

Project Narrative

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1a: Executive Summary

The economic sustainability and resiliency of manufacturing, logistics, healthcare, and the IT industries in northern Nevada are dependent upon significantly increasing the number of jobs and a skilled workforce to fill these jobs. To grow 650 job placements over the next three years, Nevadaworks, the workforce development board for thirteen of the state's 17 counties, proposes the Northern Nevada Equity in Employment Project (NNEEP). Nevadaworks will leverage EDA funding to foster labor market and job growth across one of the largest workforce service regions in the country, 70,172 square miles. As an evidence-based job placement initiative, training and employment will focus on underserved, rural, and tribal communities who have historically experienced employment barriers and inadequate federal investment.

NNEEP's blueprint for success incorporates three elements: (1) actively engaging 14 committed employers in determining specific skillsets necessary for their company's current and future operations; (2) utilizing the State's library system and robust broadband-enabled computer network to provide virtual 3-D skills training; and (3) embedding adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training.

While the challenges of Northern Nevada industry are not uncommon, the proposed strategy to address their workforce shortages is unique. Nevadaworks' approach is more than just providing training programs; it requires industry to inform skills training, and it offers solutions to overcoming issues of access and equity for excluded workforce who might otherwise be employable. The project lead, 4 backbone organizations, 15 employers, 16 tribes, and 11 stakeholders commit to 650 job placements.

Section 1b: System Lead Entity

Capacity: Nevadaworks, the Governor-approved Workforce Development Board (WDB) for the northern Nevada Workforce Development Area will serve as the System Lead Entity for the Northern Nevada Equity in Employment Project proposed in this application. Nevadaworks has served as regional leader for employer engagement and workforce development since 1998, providing direction for training initiatives and convening large, medium, and small firms in coordination with educators and trainers to better align employers' workforce needs with local training opportunities. With a One-Stop comprehensive site in Reno and One-Stop affiliate sites in Sparks, Carson City, Fallon, Winnemucca, Elko and Ely, Nevadaworks 20+ years' experience has successfully placed over 11,000 job seekers while providing wrap-around services to qualified individuals, including transportation services, childcare services, subsidized healthcare and dental services, subsidized clothing and equipment needed for employment, substance-abuse services, housing assistance, educational testing and exam fees, accommodations for individuals with disabilities, and work readiness services. Nevadaworks as a WDB and One-Stop operator has met or exceed all USDOL Negotiated Rates for the Common Performance Measures since its inception.

Funding: Nevadaworks FY 2022 Workforce Investment and Innovation Act funding from the U.S. Department of Labor is \$7,326,030. Most recently, Nevadaworks was subawarded \$2.5M from the Governor's Office for the H-1B Visa Rural Healthcare initiative and \$4.3M dollars in Dislocated Worker Grant funding.

Convener: Nevadaworks has convened the support of the state of Nevada's Governor's Office of Economic Development (GOED) and the Governor's Office of Workforce Innovation (GOWINN), along with the cooperation and backing of the only two EDA designated Development Districts in Nevada, the Western Nevada Development District (WNDD) and the Northeastern Nevada Regional

Development Authority (NNRDA) (see attachments for letters of support). Nevadaworks also has long established relationships with both the Teamsters and Electrical Unions, and the Northern Nevada Electrical Apprenticeship program. The Teamsters Local Union No. 533 of Donnor and the Tahoe Basin, Reno and Northern Nevada has provided a letter of commitment to participate in recruitment and placement of successful completers in logistics training programs.

Backbone Organizations: As a powerful convener and known for their ability to work across sectors and among partners to include industry, educators, and service providers, Nevadaworks has recruited the following industry associations to serve as Backbone Organizations for the priority sectors identified in this proposal: Nevada Industry Excellence (the Manufacturing Extension Partnership for the state) which works with 1,800 manufacturing firms in the state out of 2,000 total firms; Nevada Hospital Association which currently works across 12 large healthcare employers, and the Economic Development Authority for Western Nevada (EDAWN) which has relationships with over 540 technology firms in the region. Truckee Meadows Community College will serve as the Backbone Organization for the logistics sector having recently developed a logistics program and having working relationships with 24 employers in the setcor. Each organization brings to the table established relationships with employers throughout the region, credibility with industry leaders and educators, experience in coordinating key stakeholders and driving successful initiatives, experienced staff, and the committed support of their executive leadership (see attachment 5.) Backbone organizations will lead the efforts to acquire employer commitments to hire persons that complete high-demand industry credentials or earn skills badges. Backbone organizations will convene employers on a quarterly basis for the duration of the initiative, maintaining communication and updates on program development. They will identify employers who hire and will provide input on high-demand skills and industry credentials. Backbone Organizations will also provide input on industry credentials and high-demand skills focusing on non-degreed awards for middle-skilled jobs.

Section 2a: Employer Leadership and Commitments

Employer leadership and engagement in training programs: Employers will participate in the evaluation and ongoing refinement of skills-based workforce education and training curriculum throughout the duration of the NNEEP initiative. Nevadaworks has contracted with WestEd, a national nonprofit vested in education and workforce systems for over fifty years, as a technical assistance provider to develop the Workforce System Plan and related sub-plans, and to facilitate the Program Design phase of the project (see attachment 11.) WestEd will collect quantitative and qualitative data to inform training competencies and curricular design, applying a proven continuous process improvement methodology. Figure 1 on page 3 displays the Continuous Improvement Program Design Process for employer engagement and instructional design.

Employer commitments: Fifteen employers across 13 northern Nevada counties are committed to jobs (see attachment 6):

Washoe Co.

1. Talage Inc. (IT)
2. Renown Health
3. Novo Logistics
4. Monin Inc. (mfg.)
5. Pacific Cheese Co. (mfg.)
6. St. Mary's Regional Med Center
7. N. Nevada Medical Center
8. Duraflex (mfg.)

Lyon Co.

9. Vineburg Machining Inc. (mfg.)
10. American Highway (mfg.)

Storey Co.

11. Fulcrum BioEnergy Inc. (mfg.)
12. Tesla (Mfg.)
13. Panasonic (mfg.)

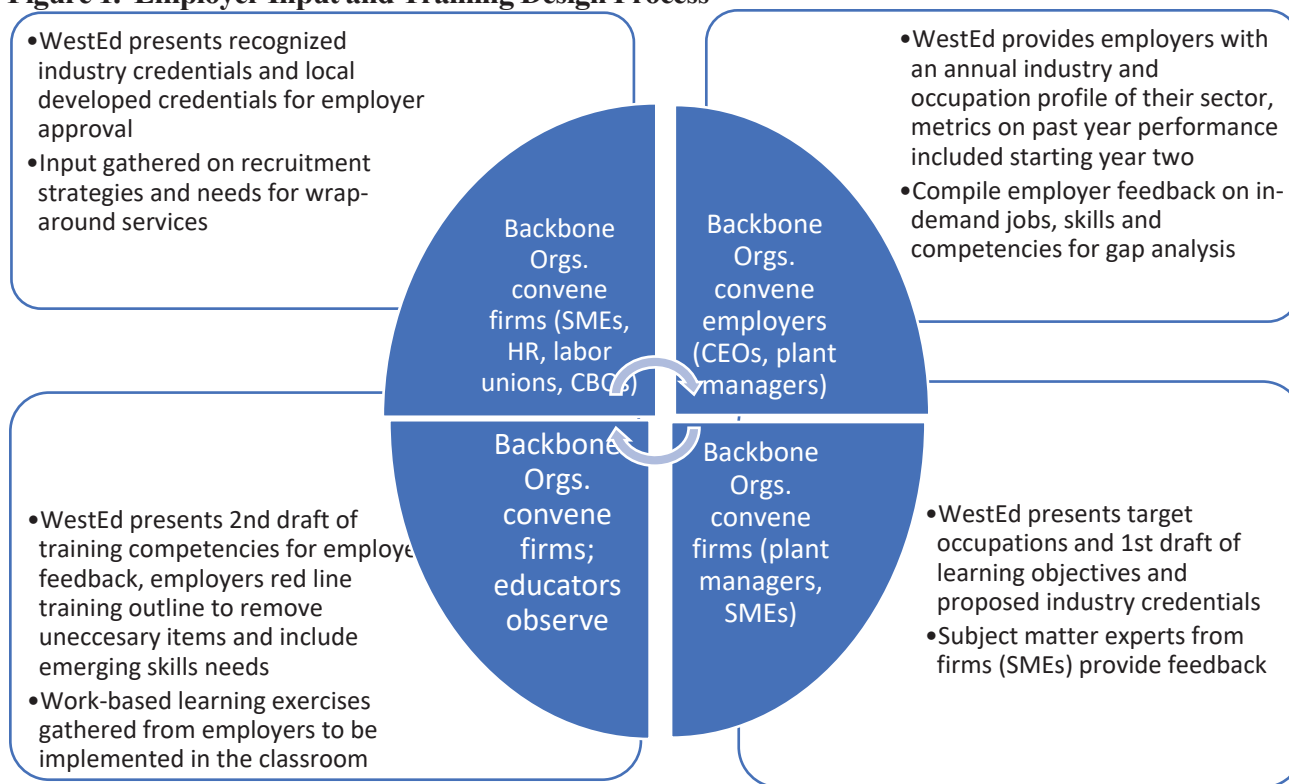
Carson City

14. Carson Tahoe Health

Region-wide

15. Teamsters Local Union

Figure 1. Employer Input and Training Design Process



Section 2b: Other Stakeholders and Partnerships

Tribal Nations: In addition to commitments from private sector firms, Nevadaworks has also established a partnership with the Inter-Tribal Council of Nevada (ITCN), representing the 27 member reservations and colonies in Nevada. 97% of Nevada’s Tribal Nations are in rural areas of the state, with the majority of these tribes located within the 13 Northern Nevada counties that comprise the Nevadaworks service area (Carson City, Churchill, Douglas, Elko, Eureka, Humboldt, Lander, Lyon, Mineral, Pershing, Storey, Washoe, and White Pine.) The Inter-Tribal Council of Nevada hosts the Native Workforce Development Program (NWD) funded by the U.S. Department of Labor – Indian & Native American Programs. The Council committed to participating in the NNEEP initiative to increase skills development for Tribal members and connecting workers to Tribal employers in the priority sectors and occupations (see attachment 3.)

Libraries: State libraries will be leveraged from the statewide SANDI initiative to provide broadband nodes for job seeker applicants and virtual 3-D online training opportunities for those without computers or high speed broadband. 3D adds a whole new dimension that allows participants to actively engage in simulated skills training without necessarily having to drive somewhere. The SANDI initiative is funded through the US Department of Education for \$13.8M to support training dislocated workers, the under employed, and new job seekers in high-priority industries with libraries serving as an access point. The 45 library branches in the Nevadaworks service territory leveraged for this initiative will provide a strong network for job seekers—especially those in more remote locations—to access employers, apply for jobs, participate in online virtual interviews, and enroll in online job skills and soft skills training. This partnership has been secured through the Governor’s Office of Workforce Innovation as an itemization of leveraged funding from the SANDI grant funded through the U.S. Department of Education (see attachment 4 State Agencies.)

Community Colleges: Truckee Meadows Community College, Great Basin College, and Western Nevada College represent three other NNEEP partners in a similar capacity: their combined campus libraries will also provide broadband nodes for job seeker applicants and access to computers for virtual 3-D online training. In addition, all three colleges’ student bodies represent an enormous employee pipeline for Northern Nevada employers: Truckee Meadows Community College serves an average annual student body of 12,000 from 4 locations; Great Basin College serves an average annual student body of 4,000, from one main campus with 4 satellite locations; and Western Nevada College serves an average annual student body of about 3,500 from 3 locations and 7 satellite locations. These college campuses provide excellent venues from which to attract, recruit, train, and place a significant pool of potential employees. Nevadaworks will work closely with college placement offices to promote the NNEEP initiative, support on-campus or virtual job fairs, and coordinate campus-based interviews (see attachment 7).

WestEd: Unique to the NNEEP initiative, Nevadaworks will engage adult schools in an intentional effort to increase equity and access to training resources and exposure to regional employers for underserved populations. Truckee Meadows, Great Basin, and Western NV community colleges all offer adult education. New Horizons, a private sector training provider, does as well. Specifically, WestEd will provide technical assistance to adult schools to implement Integrated Education and Training (IET) in short-term training programs where technical skills and basic skills (math and English literacy) are taught. As a nationwide best practice, IET is a proven method to increase employability and job retention. WestEd will also lead the effort to increase racial, gender and geographic equity in job development by working with adult education providers to offer non-degree postsecondary awards that align with nationally recognized industry credentials. This combination of technical skills, workplace skills, basic math and English literacy skills, and award of achievement affords the traditionally underserved a greater competitive edge that they might not have, otherwise. It also provides the prospective employer with a workforce-ready employee and increases potential for program sustainability by leveraging WIOA funds. To support NNEEP’s strategy for equity and access, WestEd will:

1. Identify high-value non-degree credentials that are in-demand in the local economy by understanding the largest and fastest growing occupations in the region, verifying they pay a livable wage for entry level workers, and fit into a broader career pathway for economic mobility.
2. Survey local employers to verify current and emerging demand for occupations, skills, and Pathways using Continuous Improvement Program Design Process.
3. Design pathways and implementation strategies that clearly articulate a credential-as-you-go approach and remain mindful of adult student demographics and underserved populations.
4. Iterate and reassess to ensure that labor market demands, and adult student needs are being met into the future.
5. Develop IET models for adult school training providers to adopt and implement in their workforce training and education programs

Table 1 Stakeholders and Partner Roles and Responsibilities (see attachment 1 for organization, process chart and workplan)

Stakeholder	Role	Responsibility
Nevadaworks	System Lead Entity Program Management Host 4 Sector Navigators	(1) Manage NNEEP Grant, submit semi-annual performance reports. Hire 1 program director, 1 program manager and 3 program coordinators. (2) Develop and maintain tracking system for NNEEP participants and co-enrollment in leveraged programs

		<p>including WIOA, SANDI, ANAA, and TMCC’s U.S. DOL Apprenticeship Grant.</p> <p>(3) Hire and manage 4 Sector Navigators for employer engagement and job seeker outreach. These positions will serve as the primary interface with employers and job seekers. They are responsible for job placement services.</p> <p>(4) Recruit participants and coordinate recruitment of job seekers from partner organizations.</p> <p>(5) Conduct registration and intake process.</p> <p>(6) Provide referral to wrap-around service providers.</p> <p>(7) Coordinate wrap-around services.</p> <p>(8) Set-up individual support plans.</p> <p>(9) Conduct Work Readiness workshop for participants.</p> <p>(10) Finalize job placement and track 6 month retention, wages and wage increases, and promotions.</p>
Nevada Industry Excellence (Manufacturing Excellence Partnership)	Backbone Organization for Manufacturing	<p>(1) Provide input on needed nationally recognized industry credentials or locally approved industry credentials and high-demand skills for occupations in this sector with a focus on nondegree awards for middle-skilled jobs.</p> <p>(2) Identify employers who hire these occupations and can provide input on high-demand skills and industry credentials for these occupations</p> <p>(3) Convene employers monthly for the first 6 months, then quarterly for the duration of the project.</p> <p>(4) Lead a commitment to conditional hires and permanent hires for successful completers of identified high-demand industry credentials or local skills badging</p>
Nevada Hospital Association	Backbone Organization for Healthcare	Ibid.
Economic Development Authority for Western Nevada	Backbone Organization for IT	Ibid.
Truckee Meadows Community College	Backbone Organization for logistics	Ibid.
Western Nevada Development District	Marketing and Outreach Lead Designer, CEDS partner	<p>(1) Compile input on marketing and outreach materials with a focus on reaching underserved communities.</p> <p>(2) Develop website to inform job seekers and employers of resources developed for NNEEP.</p>
Northeastern Nevada Regional Development Authority	Remote rural region lead for sub-plans, CEDS partner	Provide connectivity with remote rural regions to gather input and research needs to inform 2 Workforce System Subplans that address the unique needs of remote rural areas.
Governor’s Office of Workforce Innovation	Leveraged funding provider, employer engagement partner	<p>(1) Provide engagement with large employers.</p> <p>(2) Provide leveraged funding and in-kind resources through state workforce initiatives.</p>
Community Services Agency	Wrap-around service provider: Employment assistance and training, head start, early head start, affordable housing services, weatherization, referrals to food pantries	<p>(1) Provide dedicated personnel who connect with sector navigators to intake new participants</p> <p>(2) Work with sector navigators to build an individual service plan for each participant</p> <p>(3) Maintain record of participant services and provide data to Nevadaworks program manager a quarterly basis.</p>
Community Chest	Wrap-around service provider: Medical	Ibid.

	services, counseling, family advocacy, youth enrichment programs and employment placement assistance	
Ridge House	Wrap-around service provider: Individuals in recovery from substance abuse, 8 residential homes including one specifically for veterans, also re-entry programs	Ibid.
Inter-Tribal Council of Nevada	Tribal engagement lead	(1) Provide connectivity to Tribal leaders to develop the Tribal Workforce System sub-plan addressing the unique needs of American Indian Tribes in Northern Nevada. (2) Serve as a liaison for outreach to Tribal members seeking upskilling and job placement. (3) Connect the NNEEP initiative with Tribal firms and employers.
Teamsters Local Union No.533	Union representation	(1) Provide input on recruitment strategies for underserved populations (2) Provide connectivity to Union jobs
Education & Training Partners: TMCC, Great Basin CC, Western Nevada CC, New Horizons	Training providers	(1) Operationalize employer input in training content (2) Implement training programs with attention to avoiding scheduling barriers for participants. (3) Maintain student records for tracking enrollment and completion by race, ethnicity, and gender.
Nevada State Library System		(1) Serve as a hub for community engagement meetings, and as a hub for access to NNEEP resources in rural communities, to include broadband access for application process, employer showcases, and short-term training sites. (2) Develop the employer engagement side of Nevada Career Explorer.
Rural Community Based Organizations	Remote rural engagement	(1) Sign MOU commitment for services to NNEEP participants (2) Provide dedicated staff to connect with sector navigators on participant referrals and to build the individualized service plans for participants
WestEd		(1) Provide technical assistance for Workforce System Planning. Facilitate industry convenings and develop Workforce System Plan for Northern Nevada and associated 3 subplans for rural and Tribal territory. (2) Provide technical assistance on equity-centered outreach material and program design. (3) Provide technical assistance Program Design phase. Facilitate employer convenings, produce and provide industry profiles for employers, conduct iterative process for curricular design and identification of industry credentials. (4) Provide technical assistance to education and training providers to implement training programs, cautious to remove structural barriers for underserved populations. (5) Develop performance metric system and produce annual performance evaluations. (6) Develop public dashboard on NNEEP outcomes.

Section 3: Regional Description

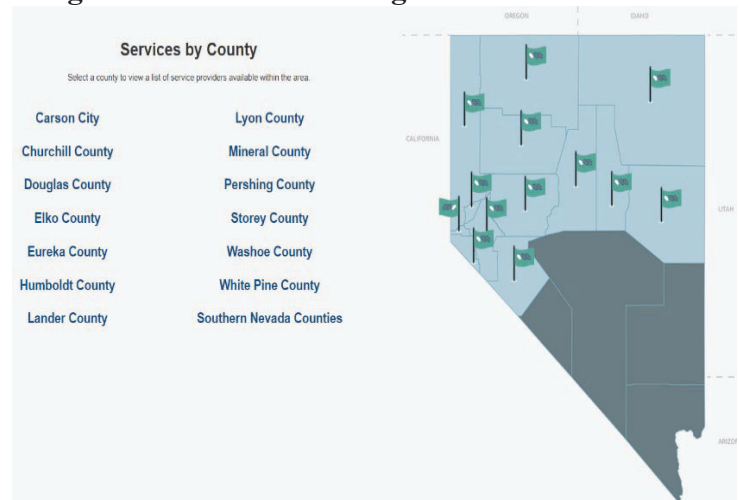
Project Location The project region and primary service territory prosed in NNEEP spans over 70,000 square miles and is the 13 Northern Nevada counties that comprise the Nevadaworks service area: Carson City, Churchill, Douglas, Elko, Eureka, Humboldt, Lander, Lyon, Mineral, Pershing, Storey, Washoe, and White Pine (see Image 1). Due to the rural character of the region and its lower population density than the 4-county southern region, it has received less federal and state support over the decades.

The region supports over 10,000 businesses in opportunity zones across 15 census tracks in Washoe, Storey, Lyon, Elko, Churchill, and Carson City Counties.¹ Of the businesses located in Opportunity Zones, 485 are manufacturing firms, 523 are in the Information Technology sector supporting business development, 864 are in the transportation/warehousing/logistics sector, and just over 990 are healthcare firms.

Although Nevadaworks is the WIOA service provider for the region, they have not had the capacity to build upon initiatives such as the H-1B Visa Rural Healthcare initiative and the federal Dislocated Worker grant in the 70,000 sq. mile region. The effort described in the NNEEP proposal will capitalize on state-wide initiatives such as SANDI and ANAA, the State Apprenticeship Expansion, Equity and Innovation Grant-Project ANAA \$3.9M (see attached letter of commitment from GOWINN), to provide equitable access to training for underserved populations and leverage regional efforts to strategically strengthen priority industry sectors that diversify the economy and support resilience (see attachment 2.)

Key Industries Healthcare, manufacturing, and transportation and warehousing all fall within the top ten largest industries in the 13-county region. Although IT as a sector is not one of the larger industries, strategically, jobs in IT are a ubiquitous occupational cluster that drive capacity across all industries including healthcare, manufacturing, and logistics. Both manufacturing and transportation/warehousing also have location quotients greater than 1, signaling unique characteristics in the region that support a larger density of jobs in these sectors than nationwide (see table 2 highlighted sectors). Of greatest importance is building capacity to support economic growth across the region. A sector's contribution to economic growth is indicated by their proportion of GRP, or GDP at the national level. In this region, the manufacturing sector contributes \$6.2B in gross regional product in the 13-counties (see table 3). This includes labor wages, output, profits. The majority of occupations in these sectors are well-paying, quality jobs with ample potential for upward mobility. The average earnings per worker in three out of the four priority sectors exceeded the prevailing wage in the region of \$70,019 in 2020.²

Image 1 NNEEP Service Region



¹ Governor's Office of Workforce Innovation, 2022.

² US BLS QCEW, Emsi.

Table 2 Four Priority Industry Sectors Job Growth and Earnings

Industry Sector	2015 Jobs	2020 Jobs	Change in Jobs	% Change in Jobs	2020 LQ	2020 Earnings Per Worker	2020 GRP
Health Care and Social Assistance	31,745	35,981	4,235	13%	0.73	\$72,095	\$3,176,490,888
Manufacturing	21,001	32,210	11,210	53%	1.09	\$94,489	\$6,179,737,997
Transportation and Warehousing	19,240	23,664	4,423	23%	1.54	\$63,850	\$1,972,937,915
Information	3,132	3,854	721	23%	0.56	\$97,465	\$1,166,903,417

Source: US BLS QCEW; Emsi.

Most significant skills needs and Most difficult-to-meet skills needs

The ensuing table itemizes high-demand occupations and skills per sector as identified by job posting analysis over the past year. Initial inquiry with Backbone Organizations has verified that many of the top posted skills are also the most difficult skills to find in the labor force.

Table 3 Top Jobs & Posted Skills by Sector (January 2021-January 2022 Job Postings)

<u>Manufacturing Occupations:</u>	<u>Logistics Occupations:</u>	<u>IT Occupations:</u>	<u>Healthcare Occupations:</u>
Electrical, Electronics, and Electromechanical Assemblers; Inspectors, Testers, Sorters, Samplers, and Weighers; Welding, Soldering, and Brazing Workers; Machinists	Driver/Sales Workers and Truck Drivers; Industrial Truck and Tractor Operators; First-Line Supervisors of Transportation and Material Moving Workers	Computer Support Specialists; Software and Web Developers, Programmers, and Testers; Computer and Information Analysts; Database and Network Administrators and Architects	Home Health Aides; Certified Nursing Assistants; Medical Record Keeping; Radiology Technicians; Phlebotomy Technicians, Nurses
Machinery Operations	Warehousing	Communications	Nursing
Mechanics	Communications	Management	Basic Life Support
Field Service Management	Commercial Driver's License (CDL)	Troubleshooting (Problem Solving)	Communications
Forklift Truck	Lifting Ability	Leadership	Medical Records
Welding	Physical Stamina	Customer Service	Vital Signs
Preventive Maintenance	Customer Service	Operations	Operations
Environment Health And Safety	Energetic	Problem Solving	Electrocardiography
Palletizing	Operations	Computer Science	Cardiopulmonary Resuscitation CPR
Customer Relationship Management	Forklift Operation	Infrastructure/Networking	Electronic Medical Record
Valves (Piping)	Valid Driver's License	Mentorship	Computer Literacy
Heavy Equipment	Management	Operating Systems	Medication Administration
Fabrication	Sales	Innovation	Infection Control

Target populations served include historically underserved populations of Black, Hispanic and Latino ethnicities, Indigenous and Native American persons, Asian Americans and Pacific Islanders. Additionally, this proposal seeks to serve other populations with barriers to include women in nontraditional occupations, re-entry individuals (formerly incarcerated), the disabled or physically challenged, out-of-school-youth ages 18-24, dislocated adult workers, and veterans. The northern Nevada region has 58,477 veterans, a greater density of this population than the national average for an area this size which is approximately 42,309 individuals. As seen in Table 4, the unemployment rate for these populations exceeds the proportion of these populations of the total population.

Given the context and history of Nevada and the southwest, the NNEEP initiative has a special focus on **equity in access** to services for American Indian Tribes. To this end, Nevadaworks has partnered with the Inter-Tribal Council of Nevada for the purpose of increasing connectivity to Tribal members in need of upskilling and support services for successful job placement, and to connect with current and burgeoning Tribal enterprises that support a diverse and resilient economic foundation for Nevada Tribes (see attachment 3.) Training and upskilling in the four

priority sectors identified for NNEEP moves dependency away from the more volatile sector of hospitality and tourism upon which Tribes have traditionally based their economic generation. There are 20 federally recognized Tribes in the state of Nevada, and of those, 16 have reservation land in the Nevadaworks service territory.³ A major principle to increase equity in NNEEP will be the development of a Workforce System Subplan that addresses the unique needs of Tribal communities in northern Nevada.

Table 4 Population and Unemployment by Race and Ethnicity – 13 County Region

Race/Ethnicity	Total Population	% Of Population	Unemployment Rate by Cohort (September 2021)
Hispanic and Latino	179,024	23%	28%
White	485,124	63%	74%
Black or African American	14,852	2%	12%
American Indian and Alaska Native/ Native Hawaiian and Pacific Islander	13,881	1.8%	4%
Asian	32,861	4%	7%
Native Hawaiian and Other Pacific Islander alone	3,844	0.5%	3%
Total Population	773,254		

*Race totals include race alone and two or more races.
Source: US Census Decennial Data; US BLS QCEW.

Consistency with regional CEDS

The NNEEP initiative was grounded in the goals and objectives of the two Comprehensive Economic Development Strategies that guide development in the 13-county service region. The Western Nevada Development District was approved by the U.S. EDA in 1983 as the primary development district in the region representing 8 counties: Carson City, Churchill, Douglas, Humboldt, Mineral, Pershing, Storey, and Washoe. WNDD is a member of the core development group for the NNEEP proposal and has further dedicated the staff to managing the graphic design for outreach material and website development for the NNEEP initiative. The WNDD CEDS 2020-2025 Annual Update prioritized the need to diversify Nevada’s economic base by shifting from volatile sectors such as tourism and gaming to high-skill industries that will support the financial wellbeing and resiliency of the regional communities. Furthermore, the CEDS Update includes specific priorities of equity, recovery & resilience, workforce development, manufacturing, and technology-based economic development, all of which have been woven into the NNEEP initiative. The EDA has funded a special project under WNDD entitled the **Economic Recovery & Resiliency Program** which will enhance the capacity of NNEEP to address the impacts of Covid-19 closures and ensure northern Nevada can recover quickly from future economic shocks, withstand an economic and environmental shocks, and potentially avoid the various shocks altogether.

The Northeastern Nevada Regional Development Authority was recently approved as the second development district in the region in January of 2022 representing the remaining 5 counties in the NNEEP service territory. The CEDS 2020-2025 highlights the need to address the unique

³ Nevada Indian Commission

barriers that plague the most remote rural areas of the state. The NNRDA has committed to connecting the NNEEP initiative with these rural communities to design two Workforce System Subplans that will increase equity in access to training, services, and job placement in the area. The NNRDA CEDS itemizes the following goals with which the NNEEP initiative has aligned: (1) Expansion of the healthcare sector (2) Expansion of wholesale trade (3) Enhance education and training resources by combine all existing programs and fragmented programs in community into a solid and robust training program which is comprehensive covering school age through Adults (4) Identify highest demands for training needs for secondary tier industry (to support local needs) by 20 percent in two years, and (5) Enhance technology development.

Section 4: Impacts of the Regional Workforce Training System

Proposed project components and regional strengths and challenges

The northern Nevada territory has been historically underfunded for workforce training given the rural population density. Due to that, the workforce system is disjointed and lacking cohesion and capacity to enact effective programming. Furthermore, the unique needs of rural and Tribal communities are not being meet due to these structural challenges. To address this gap, the Northern Nevada Equity in Employment Project will include three primary components in the initiative: System Development with 3 system subplans, Program Design, and Program Implementation.

Recently, the Governor's Office of Workforce Innovation (GOWINN) has secured multiple federal awards from various agencies that will be leveraged in the NNEEP initiative. Although these awards are statewide, GOWINN has itemized proportions of the total budget for the NNEEP project to leverage in serving the 13 counties in northern Nevada. Funding includes \$2M for tuition and fees, \$2.2M for a job seeker website, over \$70,000 for outreach, and just over \$130,000 for employer incentives (attachment 4.) The northern Nevada region has shown good potential for business attraction and expansion of the region's economic base in the past 5 years with the establishment of large production plants such as Tesla and Panasonic. Efforts by the Western Nevada Development District and the Governor's Office of Economic Development to attract a more diverse industry base have proven successful where a trained workforce was available and ready to hire. NNEEP will build upon their efforts. Within the next three years, training is expected to produce a minimum of 650 skilled individuals across target sectors that will satisfy current and expected employer hire commitments and provide evidence of worker pipeline development for business expansion and attraction.

Section 4b: Resilience & Recovery

Core partners within the NNEEP initiative have come to consensus regarding the strategies needed for the region to recover quickly and withstand global and national economic shocks as well as impacts of climate change and future health pandemics. For this reason, core partners including industry and EDA approved economic development agencies have prioritized a series of steady-state economic resilience initiatives. NNEEP will address the structural barriers and service gaps in rural northern Nevada by adding the capacity to plan and implement resilience as identified by three specific goals that will bolster the long-term economic durability and diversity of the region:

Goal 1: Comprehensive Workforce System Plan

Developing a comprehensive Workforce System Plan that integrates activities throughout the 13-county region to better leverage various public funding mechanisms using best practice methods that ensure extensive involvement from the community when gathering public and industry input. Three sub-plans that feed into the larger Workforce System Plan will be developed for two remote rural regions and the sixteen Tribes residing in the Nevadaworks' service region. These subplans will address the unique needs

and barriers to workforce and business development in rural American and Indian Country. This collective vision for resilience will align with existing efforts documented through the regional CEDS plans and the Western Nevada Development District Recovery and Resilience Program and resiliency plans within the Governor's Office of Economic Development.

Goal 2: Integrated Education & Training

Designing education and training programs that will broaden the industrial base and focus on employer approved, nationally recognized industry credentials and employer-driven Adult Education Integrated Education & Training programs (IET) that are proven to be more readily accessible to historically underserved communities. The program design will engage the state library systems, leveraging over \$2M in funds to increase community exposure to manufacturing jobs, develop a digital, interactive job placement website called Nevada Career Navigator, and serve as a central node for broadband access and training programs.

Goal 3: Non-Degree Awards

Implement 12 non-degree awards/industry credential training programs targeting emerging occupational and industry clusters across a broad geographic territory, engaging nontraditional educational partners such as adult schools and libraries that increase accessibility to workforce training and job placement. A focus on best practices for increasing equity by training to basic skills (reading, writing, and arithmetic) in conjunction with technical skills (the Adult Education IET model), will build a resilient workforce that can better shift between jobs or industries when their core employment is threatened. Work-based learning experiences will be built into all curriculum as practice to enhance the critical thinking and applied skills of trainees.

NNEEP also strategically aligns with top EDA investment priorities. The initiative targets the American Indian population using a robust partnership with the Inter-Tribal Council of Nevada Workforce Development Program that will leverage federal Department of Labor funds, address unique structural barriers (e.g. lack of broadband and local training institutes, access to capital and public resources, lack of nearby employment), and build capacity for economic development beyond tourism on Tribal lands. The initiative also includes a focus on the underserved areas designated as Opportunity Zones in the 13-county region with over 10,000 business registered across 15 census tracts. This quantity of OZs demonstrates a historical underservice in the region.

Within NNEEP's workforce development and job placement goals, there is an emphasis on the manufacturing sector as a driver of economic growth and contributor to wages and local GDP. The initiative's focus on information technology and partnership with the Desert Research Institute will assist in spurring technology-based economic development that addresses issues of environmental sustainability and climate change in business expansion (see attachment 7.)

Section 4c Number and Type of Jobs Expected

NNEEP expects to train and place 650 historically underserved individuals. Table 5 identifies the fastest growing occupations in the 4 target industry sectors and validates demand by displaying the average monthly job postings for each occupation over the past year. Table 6 displays the projected growth of a larger set of high-demand occupations in the target sectors across the region. Those occupations that are highlighted are defined as high-quality jobs that pay above prevailing wage in the area and provide benefits. This data will be prepared as industry profiles that will be reviewed and validated by employers during the first two quarters of the initiative during the convenings hosted by Backbone Organizations. The NNEEP initiative will leverage over \$7M in state funded workforce development initiatives that include funding for a digital job placement system called Nevada Career Navigator along with tuition and

fees for training and employer incentives to hire. Sector strategies within the state, and particularly the norther 13-county region, are nascent in character. The NNEEP proposal will allow the 13-county region to deeply engage in meaningful sector strategy activities that improve the efficiency of existing workforce systems (One-stops funded through Department of Labor) and increase the effectiveness of education and training by focusing on industry credentials and non-degree awards that teach to in-demand skills.

Table 5 Fastest Growing Jobs in Target Sectors, 13-county Region

Fastest Growing Occupations	2015 Jobs	2020 Jobs	Change in Jobs	% Change in Jobs	2020 LQ	2020 Median Hourly Earnings	Jan 2021 - Dec 2021 Unique Average Monthly Postings
Transportation and Material Moving	32,451	38,503	6,052	19%	1.22	\$17.51	1,236
Healthcare Practitioners and Technical	14,681	18,545	3,864	26%	0.85	\$37.68	1,161
Healthcare Support	10,182	11,563	1,380	14%	0.66	\$14.26	328
Production	22,863	24,233	1,370	6%	1.14	\$18.10	476
Computer and Mathematical	5,150	6,067	918	18%	0.52	\$36.10	552
Installation, Maintenance, and Repair	17,282	17,918	636	4%	1.22	\$25.22	495

Source: US BLS QCEW; Emsi.

Table 6 Projected Job Growth by Occupation in Target Sectors, 13-county Region

Occupation Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	2020 - 2025 % Change	Median Hourly Earnings
Laborers and Material Movers	22,044	24,519	2,475	11%	\$15.93
Driver/Sales Workers and Truck Drivers	9,183	10,441	1,258	14%	\$23.04
Home Health and Personal Care Aides	4,384	4,735	351	8%	\$11.54
Miscellaneous Assemblers and Fabricators	4,089	4,467	378	9%	\$14.75
Miscellaneous Healthcare Support Occupations	3,900	4,415	515	13%	\$17.85
Nursing Assistants, Orderlies, and Psychiatric Aides	2,368	2,556	189	8%	\$15.91
Electrical, Electronics, and Electromechanical Assemblers	2,322	3,301	978	42%	\$18.62
Computer Support Specialists	2,279	2,428	149	7%	\$27.72
Software and Web Developers, Programmers, and Testers	2,071	2,629	558	27%	\$44.15
Industrial Truck and Tractor Operators	2,063	2,386	324	16%	\$20.19
Miscellaneous Production Workers	1,749	2,049	299	17%	\$15.89
Inspectors, Testers, Sorters, Samplers, and Weighers	1,697	1,875	178	10%	\$19.99
First-Line Supervisors of Production and Operating Workers	1,633	1,954	320	20%	\$31.98
First-Line Supervisors of Transportation and Material Moving Workers	1,295	1,487	192	15%	\$25.95
Welding, Soldering, and Brazing Workers	918	1,090	172	19%	\$22.06
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	877	1,037	160	18%	\$19.41
Machinists	838	995	157	19%	\$19.80
Crushing, Grinding, Polishing, Mixing, and Blending Workers	800	873	73	9%	\$21.38
Printing Workers	719	677	(43)	(6%)	\$18.15
Forming Machine Setters, Operators, and Tenders, Metal and Plastic	690	766	76	11%	\$19.90
Computer and Information Analysts	613	752	139	23%	\$40.72

Database and Network Administrators and Architects	551	668	117	21%	\$41.29
Miscellaneous Computer Occupations	457	544	87	19%	\$35.48

Source: US BLS QCEW; Emsi.

Section 4d Feasibility

In the past two years, the state of Nevada has secured several federally funded awards, over \$7M of which has been committed to the 13-county region for leveraging the NNEEP initiative: State Apprenticeship Expansion 2020 Grant \$450,000; Reimagine Workforce Preparation Grant (Project SANDI) \$13,818,298; State Apprenticeship Expansion, Equity and Innovation Grant for \$3,999,997; and the H-1B Rural Healthcare Grant for \$2,500,000. These federally funded projects have created a foundation of sector strategy work through the Governor’s Office of Workforce Innovation upon which NNEEP will build its core relationships and job placement strategies. These existing projects allow for the feasibility of the NNEEP proposal in their support of aligned goals and strategies.

Section 4e Participant and Stakeholder Demographics

Target populations include historically underserved communities, with a focus on American Indian communities, women in non-traditionally occupations, the physically challenged, veterans (post 9/11), out-of-school youth ages 18-24, and dislocated adult workers. In partnership with WestEd, the contracted nationwide nonprofit and their Center for Economic Mobility, Nevadaworks will employ proven tactics for increasing access subsidized training programs and job placement services. Strategies for reducing structural barriers and increasing equity include (1) implementing a human-centered design in the Workforce System Plan (2) providing targeted analysis of two remote rural areas and Tribal lands in the region to identify unique barriers and develop 3 Workforce System Subplans (3) approaching program design through the Adult Education IET model (a federally sponsored best practice) that will incorporate basic skills literacy and mathematics skills into technical training (4) engaging the library system as a central node for access to training, broadband, and interaction with local employers and, (5) ensuring all educational and training programs are aligned with national industry credentials which trainees may test for on educational campuses including Adult Schools.

In sum, **NNEEP projects that following impact:**

- 650 workers trained and placed into employment
- 13 rural counties served
- 16 Tribal Nations served
- 75 or more firms in manufacturing, logistics, healthcare, and information technology will have workforce needs filled in target occupations
- 25 firms across all industry sectors in need of skilled IT professionals to build capacity for expansion will have their workforce needs filled in target occupations

Section 5: Funding Request and Program Design and Implementation

Section 5a Table 7 below itemizes costs by phase for the duration of the NNEEP initiative, with particular elements included to ensure sustainability of the program beyond the duration of the grant. The total budget request to create sector strategies across 4 industry sectors and place 650 individuals into jobs is \$14.89M. Leveraged funds from federal grants are highlighted in grey under the respective activity. This funding will allow for increased personnel capacity to address the needs of a historically underfunded and underserved rural populous.

Nevadaworks with WestEd will develop and curate the **key performance indicators** for the program to include the following **data points**: enrollments and completion by gender, race, ethnicity, disability status and veteran status; number of workers placed into jobs by gender, race, ethnicity, disability status and

veteran status; wage at time of placement; location of placement; earnings change 2 quarters following placement and 1 year after placement; retention of workers by gender, race, ethnicity, disability status and veteran status; quantity of industry credentials attained; number of businesses served; average cost of services and type of service received by gender, race, ethnicity, disability status and veteran status; total average cost spent per worker. Nevadaworks has extensive experience successfully administering grants as well as monitoring and compliance expertise and Nevadaworks has access to a case management system for participant tracking and reporting.

Section 5b

Phase 1 The NNEEP proposal includes the development of a comprehensive Workforce System Plan for the region, to include 3 sub-plans that focus on remote rural areas that have been historically underserved including Tribal reservations located in the 13-county region. Costs are related to staffing at Nevdaworks to include a Program Director, a Program Manager to oversee services, 2 Coordinators (one for fiscal one for program), 4 Sector Navigators to focus on employer and community engagement, job placement, and contract work through WestEd to develop the plan and subplans. Western Nevada Development District is the lead contractor for outreach. During this phase they will develop a project specific web page, outreach material for employer engagement, and marketing material for participant engagement (working with WestEd to tailor material towards equity in language). Backbone Organizations have already been identified and will be staffed with one coordinator each to manage convening.

Phase 1 Outcomes: (1) Comprehensive Workforce System Plan with 3 related subplans for two remote rural regions and one for Tribal Nations (2) 16 community meetings to gather input on resiliency planning (3) eight employer convenings for plan input and verification of needs -2 per sector (4) verification of plan for training model with employers to include adult education and libraries along with community colleges and private sector trainers (5) additional commitments to hire -beyond the 150 supported by letters (6) coordination of \$7.4M in committed leveraged funding (7) a robust outreach and recruitment plan and materials (hard copy, digital, and website) for employer engagement and participant recruitment (8) finalized MOU with additional rural service providers and comprehensive plan for referrals and tracking.

Phase 2 costs expand to include the completion of the Training Model Design and development of two employer facing digital portals, Nevada Career Navigator which leverages \$2.2M from state funding and a new employer portal to be developed by Economic Development Authority for Western Nevada (also the Backbone Organization for IT).

Phase 2 Outcomes: (1) Implementation of the Continuous Process Improvement Training Design Model by WestEd to produce 4 industry profiles for employers, conduct a gap analysis, determine industry skills and occupation needs, and identify nationally recognized industry credentials (2) Develop and implement

Table 7 Budget Request Phases 1-3

	Phase 1	Phase 2	Phase 3
Nevadaworks			
director	\$101,351	\$101,351	\$101,351
manager	\$101,351	\$101,351	\$101,351
2 coordinators	\$67,568	\$135,134	\$135,134
4 sector navigators	\$405,404	\$405,404	\$405,404
Fringe Benefits	\$324,324	\$356,755	\$356,755
4 backbone coordinators (subaward)	\$631,608	\$631,608	\$631,608
ANAA leveraged funds \$125,000			
marketing outreach (contract)	\$100,000	\$80,000	\$80,000
SANDI, SAE, ANAA leveraged funds \$77,000			
wrap-around services (contract)			
		\$162,500	\$162,500
tuition/fees		\$1,137,500	\$1,137,500
classroom supplies for participants		\$65,000	\$65,000
SANDI, ANAA, SAE H1-B Visa leveraged funds \$4.8M		\$863,201	\$863,201
NV Career Explorer (contract)		\$400,000	\$400,000
SANDI leveraged funds \$2.2M			
EDAWN Employer Website (subaward)		\$250,000	
WestEd (contract)	\$260,000	\$260,000	\$260,000
Industry Credential Testing Centers (contract)			
TMCC		\$200,000	\$200,000
Great Basin CC		\$200,000	\$200,000
Western NV CC		\$200,000	\$200,000
2 Adult Schools		\$300,000	\$300,000
Travel (Nevadaworks)	\$10,000	\$10,000	\$10,000
Supplies/Other (Nevadaworks)	\$10,780	\$4,520	\$4,520
Indirect (Nevadaworks)	\$441,181	\$481,693	\$481,693
Total	\$2,453,567	\$6,346,017	\$6,096,017

plan for outreach to underserved target populations with rural CBOs (3) Design education and training programs focused on employer approved, nationally recognized industry credentials and employer-driven Adult Education Integrated Education & Training programs (IET) that are proven to be more readily accessible to historically underserved communities (4) continue to gather employer hire commitments (5) Enhance Nevada Career Navigator interactive website to include and employer engagement side that will complement the existing job-seeker side and create a sustainable infrastructure to replace Sector Navigators into the future (6) finalize coordination with library system for training, employer showcases, and community recruitment.

Phase 3 costs include funding for tuition and fees (including industry exam fees) and funding for adult school and community colleges to enhance their Testing Services to offer on-site industry exams and staffing to remove structural barriers by holding training in the evening and on weekends. Average student cost is estimated at \$3500 with training ranging from \$900-\$5000 depending on the field. The established state-wide SANDI training catalogue was referenced for costs.

Phase 3 Outcomes: (1) Implement 12 non-degree awards/industry credential training programs targeting emerging occupational and industry clusters across a broad geographic territory, engaging nontraditional educational partners such as adult schools and libraries that increase accessibility to workforce training and job placement. The Adult Education IET model will be employed to increase equity in services. Work-based learning experiences will be built into all curriculum to enhance the critical thinking and applied skills of trainees to create resilient workers. (2) Recruit and train 650 individuals (3) Develop individual service plans and conduct wrap-around services (4) conduct placement services and continue to expand employer relations for input and hiring commitments using Sector Navigators (4) Track Key Performance Metrics for semiannual reports (5) WestEd builds public dashboard to display progress towards imitative goals.

Section 5c

The biggest barrier for NNEEP will be addressing the unique needs of the remote rural and Tribal populations. Nevadaworks' experience will inform the approach to wrap-around services, ensuring the inclusion of transportation assistance, on-site childcare, rental assistance (funding leveraged through WIOA), and job placement services. To further identify and address unique barriers, WestEd will employ Empathy Interviews with community members in these geographic areas to ensure services address needs with equity. While human touch through Sector Navigators is required for effective initial program start-up expansion, the project's investment in the Nevada Career Navigator as a digital Match.com for job seekers will build on community trust and better leverage social and cultural capital in rural communities to maintain outreach and placement services in the 4 target sectors and beyond. Nevadaworks will continue to engage libraries as central nodes for rural outreach, training, and placement services beyond the duration of this grant and adult schools will be able to sustain new IET programming through WIOA funding once demand increases for the program -which will come from the awareness created during the NNEEP initial phases. Nevadaworks as the System Lead will also continue to build capacity in partnership with the Inter-Tribal Council of Nevada Workforce Development Program to support equitable distribution of training and job placement resources for the 16 American Indian Nations in northern Nevada. Additionally, Nevadaworks will continue to fundraise and partner with the Governor's Office of Workforce Innovation to acquire continuous funding that will support program design and implementation along with wrap-around services in perpetuity for these high-impact sectors. Careful attention has been paid to best practices in equity and community engagement that is expected to sustain the focus on the identified target sectors into the next decade. This is the primary model for sustainability proposed by this initiative.