

2023 Biennial Report



Workforce
Innovations for a
New Nevada



Nevada Governor's Office of
ECONOMIC DEVELOPMENT
Empowering Success

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WINN Strategy

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Growing a WINN-ing Strategy

In 2016, the State of Nevada established a program known as Workforce Innovations for a New Nevada (WINN) to arm employers with skilled employees. WINN represents the first workforce development training program of its kind in Nevada and is administered by the Governor's Office of Economic Development (GOED). The overarching purpose of the WINN fund is to support Nevada's economic development through implementation of workforce development training programs that prioritize the recruitment, assessment and training of a highly skilled workforce.

This fund makes critical strategic investments in industry partnerships to ensure that new and existing businesses in Nevada will be able to recruit and retain qualified employees. The funding is uniquely positioned to support the build out of accelerated solutions essential to growing a knowledge-based economy for all Nevadans, resulting in over 2,000 residents gaining quality high-skill job training in targeted industry sectors, including information technology, mining, advanced manufacturing, logistics and healthcare. More information can be found at: <https://goed.nv.gov/programs-incentives/workforce-development/winn/>.

WINN has been deployed to support the needs of industry, in both localized strategy and statewide approaches, to leverage existing workforce development frameworks to provide wraparound services and sustainable pipelines, to collect data and share best practices for new economic models and to generate additional Federal investments in Nevada's workforce development efforts. Since its inception, the GOED Board and leadership have approved nearly \$13 million in WINN project funding – a significant State investment that is shaping new workforce training options, as a catalyst and accelerator to formal pathways of workforce development mechanisms. Funded projects will create pathways to family supporting careers for Nevadans needing to reskill as a result of structural shifts in our workforce and economy.

Project applications are accepted year-round, and must align with the State's Economic Development Plan and the WIOA Unified State Plan to prioritize workforce shortages identified therein. This Biennium, GOED's Workforce and Research teams partnered to develop a new report that maps out available training programs in GOED's targeted sectors: Advanced Manufacturing, Technology, Healthcare and Logistics. These reports support the identification of gaps in availability and issues of capacity for workforce training programs that produce the skilled talent needed by current and new Nevada employers. This analysis was provided to stakeholders throughout the State and is the basis of our strategy to target occupational areas and/or skill sets that are likely in high need of resources to support development, enhance capacity or update technology.

GOED will continue to administer the fund to promote the growth of programs to train Nevadans in high-wage, high-skill opportunities for all Nevada businesses to support to innovative industry-led partnerships, to construct pathways and programs that do not exist and further facilitate the reskilling and upskilling of the State's ready and willing workforce.

Industry-Led Training Model

Success in WINN projects stems from robust round-robin relationships among industry partners, educational providers and supporting community agencies. WINN can move the needle on the volume, pace and creation of innovative training programs, but it cannot be done without effective program design and integration into existing workforce development strategies and partnerships. In that vein, WINN projects are a coordinated effort across Agency stakeholders including GOED, Nevada System of Higher Education (NSHE), the Nevada Department of Employment, Training and Rehabilitation (DETR), and the Governor's Office of Workforce Innovation (GOWINN). These partners convene on several workforce strategy projects, including joint Demand Occupations reports, Sector Council Labor Market data, GOED's Learn and Earn Advanced Career Pathways (LEAP), Project SANDI, Nevada Works Good Jobs Challenge – all of which inform the direction of WINN investments.

The WINN Fund requires industry partners drive the design of training solutions which is an effective way for educational institutions to develop accurate plans that ensure that their students are working on current technologies and gaining the needed skills. This is especially critical for industries that are new and less mature in Nevada's regional economies. While one college and one employer at a time move the needle, education providers are encouraged to engage several employers with similar needs when developing a project. This coordinated approach also bears fruit for the workforce. Industry validation of the skills that prepare an employee for the job give students the clarity and assurance that career paths abound. Leading with industry in collaboration with system partners results in silo-busting workforce development initiatives.

As a result of their participation in any of the WINN project models, employers here are seeing an increasingly steady pipeline of candidates with in-demand skills to consider for hire, thus decreasing screening, interviewing, and training costs and also reducing worker turnover. Education providers are also working creatively with employers to design training solutions in a tight labor market for new hires. In turn, Nevadans gain access to education and skills needed for career advancement and self-sufficiency.

Access to Training

A key facet to WINN is ensuring that programs receiving funding have a clear plan in place to ensure all Nevadans can benefit from participating in the program, including those with barriers to employment. While WINN's main purpose is to deliver a skilled workforce to facilitate the success of Nevada's businesses, it must be done in a way that ensures economic mobility for all and makes strides in aligning the skill levels of Nevadans with the needs of industry. According to research by the National Governor's Association, a diverse workforce also means higher economic growth, innovation in business and a more qualified workforce (<https://www.nga.org/publications/creating-a-more-equitable-workforce-system-opportunities-for-governors-and-states/>).

The plan each WINN project must submit is commonly referred to as the Workforce Diversity Action Plan. The application process specifically requires partners discuss plans to engage and serve: Veterans, Gender (with respect to non-traditional employment), Race/Ethnicity, Recipients of Public Assistance, Returning Citizens, and Persons with Disabilities. Data from the last 4 years of projects broadly indicates that WINN projects have increasingly and effectively engaged diverse participants in training programs, including recipients of SNAP or other public assistance. Over 40% of female trainees in WINN

projects were pursuing skills in an occupation not traditionally pursued and nearly half of all trainees were identified as a person of color. As is expected in effective service delivery models, WINN will continue to support the inclusion of all Nevadans in training projects, focusing on opportunities to complement services and avoid duplication of workforce or related programs.



Graphic from SHRM: <https://www.shrm.org/hr-today/news/hr-magazine/summer2020/pages/upskilling-benefits-companies-and-employees.aspx>

An additional consideration in terms of access to workforce development training is the need for ongoing education in response to transformative changes in industry. According to the World Economic Forum, 54 percent of all workers will soon need "significant upskilling." Investments in workforce development must therefore

be done along the entire career path and not only at varying points of entry. Strategies should strive to create a large and nimble workforce and more opportunities to position workforce training pipelines to serve both workers and employers. Systems may need to be upgraded or transformed to respond to tight labor markets or rapidly changing skills in demand.

Senate Bill 24

Senate Bill 24 passed the 81st session on May 31, 2021. The bill revised provisions governing the distribution and use of money provided to the Governor's Office of Economic Development (GOED) for the Workforce Innovations for a New Nevada (WINN) Fund. SB 24 established the requirement that any program of workforce development that may be approved by the Governor's Office of Economic Development (GOED) must result in a postsecondary or industry-recognized credential, or an identifiable occupational skill that meets the applicable industry standard. Additionally, it requires GOED to ensure that businesses participating in a program of workforce development meet certain criteria including private sector accountability and coordination with relevant State agencies to review federal Worker Adjustment and Retraining Notification Act notices. The bill also established additional criteria for determining the eligibility and priority of certain programs of workforce development and requires the Board of Economic Development to define the construct for the priority given to programs providing high-skill and high-wage jobs. Finally, the bill clarifies the type of expenses that may be incurred by an authorized provider of a workforce development program, focusing the funding on infrastructure and capping indirect expenses.

The Board of GOED met on December 2, 2021 to define high-skill and high-wage jobs in accordance with SB 24. The definition provides a baseline requirement that is posted on the WINN website and is included in the funding pre-application and application preface. The Board defined a high-wage job eligible for WINN funding as jobs paying 85% or more of the average wage for the occupation benefitting from the application, but not less than \$17 per hour. The Board defined a high-skill

occupation eligible for WINN funding as a position requiring education or training beyond a high school diploma.

Accountability

While each WINN project provides specific goals and outcomes in their program description, GOED also ensures the grantees have a mechanism to report mandatory elements according to NRS 231.1513 including expenses, number of persons trained, number of persons employed by participating businesses, average wages of those hired and workforce diversity action plan activities. The grantees are also supplied with the tools to gain permission and collect this data, from participants and employers alike.

Grantees are required to submit this data on a quarterly basis to GOED. The outcomes reported by the grantee and subsequently compiled for this Biennial report capture results known to the educational provider. Staff evaluates applicant and trainee level data, including demographics and the outputs for each program to determine if they are demonstrating satisfactory progress. This evaluation can also identify areas for improvement or the need for staff support. In the event a program is not meeting its benchmarks, GOED will provide notice of non-performance and work with the Grantee towards a solution through corrective action.

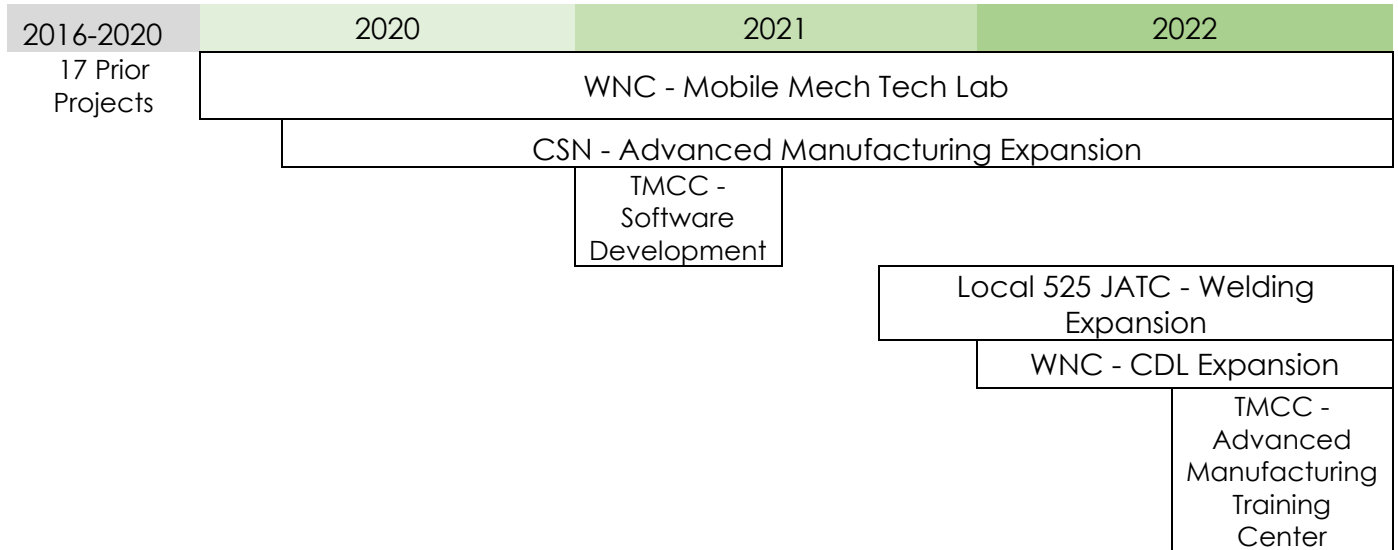
Funded Projects

Nevada Governor's Office of

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Project Summaries

A total of twenty-three (23) projects have been approved for WINN funding since 2016, for a total of \$12,838,955.70 in obligations. Following this project approval timeline is a summary of projects awarded WINN funding who were active during the period of January 2021 through December 2022. Outcomes reported capture program activities through September 30, 2022.



Western Nevada College

Mobile Mech Tech Lab

This project provides substantial support to WNC in their efforts to develop and deploy the Tech Express Lab, a mobile learning lab for mechanical technology skills needed in regional mining, advanced manufacturing and aerospace sectors. Meeting students where they are physically is a critical component of the mobile lab model alongside the effort to increase access to workforce training and closing rural educational attainment gaps. WNC is also planning to include industry-based deployments to serve area employers with new hires in need of skills training.

The WINN Fund investment opened up additional investment from the William N. Pennington Foundation, Tesla and Wells Fargo. WNC has been engaging new industry partners, coordinating with local secondary schools for training, and adding content offerings to the mobile lab menu. The WINN agreement for this project is scheduled to cease at the end of the Biennium, June 30, 2023.



"This program is one [more] way we are working closely with WNC to develop our employees and keep them up to speed on current technologies. Improving their skills through training is important for our employees as they solidify and grow their careers at Baker Hughes-Bentley Nevada," said Global Supply Chain Executive John Sanchez



18 Trained

10
Credentials

Empowering Success

Joe Lombardo, Governor
Bob Potts, Interim Executive Director

College of Southern Nevada

Advanced Manufacturing Expansion

The major focus for this initiative is advanced manufacturing, in preparation for the growth this industry sector will experience over the next several years in southern Nevada. With over 1,100 manufacturing employers in Clark County and only one post-secondary manufacturing skills program that targets middle skills required of most job opportunities, CSN proposed to expand skilled training programs to better meet the demands of the sector. CSN has finalized curriculum development to offer skills training for CNC machinists and industrial automation technicians that leads to up to 5 industry credentials through SACA or NIMS.

CSN has utilized this investment to leverage partnerships leading to Haas Technical Education Centers (HTEC) in Henderson and at the Sahara West Center. CSN has also invested in the program by bringing in leadership with an Executive Director of Advanced Manufacturing. The training is offered as open entry/open exit or through 12-week classes. They will soon look to build out customized training and incumbent worker training offerings. The WINN agreement for this project is scheduled to cease at the end of August, 2023.



"I think this program is really fantastic. The teachers are approachable; I can talk to them after class. Ms. Tenera makes it fun and interesting. The students raise their hands and correct each other – we don't mind helping each other. The way Mr. Marco explains it makes it easy to understand. It's a dynamic that I really like with a nice spread of different students of all ages" – M. Brown, current student

Nevada's commitment to developing the programs necessary to grow a skilled manufacturing workforce is proof that Haas Automation made the right decision to invest in Southern Nevada. As the largest manufacturer of machine tools in the US, we understand that skilled workers are essential to our success. Right on cue, the Governor's Office of Economic Development (GOED) ... helped fund programming that will meet our needs and those of other manufacturers in the region."

- Gene Haas, Founder and CEO - Haas Automation, Inc.

48 Trained

13
Credentials

90%
Participants
representing
workforce
diversity

Truckee Meadows Community College Software Development Boot Camp

TMCC worked closely with the Economic Development Authority of Western Nevada (EDAWN) to understand the workforce needs of technology companies and put together a training pilot to help prospective technology employees develop the foundational skills they will need to enter the career field. The bootcamp style training known as Tech Careers FastTrack is self-paced, custom to individual needs and linked to paid work experiences.

With their funding, TMCC developed the online portal for accessible curriculum, paid for software license fees, and acquired computers for students who would not have computer access to complete the training. TMCC committed to the ongoing success of the program by braiding the program in Project SANDI funding so a Navigator could provide student support and program outreach. The funding to launch this effort ended June 30, 2021.



Though we are committed to hiring local talent, it is often difficult when looking for software developers (front end, back end and full stack). In collaboration with local employers, TMCC has created an education and training program that reflects the current skills we look for in potential employees or want to develop in our current workforce. The program provides a solid foundation that will strengthen the regional pipeline of skilled technology workers. – Zak Gulling, CIO, Monarch Casino & Resort, Inc

20 Trained

Local 525 JATC

Welding Expansion

The Pipe Trades Joint Apprentice and Journeyman Training Center of Southern Nevada sought project funding to advance the welding technology capacity in southern Nevada to meet emerging industry needs. The JATC will begin offering pipe welding, and advanced skill training not currently available in the region. The JATC will imbed the training into its apprenticeship program, offer the training as a distinct module for journeyman to upskill, and will open it up to graduates or other advanced students in the College of Southern Nevada's welding program as an enhancement training option.

With this funding, the JATC will acquire 3 new welding systems, orbital welding heads, and a cutting and beveling machine. The welding systems have recently been installed and the training module will be available in 2023. The WINN funding for this project must cease at the end of the Biennium, June 30, 2023.



The welding training program at the Pipe Trades Joint Apprentice and Journeyman Training Center of Southern Nevada (JATC) ...will provide our organization with the skilled workforce we need. Harris Company is always up to date with the newest technology and resources to make our work more efficient. We need our skilled workforce trained and certified to keep up with the workload that continues to grow. We rely on our Local JATC to provide this training to our Journeyman and Apprentices. – Michael Matey, Plumbing/Piping Field Superintendent, Harris

Western Nevada College Commercial Driver Expansion

This project was funded to enable the development of a second training site for this much-needed workforce training. With these funds, WNC will develop a training site in conjunction with their Carson City campus. This project was supported by numerous local employers and enables WNC to become a DMV certified third-party testing site. Additionally, WNC is engaged with partners to recruit a diverse pool of trainees to provide access to a stable career offering family-sustaining wages.

With this funding, WNC will add 100 training slots annually to address the capacity shortfall to meet current and growing demand for commercial drivers. Since being funded in March 2022, WNC has acquired an additional training truck, on boarded new instructors, and expanded simulation offerings in their program. Training commenced in the new location in the fall of 2022. The WINN funding for this project must cease at the end of the Biennium, June 30, 2023.



"I passed my Class A CDL today. I just wanted to say thanks, and let you know how great an instructor Joe [Terry] was. He takes his time with the students... and also made it clear what he expected of us. Joe is great, the class was great, and I'm thankful ... to Western Nevada College for my training." –RM, recent grad

12 Trained
11
Credentials

83%
Employment

\$23.33
Average
Starting
Wage

Truckee Meadows Community College Advanced Manufacturing Training Center

GOED partnered with the Department of Employment, Training and Rehabilitation to fund this effort to establish a training center within the new Panasonic Energy North America (PENA) facility being renovated on Plumb Lane in Reno. More than \$1million in training equipment will outfit the TMCC training labs facility in the new Advanced Manufacturing Training Center which will increase access to training opportunities in advanced manufacturing, production systems, automation, and robotics for those seeking a living wage career pathway or those upskilling for advancement. Although the Center is housed with PENA, the training will offer non-proprietary skills courses.

With this funding, TMCC will add an instructor and coordinator dedicated to the new community-based center. TMCC is actively working with PENA to design and outfit the labs while the building renovation continues. TMCC will provisionally offer training at other local facilities until the Plumb Lane site becomes accessible. Move in and launch of on-site training is expected in Spring 2023. It is anticipated that the new training labs will have a capacity of 400 students annually. The WINN funding for this project must cease at the end of the Biennium, June 30, 2023, but will be funded through June 30, 2024 using DETR funds.



Panasonic North America (PENA) is pleased to enter into partnership with Truckee Meadows Community College (TMCC) in an effort to develop an Advanced Manufacturing Training Center to address the current and future need for advanced-skill operators and maintenance technicians.

PENA's partnership with TMCC will provide a non-traditional, low-risk entry point into a training program that leads to or is concurrent with new employment. We greatly appreciate the opportunity to partner with TMCC and GOED in the development of the project and the impact it will have in providing training... to first-time manufacturing job seekers.

- *Louis Berry, Director of Production Training and Industrial Engineering – Panasonic Energy of North America*

2021-2022 Outcomes

Nevada Governor's Office of

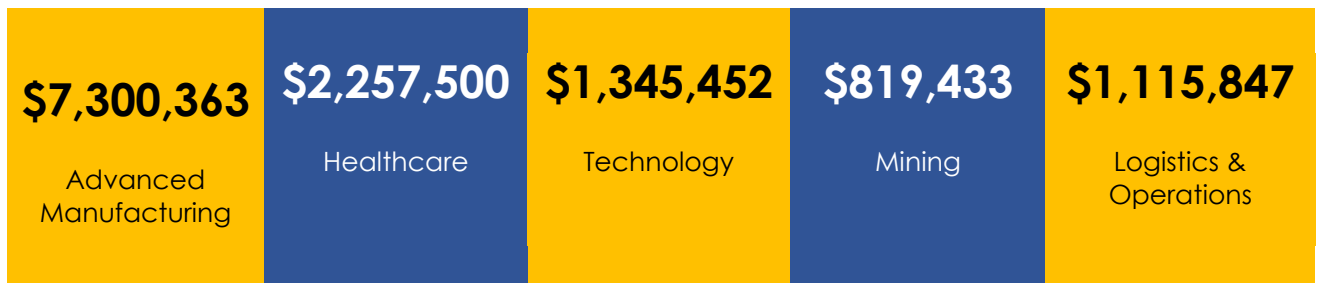
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WINN by the Numbers



WINN Sector Strategy Investments

WINN projects have addressed skilled training programs in five (5) critical sectors, addressing high-skill demands with substantial labor market returns. The investments outlined below are in fast-growing sectors that foster opportunities for Nevadans to participate in the labor force with potential for growth.



Workforce Diversity Plan Outcomes



Overall, the efforts of both the training and workforce diversity plans continue to bear fruit and the positive trajectory of access demonstrates success in achieving the goal of WINN's regulations to provide equal opportunities for economic advancement for all Nevadans.

Expense Summary

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GOED WINN Account				
Expenditure Summary				
	Actual	Actual	Actual	Obligations
	SFY 21	SFY 22	SFY 23	Remaining - SFY 23
Approved WINN Projects through December 2022				
CSN - Advanced Manufacturing Expansion**	1,720,752.28	-	-	-
Local 525 JATC Welding Initiative	-	15,655.49	48,741.84	32,017.67
TMCC - Advanced Manufacturing Training Center	-	-	-	1,640,000.00
TMCC - Software Development Bootcamp*	99,959.20	-	-	-
WNC - Commerical Driver Expansion	-	7,300.84	110,171.51	277,091.33
WNC - Mech Tech Mobile Lab**	85,586.66	-	-	-
Total Obligations/Expenditures:	<u>1,906,298.14</u>	<u>22,956.33</u>	<u>158,913.35</u>	<u>1,949,109.00</u>
* Denotes projects with end dates of 6/30/21 whose unexpended funds reverted to the General Fund at the end of the Biennium budget.				
** Denotes currently active projects whose budget authority ended 6/30/21 and whose unexpended funds reverted to the General Fund at the end of the Biennium budget.				