

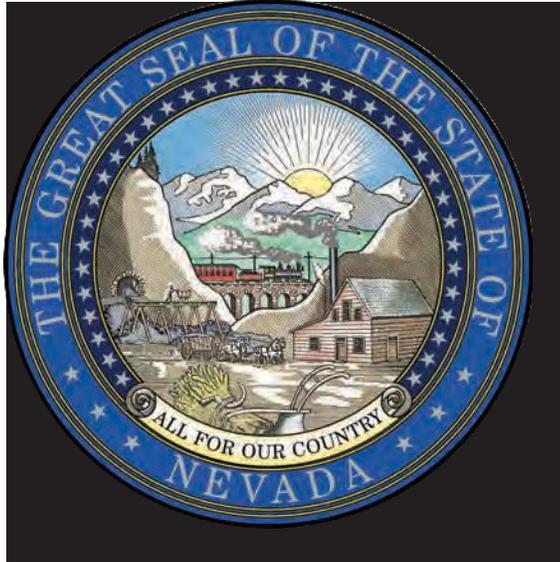


# Governor's Workforce Investment Board

## Aerospace and Defense Sector Council Strategic Plan

2013 - 2014





Nevada Governor's Workforce Investment  
Board  
Aerospace and Defense Sector Council

Dr. Ken Witcher, Chairman  
Jim Callahan, Vice Chairman



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September 2013

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*Governor Brian Sandoval*

## Vision

*A vibrant, innovative, and sustainable economy*

## Mission

*High-quality jobs for Nevadans*



## Overview

*The Aerospace and Defense Sector Council was created to support the Governor's Workforce Investment Board in identifying workforce needs, job training and educational programs that would best meet regional economic development goals for the industry. This requires continued collaboration with education partners, industry stakeholders, and other state entities to achieve our goals.*

## Objectives

*Develop an Aerospace and Defense Sector Council Strategic Plan that sets the environment and conditions necessary to create and retain jobs in the Aerospace and Defense industry in the State of Nevada and to support Aerospace and Defense industry businesses in the State by meeting their human resource needs and developing initiatives that attract Aerospace and Defense sector businesses to Nevada.*



# Governor's Message

Consider for a moment first-grade students across Nevada. They have their whole lives ahead of them; it's easy to imagine their bright young faces flushed with excitement about what they might be when they grow up. But as a practical matter, we cannot know what manner of careers will be available to them. The global economy now changes so dramatically, and so rapidly, that entire career paths will come and go by the time today's first graders graduate from high school.

This economic development plan is dedicated to those students.

For nearly 150 years, Nevada has seen more than its share of economic booms and busts. From mineral extraction to tourism and gaming entertainment to residential and commercial construction, our economic model has historically relied heavily on consumption-based industries. As a result, the recent Great Recession hit us harder than any other state. Our path out of the current economic reality will be long, and by necessity we, as one Nevada family, must walk that path together. It will not be easy – and the new Office of Economic Development cannot do this alone. All stakeholders, planning strategically and leveraging their resources, must work together to produce the thinkers, the dreamers, and the doers that Nevada needs.

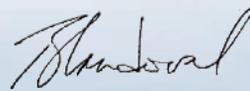
This State Plan for Economic Development proposes a plan of action for the next three years, but as a living, dynamic document, it can and will be adjusted as circumstances demand. We will assiduously track and regularly report our progress, making periodic updates available as needed. We are pledged to refine and refocus our efforts as changing situations demand and as we move into the future.

We will always have certain strengths in Nevada, but we are also home to emerging opportunities previously unimagined. Health services, national defense research, aerospace industries, clean energy – these are the new frontiers that will beckon future generations of Nevadans. The new economy fosters entrepreneurs and rewards innovation. It requires that we be nimble and flexible. It recognizes that there are hundreds, if not thousands, of businesses in this State that are ready to expand. There are also dozens of good ideas in Nevadans' minds, ready to emerge as start-up enterprises. Attraction and relocation of out-of-state companies are still important – and we will vigorously pursue those opportunities – but Nevada has its own resources, ready for deployment. After all, the economic touchstones of our history – mining, gaming, entertainment – all were launched from businesses that started here. The Nevada family is no stranger to innovation.

Through a strong educational system that arms students with skill sets that will translate to jobs we haven't yet imagined, through careful review and modernization of our legal and regulatory systems, through global engagement, we must ensure that Nevadans can continue to answer the call of opportunity whenever it is heard. Whether a child's critical thinking skills are honed through a challenging curriculum, or a graduate student's intellect is tapped for cutting-edge research on futuristic patents, or a displaced worker obtains a new skill set, the needs of the future economy can and will be met by the groundwork we are laying through this plan.

We must maintain a sense of urgency. Nevada's unemployment rate is unacceptably high, yet there are many job openings in our State for which the current workforce is not prepared. Our entire education system and workforce development agencies must join forces with economic development agencies; we must address the need for employment, while at the same time creating the future careers for first-graders in every corner of Nevada. State government, across all agencies, must work hand-in-glove with local governments, regional development organizations, and the private sector to bring our economy into alignment with the current reality and the emerging global environment. We must have new job opportunities, and we must have a skilled workforce. We must, therefore, work on multiple tracks.

I have said that economic development is a journey, not a destination. On the horizon we can see the desired aim: a vibrant, innovative statewide economy based on the pillars of opportunity, innovation, hard work, and collaboration. The strategies and metrics proposed in this plan will move us ever closer toward our goals and will require the engagement of both the public and private sectors in innovative partnerships. By the end of 2014, the 150th anniversary of Nevada's admittance to the Union, our State will be traveling on the new path conceived in this document. With that in mind, this plan is not the end of the conversation about Nevada's new opportunity economy. Rather, it is the beginning.



Brian Sandoval  
Governor of the State of Nevada



# Strategic Plan Objectives and Initiatives

1. Maintain communication with the Governor's Office of Economic Development to determine the workforce training needs of Aerospace and Defense-based companies moving to or expanding in the state.
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Proactive, strategic engagement with GOED

- Through A&D Sector Council meetings.
- Advocate on behalf of Aerospace and Defense business and jobs.

Collaborative community outreach events.

- Citizens and Businesses promoting opportunities for economic development.

Interactive K-12, NSHE, and Sector Council communication

- Focus on growing the Aerospace and Defense sector internally.

2. Identify the critical jobs, skills and competencies needed by the workforce for the Aerospace and Defense (A&D) industry sector.
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Continually update and refine A&D Sector Jobs, Skills, and Competencies

- Account for both emerging (with potentially high demand), and declining (with receding demand)

Support A&D Sector Enhancement in the Regions.

- Convene targeted industry summits and continue to improve the business environment.

3. Map the talent pipeline for the A&D sector and identify where the talent needed will come from now, in the near-term and the future.
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Understand where current A&D talent comes from.

- Analyze and baseline current A&D talent in Nevada including its source and lifespan in the state.

Position the State of Nevada to create or attract sources for future talent.



#### 4. Analyze and apply workforce intelligence to recommend A&D sector-wide strategies to improve the talent pipeline.

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Using workforce intelligence in an iterative fashion:

*- Create and then adjust strategies to create, maintain, and retain talent in the state*

Increase A&D Industry Collaboration with Universities and DRI.

*-Connect A&D centric R&D capacities with business needs.*

#### 5. Review and recommend workforce development funded training, curriculum, and credential certifications for the A&D Sector.

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Align Education, Career Training, and Workforce Development to Targeted A&D Opportunities.

*-Coordinate strategic planning efforts between education and economic development.*

Reorganize the Workforce Investment System to Align with the A&D Sector.

*-Strengthen the A&D Sector Council, partner with community colleges.*

Develop an all-inclusive model

*- Using the three pillars of education, training, and credentialing that supports developing an A&D sector workforce*

#### 6. Identify and apply for federal funding available for job training and education programs supporting the A&D Sector.

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Create a Task Force that will identify and advocate for funding across all-Domains

*- Federal, State, Local, Non-Profit, Industry.*

*- Create required education, training, and credentialing programs*

#### 7. Generate public and private resources (including, but not limited to, grants) to support the sector's work and projects.

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Explore Grants, Public-Private partnerships, and Industry R&D potential.

*-Coordinate strategic planning efforts between education and economic development.*



8. Report to the Governor's Workforce Investment Board the findings of the council and provide guidance for policy formation and implementation.

Our strategic messaging to the Governor's Workforce Investment Board

*- Timely, insightful, and executable*

Provide recommendations for policy formation and implementation

*-Advance the A&D Sector across all fronts*

Conduct status updates at each GWIB to inform, and if necessary render a decision



# A Checklist of Action for 2013-14

## Maintain communication with the Governor's Office of Economic Development

- Proactive, strategic engagement with GOED
- Collaborative community outreach events.
- Interactive K-12, NSHE, and Sector Council communication
- Conduct an original Political, Economic, Social, and Technological (PEST) analysis
- Use results to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment focused on the A&D sector
- Use PEST and SWOT results to create strategic messaging for the GWIB

## Identify the critical jobs, skills and competencies

- Manufacturing, especially advanced composite materials, UAS and other aerospace training (e.g., Part 65 FAA A&P Certificate)
- Nevada Institute of Autonomous Systems (UAS integration into the NAS)
- Establish a robust UAS R&D, Manufacturing, and Operations business base
- Tailor K-12 and NSHE to focus on STEM-related efforts to grow students with A&D competencies
- Air transport (business) and air cargo expansion throughout the state
- National defense research, development, test and evaluation
- Advanced technology products' design and manufacture

## Map the talent pipeline for the A&D sector

- Analyze and baseline current A&D talent in Nevada including its source and lifespan in the state (Student base, Military, A&D companies, Contractors)
- Position NV to create, attract, and retain future talent

## Analyze and apply workforce intelligence

- Strategies that create talent in Nevada



# A Checklist of Action for 2013-14

- Strategies that retain talent in Nevada
- Strategies that attract talent to Nevada

## Review and recommend workforce development funding

- Develop an all-inclusive model using the three pillars of education, training, and credentialing
- SWOT analysis on existing education, training and credentialing programs State-wide
- Identify A&D education, training, and credentialing gaps
- Develop proposed plans to fill gaps
- Make loans available through State Small Business Credit Initiative
- Leverage Local Workforce Investment Boards (LWIBs) as funding source

## Identify and apply for federal funding

- Create a Task Force that will identify and advocate for funding across all-Domains (Federal, State, Local, Non-Profit, Industry)
- Begin engagement on all levels to determine processes and procedures to advocate for funding

## Report to the Governor's Workforce Investment Board

- The findings of the council
- Provide recommendations for policy formation and implementation.
- Recommendations are timely, insightful, and executable





# Nevada's A&D Assets

## ↳ Nevada Is Connected

More than 40 million people from around the world visit Nevada each year  
McCarran Airport is the nation's 7th busiest airport  
Reno-Tahoe International Airport is an uncongested alternative to LAX and SFO  
Nevada Business Aircraft Association  
Home to Allegiant Airlines; nation's largest low-cost carrier (by destinations)

## ↳ Nevada is Technology

#1 Unmanned Aircraft Systems operator for the DoD  
#1 disaster avoidance and recovery zone in the U.S.  
Home to emerging UAS manufacturing base  
Home to composite manufacturing and Part 65 training/MRO  
Digital crossroads of the Western U.S.  
Home to the nation's leading developer/manufacturer of UAS and aircraft autonomous radar landing systems, airborne intelligence data collection systems, and remote control IED jammers

## ↳ Nevada is National Defense

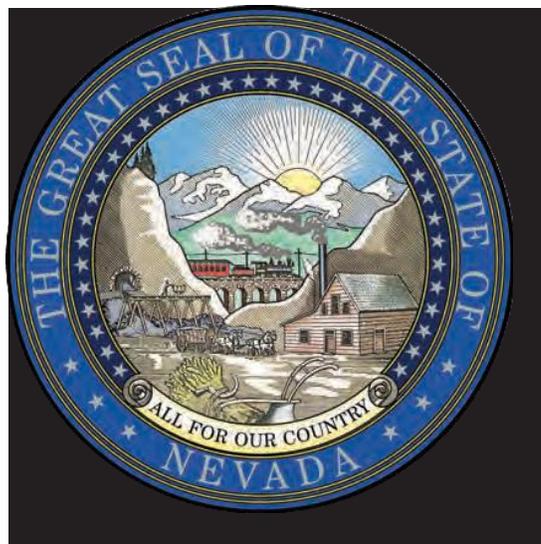
Home to Nellis Air Force Base and the Air Force Warfare Center  
Home to Fallon Naval Air Station, the Navy's premier air warfare training center  
Home to Creech Air Force Base, the first base to fly exclusively pilot-less aircraft  
Home to Nevada National Security Site, formerly the Nevada Test Site  
Home of the Largest Privately Owned DoD Contractor and Top Woman-Owned Federal Contractor Corporation



# Legend

CEDS .....	Comprehensive Economic Development Strategy
DETR .....	Nevada Department of Employment, Training, and Rehabilitation
DRI.....	Desert Research Institute
DoD .....	Department of Defense
FDI.....	Foreign Direct Investment
GOED .....	Governor’s Office of Economic Development
GWIB.....	Governor’s Workforce Investment Board
IED .....	Improvised Explosive Device
MRO .....	Maintenance, Repair, and Overhaul
NIREC.....	Nevada Institute for Renewable Energy Commercialization
NITRO .....	Nevada Investment and Trade Revenue Opportunities
NSHE .....	Nevada System of Higher Education R&D
.....	Research and development
RDA .....	Regional Development Authority
RFP.....	Request for Proposals
SBIR/STTR....	Small Business Innovation Research/Small Business Technology Transfer
SET .....	Stronger Economies Together TBED
.....	Technology-based economic development
TEN.....	Train Employees Now
UAS.....	Unmanned Aircraft Systems
UAV .....	Unmanned Aerial Vehicle UNLV
.....	University of Nevada, Las Vegas UNR
.....	University of Nevada, Reno
WIA.....	Workforce Investment Act

# Legend



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