of 1997, with the first class graduating in October, 1997. The Department of Employment, Training and Rehabilitation (DETR) and its local Nevada JobConnect Offices collaborated with the TSA and CSN in 1998 to assist individuals placed in this program.

The TSA is responsible for selecting the individuals to participate in the program. Individuals selected are all from the Salvation Army Rehabilitation Program. The ESD Career Enhancement Program pays for the student's tuition, the required uniform, and the cooking utensils that are needed during training and to work as a cook following graduation. Those selected to attend the training are provided housing during the training as well as substance abuse counseling and work experience. The program provides intensive training in cooking to individuals selected. CSN provides the facility for the training, the equipment, and the trainers. In addition to the training at CSN, the students are required to work in the dining facility of TSA. TSA's kitchen is a high volume dining facility that feeds

hundreds of people per day. TSA also provides 10 weeks of Essential Employment Skills classes to the students as well as practical work experience. The TSA believes that the combination of academic training, soft skills classes, hands-on experience, and intense case management help the students achieve a higher level of marketability. The majority of the students reside at the Army's Homeless Services Campus.

The partnership graduates two classes per year. Upon completion of the required training, a dinner/graduation ceremony takes place. The students provide the dinner for guests at their graduation. The preparation of that dinner is their final grade for the training. During the course of the past thirty-one classes, close to 500 homeless people have been given the opportunity to participate in the program. Approximately eighty percent (80%) of those who attend, graduate and over eighty-seven percent (87%) of the graduates found immediate field-based employment. At ninety days, eighty-six percent (86%) of those employed remain employed at the same location. This is a great achievement considering the barriers and challenges these individuals faced prior to enrolling in the program. The program receives wide community support. Prior to the local economic downturn, many employers were contacting TSA to find out when the next class of cooks would graduate, as they were eager to employ them. The community continues to embrace the program. The collaboration is working to assist the homeless population through work readiness, transferable skills, and a hope for a bright future.

Whitney Elementary School Outreach

Whitney Elementary School is a Title I school with a significantly disadvantaged student population of which seventy five percent (75%) is considered homeless. This school has been the focus of a number of news programs on CNN and CBS.

In February of 2009, the Nevada JobConnect, in partnership with the Whitney Elementary School, launched a special outreach project to provide employment and training services to the parents of the children of this school. The goal of the outreach was to assist the parents to become employed by either providing them training or direct employment services. The over arching goal of the project was to assist the parents in securing employment. Securing employment will provide additional stability to the children's families and improve their opportunity for success in school. The responses from the parents have been very good. To date, 127 parents or relatives of the students have been registered to look for work and 38 have obtained employment.

Vocational Rehabilitation

The Bureau of Vocational Rehabilitation (BVR) and the Bureau of Services to the Blind and Visually Impaired (BSBVI) are full partners in the Nevada JobConnect system. Vocational Rehabilitation counselors and support staff are housed in

each of the statewide JobConnect offices. To enhance collaboration between the various partners in the JobConnect offices and to streamline services for customers, the case management systems interface on general information for mutual clients. The placement of BVR counselors in the JobConnect Offices enriches the opportunity to leverage resources to provide comprehensive services to this often hard-to-serve customer base.

JobConnect, BVR and Nevada Easter Seals worked in collaboration to place rehabilitation clients into on-the-job training opportunities through the Career Enhancement Program. During FY 2011, 119 On-the-Job Training contracts were written for a total reimbursement to employers of \$134,213.21. The average amount per contract was \$1,128. Through this collaboration, 107 Vocational Rehabilitation clients, or 90%, successfully returned to work.

Nevada JobConnect hosted a job club for hearing impaired clients of Vocational Rehabilitation. Participants learned how to use the Resource Center and how to access the services of ESD Employment Representatives. JobConnect staff worked with the clients utilizing the Ubi-Duo equipment purchased through the Disability Navigator Program. JobConnect staff conducted mock interviews for the clients to give them experience in the interview process.

Nevada JobConnect ESD and Vocational Rehabilitation staff collaborated to host workshops for Vocational Rehabilitation transition students of area high schools. They were given a tour and the opportunity to use the computer lab to conduct job search and career research. They completed practice job applications and learned what information would be needed to complete a typical job application.

Clark County School District

The Henderson JobConnect collaborates with the school district in providing pre-GED testing twice a month. Over 250 individuals have taken this test at the Henderson JobConnect. Those unemployed individuals who establish through this test that they have the skills to pass the GED will have the cost of the GED paid for by the Career Enhancement Program.

PEOPLE

Introduction

Aligning workforce development with the needs of Southern Nevada

What is Workforce Investment?

Workforce Connections is a workforce investment board focused on coordinating job development and career pathway building to maximize the potential of the Southern Nevada workforce. With a toolbox of work readiness, education, training, and assistance programs designed specifically to produce qualified employees who fulfill current needs and supply future capacity in emerging fields, Workforce Connections aligns the potential of employers and abilities of job seekers to support the ever-changing needs of the Southern Nevada workforce.

Authorized by The Workforce Investment Act of 1998 (WIA), Workforce Connections is part of a national network of local boards tasked with creating workforce talent that keeps the nation competitive. A national effort grounded at the local level where the needs of businesses and individuals are best understood.

Why does Southern Nevada need it?

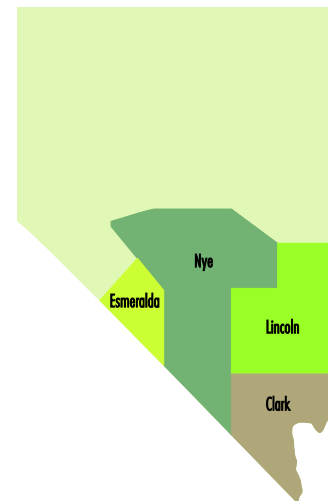
Despite the fact that Workforce Connections and WIA have been present in the community since 2000, the concept of workforce development in Southern Nevada seems like a new one. Having experienced a dramatic shift from years of abundant growth to a near state of survival, the need for actionable recovery strategies has grown. Fortunately the groundwork has been laid, the resources are in place, and we are poised to mobilize a massive effort towards moving people into careers and industries that will diversify our economy and better serve job seekers and employers in our community.

Alignment with economic development efforts

Southern Nevada can utilize the resources of the Workforce Investment Board and its partners to create new pathways for economic development that put ideas into action. These resources include a broad spectrum of forces; from local community service programs to elected officials and policy initiatives that are:

- Coordinating training providers, educational institutions, and a diverse group of support agencies to respond to the needs of job seekers.
- Identifying market driven strategies relevant to Southern Nevada employers.
- Supporting businesses with growth strategies, layoff aversion, placement of qualified applicants in new positions, or retraining existing employees for expanding opportunities.
- Helping rural communities sustain their workforce and be economically competitive.
- Committed to building a community ethic that values education and prepares the future workforce for successful careers.

Workforce Connections serves the Clark, Esmeralda, Lincoln and Nye Counties of Southern Nevada. The northern counties are served by sister board, Nevadaworks.



How is it funded?

Each year, based on population and labor statistics, the federal government allocates funding under the Workforce Investment Act to support locally-driven programs that increase the employment potential, job retention and earnings of job seekers who in turn supply the skilled workforce needed to meet the evolving demands of the business community. The state of Nevada has two Workforce Investment Boards who share the funds allocated by WIA, Nevadaworks who serves the Northern counties and Workforce Connections in the South, serving the Clark, Esmeralda, Lincoln and Nye counties.

Workforce Connections also seeks additional federal and private funding outside of WIA to supplement and enhance efforts towards a world-class workforce for Southern Nevada. Program funds are distributed annually through a comprehensive RFP process.

Local leadership to fulfill local needs

Workforce Connections Board of Directors

Local Elected Officials Consortium

The Local Elected Officials Consortium oversees primary board activities such as the appointment of board members, fiduciary responsibilities over local area resources, budget approvals and the coordination of inter-local government agreements.

LOCAL ELECTED OFFICIALS CONSORTIUM

Commissioner Andrew Borasky	Nye County
Councilman Travis Chandler	City of Boulder City
Commissioner Dominic Pappalardo	Esmeralda County
Councilman William Robinson	City of North Las Vegas
Councilman Steven D. Ross	City of Las Vegas
Commissioner George Rowe	Lincoln County
Councilwoman Gerri Schroder	City of Henderson
Commissioner Lawrence Weekly	Clark County

The Southern Nevada Workforce Investment Board

Created to carry out the duties of regional workforce development outlined by the Workforce Investment Act of 1998, the Southern Nevada Workforce Investment Board is a diverse group of people actively engaged in the community who identify needs and opportunities, and align resources towards effective workforce development. Our board members include leaders from various areas of the community including:

- Local elected officials
- Public service organizations
- Private business sector leaders
- Labor organizations
- Educational institutions
- Professional service associations

The Board uses their understanding of the local labor market and the economic forces impacting us to define the scope of work performed by Workforce Connections and its program partners. Working with economic developers, K-12 and post-secondary educators, chambers of commerce and community service organizations, the Board keeps their ear to the ground and aligns strategies that build better partnerships for better investments in the community.

BOARD MEMBER	REPRESENTING	COMMITTEES				
		Adult and Dislocated Worker	Budget and Finance	Emerging Markets	Executive	Youth Council
Michelle Bizé-Yarbrough	Las Vegas Review Journal			•		
F. Travis Buchanan	Las Vegas Chapter of the National Bar Association			•		
Hannah Brown	National Coalition of 100 Black Women	•		•	•	
William Bruninga	Advanced Energy Applications		•	•		
Mark Edgel	Southern Nevada Laborers Local #827 Training Facility			•		
Dan Gouker	College of Southern Nevada			•		
Sonja Holloway	Sierra Nevada Job Corps					•
Mark P. Keays	University of Phoenix, Las Vegas	•	•			
Dr. David Lee	Taiwanese Chamber of Commerce			•		
Kenneth Lobene	Nevada Housing and Urban Development Las Vegas Field Office				•	•
Eloiza Martinez	Wells Fargo Bank					•
Pat Maxwell	Las Vegas Valley Water District			•	•	
Valerie Murzl	Stations Casinos	•			•	
Dennis Perea	The Department of Employment, Training and Rehabilitation			•		
Charles Perry	Nevada Healthcare Association	•		•		
Mujahid Ramadan	MR Consulting					•
Daniel Rose	Sheet Metal Local #88 Joint Apprenticeship Training Center	•		•		•

PARTNERSHIPS

Initiatives

Strategic workforce development initiatives

INDUSTRY SECTOR STRATEGIES: We're focusing efforts on industries that fulfill community needs and have economic potential for substantive career pathways in Southern Nevada.

Nevada Healthcare Sector Council

The Nevada Healthcare Sector Council was established in response to Nevada Senate Bill 239. This legislation required industry sector councils to convene for the purpose of identifying needs and practices that best meet regional economic development goals. Working closely with the Nevada State Workforce Investment Board, the council identifies and seeks federal funding to support job training and education programs, and is charged with informing the Governor's Workforce Investment Board of healthcare organizations that have the greatest likelihood of meeting regional workforce development and economic goals.

To do this, the council is engaging with healthcare industry leaders in defining and addressing their workforce challenges and with that input, developing programs to align worker skills with industry needs. By promoting collaboration and encouraging the private sector to take ownership and investment in industry growth, the council will help ensure the long-term competitiveness of the healthcare sector in providing care to local communities and contributing to Nevada's economic health.

Nevada State Energy Sector Partnership

The Nevada SESP provides workforce development that meets the demands of employers and employees by equipping workers with green skills to develop career pathways in Nevada's green economy sector and adds sustainable practices to



SESP "Green Team" leader Jaime Cruz visited YouthBuild participants to introduce them to green energy concepts and practices.

existing business and organizations.

The local program includes an adult incumbent worker training course called BEST (Building Energy and Sustainability Technician). Partnered with healthcare, manufacturing, and hospitality businesses, the higher education system and local municipalities the classes ultimately benefit employers with energy savings while promoting skill attainment and career growth for existing employees.

In serving youth, the Nevada SESP piloted a pre-apprenticeship green curriculum intended to expose youth to green career pathways. Designed with an accessible "plain English" approach, the curriculum covers principles of renewable energy, energy efficiency, energy generation and conservation, recycling, food supply chains, water conservation, and other sustainable practices.

In support of statewide energy sector strategies, state energy policies and the Governor's overall workforce vision, the Nevada SESP is building public and private sector partnerships dedicated to building Nevada's energy efficiency and renewable energy workforce.

TARGETED POPULATION EFFORTS: We're creating pathways to success for job seekers with specific needs and supporting youth with access to education and experiences that promote post-secondary success.

Rural Support Strategy

The rural areas of Southern Nevada which include Esmeralda, Lincoln and Nye counties pose unique challenges when supporting the workforce. Areas separated by distances are not serviced by public transportation, have a limited number of large employers, and lack the social services infrastructure commonly found elsewhere. Thus they require a different approach in sustaining and developing jobs for residents. In service to adult workers in these areas, Workforce Connections and partners have coordinated hiring events, supported efforts to sustain local businesses and maintain Career Connections. Efforts to engage youth include providing education services, work readiness training, and on-the-job experiences in partnership with public and private sector employers.

Prisoner Re-Entry

In collaboration with the Nevada Department of Corrections and the Nevada Department of Public Safety Division of Parole and Probation, Workforce Connections implemented a prisoner re-entry program that targets recently paroled inmates who are currently residing in transitional housing. This program helps ensure the successful re-entry to society for ex-offenders through gainful employment opportunities.

Nevada Public Education Foundation: Ready for Life

The Nevada Public Education Foundation (NPEF) serves as a catalyst for quality education statewide and leverages resources and partnerships to help Nevada's youth become "ready for life" as well as re-engaging those who prematurely left school. As an intermediary organization, NPEF convenes local, regional and statewide organizations doing similar work to maximize resources and effort; seeks to consistently measure and improve programs and services; and organizes public and private support to sustain the work and ensure that young people receive the education and resources they need to become productive, contributing members of society.

Project 5000 Kids

Project 5000 Kids is a community-wide movement to help increase our high school graduation rate by connecting young people between the ages of 14-21 to meaningful work experiences. Through internships, career mentoring, and job shadowing, these young people experience a professional environment that motivates them to stay in school gaining the knowledge, skills and experience to be more successful in their future workplace.



Jerrick Silla and Ricardo Limon from Sierra Vista High School with Debbie Conway at the Clark County offices on February 2, 2011 for Project 5000 Kids National Job Shadow Day.

YouthBuild

YouthBuild is a national program funded by the Department of Labor focused on supporting challenged youth, most of whom have dropped out of high school, in achieving academic success while receiving vocational training. YouthBuild students are committed to civic engagement and community service through projects building affordable housing and advocating for the community. YouthBuild students divide their time between school and the construction site. Students prepare for high school diplomas, GEDs, vocational school, apprenticeships, college, and careers. The curriculum integrates academics with life skills, in small classes that allow for one-on-one attention to students.

Program Year 2010 service providers for adult and dislocated workers

Bridge Counseling Associates

Incorporated in 1971, Bridge Counseling Associates (BCA) has served the Las Vegas community with family based mental health and substance abuse treatment for over thirty years. BCA's Adult and Dislocated Worker Programs assist individuals in realizing and achieving their goals for self-sufficiency. Each individual, in tandem with an experienced case manager, develops an individual employment plan that will assess his or her employment history, educational background and career aspirations. The program provides the necessary insight and motivation to assist participants in realizing their potential. Bridge Counseling Associates is committed to a high standard of excellence, in which clients' success in achieving economic independence is the main objective.

Catholic Charities of Southern Nevada

One of the largest nonprofit social service providers in the state, Catholic Charities of Southern Nevada provides employment resources to meet the needs of our community. Job placement, career counseling and training services are offered through several programs tailored to homeless residents, seniors, adults, and dislocated workers.

CHR, Inc.

CHR, Inc (Caring, Helping Restoring Lives) is a faith-based nonprofit corporation established for the purpose of caring, helping and restoring the lives of

unemployed and underemployed people. CHR, Inc. is a one-stop-career center for any person, small company or corporation in need of employment services. The agency delivers job placement, training assistance, and life and career skill development for eligible adult and dislocated workers residing in Southern Nevada. They are dedicated to ensuring that every employee and client is fully equipped with the necessary training and tools to be successful in every aspect of employment.

Easter Seals of Southern Nevada

Easter Seals has been helping individuals with disabilities and special needs for more than 80 years. Focused on engaging local businesses in supportive job development services, Easter Seals of Southern Nevada (ESSN) can market the strengths and abilities of individuals rather than the potential barriers of their disabilities. Beyond expertise with individuals with disabilities ESSN is interested in expanding into assisting with re-entry for individuals with criminal backgrounds.

Foundation for an Independent Tomorrow

Foundation for an Independent Tomorrow's (FIT) mission is to provide program participants with the skills necessary to achieve employment leading to self-sufficiency for themselves and their families. Targeting adults, dislocated workers, ex-offenders, seniors, disabled workers, veterans, and Welfare-to-Work participants, the FIT program combines technical vocational skills training, mentoring, education, employment assistance and "soft skill" acquisition to give people the tools to break the cycle of dependency and live independent lives with brighter futures.

GNJ Family Life Center

GNJ Family Life Center is a faith-based nonprofit organization that serves as a vehicle in the community that enhances and promotes personal and economic development. The Adult and Dislocated Worker Programs at GNJ Family Life Center are designed to provide quality employment and training services to Las Vegas residents seeking assistance in gaining and retaining employment, obtaining credentials, and career counseling. They assist eligible individuals in finding and qualifying for meaningful skilled employment that they will need to compete and succeed in business. Additionally, GNJ Family Life Center serves as a sub-contractor in the Youth Build Las Vegas program.

Goodwill of Southern Nevada, Inc.

Goodwill of Southern Nevada, Inc. is a nonprofit organization that provides education, employment and training for people with disabilities and other barriers to employment. This assistance is provided in order to maximize the quality of life for each individual served. Goodwill of Southern Nevada, Inc. serves adult and dislocated workers through their Career Connections Centers.

Southern Nevada Regional Housing Authority

The Southern Nevada Regional Housing Authority (SNRHA) manages 24 public housing developments which house 12,000+ residents. To address barriers and obstacles to sustained employment faced by its residents the SNRHA's Career Training Program provides resources for educational and vocational assessments, GED preparation, job skills training, financial literacy, donated professional clothing and supportive services.

Native American Community Services

In alignment with Workforce Connections healthcare sector initiative, Native American Community Services' Gateway to Nursing program provides opportunities to individuals interested in pursuing careers as Registered Nurses, Certified Nurse Assistants, Personal Care Assistants and Emergency Medical Technicians. Whether financial or tutorial assistance is needed in passing professional examinations, renewing expired licenses or advancing a nursing career, the program supports job readiness for the much needed medical field.

Nevada Partners Inc.

Nevada Partners, Inc. is a community-based, nonprofit agency in North Las Vegas, Nevada. Their mission is to build a healthy, sustainable community where all residents achieve their full potential through effective education, meaningful employment, safe and affordable housing, and vibrant civic and cultural engagement. By collaborating with private employers, public agencies, community and faith-based groups, they are able to connect youth, adults, and dislocated workers with the support they need to thrive.

Latin Chamber of Commerce Community Foundation

The Latin Chamber of Commerce Community Foundation has been established for the purpose of raising funds to support the educational, social, cultural and philanthropic efforts of the Latin Chamber of Commerce. Through their Casa Verde Project for adult and dislocated workers they train participants in green home energy auditing, green retrofitting and photo voltaic installation. The program focuses on transitioning displaced persons in the construction trades while fulfilling the needs of employers in providing relevant skills to support green economy sector jobs.

Southern Nevada Medical Industry Coalition

The Southern Nevada Medical Industry Coalition (SNMIC) brings resources to healthcare organizations that provide education, recognition of quality services, advocacy, analysis, and recruitment of well-trained workers to improve and diversify medical care delivered to the Southern Nevada community. Partnered with Workforce Connections the SNMIC's Healthcare 20/20 program delivers a qualified workforce of nurses and health professionals through services designed to prepare new graduates of healthcare programs and displaced workers for clinical readiness in key sectors of healthcare.

Nye Communities Coalition

The Nye Communities Coalition (NCC) is made up of individuals and organizations focused on prevention services and beneficial opportunities for growth and engagement while diminishing behaviors and barriers that limit health and wellness. Coordinating hiring events and supporting efforts to sustain local businesses, NCC tackles the unique challenges faced by rural communities in sustaining and developing the workforce. NCC also operates Career Connections. In synch with industry sector strategies, NCC is collaborating with solar energy initiatives to coordinate training and job placement for new green energy jobs.

Program Year 2010 service providers for youth

Caliente Youth Camp

Caliente Youth Camp provides assistance to transitioning youth who are returning to Clark County. In coordination with probation officers the program assists youth in graduating high school, accessing post-secondary education and developing work readiness skills.

Clark County Summer Business Institute

Founded in 1996, the Summer Business Institute represents a collaborative effort between the Clark County Human Resources Department, Clark County School District, UNLV and the local business community. The focus of the program is to give youth opportunities to experience a corporate environment from the inside. The Summer Business Institute features an eight-week internship, which includes business mentoring, life skills training, financial management and a civic engagement project.

CCSD: Desert Rose Adult High School

As part of the Clark County School District Adult Education Program, Desert Rose Adult High School is designed to provide lifelong educational opportunities and services to students ages 17 and up. Focused on re-engagement, the school addresses the unique needs of individuals in a diverse population who need assistance in obtaining high school proficiency. During the summer of 2010, youth participated in a 6 to 8 week culinary vocational training program sponsored by Workforce Connections designed to form meaningful connections between education and career opportunities.

College of Southern Nevada, Cheyenne Campus

The College of Southern Nevada focused efforts on student outreach by providing industry specific "learn and earn" opportunities for students currently enrolled or interested in enrolling at CSN. Participating students were exposed to the college campus while exploring career options to encourage them to complete or pursue higher education and promote post-secondary success.

HELP of Southern Nevada

Help of Southern Nevada provides educational and work readiness services in a positive support system to help homeless and at-risk youth obtain career and educational aspirations. Participating youth may have had histories of substance abuse, are pregnant or parenting teens, may have had involvement in the juvenile justice system or have been charged for crimes as an adult. Participants take part in educational planning and credentialing assistance, work readiness, leadership development and life skills support programming.

Junior Achievement

Junior Achievement (JA) focuses on the impact areas of youth, education and economic development. JA's volunteer-delivered, K-12 programs foster work-readiness, entrepreneurship and financial literacy skills, and use experiential learning to inspire kids to dream big, reach their potential, and contribute to the vitality of their local communities and the world economy. This year, JA served 500 youth in providing intensive job shadow experiences that included pre- and post-assessments to measure the benefits of participation.

Latin Chamber of Commerce Community Foundation

The Latin Chamber of Commerce Community Foundation's Teen Expo is a unique research project that exposes youth to leadership, public speaking, and project management skills while exploring issues affecting teens. Youth select and research a topic, and with their findings develop an interactive exhibit to share with peers and members of the community. In addition to the Teen Expo, the Foundation supports youth in obtaining tax preparation certification in support of the Foundation's community service to low-income residents in need of assistance filing their taxes.

Lied Discovery Children's Museum

The Lied Discovery Children's Museum is an interactive museum for children of all ages. To support youth in obtaining hands-on work experiences the museum gave youth the opportunity to learn about setting up and maintaining museum exhibitions, developing confidence in public speaking by giving tours, and gaining leadership and mentoring skills while working with children visiting the museum. By placing youth in a unique environment that is fun and interactive but also showing them the day to day operations of the business, the program motivated students to stay in school and pursue fulfilling careers.

Nevada Partners Inc.

Nevada Partners (NPI) provides an array of programming designed to ensure that youth secure educational credentials and viable post-secondary opportunities. Targeted to reach high-risk schools and zip codes NPI provides academic advisement, career counseling, and developmental support in the areas of leadership, health and well being, mental health and life skills.

Nye Communities Coalition

The mission of Nye Communities Coalition is to build healthy communities across Nye and Esmeralda Counties. They work on creating opportunities for youth that include work readiness, work-based learning experiences, mentoring, leadership development, and college and post-secondary exploration.

Olive Crest

Olive Crest is dedicated to preventing child abuse, treating and educating at-risk children and preserving the family "one life at a time." In partnership with the United Way, Workforce Connections, HUD, the Housing Authority of Southern Nevada, and Manpower of Nevada, Olive Crest provides comprehensive case management for former foster youth in a program designed to help them become independent young adults. These youth and young adults have the opportunity to secure 12 weeks of employment, work skills training, life skills development, housing assistance, educational resources and therapeutic support.

Police Athletic League of Southern Nevada

The Police Athletic League of Southern Nevada (PAL) is a diversion program that encourages youth to become well-rounded, law-abiding citizens. At-risk youth who may have been involved in illegal behavior participate in community service projects such as graffiti clean up to learn the value of property and good citizenship. Supervised by police, the program also aims to teach youth to view officers as friends and mentors.

Project We Group

Project WE is a nonprofit organization made up of a select group of savvy and experienced veterans from the world of fashion, sporting goods, entertainment, athletic development and grooming industries dedicated to improving the lives of young people. Project WE offers a full spectrum of programs, activities, and events designed to impact youth during their most formative years. Each program is created and implemented to promote staying in school, the

importance of a higher education, enhancing career awareness, and improving life opportunities.

Spring Mountain Youth Camp

The Spring Mountain Youth Camp is a staff-secure correctional facility that houses male youth between the ages of 12 and 18 who have been adjudicated for delinquent acts by the Juvenile Court Judge. The facility provides for the therapeutic, educational, social, medical and recreational needs of approximately 240 young men each year. Located at Angels Peak in the Mt. Charleston Recreational/Toiyabe National Forest Area youth perform a variety of services to the US Forest Service including maintenance of hiking trails, litter removal, sign construction and snow removal. Youth are also engaged in culinary training by assisting in the preparation and service of food for the camp. In return, youth are paid for work performed in an allowance program where part of their earnings pay for restitution owed for their actions.

St. Jude's Ranch for Children

St. Jude's Ranch for Children helps foster youth, including sibling groups, learn independent living skills to become self sufficient, productive citizens. With support from Workforce Connections, youth created a mock government program involving elections, campaigning and court proceedings that developed leadership, public speaking and advocacy skills.

Characteristics of Program Year 2009 carry-forward ARRA Stimulus Funding participants

	ADULT		DISLOCATED WORKER		SUMMER YOUTH		
Total number of participants	641		671		136		
GENDER	PARTICIPANTS	%	PARTICIPANTS	%	PARTICIPANTS	%	
Male	317	49.5%	390	58.1%	58	42.6%	
Female	324	50.5%	281	41.9%	78	57.4%	
Unknown	0	0%	0	0%	0	0%	
RACE*							
Latino or Hispanic	587	91.6%	609	90.8%	48	35.3%	
Black or African American	283	44.1%	166	24.7%	63	46.3%	
White	226	35.3%	365	54.4%	23	16.9%	
Native American or Alaskan Native	14	2.2%	10	1.5%	4	2.9%	
Asian	32	5%	33	4.9%	8	5.9%	
Hawaiian Native or other Pacific Islander	16	2.5%	12	1.8%	2	1.5%	
AGE AT ENROLLMENT							
18–21 years	84	13.1%	9	1.3%	14–18 years	104	76.5%
22–54 years	484	75.5%	517	77%	19–21 years	30	22.1%
55+ years	73	11.4%	145	21.6%	22–24 years	2	1.5%

* participants acknowledge more than one race

Characteristics of Program year 2010 WIA Funding participants

	ADULT		DISLOCATED WORKER		YOUTH		
Total number of participants	2021		1317		518		
GENDER	PARTICIPANTS	%	PARTICIPANTS	%	PARTICIPANTS	%	
Male	1027	50.8%	784	59.5%	253	48.8%	
Female	974	48.2%	530	40.2%	265	51.2%	
Unknown	20	1%	3	0.2%	0	0%	
RACE*							
Latino or Hispanic	1675	82.9%	1099	83.4%	307	59.3%	
Black or African American	648	32.1%	341	25.9%	296	57.1%	
White	908	44.9%	705	53.5%	141	27.2%	
Native American or Alaskan Native	36	1.8%	19	1.5%	13	2.5%	
Asian	128	6.3%	56	4.9%	5	1%	
Hawaiian Native or other Pacific Islander	49	2.4%	30	1.8%	6	1.2%	
AGE AT ENROLLMENT							
18–21 years	249	12.3%	27	2.1%	14–18 years	349	67.4%
22–54 years	1587	78.5%	1095	83.1%	19–21 years	124	32.6%
55+ years	185	9.2%	195	14.8%			

* participants acknowledge more than one race

POSSIBILITIES

Success Stories

Possibilities put to work: Highlights from Program Year 2010

Nevada State Energy Sector Partnership: BEST training course

In an effort to encourage green energy best practices and processes, upgrade the skills of existing employees and benefit Southern Nevada employers with valuable energy savings, the Nevada State Energy Sector Partnership (SESP) in collaboration with the Association of Energy Engineers created an incumbent worker training course called BEST (Building, Energy and Sustainability Technician). Participants in the course include facility and operations managers from manufacturing, healthcare and hospitality companies as well as government and educational organizations.

*"I was able to approach my boss using the best practices I had learned and have successfully saved my company over 16,000 dollars in immediate savings"
— Nevada SESP BEST workshop attendee*

A participant in the course shared with us his experience in putting what he learned into practice at his organization. After auditing the energy use of four rotating toasters being used 24/7 in the company's employee dining room he found that what may have seemed an efficient way to make toast, was in fact costing thousands of dollars in wasted energy use. With facts and figures in hand he convinced the company to change to traditional pop-up toasters which require significantly less power to operate. In a note to the SESP team, he stated, "I was able to approach my boss using the best practices I had learned and have successfully saved my company over \$16,000 in immediate savings."

Adding skills to existing employees who can then better serve their companies and meet Nevada's Renewable Portfolio Standard with solutions like this is one of the goals of the Nevada SESP initiative. The program is currently working on implementing an online forum for participants to reference and share best practices like these beyond the term of the class.

Project 5000 Kids: National Job Shadow Day

Nevada's high school graduation rate ranks last in the country. Project 5000 Kids (P5K) aspired to make Nevada first in something positive by participating in National Job Shadow Day. On February 2, 2011 P5K paired 3,127 students with



Students from Liberty High School got a glimpse of what it's like running a city with Henderson Mayor Andy A. Hafen on National Job Shadow Day.

90 Southern Nevada business locations and succeeded in hosting the largest Job Shadow Day effort in the nation. Participating companies included the City of Henderson, the Southern Nevada Water Authority, Las Vegas Review Journal, Desert View Hospital in Pahrump, Station Casinos, MGM Resorts International, and Caesars Entertainment. Students from 49 schools from Panaca to Pahrump got behind-the-scenes exposure to career opportunities available to them if they stay in school.

Dr. Lisa A. Edler, Community Partnership Coordinator for East Career and Technical Academy noted, "The gratitude is still brimming over today and the messages of 'stay in school' and 'go to college' were equally emphasized by each employer. It was the most successful event I have seen teachers and students attend in CCSD." As a direct result of the event, a number of students have applied for internships at the businesses they visited. Southwest Career and Technical Academy connected with representatives from Mandalay Bay and has invited them to serve on an advisory board for their Culinary and Hospitality programs. Business executives too were inspired by the caliber of students they got to meet and have a new confidence in our future workforce. "We don't always get to see the best of young people today, as negative attention tends to dominate the media," Said Rachel Kryder of BEC Environmental, Inc., "It made me feel very optimistic to be reminded of all the hard working and enthusiastic students out there that too often are overshadowed."

Southern Nevada Regional Housing Authority: Roshanda Stevens and Tommy Albert

The Southern Nevada Regional Housing Authority (SNRHA) provides employment training and assistance to housing program residents and the community to address barriers to employment and offer one-on-one support to individuals in obtaining employment. Roshanda Stevens was a 29 year old dislocated, single parenting mother of four when she became a participant in the Southern Nevada Regional agency for her Housing Authority's Career Training Program in December 2010. Unemployed since 2008, she had exhausted her unemployment insurance and was supporting her family on government benefits. Roshanda wanted to obtain a Surgical Technician's license and needed support for child care, work clothing and tools, tutoring services, and Board Certification fees. Over a period of six months the program afforded her soft skill vocational training, tutoring and job search assistance. As a result, she not only passed her National Board of Surgical Technology and Surgical Assisting exam, but also became successfully employed by the Nevada Career Institute as an instructor earning \$20 per hour. The client exalts with an attitude of "paying it forward, helping and encouraging others to do as she did."

Tommy Albert, a 33 year old, married, father of seven entered into the program in November 2010. His last employment ended in February 2010 and he was receiving welfare services to support his family. His passion is computers, and his goal was to become an IT Specialist. Tommy enrolled in A+ and Network+ occupational training and received certification with an "A" average. He gained work experience in the IT Department at the SNRHA and is temporarily employed by them. Truly admired in all departments for the dedication, hard work and great customer service skills, he has the competitive edge in obtaining a full time position with their next opening.

YouthBuild: Violet Mendoza

Violet Mendoza is an exceptional young woman who recently graduated from our YouthBuild program. While participating in the program Violet was not only able to improve her literacy and numeracy scores but she also gained enough credits to graduate from high school and pass her proficiency tests. Violet is persistent and a hard



Violet Mendoza (middle row, fourth from the left) and her class of graduates from the YouthBuild program.

worker —she does not give up easily. She served as a great leader and set an example for the other YouthBuild participants in both the education component of the program and on the construction site. She is so dedicated in fact, that she continued working on the construction site even after graduating from the program. Since completing the YouthBuild program, Violet has gained her lifeguard certification and has received a position at Bally's Hotel. Violet is excited for her future and hopes to start at CSN in the spring of 2012 to become either a RN or a Respiratory Nurse.

Forward-thinking strategies hitting the ground

Green Economy and Healthcare Sector Strategies

Continuing our efforts to build a platform that supports economic development in Southern Nevada, Workforce Connections has focused efforts on the green economy and healthcare industries that have the potential to fulfill job seeker and community needs while bolstering competitive business activities. This forward-thinking approach is designed to transition and prepare the workforce for jobs in demand occupations and emerging markets that will support and diversify our collective future. Having shifted dramatically from near-full employment to a high of 14.4% unemployment in late 2010 our business dynamic is rapidly changing to emphasize this strategy.

To further develop these sector strategies we are engaging industry leaders and stakeholder to provide input that defines the opportunities and challenges they face. Then, to put these ideas into action, we are convening the resources and strengths of our community service providers and organizing them into specific healthcare and green economy sector consortia to most effectively prepare the future workforce.

Direct job seeker outreach

Workforce Connections is taking an active role in helping job seekers gain the competitive edge in seeking work through our Employment Edge workshops. Focused on developing job search skills and introducing job seekers to the many resources and programs offered by our service providers we hope better serve needs and support more successful outcomes for our programs.

Piloted last year in the YouthBuild program and put into full service for program year 2011, the Green Monster Truck is a mobile classroom powered by the sun. Equipped with solar arrays and batteries that power on-board training systems, the truck is a hands-on experience that teaches renewable wind and solar energy generation, electrical wiring and residential energy auditing concepts using the very same tools and techniques used by professional energy auditors in the field.



Prisoner re-entry

In the upcoming year our re-entry staff will be receiving training on the highly successful Second Chance San Diego curriculum. This training will assist ex-offenders with the tools and skills needed to re-enter the workforce and society. Also, Workforce Connections plans to spread re-entry services into the general community to accomplish two goals: It will allow re-entry participants continued access to our staff after release into the community, and will expand to include ex-offenders already in the community and not under any type of supervision.

Rural Development

Workforce Connections is expanding efforts in the rural areas of Southern Nevada by creating an interconnected virtual support system that spans regional labor markets, fosters sharing program resources, and collaborating to define best practices while keeping services rooted in the communities. Employing technical resources and coordination with local chambers of commerce, local government, economic development initiatives, and educational institutions such as the University of Nevada Cooperative Extension, we are helping rural areas create capacity in their communities that connects them to the national economy.

Increasing High School Graduation Rates

In cooperation with educational institutions Workforce Connections youth programs are aimed at helping to increase Nevada's high school graduation rate and encouraging a community ethic that values education. Partner community service providers combined with Workforce Connections' premier youth programs the Nevada Public Education Foundation: Ready for Life, Project 5000 Kids, and YouthBuild are committed to empowering, re-engaging, and supporting our future workforce in preparation for successful careers.

Community engagement

In an effort to increase participation and engage the business community in workforce development discussions, Workforce Connections is initiating an internal and external communications plan. By acting as a hub for information on program achievement, policy issues, and economic development we hope to drive conversations that lead to innovation and action on behalf of Southern Nevada's workforce.

Nevadaworks - Workforce Area

The Workforce Area of Northern Nevada encompasses over 70,000 square miles and the thirteen counties of Carson City, Churchill, Douglas, Elko, Eureka, Humboldt, Lander, Lyon, Mineral, Pershing, Storey, Washoe, and White Pine.

Workforce development issues in Northern Nevada center on continuing high unemployment levels. The pace of growth for Northern Nevada's economy remains slow, and in some areas dramatically, for example the construction industry.

In rural Nevada counties the mining industry is thriving and remains a staple of rural area employment opportunities. Nevadaworks continues to support rural county economies through various initiatives and contractors. These programs provide the Nevadaworks Board up-to-date information on workforce development challenges, economic development efforts and achievements, and coordination of workforce development.

Nevadaworks is committed to developing and maintaining a skilled workforce to meet northern Nevada business needs and to assisting people who are seeking employment. Nevadaworks strives to strengthen the economic base of communities in Northern Nevada and help workers and their families improve their standard of living by expanding the spectrum of services beyond traditional employment and training programs and becoming a catalyst or broker for employers to connect with the resources necessary to address their community's economic and workforce development needs.

Nevadaworks' capacity to develop and manage high performing workforce investment systems is dependent upon its ability to provide flexible delivery systems, unique to each community and service area. The Nevadaworks Board members are strong advocates of the workforce investment system in northern Nevada. Business and industry provide valuable information via Board members who identify needed skill sets and educational requirements of potential workers for existing, new, and expanding businesses. Business and industry members of the Nevadaworks Board also provide current information on economic development, business expansion, and industrial growth in their local areas. This information is utilized in formulating the development of training programs in the education community, including secondary schools and higher education institutions.

The following is the Common Measure Performance results for program year 2010 prior to the addition of Wage Record Interchange System wages:

Nevadaworks PY 2010 Performance prior to WRIS wages			
	Actual	LWIA Plan	% LWIA Achieved
Served (Adult)	2,292		
Exiters (Adult)	1,234		
num Adult EER	342		
den Adult EER	581		
Adult Entered Employment	64%	63.0%	102%
num Adult Retention	262		
den Adult Retention	352		
Adult Retention	75%	70.0%	107%
num Adult Avg Earnings	3,275,723		
den Adult Avg Earnings	262		
Adult Avg Earnings	\$13,228	\$11,500	115%
Served (DW)	1,562		
Exiters (DW)	671		
num DW EER	508		
den DW EER	765		
DW Entered Employment	73%	70.0%	104%
num DW Retention	373		
den DW Retention	459		
DW Retention	83%	80.0%	104%
num DW Avg Earnings	5,855,880		
den DW Avg Earnings	372		
DW Avg Earnings	\$16,568	\$14,500	114%
Served (Youth)	698		
Exiters (Youth)	143		
num Youth Placement	102		
den Youth Placement	178		
Youth Placement	62%	40.0%	155%
num Youth Degree	114		
den Youth Degree	171		
Youth Attain Degree	67%	40.0%	168%
num Lit Num	11		
den Lit Num	44		
Literacy Numeracy	25.0%	29.0%	86%

Nevadaworks' ability to meet the goals of the Workforce Investment Act is very dependent on the providers that give the day in and day out attention to detail required of any successful venture. Following is information about a few of these great organizations and how they performed in PY 2010.



The Great Basin College (GBC) program originally sent 36

clients through either CNA training or EMT training. Of those 36, to date, 23 are employed (seven of them are full-time students/employed), eight are full-time students/not employed, and five are not employed.

Six of the original CNA students decided to continue their education at Great Basin College in health-related careers. Five students applied for and were accepted into the nursing program and one student was accepted into the Radiology Tech program. All six of these students will complete their AA degrees in the spring of 2012 with the hopes of becoming employed in the healthcare field. Their AA degrees in healthcare will make them highly employable in good-paying careers. Four of these students are single parents who will soon be able to provide for themselves and their child(ren). Several of them received WIA support for childcare assistance to help ensure their ability to pursue their educations. The radiology student and her husband are both dislocated workers from Las Vegas who moved in with his mother in Elko. They have four children. She has received various services through WIA funded programs for child care assistance and some student expenses. Upon completion of her AA degree, according to 2010 data, she should make a median hourly wage of \$31.36 with benefits.

Three other clients, who received EMT training through the program, eventually decided to further their education in Emergency Medical Services. One is close to finishing paramedic training in Texas and will continue on to get an AAS degree. One has been employed in a part-time job but continued on with EMT-Intermediate training; she will begin paramedic training in the fall of 2011. Another continued on to EMT-Intermediate training and is employed in another field right now but seeking employment as an EMT. Emergency medical technicians have decent employment opportunities in Nevada and elsewhere, but have good employability in Elko County due to the mining industry where EMT certification makes them highly desirable as mining employees.



Fellows Academy is an in-school youth development program that connects struggling students with the community to provide them with the strategies, life skills training, interpersonal tools and inspiration they need to succeed. Community In Schools (CIS) Fellows Academy worked with the community to ensure the program provided its students with the most effective and efficient services. Students were referred to the program based on criteria such as low literacy, low income, offender status, and credit deficient. Students participated in a Leadership and Resiliency Curriculum. Through this curriculum, students learned cognitive/behavioral techniques, leadership training, resiliency skills, career exploration, workforce readiness training, and academic development through credit redemption, proficiency preparation and tutoring.



Students also continued to work through the entrepreneur curriculum and their small candy making enterprise: "Moo Pies", individually packaged cow pie shaped fudge. Students sold these items at various community events including the Elko Farmer's Market, CIS Scarecrow Festival, and the Snowflake Festival. This project has provided the students with valuable skills in budgeting, sales, professional writing, product development, and basic entrepreneurial skills. These real-world experiences have given the Fellows Academy students an advantage in entering the workforce.



Youth also participated in community service opportunities as a way for them to learn to serve others. These occasions helped the students develop into effective role models for others in the class, the school, and local communities.



In the 2010-2011 school year, Fellows Academy students made significant progress. On average, students decreased the total number of In School Suspensions by 34%, decreased the number of absences by 17%, and increased the average GPA by 32%. As of June 3, 2011, twenty Fellows Academy students received their traditional high school diplomas (15 from Spring Creek High School and 5 from Elko High School) and three students received their General Education Diplomas. Additionally ten seniors received the Presidential Award for Educational Achievement. This award is given to senior students that over-came personal and academic barriers and are on the path to success. The CIS Fellows Academy students have overcome many challenges to turn their lives around and are now on the path to success. School administrators, teachers, and community leaders have commented on Fellows Academy's remarkable achievement and look forward to its continued success.



The Children's Cabinet work experience program is currently working with 62 out-of-school youth from the Achieving Work and Education Success (AWES) program. The goal of the AWES program is to put youth back into an educational setting where they can obtain their GED or High School Diploma. Each youth participates in a work experience working part-time between 15-30 hours a week – either at the Children's Cabinet or an off-site location – and has an opportunity to obtain the necessary skills to be a working member in society. Their program has developed several key components that ensure the success of these youth, including individualized case management, work readiness preparation, and individualized educational assessment and case planning.

All youth receive case management services that focus on a youth's educational and employment goals. The case manager also assists youth in balancing other factors in their personal and family life that might interfere with accomplishing these goals.

Each youth participating in the AWES program is required to participate in mandatory work readiness classes offered at the Children's Cabinet. The work

readiness classes are an intensive two week program focusing on leadership, work ethic, and duties that are expected from each individual as a team member of either the Children's Cabinet or an off-site location.

Since the Children's Cabinet has been working with this population they have been able to identify gaps in the community and implement programs that assist youth in achieving their educational goals. The Children's Cabinet offers pre GED testing to all AWES youth. The test allows individuals to determine what type of educational setting will be appropriate for reaching their educational goals. Often times, youth are best suited to work with a program called My Skills Tutor, which is a web-based curriculum tailored to each student's specific knowledge gaps identified by the pre GED.

Another option for our youth is School of Life and the Re-engagement Center. The Children's Cabinet School of Life is a satellite school of Washoe High School which enrolls up to 20 students and has 2 teachers, interns, and a school coordinator. The class offers a combination of intense computer-based credit recovery, using PLATO, as well as traditional teaching methods for English and history courses. The School of Life gives the youth the ability to return to mainstream school or the confidence to obtain their GED. The Re-Engagement Center (REC) gives opportunities to youth who have become disconnected from school and are no longer attending school the opportunity to re-engage in school and get them back on a path toward graduation or GED. The REC also provides credit recovery and GED study opportunities for students who have fallen behind on credits and are potentially at-risk for becoming disengaged from high school and need to get back on track toward graduation or their GED.

An additional resource for Children's Cabinet youth is a tutoring program offered twice a week during the traditional school year and every weekday during the summer. Each AWES youth that is studying for the GED or attending some type of schooling is encouraged to attend.

The Children's Cabinet has been in collaboration with Truckee Meadows Community College and the Shepherd's Scholarship and has been identifying AWES youth that are eligible for the Scholarship program (The Success First Grant Initiative Bridge Program). The Success First Grant Initiative Bridge program takes place during the 2011 school year, and is designed to give students a jump start on college by offering the opportunity to take two college courses and strengthen their college readiness skills. The Shepherds Scholarship was designed to encourage youth to pursue a higher education. This scholarship offers youth the

ability to attend Truckee Meadows Community College with no expense to the youth or the family. The youth that received this scholarship met the requirements of the donors and were hand selected by The Children's Cabinet staff and the donors. The youth will be case managed while attending Truckee Meadows Community College to ensure that the youth is successful.



The Children's Cabinet work experience program is currently working with 82 in-school youth from the Summer Work Experience Program (SWE). The goal of the SWE program is to provide youth with a work experience, track their educational progress, and encourage them to start college. The youth work part-time between 15-30 hours a week – either at the Children's Cabinet, The Boys and Girls Club, or another off-site location – and have an opportunity to obtain the necessary skills to be a working member in society. The program has developed several key components that ensure the success of these youth, including individualized case management, work readiness preparation, and individualized educational assessment and case planning.

All youth receive case management services that focus on a youth's educational and employment goals. The case manager also assists youth in balancing other factors in their personal and family life that might interfere with accomplishing these goals. Youth participating in the SWE program are encouraged to participate in work readiness classes offered at the Children's Cabinet. The work readiness classes focus on leadership, work ethic, and duties that are expected from each individual as a team member of either the Children's Cabinet or off-site work experience locations. The youth are also encouraged to complete over a hundred hours of community service.

Since the Children's Cabinet has been working with this population they have been able to identify gaps in the community and implement programs that assist youth in achieving their educational goals. The Children's Cabinet offers pre GED testing to all interested youth. The test allows individuals to determine what type of educational setting will be appropriate for reaching their educational goals. Many times, youth are best suited to work with a program called My Skills Tutor, which is a web-based curriculum tailored to each student's specific knowledge

gaps identified by the pre GED or district proficiency tests, while continuing to attend traditional school during the regular school year.

Another option for our youth is School of Life and the Re-engagement Center (REC). The Children's Cabinet School of Life is a satellite school of Washoe High School which enrolls up to 20 students and has 2 teachers, interns, and a school coordinator. The class offers a combination of intense computer-based credit recovery, using PLATO, as well as traditional teaching methods for English and history courses. The School of Life gives the youth the confidence to return to mainstream school or the ability to obtain their GED. The REC gives opportunities to youth who have become disconnected from school and are no longer attending the opportunity to re-engage in school and get them back on a path toward graduation or GED. The REC also provides credit recovery and study opportunities for students who have fallen behind on credits and thus potentially at-risk for becoming disengaged from high school and need to get back on track toward graduation.

All youth that participate in the SWE program are encouraged to go to college. The Children's Cabinet staff assists all youth with filling out financial aid and scholarship applications. If a youth is interested in attending Truckee Meadows Community College the youth were encouraged to sign up for the Bridge program and the Shepherd Scholarship. The Children's Cabinet has been in collaboration with Truckee Meadows Community College and the Shepherd Scholarship. The Children's Cabinet has been identifying SWE youth that are eligible for the Scholarship program (The Success First Grant Initiative Bridge Program). The Success First Grant Initiative Bridge program takes place during the 2011 school year, and is designed to give students a jump start on college by offering the opportunity to take two college courses and strengthen their college readiness skills. The Shepherds Scholarship was designed to encourage youth to pursue a higher education. This scholarship offers youth the ability to attend Truckee Meadows Community College with no expense to the youth or the family. The youth that received this scholarship met the requirements of the donors and were hand selected by The Children's Cabinet staff and the donors. The youth will be case managed while attending Truckee Meadows Community College to ensure that the youth is successful.



Community Services Agency

In Program Year 2010, Community Services Agency (CSA) operated Workforce Investment Act (WIA) Adult and Dislocated Worker (DW) programs for

Nevadaworks serving 75 Adult clients, placing 68 and serving 53 DW clients, placing 42.

CSA's Workforce Development program consisted of the following key components:

One-on-one case management services provided by Employment Specialists certified as resume writers and peer educators

Individualized service plans that required completion of core workshops such as Job Search Boot Camp and Workplace Conduct at the start of program participation

Variety of workshops offered to jobseekers based on customer needs and employer feedback: Interviewing for Success, Dressing for Success, Money Management, Self-Esteem: Shaking the Long-term Unemployment Blues, Troubleshooting Your Past, Self-Assessment: Charting Your Course, Mock Interviews, and computer classes

Key staff dedicated to working with employers to place jobseekers

This period marked the first time CSA operated a work experience (WEX) program for Nevadaworks. The WEX proved a powerful tool to meeting employer needs (lower hiring risk and reducing new hire expenses) and providing jobseekers with valuable on-the-job training. During the program year, CSA worked with 18 employers to place 50 jobseekers in WEX positions. The average wage was \$13.76 for DW clients and \$12.03 for Adult clients.

Metrics aside, at the end of the day, it is about clients (both jobseekers and employers) and the opportunity to make a difference in our community. The following are some success stories and feedback from CSA's clients.

One jobseeker worked in construction and maintenance for entire career until the company that he worked for went out of business. Through one-on-one assistance and the wage subsidy program, the jobseeker was placed in a permanent position as a Senior Facilities Manager with a wage of \$18/hour.

Another jobseeker had several barriers to employment: single parent, pregnant, and had previous legal record. Job seeker worked one-on-one with her Employment Specialist, attended workshops, and received supportive services. In parallel, the Employer Developer and Employment Specialist worked as a team to find the right job and employer fit given the jobseeker's situation. The work experience turned into permanent placement and the opportunity for career advancement (moving from reception work to added sales opportunities).

"I was unsure what to expect from Community Services Agency's (CSA) program when first introduced, as my demands were for a highly skilled, ambitious, and hardworking individual. I have been absolutely blown away by the employee they were able to send me and the fact that I was able to locate a qualified candidate in Nevada. CSA's program has become a truly integral part of the GBL team and underscores the importance of programs that help small businesses find qualified candidates, and the genuine benefits that are gained by small business owners." Jim Wallace, GBL Geothermal, Excerpt from Letter to Senator Harry Reid.



The 2010-2011 school year proved to be one of the most successful school years at ACE High School. The goal is to produce students who earn a high school diploma and are either college or career ready. This year 29 ACE clients earned a high school diploma. Of those 29 students, 11 students were exited from the program in June 2011 to employment. ACE is continuing to serve clients and further assist them with education and searching for employment.

Clients in the building trades program participated in a curriculum that included the following lessons: ten hours of OSHA training, preparing footings and pouring concrete, inserting floor joists, making a crawl space, water systems piping, AC and HVAC installation, rough plumbing work, floor installation, wall framing, truss installation, framing exterior walls, installing windows, and exterior designing. At the conclusion of this curriculum clients have the opportunity to earn 2 high school credits at ACE and 8 college credits at TMCC if he or she passes the class earning an A or B.

Two building trades' students won gold medals at the state SkillsUSA competition in Las Vegas, Nevada. These two will participate in masonry and plumbing at the national competition in Kansas City, Missouri.

Clients in the diesel technologies program participated in a curriculum that included the following lessons and labs: safety training (passing of a safety test is required of all students at the conclusion of training), tool recognition, basic engine systems, brake systems including ABS brakes, light duty diesel systems including Cummins International and Dodge Power Stroke Duramax, heavy duty electrical systems, and heating and AC generators. At the conclusion of this curriculum clients have the opportunity to earn 2 high school credits at ACE and 10 college credits at TMCC.



Workforce Investment Act funding has allowed the Dean's Future Scholars Program (DFS) to provide 56 students with internships on the University of Nevada, Reno campus. These internships help the students earn money encouraging them to save allowing them to pay for college. By placing students in different departments throughout the university, DFS hopes some are hired permanently and have a job as they commence their undergraduate careers. In the past year, DFS has been successful in having several students hired.



The Back2Work (B2W) program, founded in 2009, is an employment readiness workshop which is centered around 5 key points to success. The program operates at Bristlecone Family Resources, a center for addiction and treatment. The purpose of Back2Work is to help individuals in recovery acquire the information, skills and support they need to re-enter the workforce.

The structure of the program is 5 days of 3 hour sessions, totaling 15 hours of intensive class time. Specific skills reviewed over the 5 day course are the introduction to points of success, personal job skill assessment, resumes writing, interviewing, and tailored job search procedures. Entrance into the program requires a dislocated worker status, completion of initial assessment, including I-9 interview, and completion of a minimum of 2 case management interviews with the B2W case manager. These enrollment requirements ensure that the individuals selected for the program are truly



motivated and committed to learning the information presented in the workshops to help them re-enter unsubsidized employment.

Incentives are provided upon successful completion of the workshop series, the clients will receive a \$100.00 clothing stipend for purchase of interview ready attire. Each client receives a username and password to access and search Nevada JobConnect WEB based system. In addition, the B2W case manager provides job leads and conducts frequent job matching searches through Nevada's One-Stop System.

In closing, the Back2Work program has provided services for 140 clients over a 2 year span. Within this time, Back2Work has successfully placed 60% of its clients in the workforce, with many more on the cusp of employment. The top reason for the success of the program is the implementation of training services provided to clients. Motivation through training grants as well as skill sets has increased the employability of clients dramatically. The Back2Work program is goal oriented and whole-heartedly focused on the achievement of dislocated workers finding and qualifying for meaningful employment.



The Center for the Application of Substance Abuse

Technologies (CASAT) received a second year of funding to create, maintain and implement the Nevada Addiction Workforce Initiative (NV-AWI) program in order

to provide assistance to individuals interested in pursuing a career in addiction treatment services and to build and

strengthen Nevada's substance use disorders treatment workforce. In addition to building the workforce, there was an emphasis to recruit Hispanic/Latino bilingual professionals to fill a gap of Hispanic/Latino professionals in the workforce. Currently, the addiction treatment workforce is predominately white females whereas the clientele is not. These goals were accomplished by increasing the number of individuals entering the substance abuse treatment workforce through continued academic success and strategic recruitment in the addiction treatment services program. Since July 1, 2010 eight Caucasian, three Hispanic/Latino and two Black/African American women and five Caucasian, one Hispanic/Latino and one Black/African American men enrolled in the NV-AWI program totaling 20 clients.

Numerous community outreach activities have been conducted throughout the year, including interaction with treatment centers located in Northern and

Southern Nevada to identify internship positions for NV-AWI clients. Specifically, five interns were placed in the following locations: Step 2 Treatment Center, Bristlecone, Life Change, CBH Methadone Clinic, Westcare, CASAT, West Hills Mental Hospital and Quest Counseling. In addition to reaching out to addiction treatment centers, the Workforce Development Specialist disseminated NV-AWI program information to UNR Academic Departments and Saint Mary's Regional Hospital (a round of layoffs were announced) in order to recruit successful candidates for the program. The Workforce Development Specialist was able to successfully recruit two clients from St. Mary's layoff and two clients from UNR due to successful recruitment efforts.

Of the 20 clients who completed the NV-AWI program, 13 are employed and/or working in the addiction treatment services field, three received their Certified Addiction Drug Counselor-Intern (CADC-I) status, seven are completing their Bachelor Degrees at UNR, one is pursuing a Master's Degree in Social Work, and six will be applying for CADC-I status by December 2012. During program year 2010-2011, six clients completed the 18 credit Addiction Treatment Services minor, four completed the Undergraduate Certificate in Addiction Treatment Services and one completed the Advanced Certificate in Addiction Treatment and Prevention Services.

In addition to professional learning, a NV-AWI client gained employment during the field placement (internship) while attending school. The success of this particular client came from motivation offered by the staff of the NV-AWI and the strength of the client. The client struggled with going back to school as a non-traditional student but desperately wanted to gain meaningful employment. Since entering the program, the client has overcome years of reluctance to returning to school and is registered at TMCC to begin working on a bachelor's degree. Without having the opportunity to be enrolled in the NV-AWI program, this client could still be searching for meaningful employment and jumping careers. This NV-AWI program has surpassed expectations and demonstrated a capacity to motivate, encourage and develop the workforce.

Overall the program has been successful in developing the addiction treatment workforce with qualified professionals. The NV-AWI program produced 18 adequately prepared professionals who will have the opportunity to begin or continue a career in addiction treatment services and two will continue their education efforts. Throughout the past year some lessons were learned: client needs and expectations vs. reality of funding assistance, costs associated with assisting each client, fiscal management, the UNR economic crisis, class offerings,

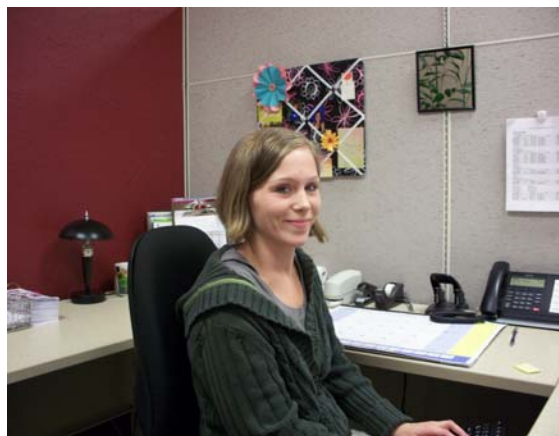
and time management strategies. It is imperative for the success of future programs and clients that the clients/students are provided a foundation to progress from student to professional in the addiction treatment workforce.



Carson City Adult: Given the economy, the Carson City staff feels they had a successful year. Sixty-two percent of adult clients obtained employment upon completion of their training, and 71% of clients completed GED training and received certificates. Proposed client goals under this contract were to serve 33 new and 21 carry-over clients, for a total of 54 clients. Under this contract, the goal was to place five clients on work experiences; instead, six clients were placed on work experiences. Twenty-two clients were enrolled in learning lab activities, one client achieved a basic skills upgrade, and five clients successfully obtained their GED.

Among partner agencies in the program were: Carson City JobConnect, Douglas County Social Services Workforce Program, Carson City Partnership of Community Resources, the Healthy Communities Coalition in Lyon County, Carson Area Action Network (CAAN), Douglas Partnership of Community Resources, Nevada Rural Housing Authority, and Nevada State Welfare. Private sector partners included Western Nevada College Environmental Health and Safety Program, WNC Business Office, WNC Counseling, Vitamin Research Products, the Ron Wood Resource Center, and the Nevada Public Health Foundation.

One of the biggest challenges facing adult clients is that, at the minimum, they need a high school diploma or equivalency, and often higher education, in order to find employment. Yesterday's educational standards no longer apply in today's labor market. Many clients cling to the antiquated mindset that a good work history alone will get them a job, and that "the education requirement" will go away. This belief makes it more difficult for



some clients to successfully complete the GED training program. Another major challenge some clients face, in terms of accessing JOIN's training and placement programs, is transportation. This is especially true for clients from outlying areas

such as Dayton, Silver Springs, Minden, and Gardnerville, who come to Carson City for services. While bus transportation is available in some areas, clients who may be able to get to the training classes may find it impossible to get back home. Another reality that the Carson JOIN staff faced was that, in today's economy, individuals are reluctant to enter training programs because they feel compelled to take any offer of employment to bring in money to support their families. For many, Unemployment Insurance is the sole source of income. If the economy continues to spiral downward, they are concerned the adult client population will grow as dislocated workers, who have exhausted their UI benefits, become low- or no-income adults.

Success Story

"Jessica H" was a referral from Nevada State Welfare. A 24-year-old with a limited work history and two children, ages ten and two, she came to the Carson JOIN office to get her GED and clerical training in order to get a job in an office setting. While there were some doubts about her ability to balance her responsibilities at home while completing her studies and training, happily, she proved everyone wrong! She diligently attended her GED prep class and, in a little more than two months, achieved her goal of getting her GED. She then moved on to the Computer Lab, where she worked on her clerical and computer skills. Again, she excelled and received high grades. To gain experience as a worker, she was placed on a Work Experience at Western Nevada College, in the Environmental Health and Safety Office. She received high marks on her evaluations and high praise from her supervisor, who wanted to hire Jessica for an Administration Assistant II position from which another employee was retiring. However, Western Nevada College had a \$6 million funding decrease, which necessitated laying employees off and eliminating positions, one of which was the position Jessica was slated to fill. Jessica remained undaunted, and began to focus on job search. Ten days after she completed her Work Experience, Jessica was hired full-time at Aaron's as a customer service representative. Jessica's dedication and dogged determination in reaching her goals are the epitome of a "JOIN Success Story."



Carson City DW: In spite of the economy, recruiting and serving dislocated worker (DW) clients was more difficult than the Carson staff expected. After more than a year of high unemployment, lay-offs and business closures, the clients they saw were very much like their adult clients, and had numerous issues that became barriers to their successful program participation. Consequently, in PY10, the Carson office enrolled about 25 fewer DW clients than projected.

Primary activities for DW clients were: classroom training in both basic and occupational education, job search guidance, and work experience (WEX) placements. Both GED/Basic skills classes and Clerical/Computer Lab trainings were in high demand. Of the 51 DW clients trained in those setting, 36 (71%) found employment. One hundred percent of the clients in GED Lab successfully completed and received their GED certificates. As mentioned above, in PY10, DW clients very similar to the Adult client population. Like many Adult clients, one of the biggest challenges facing DW clients was the new reality that they needed to have a high school equivalency, at a minimum, to be considered by local employers. Facing that fact was difficult for some clients, some of whom had additional issues that needed to be addressed, such as a lack of basic communication skills, particularly in the workplace. This resulted in some clients needing more “hand-holding” and more intensive case management, than past DW clients.

JOIN has a good network of partner agencies that assist their clients. These include: Carson City JobConnect; Douglas County Social Services Workforce Program; Carson City Partnership of Community Resources; Healthy Communities Coalition in Lyon County; Carson Area Action Network (CAAN); Carson City Health and Human Services; Douglas County Social Services; Ron Wood Family Resource Center; Douglas Partnership of Community Resources; and DETR’s Displaced Homemaker Program. Employment relationships were established with the Family Support Council in Douglas County, AdvantaCare, and Friends in Service Helping (FISH).



Carson City Youth: Proposed goals under this contract were to serve a total of 43 Out-of-School Youth (YOS) clients: 18 carry-overs and 25 new enrollments.

Carson City exceeded these goals and ended this contract with 35 new YOS enrollments. All 35 newly-enrolled youth sought assistance in obtaining their GED. The 18 carry-over clients were in various stages of GED completion, training, and job search, and all completed their goals under this contract. Some YOS clients also received assistance with college entrance and completion of their FASFA applications. Of the 35 YOS clients who requested assistance with their GED, 23 successfully obtained a GED. Four clients are pending test results, or are still in Carson's Learning Lab working on GED preparation. Eight clients were unable to complete their GED program for a variety of legal and personal issues.

Over the years, JOIN has established strong partners that support the YOS Program. These include Juvenile Parole and Probation, Juvenile Drug Court, the Ron Wood Family Resource Center, Advocates to End Domestic Violence, Nevada State Welfare, Department of Child and Family Services, Carson Mental Health, Boys and Girls Club, Western Nevada College, Carson High School and Carson Alternative Schools, and the Carson City JobConnect.

During PY10, they did some tweaking of their program design to see if it changed the results. They experimented with the timing of CASAS post-testing. The results indicated the youth attained a higher level passing rate and completion if the CASAS was administered prior to GED testing. Maybe the information was fresher, or maybe the youth weren't as "burnt out" on testing. They're not exactly sure why, but it worked.

Since the computers in the Carson JobConnect's Resource Center were being used by a higher volume of job searchers, there was a longer waiting time for YOS clients to complete their mandatory on-line job search. Staff recognized this problem and designated one of the computers in the Carson JOIN office's Learning Lab to be used for on-line job search activities by enrolled YOS clients. Easier computer access and shorter waiting times made for much happier and productive YOS clients.

Many court referrals ask JOIN to provide a letter to verify YOS clients' participation and progress in the program. In some cases, youth are mandated to participate in the program, or return to the program after a probation violation. However, in

some cases, the charges are too severe to allow them to return, and the client must be exited to incarceration treatment. As a result, some months JOIN does not have the expected number of new enrollments, or any new enrollments at all. Staff has become better at anticipating these “slow months,” and increase their recruitment efforts prior to these times, rather than waiting for clients to come in. Year after year, the Carson office exceeds their goals in terms of the number of YOS clients served.

Success Story

At the “ripe old age” of 19, “Brenden B” suddenly realized that in order to do something with his life, he needed to get his high school equivalency and possibly go to college. He found his way to the Carson City JOIN office and, after a few visits, was on his way to a new future. In six months’ time, he has attained his GED and is no longer basic skills deficient (Literacy/Numeracy measure), spent some time sorting out his options with his case manager, and is developing goals for the future. Along the way, he discovered: 1) that he’s smarter than he thought he was; 2) that he loves working with people; 3) that he wants a job doing social work or human services; 4) that he’ll have to learn to dress professionally; and 5) that he will be going to college. A Work Experience placement at a local social service agency helped him “test drive” his skills in that setting and Brenden is headed to WNC in the fall.



Elko DW: The Elko JOIN office enrolled 37 new DW clients during the year, had 59 carry-over DW clients, for a total of 96 active clients served in PY10. Fifty-six clients received Intensive Training and 32 of the clients received ITA Training. The main occupational trainings in Elko are Certified Nursing Assistants, CDL Truck Driving (mining related occupations) and Computer Office Technology, which has been the trend for the past few years and based on local occupational demand.

JOIN has solid partnerships with Great Basin College and the Nevada JobConnect, as well as other local agencies. This year it has been their pleasure to work with the Nevadaworks liaison for our area. The liaison has given JOIN staff some new perspectives and contacts for their program. JOIN runs an ongoing ad in the weekly Elko Independent paper, which is free of charge for non-profits, to promote their services within the community. That, and word of mouth, is sufficient advertisement for the area. After a move to downtown last spring, they

joined the Downtown Business Association. This has increased visibility and has helped clarify their mission to the older downtown businesses in Elko. A few for-profit local businesses were under the erroneous impression that all JOIN clients are disabled, which led them to be hesitant to partner with them. The Community Providers Network hosts a monthly breakfast which has also been a good avenue for keeping JOIN visible, and for staying updated about happenings in the community.

One of the largest challenges faced in PY10, and which is continuing into the current program year, is the decline in locally available training for commercial truck drivers. GBC has been the primary provider of this training and there has been an ongoing need for CDL certified drivers. Fortunately, the Elko office received an additional \$33,000 in CDL Training funds \$11,000 of which was spent on DW clients. After a couple of classes were completed, the CDL instructor at GBC resigned from his position in March, which meant there was no training available locally. Elko staff arranged for the remaining clients to attend training in Reno. CDL is a high demand occupation in Elko. GBC is in the process of recruiting another instructor at this time. JOIN is in the process of partnering with GBC to find additional funding for CDL-A students

The relatively good economy in Elko created a lot of competition for local jobs. JOIN continues to stress the importance of strong skills and good work habits. Despite those factors being in their favor, they find most of their clients really need encouragement. JOIN provides that encouragement all year long from start to finish. After training, JOIN created a system of follow-through with each client to provide them with new resumes, "I Can Do It" job success cards, and packets that include interview preparedness materials. They continually heard back from clients who told them they are grateful to have been prepared. Many credit JOIN's efforts for giving them the needed edge to get a job.

The latest report from nevadaworkforce.com shows Elko's micro-area as having 6.8% unemployment rate. Mining companies continue to work around the clock and gold is now at a record-high of \$1600/ounce. The flourishing mines keep Elko's economy stable and prosperous. JOIN is anxiously anticipating the opening of several new stores: Jo-Ann Fabrics, Ross Dress for Less, Famous Footwear, and a "mystery store," all scheduled to open by fall 2011. Because of the relatively low unemployment rate, the Elko JOIN office typically sees more Adult than DW clients. Many DW clients have exhausted their benefits and are anxious to get back to work right away. This is when Work Experience and On-the-Job Training placements facilitated by JOIN can be utilized. With the strong economy,

the demand for well-trained workers continues and JOIN clients will be available to fill new positions.

Success Story

“Brian R”

Brian’s luck had almost run out and he was on the verge of losing everything. He needed a job! JOIN helped Brian prepare a professional, easy-to-read one-page resume (condensed from Brian’s original seven-page resume), which Brian distributed all over town. JOIN helped him secure his MSHA certification and HazMat endorsement, which are required for most CDL-A drivers in the area. Although he was tempted to give up, the JOIN staff encouraged him to keep going. He persisted, checked in with JOIN regularly for moral support, and continued applying for jobs almost daily, even though it was a 40-mile commute for him to drive to town. Eventually, Brian got a lead on a tanker driver job at Savage Construction. Bingo! Brian got the job because he had his HazMat endorsement in his pocket. He’s making \$20.83/hour, working 60 hours/week.



Brian e-mailed JOIN this picture of himself standing next to his tanker. It is a beautiful sight...and it keeps the JOIN staff going!



Ely Adult: The overall goal of the Adult Program in Ely was to target Economically Disadvantaged adults in White Pine and Eureka Counties, ages 18 and older, including special populations, and provide them with customer service/job ethics training, specific and customized occupational skills training, and upgraded skill training for incumbent employees. In this recent economic decline, White Pine County is feeling the impact of layoffs and business closures, and the impact of financial insecurity among the remaining businesses, and within their clients and families. The services that have been provided through the Career Enhancement Program (CEP), Vocational Rehabilitation, and JOIN are essential to communities like White Pine County. All three services have a history of working in tandem for the best results for clients. This resourceful use of funds and services produces strong and appreciative partnerships.

The largest employer currently in White Pine and Eureka Counties continues to be the mining industry. MSHA training is required for employment in the mines. After some looking, they identified an instructor who is willing to occasionally come to Ely from Elko for MSHA training and they continued to send clients to Elko for MSHA training when local training is not possible.

The Great Basin College is a tremendous partner in training JOIN clients. Several clients have been enrolled in the Medical Transcription classes. Other clients were enrolled at GBC for Mathematics and English courses to bring up their basic skill levels. Computer training continues to be in high demand. CDL training is also in demand, but is limited in Ely, particularly with the instructional difficulties in the GBC training program. When a class was offered, competition was intense. CNA classes taught in Ely are in demand and have led to gainful employment as well as benefiting the White Pine community and many CNA students were hired by the White Pine Care Center. Whenever possible, the Ely JOIN office utilizes the valuable resources that GBC has to offer, and are troubled by potential cuts to GBC funding.

Two training components of the Adult Program in the area are On-the-Job Training (OJT) and Work Experience (WEX) placements, which have historically worked well, but became a little more challenging in PY10. The economic downturn gave fewer choices, but there are still some employers who were able to see both the financial and training possibilities. In White Pine County, a number of businesses have unique positions with job skill requirements that can only be met with OJT services. As our community weathered the financial crisis it found itself in, there were fewer opportunities to establish OJTs for clients. WEX placements, on the other hand, provided valuable training while helping clients weather the financial storm by giving them training plus income. Employers in White Pine County became involved with JOIN by partnering with them and supervising JOIN clients on their work sites. It is very difficult for the economically disadvantaged to survive without either support services or subsidized wages during the training period. The JOIN office in Ely has found Work Experience placements to be beneficial for both clients and employers, especially when an employer "finds" a new employee when they didn't realize they needed one.



ProNet DW: During PY 2010, ProNet staff focused their attention on two different endeavors. First by focusing on attracting, motivating and educating unemployed professionals. Second, they reached out to local employers which could provide employment opportunities to DW professionals. Unique to the ProNet office of JOIN is that ProNet clients are considered “members” of the ProNet service delivery system. The efforts of ProNet members are crucial, both to the ProNet office and to the members’ own process for building and maintaining the skills and motivation required to succeed in today’s labor market in northern Nevada.

Visibility is an important element in reaching potential ProNet members and employers. In PY10, ProNet members developed several marketing and advertising tools to attract both. These included promotional items, brochures, and advertising in the Reno Gazette-Journal and with Charter Media to ensure ProNet remained in the public eye. Additionally, members upgraded the ProNet Web site and created a ProNet Facebook page to publicize the strengths of the organization, and to provide information to the unemployed in general. Four “ProEdge” shows were developed and broadcast on Charter Media’s access channel. The creation of a “volunteer” committee, later renamed the Community Partnership Committee, provided viable opportunities for ProNet members to give back to the community through job fairs, by teaching workshops, by conducting mock interviews, or by simply staffing booths at events.

Additional programs, promoted on ABC affiliate KOLO, were the Semi-Annual Networking Breakfast and Semi-Annual Blood Drive. Articles about ProNet, and profiles of individual ProNet members, appeared in the RGJ. The Business Development Committee continued its practice of contacting employers for jobs to list in ProNet’s Job Book. Approximately 300 jobs are discovered each month, and 19 resumes are requested by employers.

Education of ProNet’s members remained a high priority, with a focus on job readiness and job search. Core workshops were updated to reflect current trends in resume writing, skills analysis, interviewing skills, and job search tools. Graduate



workshops, which provided more information on job search skills and how to improve actual job skills, were offered during the year and included “Advanced Resume Lab” and “Advanced Job Search Lab” workshops, and a “LinkedIn” workshop. The emphasis of work skills workshops was to gain the upper hand in job competition, or provide skills to stay on the job. Workshops such as “Leadership versus Management,” “Improve Your Management Skills” and an “Entrepreneurial Skills Seminar” was offered several times during the year. Workshops were also offered to help members manage their lives as unemployed individuals. Workshops on topics such as “Budgeting,” “Help Holding on to Your Home,” “ID Theft Prevention” and “BRITE (Building Resilience in Transitional Employees)” addressed some of the challenges of being unemployed. Outside experts were brought in to provide either a different slant on the material, or to provide new knowledge.

The Monday Morning Meetings remain a cornerstone of ProNet, as a means of informing, inspiring and motivating the members. An average of 91 members (68% of the active membership), attended the Monday Morning Meetings every week in PY10. Speakers provided information about the job market, job search tools, and motivated members to stay positive. Twice a year, the Monday Morning Meetings become a networking breakfast. Representatives from the HR departments of local businesses and from local employment agencies are invited to meet ProNet members and bring attention to the pool of participants in the ProNet program. Overall, ProNet had a very successful year. 359 unemployed individuals contacted ProNet to attend orientations. 245 individuals (84%) completed the workshops. Taking into account the carry-over clients from the previous year, and the 245 new members during PY10, a total of 165 ProNet members found employment in a local economy with an unemployment rate over 12%. ProNet’s reputation is growing beyond Nevada. Staff assisted the Arlington, Virginia, employment office and has received interest from a similar program in St. Louis, Missouri. Being a member-run workforce development entity makes ProNet unique.



In conclusion program year 2010 was another interesting year. Record numbers of clients received services. The average number of days enrolled remained about the same as last year. As noted performance isn’t as high as our contractors would like but they have done an outstanding job of meeting the negotiated rates in a

very difficult economic time in northern Nevada. Clients improved their work readiness and employability skills and as a result provide the area with a better prepared workforce.

Workforce Solutions Unit

The State of Nevada established a new unit during Program Year 2009 under the Department of Employment, Training and Rehabilitation called Workforce Solutions. The unit is charged with assisting in meeting the needs and issues of Nevada's workforce i.e., working with Economic Development and education agencies and institutions. Specifically, Nevada's Workforce Solutions Unit has the responsibility for the following:

- Using research and analysis data and information, supply solutions in the area of Nevada's workforce growth, e.g. sector initiatives focusing on residents' training and skill-sets needed for employment opportunities.
- Focusing on enhanced productivity and grant application/proposals competitiveness by developing and responding to appropriate solicitations released for workforce development initiatives.
- Through recently enacted legislation, i.e. State Senate Bill 152 and State Senate Bill 239, state agencies, i.e. workforce development, economic development, and education are required to interact and collaborative resources in delivering comprehensive, quality services.

Vision:

Develop and implement robust workforce development solutions that address the existing and long term economic survival of business and industry and their human capital resources.

Mission:

Facilitate conceptual workforce development initiatives with practical applications to meet Nevada's workforce needs.

Goals:

1. Strengthen and broaden partnerships between agencies and higher education to meet the demands of the existing and emerging industry sectors.
2. Identify training initiatives for jobs and skills needed for industry/ regional sectors and assist with establishing job training and educational programs.
3. Support Governor's Workforce Investments Board and local Workforce Investment Boards to align workforce development strategies to improve the quality of the workforce in Nevada.
4. Assist with the establishment of industry sector councils that will address skill deficiency issues and implement solutions in key sectors of the economy.
5. Identify strategic partners that will address the emerging workforce needs and skill sets that support a demand driven economy.

6. Facilitate the use of apprenticeship trades to meet the workforce needs of the industry sectors.
7. Identify, seek and secure new funding streams through public and private partners.

Current Projects:

- State Apprenticeship Program (\$459,449)
- HRSA Planning Grant (\$150,000)
- Re-Entry Initiative (\$ 600,000)
- Governors Workforce Investment Board/Sector Council Implementation
- The State Workforce Initiatives

Performance

Nevada's Performance Levels for Program Year 2010

In spite of Nevada's record high unemployment rates throughout Program Year 2010, which reached 14.9 percent in December 2010, overall the adult and dislocated worker employment related measures remained relatively stable in comparison to Program Year 2009. The entered employment rate, retention rate and average earnings gain for both adults and dislocated workers exceeded the negotiated levels of performance.

Two of the three youth common measures exceeded the negotiated levels by over 20 percentage points. This can be attributed to more experienced youth service providers as a result of multi-year contracts and the recognition of the importance of long-term participation to achieve positive outcomes in the placement and attainment measures. As are many states, Nevada continues to struggle with Literacy and Numeracy Gain even though electronic reminders are sent to youth case managers regarding the post test due dates. For Program Year 2010 Nevada just met the 80% of negotiated level of performance for the Literacy/Numeracy Measure. It is more difficult to keep older and out-of-school youth engaged than in-school youth, which may be a contributing factor.

The strategies and activities outlined in the Performance Improvement Plan dated March 17, 2010 have assisted in improving the levels of performance for both the Attainment of Degree/Certificate and the Youth Placement in Education/Employment. At the end of 4th quarter 2008, the youth Attainment measure was at 17.1 percent, increased to 57 percent in 2009 and reached 66% in Program Year 2010. There has also been a dramatic increase in the Placement in Education/Employment measure. Actual performance in Program Year 2008 was 35 percent; increased to 57 percent in 2009 and in Program Year 2010, 64%, the highest level attained since the implementation of common measures.

Performance Measure	Negotiated Level of Performance	Actual Level of Performance	Percent of Negotiated Level
Adult			
Entered Employment Rate	63%	70%	111%
Employment Retention	70%	80%	114%
Average Earnings Gain	\$11,500	\$12,227	106%
Dislocated Worker			
Entered Employment Rate	70%	74%	106%
Employment Retention	80%	84%	105%
Average Earnings Gain	\$14,500	\$15,545	107%
Youth			
Placement in Education/ Employment	40%	67%	168%
Attainment of Degree/ Certificate	40%	66%	165%
Literacy/Numeracy Gains	29%	25%	86%

Current improvement efforts

Workforce Connections (WC), the Southern Nevada Workforce Investment Board, has implemented a new data tracking system, NV-Trac. This will allow staff to obtain more real time information in relation to WIA common measures. WC holds quarterly training with service providers to thoroughly review all performance measures with program staff and to reinforce the importance of accurate and up to date data entry.

For program year 2010 WC implemented additional funding opportunities for providers who spent a minimum of 30% of their total quarterly expenditures on training activities for clients. This initiative provided several providers the opportunity to increase their total client spending on training activities and supportive services for clients.

WC is currently developing additional funding opportunities for providers for Program Year 2011 based on the percentage of clients that are placed into employment in the first quarter after WIA exit.

WC is moving towards an Employment Sector driven approach. Funding to providers has been focused on developing workforce development partnerships

in the Healthcare and Green Economy sectors to address the shortage of qualified workers in these sectors.

Nevadaworks, the Northern Nevada Workforce Investment Board, concentrates on open communication with their partners by holding regular meetings focusing on reviewing their common measure performance, the importance of accurate and complete data entry and additional training needs. They frequently pull reports from NV Performs to alert service providers on how they are performing and to check data entry to ensure accuracy.

Technical assistance by Workforce Investment Support Services (WISS) has been on-going throughout the year, including Nevada JobConnect Operating System (NJCOS) data entry training and common measures training for new adults, dislocated workers and youth service providers. WISS staff also distributes on a monthly basis a report entitled "WIA Projected Performance Report", which provides both LWIBs the levels of performance for the next quarter. These early notifications provide additional time for the LWIBs to review, correct and/or update records to ensure accurate and up-to-date data is used for reporting and the calculation of performance. In addition, LWIBs and service providers have access to the Local WIA Management Report (LWIAMR) which provides a number of case manager's reports to review NJCOS records and to ensure the accuracy of data.

In support of the LWIBs, WISS staff conducts on-going random reviews of NJCOS records. When issues are identified, LWIBs staff members are notified of the necessary corrections or updates that need to be completed. This process assists in identifying additional technical assistance and/or training needs of their service providers.

Nevada's Approved Waivers

Nevada had seven approved waivers during Program Year 2010:

1. Transfer of Workforce Investment Act (WIA) Title 1B Funds between the Adult and Dislocated Worker Funding Streams:

This waiver has provided maximum flexibility in the transfer of funds and will help ensure that services to both adults and dislocated workers would be maintained at levels sufficient to meet the distinct needs of each group. This flexibility would also help support local service plans that must integrate the cultural, educational, and employment-related needs unique to each local workforce community, both urban and rural.

The LWIBs have been able to design programs that address the specific service priorities among their business and individual customers, and lead to customer employment and eventual self-sufficiency. The waiver would also help position Nevada's workforce as a better skilled and more competitive workforce in the diversification of Nevada's economy.

Both LWIBs took advantage of this waiver during Program Year 2010, transferring 30 percent of the dislocated worker formula funds to adult funding.

2. Seventeen Statutory WIA Performance Measures:

This waiver simplified and streamlined the statewide performance accountability system, which is crucial to the seamless delivery of services.

It also allowed the state to adopt the common measures developed by USDOL, which has improved case management and coordination across multiple programs, as well as resulting in improved performance and enhanced customer service.

3. Employer Match for Customized Training:

This waiver allowed the employer match for customized training at WIA 101(8) to a match based on a sliding scale, ranging from 10 to 50 percent for the employer match.

Specifically, the Governor shall establish or may authorize the Local Workforce Investment Boards (LWIBs) to establish the sliding scale, which shall be not less than 10 percent of the costs for employers with 50 or fewer employees; 25 percent of the costs for employers with 51 to 100 employees; and 50 percent of the costs for employers with more than 100 employees.

To date, neither local board has taken advantage of this waiver, which may be attributed to the continued high unemployment and very low job growth statewide.

4. Employer Reimbursement rate for On-the-Job Training:

This waiver allows employers providing on-the-job training opportunities for adults, dislocated worker and older youth a match based on a scale based on the size of the business.

Specifically the Governor shall establish or may authorize the Local Workforce Investment Boards (LWIBs) to establish the sliding scale, which shall be up to 90 percent of the costs for employers with 50 or fewer employees; up to 75 percent of the cost for employers with 51 to 250 employees; and 50 percent of the costs for employers with more than 251 employees.

With the continued economic downturn in Nevada and the high unemployment rate throughout Program Year 2010, this waiver has had the most impact on both employers and job seekers. In Program Year 2009, 358 clients participated in on-the-job training; this increased to 813 on-the-job training contracts during Program Year 2010.

5. WIA Section 134(a) to Permit Local Areas to Use a Portion of Local Funds for Incumbent Worker Training:

This waiver permits local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training.

This waiver allows the state to approve the use of up to 20 percent of local dislocated worker formula funds for incumbent worker training for layoff aversion due to the current economic climate in Nevada.

This waiver was requested by both boards, and Layoff Aversion Plans were submitted and approved in July 2011, therefore no incumbent worker training was conducted at the local level during Program Year 2010.

6. WIA Section 134(a)(1)(A) to Permit a Portion of the Funds reserved for Rapid Response Activities to be used for Incumbent Worker Training:

This waiver permits use of rapid response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3).

During Program Year 2010 no rapid response funds were used, but starting in Program Year 2011 funds will be used for special statewide projects.

7. Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out of school youth:

This waiver will expand the service delivery options for older and out-of-school youth. It will allow youth, who are not following an academic track, but are more employment-focused, the same access to ITAs for training services as adults and dislocated workers.

Eliminates the need for co-enrollment in either the adult or dislocated worker program, and streamlines the process for youth assessed to be in need of training services.

This waiver increases efficiency and customer choice for the older and out-of-school youth, while reducing some of the administrative costs of procuring training providers for youth.

The state can use ITAs for older youth and out-of school youth program participants. The state will continue to make 10 youth program elements available as described at WIA Section 129(c)(2).

State Evaluation Activities

No statewide evaluations were conducted for Program Year 2010 as two new statewide initiatives were implemented during 4th quarter of Program Year 2010. Both initiatives are collaborating to engage employers more deeply in the workforce system to ensure participants get relevant training and have strong employment outcomes; and will work across program silos to provide comprehensive services to both employers and job seekers.

State Senate Bill 239 required the Department of Employment, Training and Rehabilitation (DETR) in cooperation with the Governor's Workforce Investment Board to establish sector councils to identify job training and education programs that best meet regional economic development goals.

As a result four sector councils have been established:

- Manufacturing and Mining
- Healthcare
- Leisure, Hospitality and Retail Trade
- Energy sector – Green, Renewable and Energy Efficiency

In his State of the State address, Governor Sandoval announced a new initiative, Silver State Works (SSW), which is designed to encourage employers to hire the unemployed in order to move the state toward economic security. SSW is designed to be a statewide, integrated business focused initiative, targeting Unemployment Insurance benefit recipients, Veterans, persons with disabilities, ex-offenders, Temporary Assistance for Needy Families (TANF) public assistance recipients or candidates at-risk of coming on TANF and older youth ages 19-21.

Services will be provided through the collaborative efforts of several entities including the Department of Employment, Training and Rehabilitation (DETR), the Department of Health and Human Services, Local Workforce Investment Boards, state and local economic development agencies, and other entities with an interest in restoring the State's once vibrant economy. The goal of SSW is to serve 4150 participants over the next two years.

Data for both initiatives is being collected to capture individuals in occupational training; successful completion of on-the-job training; entered employment and re-employment and training related expenses. A reporting tool has been developed to accurately evaluate performance and progress in the contribution and alignment for the sectors which will be distributed on a quarterly basis to the Governor's

Office, Legislators, Governor's Workforce Investment Board, DETR leadership and other interested parties.

From April 1, 2011 to June 30, 2011, two hundred and two clients have entered on-the-job training programs in the four sectors, which include occupations which support the sectors.

DETR's vision is to be Nevada's first choice to connect businesses and job seekers. The mission is to provide Nevada's businesses with access to a qualified workforce and encourage equal employment opportunities. To support sector councils and SSW, the Employment Services has developed a framework for statewide aligned strategies for workforce development which will focus on being more responsive to what new and existing businesses are looking for from our workforce; in addition to providing Nevada workers who possess relevant skill sets or job knowledge.

To ensure the success of these initiatives, the Nevada JobConnect's Business Services Office staff have undergone a major shift in the way business had been conducted in the past to improve quality referrals of job seekers to Nevada businesses and to improve the current and future economic conditions statewide.

Cost of Program Activities in Relation to the Effect of Participant Outcomes
Program Year 2010 – 4th Quarter

Cost Per Participant = Total Costs by Year / Total Participants in the Same Year									
	Total Participants			*Total Expenditures			Cost Per Participant		
	Adults	Dislocated Workers	Youth	Adults	Dislocated Workers	Youth	Adults	Dislocated Workers	Youth
Statewide	4,149	3,784	1,237	6,793,649	10,174,233	2,864,236	\$1,637	\$2,689	\$2,315
Cost Per Exiter = Total Costs by Year / Total Exitors in the Same Year									
	Total Exitors			*Total Expenditures			Cost Per Exiter		
	Adults	Dislocated Workers	Youth	Adults	Dislocated Workers	Youth	Adults	Dislocated Workers	Youth
Statewide	2,986	2,596	430	6,793,649	10,174,233	2,864,236	\$2,275	\$3,919	\$6,661
Cost Per Entered Employment = total Costs by Year / Total Exitors Entering Employment in the Same Year									
	Total Exitors Entering Employment		*Total Expenditures				Cost Per Exitors Entering Employment		
	Adults	Dislocated Workers	Adults	Dislocated Workers	Adults	Dislocated Workers			
Statewide	1,407	1,306	6,793,649	10,174,233	\$4,828	\$7,790			
Cost Per Retained Employment = Total Costs by Year / Total Number of Participants Retained in the Same Year									
	Total of Participants Retaining Employment		*Total Expenditures				Cost Per Participants Retaining Employment		
	Adults	Dislocated Workers	Adults	Dislocated Workers	Adults	Dislocated Workers			
Statewide	834	626	6,793,649	10,174,233	\$8,146	\$16,253			