



# Nevada's Workforce Investment System

# Annual Report

July 2009 – June 2010

## **Presented by:**

*Nevada's Workforce Investment Boards*

## **Coordinated by:**

*Nevada Department of Employment, Training and Rehabilitation*

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## Preface

Nevada is focused on transparency and accountability to meet the workforce needs during these trying times, and to do that, some of Nevada's goals are as follows:

- Build and maintain a 21st Century Workforce Development System
- Educate the business community about the value of Nevada's Public Workforce Development System
- Establish Local Business Partnerships
- Target Demand-Driven Industry Sectors—green and renewable energy and high growth industries
- With receipt of federal (ARRA) stimulus funding Nevada was in a position to focus on identifying renewable/green energy businesses and establish friendly workforce setting with matching human capital skills—even for ex-offenders who are released from incarceration

Finally, through these efforts, Nevada feels confident that with the alignment of Nevada's two workforce investment boards with the state or Governor's Workforce Investment Board, the workforce development ARRA (stimulus) implementation plan met both the letter and spirit of the law and helped fulfill Nevada's workforce needs and achieved established performance measures.

The national economic recovery failed to gain steam in program year (PY) 2010, placing additional stress on Nevada's already weak economic situation. Despite some growth at the national level, the longest economic downturn since the great depression has yet to officially subside. Weakness in the national economy presented a host of economic issues for Nevada's consumer driven economy, such as fewer tourists' visits, curtailed consumer spending and a near halt to residential and commercial development. As a result, unemployment pushed higher and employers continued to shed jobs at a rapid pace. Given a fragile national economic recovery, Nevada's economy will continue to contract in the near term.

In recent months, Nevada's economy appears to have decoupled from the nation's. Nevada's economy continues to deteriorate despite modest improvement at the national level. The national unemployment rate peaked at 10% in December and has leveled out over the first 6 months of the year. Nevada's rate on the other hand, continues to rise. In May, Nevada reached 14% unemployment, surpassing Michigan as highest in the nation. Looking at it from an annual perspective, Nevada is currently at 13.8% unemployment through June, with an estimated 189,700 jobless workers. Unemployment is higher in all regions of the state this year compared to last. Nevada's largest metropolitan statistical area, Las Vegas recorded a June unemployment rate of

14.5% making it the highest rate of all metropolitan areas in the nation with a population of a million or more. Looking forward, there is little hope for a quick turn around in the unemployment rate. The unemployment rate has been increasing at about 2-3 tenths of a percentage point per month this year. Forecasts call for a peak rate of about 15 percent in the fourth quarter of 2010 and a slow decline in the years ahead. The unemployment rate may not fall into single digits until 2014.

The recession has affected various demographic groups unequally depending on gender, age and race. For instance, men are more likely to be unemployed than women. Due to the nature of the recession, particularly the negative effect on the construction sector, a traditionally male dominated industry, the unemployment rate for the State's male population averaged about 14.3 percent for the 12 months ending in June. The female unemployment rate over the same period is 9.9 percent, a difference of 4.4 percentage points. Unemployment by race varies, too. The unemployment rate for the State's Black population was 21.2 percent on average in the 12 months ending in June, while the unemployment rate for the State's Hispanic population was roughly 18.0 percent and the unemployment rate for the State's White population was 13.1 percent over the same period. An individual's age appears to affect a worker's ability to find suitable employment as well. The unemployment rate for most age groups is running in the 10 to 12 percent range, except younger workers, who are getting hit particularly hard. The unemployment rate for workers 16-24 is approaching 24 percent on average for the 12 months ending in June. Older, experienced workers are taking jobs traditionally filled by younger, more inexperienced workers. This trend provides serious long term ramifications for this age group over the course of their working years. Younger workers are losing out on the opportunity to gain valuable work skills, including simple things, such as showing up for work on time, learning how to conduct one's self in a professional setting, and the responsibilities that come with holding down a job. Though all age groups will struggle to overcome the recession, it may be more difficult for Nevada's youngest workers.

In program Year 2010, the recession continued to wreak havoc on Nevada's industrial employment base. Overall, Nevada shed 26,300 jobs or 2.3%, falling from 1,147,600 in June 2009 to 1,121,300 in June 2010. Nevada has been steadily shedding jobs for over three years since reaching a peak 1.3 million in May 2007. In that time, Nevada has lost over 180,000 jobs, or 17 percent. On a somewhat positive note, over-the-year percentage decline has moderated in all regions of the state – meaning fewer job losses this year compared to last. Last year, at this point, Nevada was losing jobs at nearly a 9 percent rate compared to roughly 4 percent this year. Job losses are also moderating this year compared to last for most industries, with one exception: construction. The construction industry has been in recession the longest, having peaked four

years ago in June 2006. The industry lost over 50 percent of its employment base – more than any other. In the last year alone, the industry has lost 20,000 jobs or roughly 25 percent.

Nevada's economy will remain weak and will require a robust national recovery to see strong economic growth. Unfortunately, the strength of the national recovery is in doubt at this point. The Federal Reserve recently revised its forecast for GDP growth this year and next. The central bank said the economy will grow in the 3.0 to 3.5% range this year versus its prior forecast of 3.2 to 3.7%. They also revised down GDP growth in 2011 now seen at 3.5 to 4%, down from 3.4 to 4.5%. At this level, jobs will come more slowly and the unemployment rate will decline at a slower rate than previously estimated. This tells us, that Nevada's recovery will take significantly longer than normal. And, we may not see employment return to pre recession levels until some time late this decade.

### **Governance of the Nevada JobConnect System**

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

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

- Governor's Reserve Funds Budget Committee
- Marketing and Business Support Committee
- Committee on Employment of Persons with Disabilities
- Youth Council Taskforce Committee
- Green and Renewable Energy Sector Jobs Council
- Strategic Planning Committee
- Policy, Procedures and Performance Committee

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

*State of Nevada*

**GOVERNOR'S WORKFORCE INVESTMENT BOARD**

<b>MEMBER NAME</b>	<b>REPRESENTS:</b>
<b>Andriola, Clara</b>	<b>Business</b> – Northern Nevada – Construction
<b>Brown, Mary-Ann</b>	Youth – Northern Nevada
<b>Carlton, Senator Maggie</b>	Nevada State Senate – Southern Nevada
<b>Cato, Jo</b>	<b>Business</b> – Southern Nevada
<b>Chavis, Jim</b>	<b>Business</b> – Southern Nevada
<b>Christensen, Assemblyman Chad</b>	<b>Nevada State Assembly – Southern Nevada</b>
<b>Copening, Senator Allison</b>	<b>Nevada State Senate – Southern Nevada</b>
<b>Egan, Pamela</b>	Nevada State AFL/CIO/Southern Nevada Culinary Union
<b>Fordham, David</b>	<b>Business</b> – Southern Nevada – Real Estate
<b>Geinzer, Douglas</b>	<b>Business</b> – Southern Nevada
<b>Gilliland, Romaine</b>	Department of Health and Human Services
<b>Grost, Kathy</b>	<b>Business</b> – Northern Nevada
<b>James, Eric</b>	<b>Business</b> – Southern Nevada
<b>Kramer, Alvin</b>	LEO – Northern Nevada Local Workforce Investment Board
<b>Lee, Richard (Vice-Chair)</b>	<b>Business</b> – Statewide – Real Estate
<b>Martin, Leslie</b>	<b>Business</b> – Rural Nevada
<b>Meter, Veronica</b>	<b>Business</b> – Southern Nevada Las Vegas Chamber of Commerce
<b>Mosley, Larry</b>	Director, Department of Employment, Training and Rehabilitation
<b>Nguyen, Charlie</b>	University of Phoenix
<b>Ohrenschall, Assemblyman James</b>	Nevada State Assembly – Northern Nevada
<b>Palmer, Cass (Chair)</b>	<b>Business</b> – Southern Nevada – Gaming
<b>Peyton, Jean</b>	Persons with Disabilities <b>Small Business</b> – Southern Nevada – Disability Mediation and Consulting
<b>Rheault, Keith</b>	Nevada's Department of Education, Superintendent of Public Instruction
<b>Salazar, Maria</b>	<b>Business</b> – Southern Nevada – Graphic Design
<b>Sheehan, Dr. Maria</b>	<b>Nevada System of Higher Education</b>
<b>Wilson, Geoffrey</b>	Chair – Northern Nevada Workforce Investment Board <b>Business</b> – Northern Nevada
<b>Woodbeck, Frank</b>	Nevada Commission on Economic Development
<b>Woodbury, Stacy</b>	Office of the Governor



## **Employment Security Division Overview**

The Employment Security Division (ESD) is a division of the Nevada Department of Employment, Training, and Rehabilitation (DETR). The Nevada JobConnect System is the employment services delivery system of ESD. The JobConnect System maintains eleven area offices throughout Nevada offering a full range of employment services focused on meeting the individual needs of each community.

The current national economic recession has strongly impacted many Nevada communities and the local JobConnect Offices have been able to respond quickly to the changing needs of the local communities. The state is experiencing a sharp increase in the number of unemployed and underemployed Nevadans seeking jobs. Conversely, the JobConnect Offices are experiencing a decrease in the number of job orders from employers that are recruiting for open positions. The statewide JobConnect system is exploring new and creative methods, along with revisiting "tried and true" service delivery models, to meet the changing needs of Nevada's customer base.

Despite the current economic challenges faced by Nevada, the labor exchange network established by the Wagner-Peyser Act of 1933 remains the most efficient and cost effective means to connect job seekers with the employer community. Through the Wagner-Peyser labor exchange system, every statewide JobConnect Office offers a full complement of quality employment services, including job search assistance, job referral and placement, re-employment services, and recruitment services to employers with job openings. All JobConnect Offices in the system are equipped with a modern resource center providing all Nevadans the choice to perform a self-directed job search or to receive one-on-one assistance with experienced and knowledgeable JobConnect workforce representatives.

Over the past two years, the JobConnect Offices have experienced an increased demand by job seekers requesting staff-assisted services. Rather than using self-service tools such as the resource centers, trends indicate that job seekers in greater numbers prefer to meet one-on-one with the JobConnect professional employment staff. In the current labor market, many employers are reverting to suppressed job orders opposed to posting openings on job boards. Employers

are realizing the benefits of receiving pre-screened qualified applicants versus the deluge of resumes and unqualified applicants inherent to job boards and internet postings.

### **ESD Business Services**

The statewide JobConnect system is committed to providing world-class services to Nevada employers. The corps of Business Services Representatives (BSR) serving Nevada businesses recognizes the employer community as the priority customer. The Southern Nevada regional business service team is located at the Maryland Parkway JobConnect Office which includes thirteen BSR, two Job Bank Representatives, and one BSR Manager. The hub of the northern regional business service activity is located in the Reno JobConnect Office which houses five BSR and two Job Bank Representatives. Although the northern employer business services are primarily handled from the Reno hub, local JobConnect staff in the smaller rural offices (Elko and Fallon) have developed an outstanding rapport with local employers and regularly coordinate business services directly with the rural employer communities.

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

The Business Services Section has sponsored numerous successful initiatives over the past year to further strengthen relationships with the Nevada business community:

- JobQuest is a local initiative that focuses BSR activities solely on obtaining job orders for two weeks each quarter. Local media is contacted to help publicize the effort and a "no holds barred" approach is taken to bolster the number of jobs in the JobConnect labor exchange. This is conducted as a competition among BSR's with trophies awarded to the BSR obtaining the most suppressed job listings as well as the BSR who obtained the most suppressed job listings from businesses that have never previously listed positions with Nevada JobConnect. During the weeks of May 16, 2010 through May 26<sup>th</sup> the "Job Quest 10 Initiative" added 1,860 jobs to the Job Bank, 67 job openings were with businesses that had never previously listed a position with Job Connect..
- A variety of free Employer Workshops have been conducted in the

JobConnect Offices. The Employer Workshop series have focused on relevant topics and have been well received by the business community. Workshop topics have included informational sessions focused on Unemployment Insurance (UI) topics, UI Contributions / UI Trust Fund, Equal Employment Opportunity, and Labor Bureau Statistics.

- A Small Business Network sponsored by the Business Services Section has attracted a group of fifteen (15) small business owners that meet once a month to exchange ideas and best practices relevant to the small business entrepreneur.
- Over the past year, the BSR corps visited over twenty-five hundred (2,500) employer worksites statewide. There has been a concerted effort to reconnect and market JobConnect services to all Nevada employers.
- The Business Services Section remains active in promoting and coordinating a variety of statewide hiring events meeting the specific recruitment needs of participating employers.

### **ESD Career Enhancement Program**

The Nevada Career Enhancement Program (CEP) is an important piece in the JobConnect system. The flexibility of CEP allows the JobConnect system to react quickly to the real-time needs of Nevada job seekers and Nevada employers. CEP is designed to provide targeted training to job seekers for specific jobs that are in demand within local communities. The five components of CEP include; 1) On-The-Job Training (OJT), 2) Vocational Classroom Training (VCT), 3) Academic Enhancement Training (AET), 4) Re-Employment Related Expense (RRE), and 5) Training Related Expense (TRE).

Recognizing the critical role Nevada small business plays in the creation of new jobs, the JobConnect System has prioritized the development CEP OJT contracts. The OJT component of CEP has proven to be an effective tool in connecting small businesses with job seekers. During the current program year, over nine hundred (900) CEP OJT contracts were completed at a cost of \$1.1M. At an average cost of less than \$1,300 per contract, the CEP OJT component has proven to be one of the most cost effective training strategies offering needed assistance directly to the Nevada business community.

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

The statewide CEP program staff continue to ensure that program funds are focused on improving the skills of the Nevada workforce during this period of high unemployment. During the last program year alone, CEP has trained over 300 individuals for jobs in the green energy sector. Dozens of individuals were trained in traditional sectors including the medical sector, leisure/hospitality sector, manufacturing sector, and the transportation sector. The CEP program has been proactive in serving the training needs of today's employers.

### **ESD Veteran Services**

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

The Yellow Ribbon Reintegration Program was established in the State of Nevada as directed by the National Defense Authorization Act 2008, section 582. Part of the Yellow Ribbon Program's goals is to successfully return service members to families, work, school, and community life through community covenants. The program provides for more personal contact between servicemen and women and families with service providers. DETR and the Nevada JobConnect system are providers in the community covenant initiative portion of Yellow Ribbon Program. The community covenants initiative is designed to foster and sustain effective state and community partnerships in improving the quality of life for servicemen and women and families, both at current duty stations and transitioning from deployed serviceperson to citizen serviceperson. In cooperation with the Nevada National Guard, DETR Veteran Representatives attend and provide support during community covenant events.

The Nevada JobConnect, through its DETR partnership, attended its first Yellow Ribbon event at the National Guard Armory in Henderson on March 7, 2009, for the 72nd MP unit. The Nevada JobConnect presentation was one of a series of presentations conducted by many of the service providers present.

### **ESD Ex-Offenders/Re-Entry Services**

The Job Connect system has been active in providing services to recently released ex-offenders. Service delivery to soon-to-be released inmates continues

to evolve as new programs and partners surface. Typically, incarcerated outreach occurs at the correctional facilities as a component of the community re-entry programs.

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

Numerous JobConnect staff have received National Institute of Corrections (NIC) certification as Offender Employment Specialists over the past two years. JobConnect staff attended 22.5 hours of training over a three-day period sponsored by the Federal Parole and Probation Office using the NIC curriculum. The training emphasized removing barriers to employment by connecting to community resources to improve offender employment outcomes.

Nevada JobConnect staff participate in a variety of state and local efforts focused on prison re-entry services. JobConnect staff attend and participate in events sponsored by organizations such as Collaborative Re-entry Efforts & Action Towards Employment (CREATE), Weed and Feed Job Fairs, Herlong Federal Corrections Institute, Southern Desert Prison, High Desert Prison, Nevada Department of Corrections, The Ridge House, U.S. Department of Parole & Probation, My Journey Home, and Statewide Offender Re-entry Coalition.

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

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

employment services. The staff member will have been apprised of the expected release date and will be familiar with the ex-offenders occupational needs.

### **ESD Collaborative Partnerships**

#### **Boys and Girls Club**

The Department of Employment, Training and Rehabilitation (DETR) and its Job Connect Offices collaborate with the Boys and Girls Club of America every year with a program called the Summer Youth Internship Program. This program is administered in northern and southern Nevada and is intended to provide on-the-job training to individuals interested in pursuing careers working with youth.

This program provides a grant to the clubs in the amount of \$230,000. The grant is to be used to supplement wages, fees and uniforms. Individuals are selected by the human resource directors of the clubs to participate and receive training and wages.

In southern Nevada, the Las Vegas, Henderson and Laughlin clubs participated in this program. This fiscal year, there were twenty-seven individuals signed up for the Las Vegas Club, two for the Henderson Club and one for the Laughlin Club. Contracts are written for a 14-week period in the amount of \$3,286.00 for each participant. The goal of the program is to develop each individual's expertise in working with diverse groups of youth.

#### **Central Christian Church**

Nevada JobConnect has continued its collaboration with the Central Christian Church a 30,000 member non-denominational church in the Las Vegas metro area. Central Christian, because of its size, is very proactive in providing faith-based community services including: counseling, food banks, and other social services. A former State Workforce Investment Board member, who is a board member of this church, approached ESD to inquire as to how the Central Christian Church could collaborate with the JobConnect system to provide additional employment and training services to the community. An ESD JobConnect Business Service Representative has been appointed as the staff member to be the liaison with the Central Christian Church and to find new opportunities where Central Christian Church and JobConnect can collaborate to assist job seekers.

This connection to Central Christian Church was also intended to be a springboard for JobConnect to initiate relationships with other faith-based organizations. During this year Central Christian Church was instrumental in

bringing together JobConnect with the Young Men's Christian Association (YMCA) to train youth from fifteen to eighteen years of age to achieve Red Cross Certification to work as paid life guards at the YMCA pools in Las Vegas. A number of these youth were from single family homes where their salary as a life guard contributed to the financial stability of their family.

### Salvation Army Culinary Training Program

The southern Nevada JobConnect offices, the Salvation Army (TSA), and the College of Southern Nevada (CSN) have collaborated in an outstanding training program that has helped over 200 individuals move a life of homelessness, hopelessness, and substance abuse to one with career potential and employment.

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

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

In addition to the training at CSN, the students are required to work in the dining facility of the Salvation Army. TSA's kitchen is a high volume dining facility that feeds hundreds of people per day. TSA also provides 10 weeks of Essential Employment Skills classes to the students as well as practical work experience. The Salvation Army believes that the combination of academic training, soft skills classes, hands-on experience, and intense case management help the students achieve a higher level of marketability. The majority of the students reside at the Army's Homeless Services Campus.

The partnership graduates two classes per year. Upon completion of the required training, a dinner/graduation ceremony takes place. The students provide the dinner for guests at their graduation. The preparation of that dinner is their final grade for the training. During the course of the past twenty-six classes, close to four hundred homeless people have been given the opportunity

to participate in the program. Approximately eighty percent of those who attend, graduate and over eighty-seven percent of the graduates found immediate field-based employment. At ninety days, eighty-six percent of those employed remain employed at the same location. This is a great achievement considering the barriers and challenges these individuals faced prior to enrolling in the program

The program receives wide community support. Prior to the local economic downturn, many employers were contacting TSA to find out when the next class of cooks would graduate, as they were eager to employ them. The community continues to embrace the program. The collaboration is working to assist the homeless population through work readiness, transferable skills, and a hope for a bright future.

### Whitney Elementary School Outreach

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

In December of 2009 the staff of the Department of Employment, Training and Rehabilitation raised over \$10,000 to purchase toys for the children for the holiday.

In February of 2009 the Nevada JobConnect in partnership with the Whitney Elementary School launched a special outreach project to provide employment and training services to the parent's of the children of this school. The goal of this outreach is to assist the parents become employed by either providing them training or direct employment services. The over arching goal of t his project is to assist the parent in securing employment, which will provide additional stability to these children's families and improve their opportunity for success in school]

This special project is in its infancy stages however, the response from parents has been good. To date fifty one parents have registered for services. Nine have secured employment and fifteen have been enrolled into either skill training or GED preparation classes. In October 2010 Job Connect staff will begin facilitating a job search workshop for parents at the school.

### Vocational Rehabilitation

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

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

### **ESD Team One**

Team One is an initiative that was developed for the purpose of expediting the return to employment of clients receiving services through DETR's Bureau of Vocational Rehabilitation (BVR). Team One is a collaborative effort connecting BVR clients with a variety of JobConnect programs and services.

Team One which consists of the following staff:

- Vocational Rehabilitation Counselor
- ESD Job Developer
- ESD CEP staff member who has ability to provide both employment and training services
- ESD Interviewer working in the Employment Services Labor Exchange

The Team One process requires Team One members to select up to five (5) vocational rehabilitation clients from the active BVR caseload to be placed into the Team One caseload. The primary criteria for selection into the Team One caseload are that the clients are "job-ready." The team will collaboratively provide case management to each of the five participants by leveraging the team's combined skills and resources with the ultimate goal of placing the client into meaningful employment.

Team One is designed to bridge the service delivery of the Bureau of Vocational Rehabilitation and the Employment Security division. Team One is still in its infancy; however, it is proving to be a successful means for delivering services to BVR clients.

### **GED Pre-Testing**

The JobConnect office located in Henderson, Nevada, in collaboration with the Clark County School District, provides GED pre-testing twice a month, every month except August. During the month of August, representatives from the Nevada Literacy Council, GED Online, will conduct the GED pre-testing. Over 250 people have taken the GED pre-test at the Henderson JobConnect this program year. When customers receive a successful score (a score deemed high

enough to indicate they will pass the GED) representatives from the ESD CEP write a purchase authorization to pay the cost of the GED test. As an additional bonus, those that receive a passing score are given a coupon donated by a local business, Papa Murphy's, for a large pizza.



### Coordinating Workforce Development for Northern Nevada

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

Workforce development issues in Northern Nevada center around rising unemployment levels. Additionally, as compared to the past two years, the pace of growth for Northern Nevada's economy has slowed, sometimes dramatically.

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

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

Nevadaworks' capacity to develop and manage high performing workforce investment systems is dependent upon its ability to provide flexible delivery systems, unique to each community and service area. The Nevadaworks Board members are strong advocates of the workforce investment system in northern Nevada. Business and industry provide valuable information via Board members who identify needed skill sets and educational requirements of potential workers for existing, new, and expanding businesses. Business and industry members of

the Nevadaworks Board also provide current information on economic development, business expansion, and industrial growth in their local areas. This information is utilized in formulating the development of training programs in the private sector, education community, including secondary schools and higher education institutions.

Nevadaworks' ability to meet the goals of the Workforce Investment Act is very dependent on the providers that give the day in and day out attention to detail required of any successful venture. The following is information about these great organizations and how they performed in PY 2009.



The Ridge House, Inc. was contracted to serve 30 clients through the WIA program and was able to serve 37. Of those 37 clients 26 obtained full time employment and 1 went to trade school to better

their chances of employment.

During the past year the Ridge House has had many success stories. One case in particular is the story of a male client, named Benjamin, who came to them in September of 2009. In addition to being an ex-felon and serving six years in prison, he had former gang affiliation. Previous to his prison sentence he served four years in the military and was dishonorably discharged from the service for drug use. After discharge from the service Benjamin continued on his career of substance abuse and resumed his illegal activities.

As a result of Benjamin's crimes he was arrested and sentenced to Nevada State Prison to spend one to four years incarcerated. While serving his time in prison he again became involved with gang activity. Because of this gang affiliation he received additional charges and was sentenced to an enhancement of 5 years which would be served in a 23 hour a day maximum security, lock down facility, at Ely State Prison, in Nevada.

After serving his time he applied to the Ridge House and was accepted. Upon admission to the Ridge House he entered the Workforce Development program. When Benjamin came to Ridge House he was in culture shock. He was a very shy, timid and a scared individual. Through his work with the Workforce Development Coordinator and by utilizing all of the tools in the program he was able to secure full time employment within one month of admission to the Ridge House and the Workforce Development Program.

In addition to full time employment, Benjamin was able to complete a budget and utilize it to pay his bills and save enough money to move into an apartment. Currently Benjamin is working for a different employer and has become the assistant manager for a retail store. He has started reunification with his family and children as well as developing and maintaining a positive support system. He remains in recovery and reports that he obeys all laws. He is still living in his own apartment independently and has been successfully discharged from parole.



The Center for the Application of Substance Abuse Technologies (CASAT) received funding to create a program, the Nevada Addiction Workforce Initiative (NV-AWI), to provide financial assistance to individuals interested in pursuing a career in addiction treatment services. In addition to building the workforce it is important to recruit Hispanic/Latino bilingual professionals to fill a gap of Hispanic/Latino professionals in the workforce. Currently, the addiction treatment workforce is predominately white females whereas the clientele is not. These goals were accomplished by increasing the number of individuals entering the substance abuse treatment workforce through continued academic success and successful strategic recruitment in the addiction treatment services program. Since July 1, 2009 six Caucasian, two Hispanic/Latino and two Black/African American women and four Caucasian, one Hispanic/Latino and one Black/African American men enrolled in the NV-AWI program totaling 16 clients. The goal of the NV-AWI program is to build and strengthen Nevada's substance use disorders treatment workforce.

Numerous community outreach activities have been conducted throughout the year including interaction with treatment centers located in Northern and Southern Nevada to identify internship positions for NV-AWI clients. Specifically, six interns were placed in the following locations: VA hospital/services, Step 2 Treatment Center, Bristlecone, Life Change, CBH Methadone Clinic, Westcare and Quest Counseling. In addition to reaching out to addiction treatment centers, the Workforce Development Specialist disseminated NV-AWI program information to University of Nevada, Reno (UNR) Academic Departments (Counseling and Educational Psychology Marriage and Family Therapy Program, Criminal Justice, Community Health Sciences, Psychology, Social Work, Advisement Center at the Division of Health Sciences), and Las Culturas in order to recruit successful candidates for the program. Las Culturas is a UNR program that promotes the pursuit of academic success, retention and graduation of Hispanic/Latino students. The Workforce Development Specialist was able to successfully recruit 10 of 16 clients of which three were bilingual.

All 16 clients successfully completed courses they were enrolled in for program year 2009-2010. Two clients completed the Addiction Treatment Services minor, three completed the Undergraduate Certificate in Addiction Treatment Services and one completed the Advanced Certificate in Addiction Treatment and

Prevention Services. Two clients have been offered employment since completion of their internship. In addition to professional learning, one NV-AWI client also commented on his/her personal growth, "I know intrinsically that I have more to do there. I went in today, it was serene and primarily [treatment center] clients, not staff. No gossip, no sarcastic comments, just people, hurting and healing. I knew it wasn't time for me to leave... not yet anyway. This internship, and the people I have met, have inspired me to write my memoir. I gain so much by being with them, I'm not ready to leave. It is important for me to believe that I am helping others, but more than that, I have been impacted in numerous ways, to look at who I am, and what my purpose is in life."

Overall the program has been successful in developing the addiction treatment workforce with qualified professionals. Six adequately prepared professionals will have the opportunity to begin a career in addiction treatment services and 10 will remain in the NV-AWI program. Throughout the past year some lessons were learned (client needs and expectations vs. reality of funding assistance, costs associated with assisting each client and fiscal management) which will be addressed in the next fiscal year. Specifically, the raise in tuition and student fees, providing UNR/Reno Transit Center (RTC) bus passes and time management strategies. It is imperative for the success of the program and clients therein that the clients/students are provided a foundation to progress from student to professional in the addiction treatment workforce.



### **THE CHILDREN'S CABINET**

The Children's Cabinet Dislocated Worker Program is currently working with 35 Adults who have been laid off. This program has been underway for 2 months and already they have been able to employ several quality workers in positions throughout the community. Each individual participating in the program is developing new skills or improving current skills allowing each person the opportunity of continuing employment with the agency once the program ends. Some of these positions allow individuals to work directly with youth and their families. One unforeseen benefit of this arrangement is that youth have been exposed to role models they might not have otherwise met, including a former professional football player, a gaming engineer, and several college athletes.

The Children's Cabinet adult work experience program is currently working with 52 Adults from the Adult Career Enhancement Services (ACES) program. The ACES program helps to put adults back into the work force while developing new skills or improving current skills. Adults participating in the program are employed on a part-time



basis and receive case management services as well as counseling when applicable. Case managers work individually with the ACES adults in order to identify employment and education needs and to provide assistance where necessary.

The Children's Cabinet has recognized an increasing need in the community to serve increasing numbers of youth clients. Through this funding, the Children's Cabinet has been able to employ many of the ACES adults as case managers. The programs that have benefited from this funding include the truancy department, the gang reduction program, and the substance abuse program. An ACES adult that has impacted the Children's Cabinet and the youth it serves was laid off from IGT and was unable to find a job in this unstable economy. He is now employed through ACES and helps with Cabinet Ink. He has inspired and motivated many youth to explore and use their artistic abilities. He is not only an important member of the Children's Cabinet but an asset to the youth he comes into contact with.

The Children's Cabinet work experience program is currently working with 55 out-of-school youth from the Achieving Work and Education Success (AWES) program. The goal of the AWES program is to put youth back into an educational setting where they can obtain their GED or High School Diploma. Each youth participates in a work experience where the he/she works part-time between 15-30 hours a week – either at the Children's Cabinet or an off-site location – and having the opportunity to obtain the necessary skills to be a working member in society. Their program has developed several key components that ensure the success of these youth, including individualized case management, work readiness preparation, and individualized educational assessment and case planning.

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

Each youth participating in the AWES program is required to participate in mandatory work readiness classes offered at the Children's Cabinet. The work readiness classes are an intensive two week program focusing on leadership, work ethic, and duties that are expected from each individual as a team member of either the Children's Cabinet or an off-site location.

Since the Children's Cabinet has been working with this population they have been able to identify educational gaps in the community and implement programs that assist our youth in achieving their educational goals. The Children's Cabinet offers pre GED testing to all AWES youth. The test allows

individuals to determine what type of educational setting will be appropriate for reaching their educational goals. Often times, youth are best suited to work with a program called My Skills Tutor, which is a web-based curriculum tailored to each student's specific knowledge gaps identified by the pre GED. Another option for our youth is School of Life. In collaboration with Washoe County School District, the Children's Cabinet developed an approved school housed at the Children's Cabinet where youth enjoy a smaller, individualized classroom setting, which includes more one-on-one time with a licensed Nevada teacher than a traditional high school setting can offer. An additional resource for our youth is our Tutoring program offered twice a week during the traditional school year and every weekday during the summer. Each AWES youth that is studying for the GED or attending some type of schooling is encouraged to attend.

Out of 55 youth, 21 youth obtained a GED or high school diploma and 21 are returning to school or scheduled to take the GED this summer. Of the 21 with a GED or high school diploma, 15 will be attending college or vocational training this fall. 13 youth have jobs, 12 are returning to the work program next year. 12 of the youth re-offended.



Over the past year Bristlecone Family Resource's Back2Work program has helped clients in recovery with finding and qualifying for meaningful employment. At a treatment center such as Bristlecone, having a workforce investment program has truly played a key role in helping their clients with maintaining recovery. Having Back2Work allows Bristlecone to provide a full spectrum of services. Once a client completes residential treatment, if they qualify as a Dislocated Worker they have the opportunity to participate in the program. While in the program they learn important job skills which help them succeed in the job market. Their main focus over the past year has been providing quality job training, providing labor market information, assisting with job search, but most of all giving support to each and every one of their clients. They continually strive to ensure their client's needs are met and see the clients succeed. Despite the hard economic times and difficult job market Bristlecone's Back2Work program has had much success.

Over the past year, Back2Work has helped twenty-three (23) clients secure meaningful employment. Their measures are achieved by ensuring clients are well trained and prepared for the job market in the community. With a saturated job market, like the one northern Nevada is experiencing, it is important for an applicant to stand out. The Job Readiness Workshop ensures a client can stand out by teaching them to develop targeted resumes, how to have a successful interview and also teaches the importance of cross functional job search, such as internet searches, cold calling, resume drop offs and job fairs. Clients are taught

the importance of staying persistent and being truly dedicated to finding employment.

Client VM came into the program in the early months of operation. He went through the Job Readiness Workshop, where he learned job skills such as resume writing, interviewing skills and how to deal with obstacles. After the workshop he was motivated and determined to succeed by conducting job searches daily. He cold called businesses and dropped off resumes to any place he was qualified to work. By the end of 2009 he found full-time employment earning \$22.00 per hour. His new job required him to wear steel toed boots to work, something he didn't have and at the time could not afford. He turned to Back2Work for assistance with purchase of work boots, something they were happy to assist him with. VM is still at his job and enjoying much success.



Over the past fiscal year, Great Basin College has provided training opportunities for 36 individuals. GBC's project focused on both the Certified Nursing Assistant and the EMT Basic certification programs. Three CNA and two EMT training sessions were conducted throughout the year. Two of the 36 clients chose to participate in both training programs to make them more employable.

Monthly contact was made with each client and this contact was either face-to-face, by phone or e-mail. Contact with clients not only helped with the reporting requirements, but also allowed the case manager to be able to determine if support services were needed by individual clients. The support services were varied and were dealt with on a case by case basis. Services included gas/mileage reimbursements, child care, uniforms and various types of work-related materials needed in order to complete their studies or continue with their employment. One client even needed assistance with automobile repairs so that he could have transportation to classes. Being in a rural area is often more challenging than in an urban area because there is no economical public transportation. Clients cannot just scrape together enough money for bus fare to get to and from classes – they must provide their own reliable transportation.

The project received many compliments and thanks from nearly everyone in the program. The most praise came from the women (single moms, and back to work moms), who were extremely appreciative of the childcare, uniforms, books and tuition assistance. Many of them said that they would have had to make very difficult sacrifices to attain the training, and probably would have dropped out or changed their minds about enrolling if it had not been for the assistance.

To date, there are still 33 clients who have not been exited. GBC plans to continue assisting these clients until they have employment. Of the 36 clients, only two ended up dropping out of the training (one CNA student and one EMT student). Overall, this project has been successful in its goals to train CNAs and EMTs. GBC feels that the downturn in the Nevada economy has negatively impacted employment opportunities, however, as things turn around, CNAs and EMTs are generally in high demand.



### **New2U Computers Program**

Disability Resources, Inc. New2U Computer program is a Computer Technician Internship program. New2U Computers a non profit computer refurbishing and recycling program that sells refurbished computers, offers computer repair service and gives away free computers to local people with disabilities through its community store. All proceeds help support Disability Resources and local people with disabilities. The internship program provides comprehensive hands on computer service/technician experience and the opportunity to obtain a CompTIA A+ Certification and Network+ Certification to improve their employability. Interns who obtained their A+ or Network+ certification went through New Horizons Computer Learning Center for classes and testing. In addition, interns worked 20-26 hours per week for 12 weeks gaining practical computer technician skills, business and marketing skills as well as resume development and interviewing skills.

In addition to the certifications and hands on computer service skills interns were required to attend a minimum of three business working events per month. These skills helped them learn to start a conversation with people they do not know, learn how to represent the business they work for, and to market their skills and gain a sphere of influence in their job search. Interns attended a weekly workshop provided by the owner of Alpha Dog IT on building a network, server set up and maintenance and RAID configurations as well as other IT related trainings. Interns were also required to attend a resume building and interview workshop that was provided by a local tech staffing company called TEKsystems. In the instructor lead workshop interns developed a technical resume geared towards IT,



learned how to prepare for an interview and how to do an IT job search. Interns were also required to do one community presentation on an approved subject that was related to the subject of their internship. Some examples of what interns presented on are: four interns presented to a local charter high school's environmental resources class on the electronic recycling process and students were able to take apart computers and learn about the components. Two interns presented at the 2010 Earth Day celebration on the global electronic recycling crisis and how residents in Nevada can properly recycle. Other interns presented similar information to their college classes, community service groups and other local non profit organizations.



The program had a total of 25 participants. Of those participants, to date, 15 interns received employment through the internship program. Twelve participants went through the A+ Certification program. Five participants completed the Network+ Certification program. One participant completed the Security+ certification program. Nine participants received a \$100 clothing allowance to purchase professional business attire.

New2U Computers feels confident the majority of its interns will receive employment in the IT field. Local companies are now recruiting entry to mid level IT technicians from New2U Computers. They

are very thankful for the opportunity and are going to continue the program under different funding and terms in 2010-2011.

### **Disability Resources SLA Case Manager Program**

Disability Resources had a total of eight participants enroll in the SLA Case Manager program. Seven out of eight participants completed the program.

All of the participants met the program performances measures, which consisted of the following measures: Completely record all case management notes, developed goals and objectives, completed all necessary program applications and qualification forms, and any other necessary documents for the individual receiving services. Hire, coach, train, supervise, schedule and evaluate Direct Services Trainers (DST) in order to assure compliance with all contracts and to assure quality and accuracy of direct support service logs. They accurately report, track, and analyze incidents of abuse, neglect and/or exploitation to identify trends and take corrective action. Participants conducted all duties necessary to assist new and existing individuals receiving services with maintaining an independent life. They provided coverage for DST, in the event that a DST is unable to work as scheduled. Also included in their duties they

represented the Community Services Department and individuals receiving services to state agencies and other entities when needed. Compliance with all regulations set forth by Sierra Regional Center and any other regulating body was part of their daily responsibilities. All participants were responsible for managing a client case load. All participants received extensive training on how to develop individual support plans to assure goals and services provided meet reasonable standards, promote quality of life, and provide measurable life outcomes for clients served. They were all responsible for completing weekly support plans to build overall knowledge and strength in this area. Training received on regulatory laws involving Health Insurance Portability and Accountability Act (HIPAA) and how it affects them as Case Managers. All participants worked directly with the client's direct state Case Managers at Sierra Regional Center to ensure quality care.

In October, KZ was offered a P/T Human resources Clerk position through Disability Resources. In September, KZ was offered and accepted a P/T Case Manager position in addition to her Human Resources position. In April, KZ was offered and accepted an F/T Administrative position at an environmental company. In March, TM was offered employment through Northern Nevada Independent Center of Living for a Community Independent Living Advocate position. She was offered a P/T position of 30 hours a week at \$14.50 an hour, which was a higher rate than she received during her internship. TM had also accepted a P/T position at Disability Resources as a Direct Services Trainer. In May, TM stated she had accepted employment through Access to Health Care Network for a Case Manager position. Her goal was to find an F/T position with benefits. She was offered an annual salary of \$40,000 with full benefits.

Disability Resources is very excited about the positive outcomes their participants achieved through the SLA Case Manager program. This resulted in gainful employment for all participants who successfully completed the program. This would have not been possible without receiving Workforce Investment Act funding.



## **CHURCHILL COUNTY**

### Juvenile Probation

CCJP operated two in-school work experience programs through Nevadaworks in the 2009/10 fiscal year. The department operated a summer youth employment program (funded by ARRA) that conducted a major desert clean-up program and operated a work experience program through the school year that was attached to the department's truancy program.

The Summer Stimulus Youth Employment Program was a great success. At the start of the program the goals were to increase the employability of 40 at risk youth through work readiness training and through work experience. This program was able to meet and exceed this goal. Forty-six youth successfully completed the work readiness training portion of the program. Forty-four youth successfully completed the work experience portion of the program.

The program goal for work experience through Desert Clean-up was to remove 60,000 pounds of garbage from the deserts in Churchill County. The youth successfully cleaned 11 desert sites and removed 130,950 pounds of garbage from the deserts for proper disposal. Through hard work and determination, youth participants were able to more than double the anticipated goal.

The in-school youth program offered a 30 hour work experience to 30 habitually truant students. The students who participated were paid \$9/hour and were placed in various community service projects throughout the community. They were also required to take a Job Readiness Correspondence Course through Brigham Young University (BYU). The BYU Course gave students ½ credits toward their high school diploma. Of the 30 youth, 24 successfully completed the work experience portion of the program, all 30 completed the Job Readiness skills portion of the program and 21 youth extended the 30 hour minimum.

In all, Churchill County Juvenile Probation provided needed service to 76 in-school youth clients.



### **Building Trades Program**

In this year's program 16 ACE students were enrolled as clients. As a result of the funding for the building trades program, they were able to hire an aide for the jobsite. The new aide was primarily responsible for giving clients one-on-one attention at the jobsite to help him or her gain employable skills through a work experience at the job site. His experience and dedication to these students was invaluable to ACE and this program

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

All senior clients participated in ACE's senior interview day. With the help of volunteers the seniors participated in a mock interview session with people from the building industry. Clients were asked interview questions typical of an industry interview. At the conclusion of the interview clients were critiqued and given advice to help them be successful when interviewing for a job.

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

In conjunction with Truckee Meadows Community College, ACE High School diesel technologies program completed another successful year.

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

Beginning in February 3 ACE students began practicing and preparing to compete in the state SkillsUSA conference. These students were chosen to compete based on GPA and skill mastery. The conference was held April 27-30 in Las Vegas, Nevada. ACE students swept the diesel equipment technologies competition earning bronze, silver, and gold medals. The gold medal winner will compete in the national competition, which will be held in Kansas City, Missouri.



Predictably, Program Year 2009 was the year of few and plenty for JOIN, Inc. offices: jobs were few; clients were plenty. Overcoming the pessimism and desperation of most of their clients became their major focus. Among the methods used to do this were refocusing clients on long range planning, emphasizing the value of education, identifying sectors that were hiring, making each client the best he/she could be, and creating new ties with employers. JOIN staff worked hard to find the upside of a bad economy for each of their clients.

Although final results aren't in, they gathered the following information about their clients, employers and services.

- Their services and outcomes reflected the economy. JOIN served approximately 20% more clients than planned and services provided to clients increased approximately 50%. Getting clients to invest in anything other than looking for a job was tough in many cases. On the other hand, individuals getting jobs, decreased, but were somewhat higher than expected. At least 40% of clients got jobs – not great in a normal economy; not bad for a period during Nevada’s highest unemployment rate in recent memory.
- More employers are asking for high school diplomas or the equivalent and drug testing and approaches to clients were adjusted accordingly. GED preparation and basic skills upgrades were stressed as a result.
- Among the most in demand training by both clients and employers were clerical/computer skills; health care, particularly CNA; MSHA and OSHA certifications; and commercial driver license preparation.
- High on the list of services valued by clients were individual support/one-to-one case management; job preparation classes; job club; training support; and occupational assessments.
- This year, more so than past years, the economy dictated that support services like transportation assistance, uniforms and equipment, and professional clothing, were essential to successful completion of training and job search.



New services were developed and some old ones resurrected to improve clients’ marketability. Carson City hired an ABE/GED specialist to accelerate completions.



ProNet held networking breakfasts with employment agencies to expose them to clients. Winnemucca took a house donated by the City and remodeled it to be a domestic violence shelter as a project to teach construction skills. Ely is working with the Ely State Prison to identify potential correctional officers that qualify for JOIN services and assist them with the services, uniforms and equipment to help them complete training. Fallon expanded the Fernley office’s services to include instruction in basic computer applications, on-line job application assistance, and internet job search methods. Reno opened a Career Center that provides resources for job search, computer availability, individual job search guidance and resources, and a Job Club to

support their job seekers. Elko established a guest speaker program that allows youth to get first-hand insight into how employers look at employees and community leaders to address the youth on issues about their community.

**Elko County JPO--**  
Fellows Academy is an in-



**Fellows Academy**  
school youth

development program that connects struggling students with the community to provide them with the strategies, life skills training, interpersonal tools and inspiration they need to succeed. Fellows Academy worked in partnership with Communities in Schools of Northeastern Nevada, Elko County Juvenile Probation Department and the Elko County School District to ensure the program provided its students with the most effective and efficient services. Students were referred to the program based on criteria such as low literacy, low income, offender status, and credit deficient. Students participated in a Leadership and Resiliency Curriculum. Through this curriculum, students learned cognitive/behavioral techniques, leadership training, resiliency skills, career exploration, workforce readiness training, and academic development through credit redemption, proficiency preparation and tutoring.



Students were also introduced to an entrepreneur curriculum. After conducting a needs assessment, students created a business plan for a community Youth Development Center in the Spring Creek area. In May, five Fellows students flew to Las Vegas and presented the executive summary to the Communities in Schools of Nevada state board of directors. During this meeting, they were asked to repeat the presentation privately to former Governor Robert List. This service-learning project offered students hands-on experience in a true business climate.



Fellows Academy students also worked on a small candy making enterprise: "Moo Pies." "Moo Pies" are individually packaged cow pie shaped fudge. This project has provided the students with valuable skills in budgeting, professional writing, product development, and basic entrepreneurial skills. These real-world experiences have given the Fellows Academy students an advantage in entering the workforce.

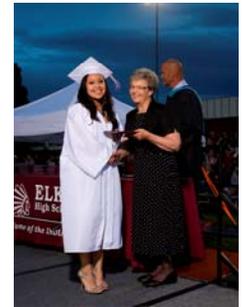


Youth also participated in community service opportunities as a way for them to learn to serve others. These occasions helped the students develop into effective role models for others in the class, the greater school, and local communities. Students donated blood at the United Blood Services blood drive, volunteered at the

Communities In Schools Scarecrow Festival fundraiser, worked as elves for a first grade class, and helped clean their community during the Elko Clean-up Days.



In the 2009-2010 school year, Fellows Academy students made noteworthy progress. On average, students decreased the total number of trancies by 88%, decreased the number of absences by 42%, and increased the average GPA by 166 %. As of June 4, 2010, nine Fellows Academy students received their high school diplomas (eight from Spring Creek High School and one from Elko High School). These students have overcome many challenges to turn their lives around and are now on the path to success. School administrators, teachers, and community leaders have commented on Fellows Academy's remarkable achievement and look forward to its continued success.



**MicroMetl** operates in a highly competitive, price sensitive market. Current economic conditions intensified the challenges to remain profitable and financially viable. MicroMetl employees have periodically attended Nevada Industry Excellence (NVIE) Lean Certification, Lean 101 and ISO Auditor

Workshops and determined that incorporating these state-of-the art practices would be critical to their continued success. After consulting with NVIE, MicroMetl recognized that a successful lean implementation would require engaging and empowering all workers (irrespective of culture) to be responsible and involved in the continuous improvement process. [Note: The concept of "Lean" refers to a manufacturing paradigm based on continuously minimizing waste to maximize flow and includes many strategic and practical tools for pursuing these goals.]



Based on previous successful lean adoptions at manufacturers with large numbers of Hispanic and Latino workers with limited English proficiency, NVIE proposed a two phased implementation process tailored for MicroMetl. The training was supported by WIA grant funding in furtherance of its mission to prepare northern Nevada's workforce to meet the needs of current and potential northern Nevada employers.



Phase 1 included all employees participating in more than 2,000 man-



hours of training in Lean English Essentials (preparatory training in lean principles for employees with limited English proficiency), Anglo Culture, Hispanic Culture and Spanish for Supervisors training sessions, culminating in a series of Lean 101 Workshops. Phase 2 of the implementation included training a nine-member team from MicroMetl to apply lean techniques through targeted implementations of Value Stream Mapping, 5-S, application of Takt time, balanced flow, Quality Mapping, Set-up reduction, documentation and deployment of standard work, cellularization and facilities planning.

More importantly, MicroMetl's employees are critically examining their work methods and measuring them against lean standards. "Lean Thinking" has become ingrained in the company culture and employees have acquired marketable skills that are in high demand among world class manufacturers.

### **Dean's Future Scholars at UNR**

Deans Future Scholars (DFS) helps low-income youth in the Reno-Sparks area to gain occupation readiness skills as well as provide them opportunities to advance their education. During July and August of 2009, the program provided summer employment on the University of Nevada (UNR) campus for 39 low-income youth. During June of 2010, the program provided summer employment at UNR for 48 low-income youth. The program also provided the funding to place each of these students in 2 summer school courses (6 credits) at UNR. The students engaged in this program have graduated in record numbers from high school (90% in June 2010). Nearly all of these students have entered college. Many of the students have obtained permanent college student employment because of their work internship on the UNR campus. In addition to the summer coursework and work experience, each student has been closely monitored and mentored during the fiscal year. Each student was assigned a UNR DFS staff mentor who met with the student at his/her local high school each week during the school year. The close relationship has resulted in almost all students continuing in the program during the following fiscal year.

All of the students in the program were required to attend a success course where they were taught: financial literacy, work skills, interview skills, communication skills as well as career information and decision making skills. Each of the students received individual tutoring and mentoring as needed during the summer program and during the school year.

At the end of summer 2009, all the students who graduated high school were exited from the program; however, DFS staff continued to mentor and tutor the students who enrolled in college.

In spring of 2010, because of the increased demand from eligible students, the program was expanded. The numbers of students was increased to 48. As with previous years, each of these students were placed into an internship position on the UNR campus. There is a DFS supervisor who is responsible for mentoring/tutoring these students as well as connecting each week with the

work site supervisor to ensure that the students are maintaining a strong work ethic. In addition, the program purchased books and materials needed for the academic coursework. The program also purchased transportation in the form of bus passes and parking passes for students. To prepare for this summer's program, all of the students attended a one day college and work orientation in June on the UNR campus.

This program has clearly made a difference in the lives of the low-income youth who have participated in the program.

A few successes are:

1. All of the students who were seniors this year have graduated and all have enrolled in college.
2. DFS reported that a native (Paiute) student, BH, received his high school diploma in June and has enrolled at UNR. BH joins GB as native students assisted by the program who have graduated and are attending college.
3. Last fall several of the students who enrolled in college were hired as student employees.
4. This summer, several students have already been offered employment as a result of the program.

In conclusion program year 2009 has been at the very least an interesting year. Record numbers of clients received services. The average number of days enrolled increased from previous years. While performance isn't quite as high as in years past our contractors have done an outstanding job of meeting the negotiated rates in a very difficult economic time in northern Nevada. Clients improved their work readiness and employability skills and as a result provide the area with a better prepared workforce.



**workforce CONNECTIONS**  
PEOPLE. PARTNERSHIPS. POSSIBILITIES.

## Aligning Workforce Development, Education & Training, Economic Development

Nevada has the highest unemployment rate in the nation at 14.2%.<sup>1</sup> **Workforce Connections** serves four counties, and near the end of this reporting period unemployment was staggering at 16.7% in Nye, 14.5% in Clark, 13.5% in Lincoln; and, 8.1% in Esmeralda county.

These facts loomed throughout Program Year 2009, highlighting the critical nature of the work of Nevada's workforce system. As a result; workforce development, education and training, and economic development efforts are aligning like never before in Nevada's history. State, regional and local entities, both public and private are venturing out of silos. And, **PY 2009 will be remembered as the catalyst year for unprecedented collaboration** between the State workforce investment board; and, Nevada's two local boards, NevadaWorks and Workforce Connections.

Anticipating the need to change its paradigm and build the capacity for leadership and problem solving, the Workforce Connections board, together with workforce Connections professional staff embarked on **reorganizing for maximum impact**. Workforce Connections is now organized around four goals, 1) establishing partnerships to create job opportunities; 2) ensuring adequate resources to meet our mission; 3) maximizing board and staff effectiveness, including utilizing expertise and the connections of volunteers on ad hoc committees; and, 4) leveraging the organization's new brand and value. (During PY 2008 as a result of strategic planning, Workforce Connections evolved from the Southern Nevada Workforce Investment Board).

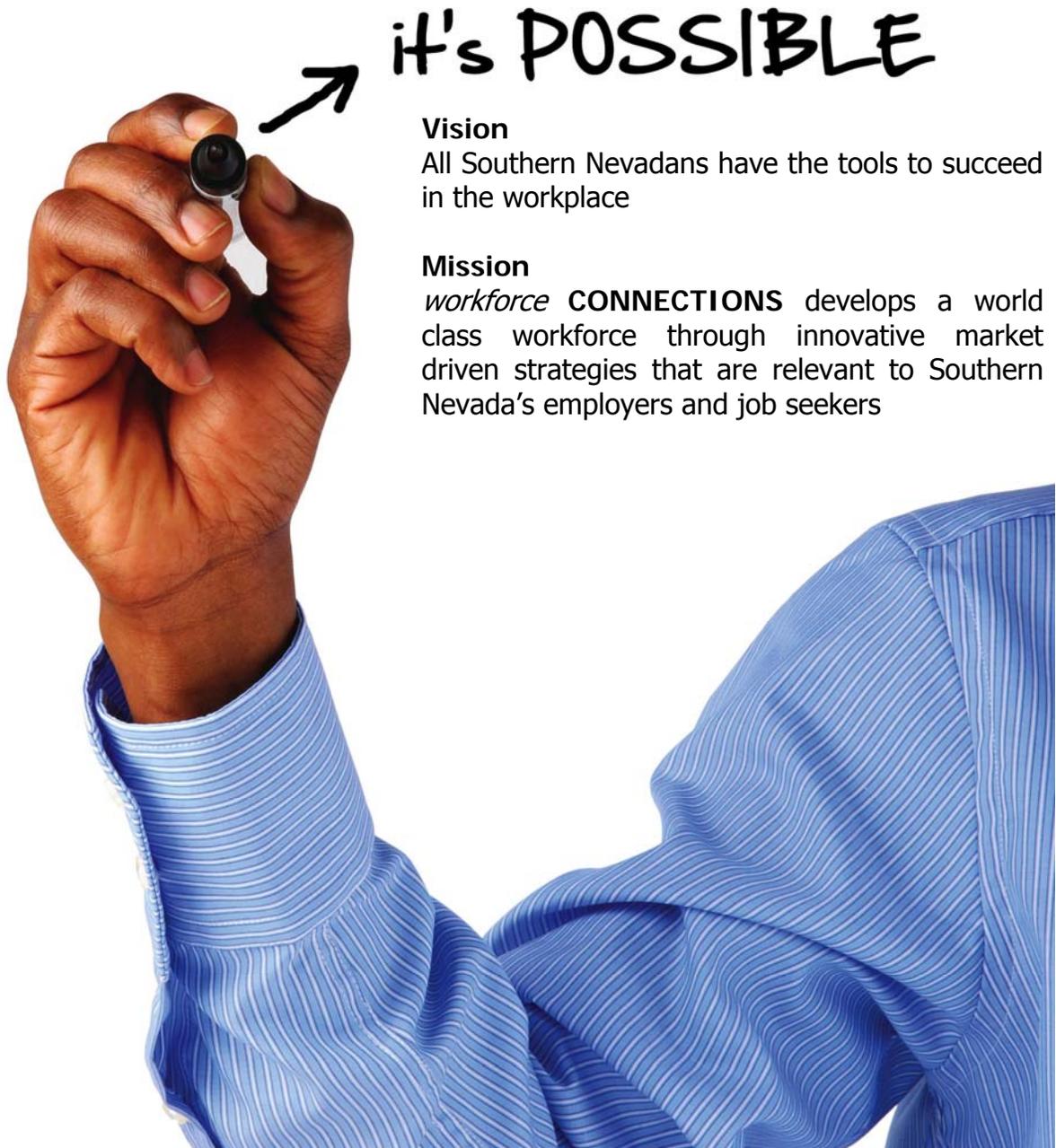
The board reorganized and is now aligning its efforts through six committees, working with the Southern Nevada Local Elected Officials Consortium which consists of members from Boulder City, Clark County, Henderson, Las Vegas, Esmeralda County, Lincoln County, North Las Vegas, and Nye County.

- Adult & Dislocated Worker Committee
- Brand & Value Committee
- Budget & Finance Committee
- Emerging Markets, Partnerships and Resource Development
- Youth Council
- Executive Committee

This report will summarize how the Workforce Connections board reorganized and refocused to meet the organization's mission and vision; summarize "the numbers" and program participant "characteristics"; and, highlight the stories

and impacts on the lives of more than 5700 Southern Nevadans who benefitted from workforce Connections initiatives such as Project 5000 Kids; and, the nearly 40 service provider programs awarded Workforce Investment Act (WIA) formula and/or American Recovery and Reinvestment Act (ARRA Stimulus) contracts.

## Vision and Mission

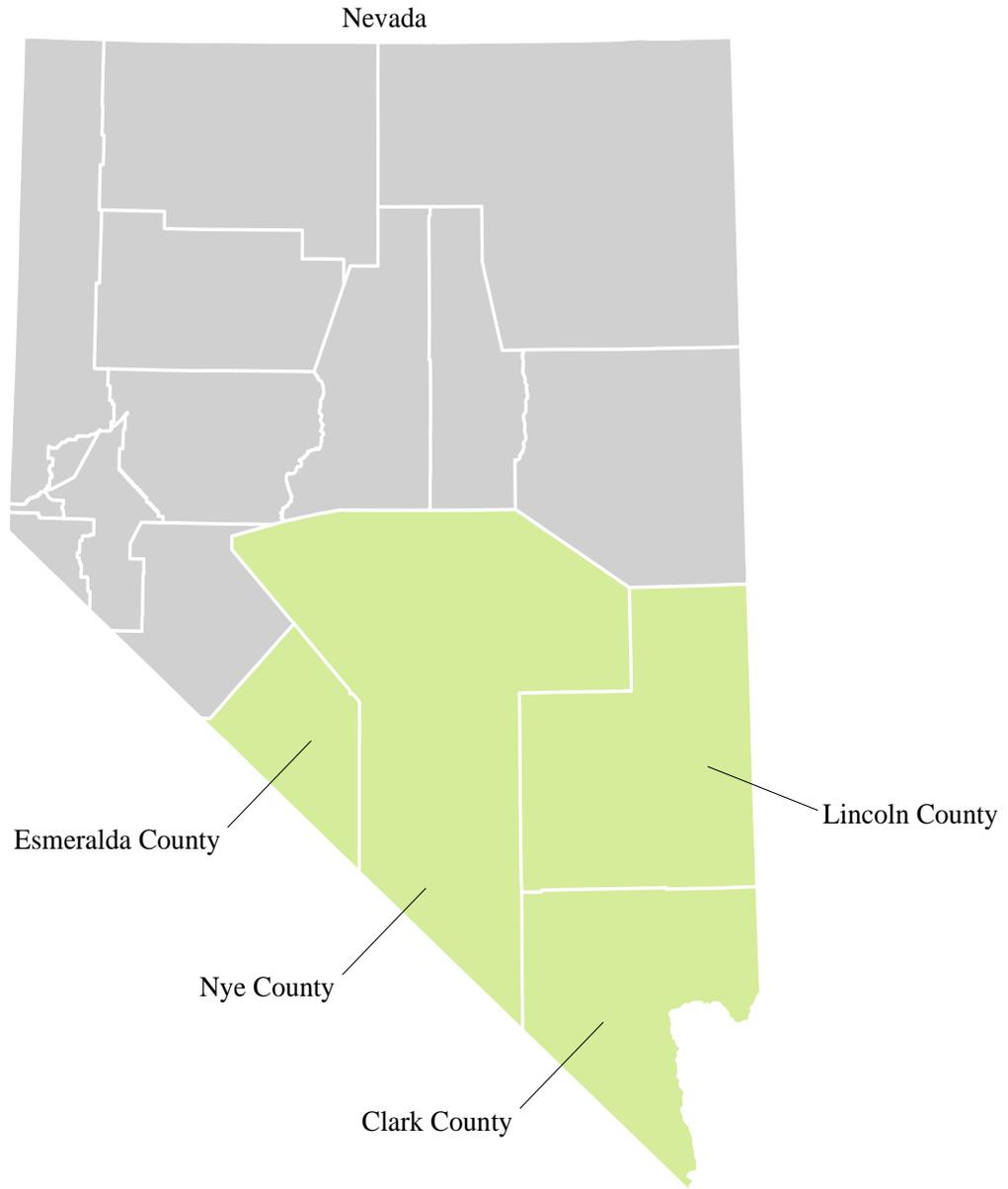
A close-up photograph of a person's hand holding a white marker. The hand is positioned as if it has just finished writing or is about to write. The person is wearing a blue and white striped dress shirt. The background is plain white.

**it's POSSIBLE**

**Vision**  
All Southern Nevadans have the tools to succeed in the workplace

**Mission**  
*workforce* **CONNECTIONS** develops a world class workforce through innovative market driven strategies that are relevant to Southern Nevada's employers and job seekers

# Workforce Connections Service Area



## Workforce Connections Board of Directors

Representing	Board Member	Committee
<b>Business</b>	<b>Maggie Arias-Petrel</b> Global Professional Consulting	Adult & Dislocated Worker
	<b>Michelle Bize</b> Las Vegas Review Journal	Brand and Value Committee
	<b>Hannah Brown</b> National Coalition of 100 Black Women	Board Chair, Executive Committee, Youth Council
	<b>William M. Bruninga</b> Advanced Energy Applications	Brand & Value Committee
	<b>F. Travis Buchanan</b> LV Chapter, National Bar Association	Adult & Dislocated Worker Committee Chair, Executive Committee
	<b>Charles Darling, Sr.</b> Darcor Construction	
	<b>Marilyn Fink</b> HealthSouth Rehabilitation Hospital of Henderson	Brand & Value Committee
	<b>David C. Lee</b> Taiwanese Chamber of Commerce	Brand & Value Committee Chair, Executive Committee
	<b>Laurie Luongo</b> Trump Hotel Collection	Youth Council
	<b>Eloiza Martinez</b> Latin Chamber of Commerce	Emerging Markets, Partnerships & Resource Development Committee; Executive Committee
<b>Pat Maxwell</b> Las Vegas Valley Water District		

<b>Workforce Connections Board of Directors</b> (continued)	<b>Valerie Murzl</b> Station Casinos	Board Vice Chair, Adult & Dislocated Worker Committee
<b>Business</b> (continued)	<b>Charles Perry</b> Nevada Health Care Association	Adult & Dislocated Worker Committee
	<b>Mujahid Ramadan</b> MR Consulting	
	<b>Ronna Timpa</b> Workplace ESL Solutions	Brand & Value Committee, Adult & Dislocated Worker Committee
	<b>Dana Wiggins</b> Associated General Contractors	Adult & Dislocated Worker Committee
<b>Community Organization</b>	<b>Based</b> <b>Margarita V. Rebolal<sup>2</sup></b> East Las Vegas Community Development Corporation	Budget & Finance Committee Chair, Executive Committee
	<b>Debra Reed<sup>3</sup></b> Las Vegas Indian Center	Adult & Dislocated Worker Committee
<b>Economic Development - Redevelopment</b>	<b>Margarita V. Rebolal</b> East Las Vegas Community Development Corporation	Budget & Finance Committee Chair, Executive Committee
	<b>Mark P. Keays</b> University of Phoenix, Las Vegas	
<b>Education</b>	<b>Deana Zelenik</b> College of Southern Nevada	Budget & Finance Committee, Adult & Dislocated Worker Committee
	<b>Linda Young</b> Clark County School District Trustee	

<b>Workforce Connections Board of Directors</b> (continued)		Youth Council
<b>Job Corps</b>	<b>Sonya Holloway</b> Nevada Job Corps	Emerging Markets, Partnerships & Resource Development Committee
<b>Labor</b>	<b>Mark Edgel</b> Southern Nevada Laborers 827 Training Facility	Adult & Dislocated Worker Committee, Emerging Markets, Partnerships & Resource Development Committee, Youth Council
	<b>Daniel Rose</b> Sheet Metal 88 Job Apprenticeship Training Center	Adult & Dislocated Worker Committee
<b>Native American</b>	<b>Debra Reed</b> Las Vegas Indian Center	
<b>One Stop Partner</b>	<b>Ardell Galbreth</b> Nevada Department of Employment, Training and Rehabilitation	Youth Council Chair, Executive Committee
	<b>Kenneth J. LoBene</b> Nevada Housing and Urban Development, Las Vegas Field Office	LEO Consortium
<b>Local Elected Official (LEO)</b>	<b>Commissioner Andrew Borasky</b> Nye County	LEO Consortium, Budget & Finance Committee
	<b>Councilman Travis Chandler</b> Boulder City	LEO Consortium, Budget & Finance Committee
	<b>Commissioner RJ Gillum</b> Esmeralda County	LEO Consortium

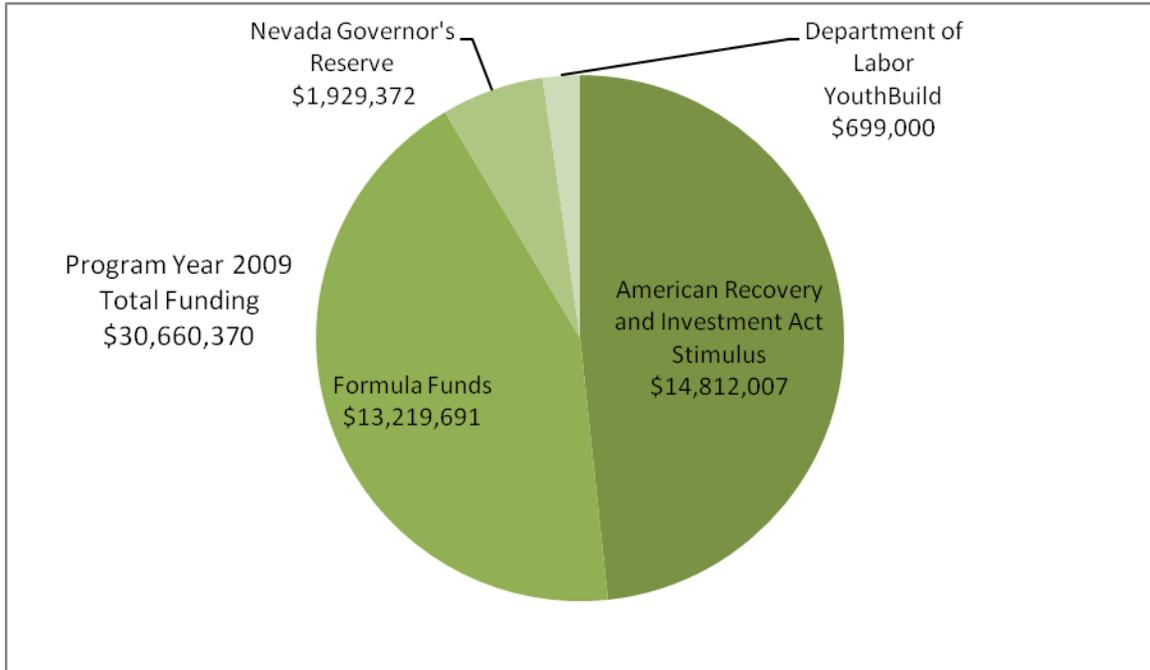
	<b>Councilman Robinson</b>	<b>William</b>	LEO Consortium North Las Vegas
	<b>Councilman</b>	<b>Steven Ross</b>	LEO Consortium Las Vegas
<b>Workforce Connections Board of Directors</b> (continued)	<b>Commissioner</b>	<b>Tommy</b>	LEO Consortium Chair, Executive Committee, Budget & Finance Committee
	<b>Rowe</b>		Lincoln County
	<b>Councilwoman</b>	<b>Geri</b>	LEO Consortium Henderson
	<b>Commissioner</b>	<b>Lawrence</b>	
	<b>Weekly</b>		Clark County

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<sup>2</sup> Represents Community Based Organization and Development - Redevelopment

<sup>3</sup> Represents Community Based Organization and Native American

**The Numbers**



**ARRA Adult & Dislocated Worker American Recovery Reinvestment Act**

ARRA Stimulus funds were awarded to ten (10) service providers:

Area Health Education Center of Southern Nevada	1,154,287
Catholic Charities of Southern Nevada	1,380,304
Easter Seals of Southern Nevada	911,372
Expertise, Inc.	750,000
Foundation for an Independent Tomorrow	550,000
GNJ Family Life Center	800,000
Goodwill Industries of Southern Nevada	1,975,304
Great Basin College	500,000
Housing Authority – City of Las Vegas	172,950
Nevada Partners	2,100,00

Total: \$10,294,217

## The Numbers (continued)

### ARRA Stimulus Youth

ARRA Stimulus contracts were awarded to twenty one (21) service providers.

AHEC	404,264
Big Brothers Big Sisters of Southern Nevada, Inc.	197,922
Boys & Girls Clubs of Las Vegas	300,000
Boys Town	54,847
Caliente Youth Camp (State Department of Children & Family Services)	90,480
Clark County School District – Desert Rose	453,593
Clark County School District	215,260
Communities in Schools	416,331
College of Southern Nevada	151,918
Expertise, Inc.	241,865
HELP of Southern Nevada	128,630
Las Vegas Latin Chamber of Commerce	75,000
Lied Discovery Children’s Museum	74,000
NPI Nevada Partners, Inc. for a Skilled Workforce	315,200
Nye Communities Coalition	180,233
Police Athletic League of Southern Nevada	55,574
Shade Tree	119,204
Southern Nevada Children First	209,131
Spring Mountain	171,177
St. Jude’s Ranch for Children	29,760
Summer Business Institute – Clark County	60,104

Total: \$3,938,492

## The Numbers (continued)

### **WIA Formula Adult & Dislocated Workers**

WIA formula funding was awarded to (6) six service providers:

Bridge Counseling	615,000
CHR, Inc.	1,500,000
Foundation for an Independent Tomorrow	1,250,000
Great Basin Community College	540,000
Native American Community Services	334,443
Nevada Partners	2,400,000

Total: 6,639,443

### **WIA Formula Youth**

WIA formula funding was awarded to (3) three service providers:

HELP of Southern Nevada	370,146
Nevada Partners	757,697
Nye Communities Coalition	175,000

Total: 1,302,843

### **Governor's Reserve**

Governor's Reserve funds were awarded to (4) four service providers:

Ready for Life	645,000
Clark County Summer Business Institute	684,372
Victory Neighborhood Services	450,000
Project WE	150,000

Total: 1,929,372

### **Department of Labor**

Workforce Connections was awarded a Department of Labor grant for YouthBuild:

YouthBuild	699,000
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Total: 699,000

## The Characteristics

### The Characteristics

The following charts provide snapshots of demographics and additional information relevant to each service area.

Characteristics of ARRA Stimulus Adult		
	Number of Participants	Percentage of All Participants
<b>Total Number of Participants</b>	1253	
<b>Gender</b>		
Male	632	50.4%
Female	619	49.4%
Unknown	2	0.2%
<b>Race</b>		
Latino or Hispanic	1147	51.3%
Black or African American	520	23.3%
White	455	20.4%
American Indian or Alaskan Native	22	1.0%
Asian	61	2.7%
Hawaiian Native or Other Pacific Islander	29	1.3%
<b>Age at Enrollment</b>		
18-21	172	13.7%
22-54	948	75.7%
55+	133	10.6%
<b>Employment at Registration</b>		
Employed at Registration	137	10.9%
Entered Employment (supplemental data)	360	32.3%

Characteristics of ARRA Stimulus Dislocated Worker		
	Number of Participants	Percentage of All Participants
<b>Total Number of Participants</b>	1090	
<b>Gender</b>		
Male	580	53.2%
Female	509	46.7%
Unknown	1	0.1%
<b>Race</b>		
Latino or Hispanic	975	51.1%
Black or African American	333	17.5%
White	507	26.6%
American Indian or Alaskan Native	17	0.9%
Asian	51	2.7%
	24	1.3%

Hawaiian Native or Other Pacific Islander			
<b>Age at Enrollment</b>			
18-21	30		2.8%
22-54	862		79.1%
55+	198		18.2%
<b>Employment Data</b>			
Entered Employment (supplemental data)	210		19.3%
	<b>Number of Participants</b>	<b>of</b>	<b>Percentage of All Participants</b>
<b>Total Number of Youth Participants</b>	1125		
<b>Gender</b>			
Male	547		48.6%
Female	578		51.4%
<b>Race</b>			
Latino or Hispanic	300		24.4%
Black or African American	609		49.6%
White	241		19.6%
American Indian or Alaskan Native	35		2.8%
Asian	21		1.7%
Hawaiian Native or Other Pacific Islander	23		1.9%
<b>School Status (at registration)</b>			
In-School	668		59.4%
Out-of-School	457		40.6%
<b>Age at Enrollment</b>			
14-18	826		73.4%
19-21	228		20.3%
22-24	71		6.3%
<b>Education Level at Enrollment</b>			
8th grade or under	107		9.5%
9th - 12th grade	884		78.7%
High school graduate or equivalent	103		9.2%
1-3 year of college or full-time tech/voc school	29		2.6%
4 years of college or more	0		0.0%
<b>Leading Indicators of Performance</b>			
Work Readiness Attainment	1008		92.9%
Summer Employment	896		82.6%
	<b>Number of Participants</b>	<b>of</b>	<b>Percentage of All Participants</b>
<b>Total Number of Participants</b>	1159		
<b>Gender</b>			
Male	556		48.0%

	Female	599	51.7%
	Unknown	4	0.3%
<b>Race</b>			
	Latino or Hispanic	847	47.0%
	Black or African American	442	24.5%
	White	414	23.0%
	American Indian or Alaskan Native	12	0.7%
	Asian	70	3.9%
	Hawaiian Native or Other Pacific Islander	18	1.0%
<b>Age at Enrollment</b>			
	18-21	114	9.8%
	22-54	908	78.3%
	55+	137	11.8%
<b>Employment Data</b>			
	Employed at Registration	165	14.2%
	Entered Employment (supplemental data)	523	52.6%

#### Characteristics of WIA Formula Dislocated Worker

	Number of Participants	Percentage of All Participants
<b>Total Number of Participants</b>	666	
<b>Gender</b>		
Male	425	63.8%
Female	240	36.0%
Unknown	1	0.2%
<b>Race</b>		
Latino or Hispanic	518	47.5%
Black or African American	175	16.0%
White	336	30.8%
American Indian or Alaskan Native	13	1.2%
Asian	35	3.2%
Hawaiian Native or Other Pacific Islander	14	1.3%
<b>Age at Enrollment</b>		
18-21	27	4.0%
22-54	556	82.2%
55+	93	13.8%

**Employment Data**

Entered Employment (supplemental data) 171 25.7%

**Characteristics of WIA Formula Youth**

		Number of Participants	Percentage of All Participants
<b>Total Number of Youth Participants</b>		445	
<b>Gender</b>			
	Male	221	49.7%
	Female	224	50.3%
<b>Race</b>			
	Latino or Hispanic	217	36.7%
	Black or African American	265	44.8%
	White	90	15.2%
	American Indian or Alaskan Native	10	1.7%
	Asian	6	1.0%
	Hawaiian Native or Other Pacific Islander	3	0.5%
<b>School Status (at registration)</b>			
	In-School	311	69.9%
	Out-of-School	134	30.1%
<b>Age at Enrollment</b>			
	14-18	362	81.3%
	19-21	82	18.4%



**RECOMMENDATIONS FOR FUTURE RESEARCH**

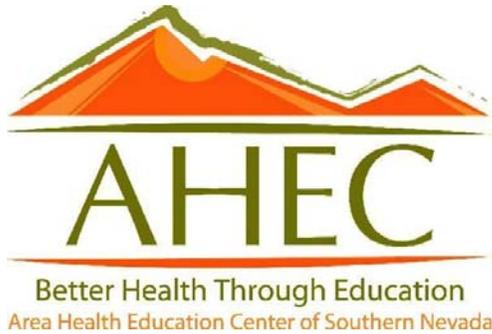
The following pages summarize the key findings and policy implications regarding employment, education and economic development in our four model program counties.

## People, Partnerships, Possibilities

### ARRA Adult & Dislocated Worker Program Reports

#### AREA HEALTH EDUCATION CENTER OF SOUTHERN NEVADA

#### ARRA Adult/Dislocated Worker Health Careers Project



Area Health Education Center of Southern Nevada (AHEC) is a 501(c) (3) nonprofit organization with a mission to improve Nevada's health status through education and outreach. Incorporated in 1989, AHEC of Southern Nevada is part of the federal AHEC program, which operates nationally.

The Nevada AHEC system, established in 1986, has become the state's primary source of health care education, support, and information in the underserved urban, rural, and frontier communities of Nevada. The Nevada AHEC system consists of three offices: the High Sierra AHEC in Reno, the Northeastern AHEC in Elko, and AHEC of Southern Nevada located in Las Vegas. AHEC of Southern Nevada is the largest of the three programs in the Nevada AHEC system.

For the past 18 years, AHEC of Southern Nevada has served as a community catalyst in mobilizing a wide range of urban and rural organizations as partners in addressing many of the state's critical health education, health workforce, and health-related needs. Experienced health educators have conducted programs addressing women's health, family and life skills training, public health preparedness, HIV/AIDS, child abuse prevention, K-12 student health career education programs, environmental health awareness, and other programs addressing Nevada's health and health workforce needs.



AHEC's ARRA Health Careers Project partnered with southern Nevada Medical Industry Coalition and the College of Southern Nevada to deliver a broad-based program that focused on providing quality educational training and employment

opportunities for jobseekers, as well as, highly skilled workers for employers in the local healthcare and healthcare related industries.

The overall goal of AHEC's ARRA Health Careers Project was to increase access to health career education, training and employment opportunities for eligible adult and/or dislocated workers living in Clark County who were enrolled in this program.

## **CATHOLIC CHARITIES OF SOUTHERN NEVADA**

### **Employment Service Center**



**Catholic Charities**  
*OF SOUTHERN NEVADA*

#### **Overview**

During the program year 2009-2010 Catholic Charities Employment Service Center was successful in meeting the needs of our Adult and Dislocated Worker population.

#### **Homeless and Unemployed**

Bobby, a 37 year old homeless male applied for Catholic Charities WIA

Program the summer of 2009 hoping for a new direction and more employment opportunities. Shortly after enrolling in our program he was placed in an OJT with Evergreen Recycling. Without the supportive services of Catholic Charities in the form of clothing and transportation assistance, this client would not have been able to maintain his employment. Through hard work, commitment, and dedication he has advanced in his career and has gone from living in a shelter to an apartment that he now calls home.

#### **Confidence and Computer Skills**

Judy was employed in the medical field for 7 years but she found herself suddenly unemployed due to current economic conditions. Although she looked for work for 2 years, she couldn't seem to secure employment. She enrolled in the WIA Program in the fall of 2009. After applying for



many positions it became apparent that she lacked the self confidence and computer skills to be successful in the work place. Partnering with Nevada Job Connect we were able to provide the co-funding for Judy to attend short term pre-vocational training. Before completing her training Judy was offered and is currently employed full time as an administrative assistant.

#### **Job Fair**

Catholic Charities participated in a job fair held by Harrah's Entertainment in the spring of 2010. Clients were encouraged to attend this event and as a result of

their participation, several clients successfully secured employment. Our participation added to the number of programs offered in Las Vegas to assist our unemployed community. Catholic Charities participation in this event offered hope and enlightenment in a time of hopelessness.

### **Partnerships**

In an effort to promote the green industry in Las Vegas we formed a partnership with Evergreen Recycling to develop On the Job Training contracts as our contribution to promote a healthy eco-environment. To promote our WIA services in the larger community we partnered with Henderson Nevada Job Connect, Family Promise, Shade Tree and Help of Southern Nevada to offer much needed services to the unemployed and underemployed.

### **Rapid Response**

Catholic Charities participated in several rapid response events to assist worker undergoing layoffs at Southwest Airlines, the Culinary Union, Clark County Library, and Montelago Casino.

### **In-Service Training**

To provide participants with the best quality services, staff attended ongoing trainings/workshops and events in an effort to acquire or hone the necessary skills, materials and tools to effectively deliver employment and training services to Adult and Dislocated participants.

### **Future Endeavors**

In an ongoing effort to provide employment opportunities to the community, Catholic Charities Employment Service Center will continue to strive toward excellence in serving the Adult and Dislocated Population of Southern Nevada.

## **EASTER SEALS OF SOUTHERN NEVADA**



### **Employer Coordination**

Easter Seals Southern Nevada began assisting Foliot Furniture Pacific with the staffing for the manufacturing plant in the fall of 2009, initiated with the hiring of the first Las Vegas employee, an HR Manager. From that point on, Foliot Furniture Pacific and ESSN worked closely throughout the next eight months, drawing from the (WIA) Workforce Investment Act employment grant and assisting in the hiring of close to 100 employees. Several Job Fairs were hosted by ESSN on behalf of Foliot that attract

hundreds of eager Nevadans seeking employment as assemblers and warehouse team members. The plant opened on June 1, 2010 with 81 Nevadans employed through this Montreal, Canada business utilizing (OJT) On the Job Training funds for 48 candidates. Hiring continues as needed as the plant experiences growth.

## Weatherization Training

Senator Horsford visited the Easter Seals North Las Vegas location for a tour of the weatherization training site. WIA candidates discussed with him the need for full time employment in Nevada and their thankfulness to have this training opportunity during a very difficult time of unemployment. WIA candidates are seeking more training and certifications to gain new skills and make them marketable for the potential new green job workforce in Nevada.



Univision Las Vegas channel selected a WIA candidate to follow as they completed the HomeFree Nevada and Easter Seals weatherization training program. Weatherization is an eight week course including (BPI) Building Performance Institute National Auditing Certification set up as a WIA internship. Univision returned for the graduation ceremony and reported his progress to finding employment opportunities. This WIA candidate is currently self-employed working minimal hours, but with the assistance of an ESSN job developer will be pursuing a full time position as a weatherization installer for a local construction company. The job developer is able to offer an (OJT) On the Job contract to this employer to obtain wage reimbursement during the training time to secure his full time position. Without OJT funding that employer was unable to afford to hire new staff during these hard economic times. The employer will now be able to obtain additional jobs with his expanding workforce for the company.

Both of these WIA Candidates came from non-construction backgrounds. They were unemployed and seeking new career paths. Through the ESSN weatherization training program with the WIA internship component, they were able to plan their employment and training needs with assistance of the Job Developer. These candidates were highly motivated to succeed in the weatherization training for an opportunity in new green jobs coming to the Las Vegas area. Both candidates now have been recently hired by local contractors that are emerging companies in energy and green markets. Both express their thankfulness for being selected for the training and the opportunities to network with contractors and the proctor training staff that is very connected in the green energy fields. With assistance of the ESSN case manager and job developer, it opened doors that were never there before.



## Counting Success

Easter Seals WIA employment grant program 2009-2010 served 233 candidates. 73 were Adult and 160 were Dislocated Worker eligible WIA candidates. 111 candidates gained employment this past year and 38 are successfully exited for follow along services. There

are several more that will be exited successfully, but are currently under an OJT contract and will be counted as the training is completed successfully and employer verifies the stability of full time employment. Exiting and follow along WIA services will be provided as the OJT contract expires. There were 59 candidates that accessed OJT contracts this past year, which means they were working in full time positions. 89 candidates are actively working full time at the end of June 2010.

### **Partners and Accolades**

Easter Seals continues to outreach by participating in ESN job fairs, locally hosted job fairs, networking and luncheon events, local chambers of commerce, City Counsel & State Representatives, Nevada Job Connects, Bureau of Vocational Rehabilitation, Southern Nevada Adult Mental Health Services, and multiple small and large businesses that are currently hiring. We have added a quote to the ESN brochure from HR Manager at Foliot Furniture Pacific, "Working with Easter Seals Southern Nevada has been a rewarding experience. Our partnership with them and the WIA program has facilitated quality staffing and thorough screening of candidates, allowing Foliot Furniture Pacific to build its team and put Nevada residents to work."

Easter Seals Southern Nevada staff is very excited to continue providing quality and well-respected resources and employment services to Nevadans needing assistance returning to the workforce.

## **EXPERTISE ARRA STIMULUS PROGRAM**

### **Options for Employment Readiness**



Expertise, Inc. a non-profit entity doing business as Expertise Cosmetology Institute, has operated Nevada's first and only African American licensed school of cosmetology since 2001. The Institute provides vocational training and employment development services in English and Spanish to low income individuals residing in Clark County and Pahrump.

Expertise developed and implemented OPTIONS in 2005, with pilot project funding provided by the Department of Labor. The funding provided resources for tuition assistance, work tools, case management services, academic/tutoring assistance, and expanded our employment placement assistance beyond cosmetology placements to other industries through collaboration with training and employment partners, including a local construction firm which provided

Construction Site Safety Certifications, Heavy Equipment Operation instruction, and job placements in the construction industry.

Expertise used this DOL grant experience as a springboard to their ARRA OPTIONS which brought together additional employers from a diverse group of industries selected because of the relative ease of entry for individuals with limited prior work experience. The industries include: child care, home health care, construction labor, general/administrative services, food service, and cosmetology/barbering.

Each employer group has identified the barriers which they have observed. Using this information, this project has been designed to provide financial support for industry specific training and other tools to overcome identified barriers thereby creating a group of employment ready adults. This project was further supported by a network of area employers who participated as worksites for the trained adults.

Expertise management capabilities joined with their knowledge of job training and placement and experience in serving at risk populations was supported by a strong collaborative group of area for profit firms. As such, they were positioned to transition adult and dislocated workers to employment status through the following project components:

1. tuition subsidies for industry specific vocational training in Child Care, Home Health Care, Administrative Services and Cosmetology and Barbering
2. Work tools
3. Certifications for Construction Site Safety and Heavy Equipment operation, First aid/CPR, Sheriff's Cards, Health Cards, and Food Handlers Cards
4. Training and orientation to workplace protocols
5. Salary subsidizations to participating employers to encourage placement of individuals with limited work experience
6. Spanish language training and job placement assistance to support those with language barriers that impede job placement
7. Academic Assistance in obtaining GED or high school diploma and assistance in overcoming reading/writing disabilities that precluded participant ability to complete employment applications and other documents

The project included five vocational training partners, three (3) self-improvement and work readiness partners to assist participants with image improvement, personal budgeting, and marketing for those entering the cosmetology and barbering industries where client development is critical; and, six (6) employment partners under MOU.

Interviews with over 30 areas employers identified job placement opportunities within the target industries. Companies interviewed as potential employment sites included a Laughlin construction project. Project participation is open to residents of Southern Nevada, with specific outreach to at risk communities

where unemployment and high school dropout rates exceed both the state and national averages, and to at risk populations including seniors, ex-offenders and the disabled.

## **FOUNDATION FOR AN INDEPENDENT TOMORROW**



### **FIT Program PY 2009**

In Program Year 2009 FIT continued to place under and unemployed individuals into trainings and jobs in all demand sectors. In all, between July 1, 2009 and June 30, 2010, 222 FIT clients began a vocational training program paid for at least in part by FIT through its various funding streams. By far, the vast majority of those individuals were enrolled WIA

participants.

Additionally, in that same time period, 254 program participants reported being hired for a job. This includes 83 who indicated that their new job was related to the training program they completed (others in training are either still finishing up or still actively looking for work in their new field) and 171 who utilized job search assistance-only services through FIT.

Beyond its usual scope of work, FIT also began offering in-house trainings for the first time in PY 2009. The trainings were done in conjunction with employers and volunteers in the community and centered around teaching clients so-called "soft skills" that would allow them to not only increase the chances of finding employment in such difficult economic times, but maintaining it and advancing in their field.



Christened "Standards of Excellence," the project started with three of FIT's banking partners coming together to create a curriculum and provide volunteer instructors for weekly Financial Literacy seminars to be held at the FIT office. From there, the seminars branched into two different areas of focus; basic family budgeting and an introduction to credit and debt.

### **Financial Literacy Class - Basic Budgeting**

FIT received such positive feedback from participants who had attended the seminars that it decided to offer additional courses and recruit more volunteers to teach them. Participants entering the FIT program now have the choice of attending classes such as Introduction to Health Insurance (taught by a volunteer industry insider), Computer Literacy I and II, Professionalism, Resume Writing, Interviewing Skills (which includes periodical guest "mock" interviewers from HR staff at some of FIT's employer partners), and Job Search Basics. As the need/demand dictates, FIT also facilitates classes geared toward overcoming the

unique employment barriers facing specialized populations such as older workers and ex-offenders.



### **Job Club**

For clients in need of especially intensive job search assistance services, FIT staff began running a “Job Club” every Friday morning (and it now usually spills over well into Friday afternoon). Job Club is intended for anybody who wants or needs additional help in any of the subject areas mentioned above. Most participants are comprised of the most difficult to employ populations or those who lack even the basic computer skills to conduct a job search on their own. Participation in Job Club is voluntary and clients are allowed to attend or not attend as suits their schedule. Often, though, clients will come for stretches of weeks at a time, or however long it

takes to find employment. Beyond its original intended consequences, Job Club has now started to become a sort of de facto peer support group for those who have found it especially difficult finding work. When it is announced that a previous attendee has finally found a job, it is often greeted with a round of applause from those who had previously interacted with that person, and saw how much time and effort they had put in to reach their ultimate goal of going back to work.



### **Holiday Assistance**

Lastly, in December 2009, FIT continued its yearly tradition of providing holiday assistance to out-of-work clients who have been particularly hit hard by a lengthy period of unemployment, so much so that they cannot afford gifts for their children. On top of overseeing a toy drive, FIT board members also “adopted” entire families based on essays they had written regarding their wish lists for the holidays. Clients were provided with the toys and got to wrap them up in secret (so that the gifts could be from them and not from FIT or whomever) while their kids were entertained with games and arts & crafts stations. The day-long

holiday party event this past year was attended by over 100 active clients and previous program participants and their families.

## GNJ Family Life Center



The GNJ Family Life Center is committed to training adults and dislocated workers in work readiness, employability skills, and green careers. Programs, activities and services are established to provide our WIA-registered participants with opportunities to not only obtain training but specific partnerships were established with “green” industry leaders in an effort to bridge the needs of the jobseekers and employers. Not only is this industry one of the high growth and emerging markets, but it is one of the best strategies we utilized to create and produce sustainable employment, wages, and lasting benefits for our participants and their families.



### **Work Readiness and Employability Services:**

GNJ Family Life Center partnered with two (2) training institutions to establish a proven employability training curriculum that would assist its participants with the following skills: Basic Computer Training, Customer Service Training, Sales Training, Career Fair (The Appropriate Approach), Preparing for Interview Questions, Electronic Job Applications,

Transferable Skills Analysis, Cover Letters and Resumes. Upon completion of the work readiness and employability workshops, participants received their certificate of completion.

### **Green Technology Training & Energy Audit Training:**

GNJ Family Life Center partnered with two (2) training providers to assist 118 participants with at least one of the following trainings: Energy Audit Training, Information Technology Training, OSHA 10 and/or 30 Training, Weatherization Training, Photovoltaic Training.

Additionally, GNJ Family Life Center partnered with Microsoft for computer training. Microsoft’s *Elevate America* program provides displaced workers with free technology training through the Microsoft *Elevate America* program. Nevada’s Department of Employment, Training and Rehabilitation (DETR) will distribute 6,750 vouchers for technology training and certification. GNJ Family Life Center is excited to be a participating training and testing site.

### **Financial Literacy Activities:**

GNJ Family Life Center partners HSBC Bank and City National Bank (formerly known as Sun West Bank). They have provided our participants financial literacy workshops which included: Managing Your Money, Using Credit, Managing Your Mortgage, and Identity Theft. The financial workshops are interactive and included several tools and handouts that are useful and necessary.

### **Green Energy Hiring Event:**

GNJ Family Center hosted a very successful hiring event for one of its employer partners. 40 GNJ Family Life Center participants with following certifications and/or skills sets attended this event: OSHA 10 and/or 30, Photovoltaic, electricians, energy auditors, engineers, HVAC, Financial Literacy Workshop, Using Credit, Financial Literacy Workshop, and



Managing Your Money attended this event. As a result, 28 participants obtained employment and six (6) received an on-the-job training opportunity.

### **Employment Activities:**

GNJ Family Life Center partnered with the Las Vegas Review Journal and participated in six (6) career fairs and four (4) job seeker workshops. GNJ offers a weekly employment club (E-Club) designed to assist with mock interviews, employer's expectations, tips for a successful career fair, resume updates, preparing your outfit, suit pressed and shoes shined, portfolio, paper and pen, the importance of a positive attitude, and how to follow up with the employers you meet at the fair.

Additionally, GNJ Family Life Center provided work experiences to 29 YouthBuild participants in the construction industry. Also, several adult and dislocated workers received on-the-job training, occupational training in demand and/or emerging sectors. GNJ Family Life Center placed 80% of their participants in employment. Summarily, GNJ's participants participated in career exploration field trips to different apprenticeships and/or sites that used "green" building materials, such as solar, bamboo, and foam installation. In addition, participants had an opportunity to visit sites that are LEED certified, and energy efficient.

### **GOODWILL INDUSTRIES OF SOUTHERN NEVADA**



Goodwill of Southern Nevada had a very successful contract year for 2009/2010. With two Centers currently operating, we have significantly narrowed a gap in services available to Clark County's hardest-to-employ segments of Southern Nevada populations, including the unemployed, underemployed, recipients of public

assistance, low-income individuals, seniors, veterans, ex-offenders and the disabled. During the last contract period we provided ARRA-funded services to over 826 adult and dislocated workers and have secured gainful employment for 301 individuals, with 48 additional participants currently enrolled in OJT opportunities.

With the funding we received from Workforce Connections we were able to do more than just help people find jobs this past year. We were able to truly affect people's families by assisting with rent and utility assistance, bus passes and gas vouchers and even food vouchers for some families. This allowed us to provide a holistic approach that allowed the job seeker to concentrate on their job search without having to worry about having a roof over their heads or having gas to cook with. It truly made a difference in people's lives. We feel that we instill hope and encouraged determination into our job seekers to stay motivated and focused on finding employment for the betterment of their lives and the lives of their families. Below are a couple of snapshots of people who truly were affected by the services provided to them through the Workforce Connections contract.

- Mike was a drug lord in Detroit who moved to Las Vegas upon his release because he wanted to change his life for himself and for his children. We assisted him in getting hired at Fabulous Freddy's and now he is a top candidate for a job with Gaudin Ford as a full time mechanic.
- Lousetta was a stay at home mom whose husband was a writer for a TV show in Hollywood and was laid off. When her husband lost his job, they also lost their home and neither of them could find work. They moved to Las Vegas and she eventually ended up in Career Connections. We placed her in a WEX at Goodwill as a receptionist and soon after she was hired F.T. permanent at Harrah's in their Employment Center.
- Aaron was living in the streets when he first came to Career Connections. We assisted him in getting his own place, finding employment and getting off of welfare.
- Yesenia was living with her abusive husbands who use to beat her and her children. With our assistance is now working full time, supporting her kids and is in a safe apartment of her own.
- Bobby was living with his grandparents who were supporting him since he had been out of work for two years. We assisted him by paying for a training program and then helping him find employment. Now he is in a position to help his grandparents rather than taking from them.

- Stephanie is a highly educated, articulate and extremely motivated woman who was continuously told she was over qualified. She had earned a six figure income but was now not able to obtain any employment at all. We assisted her with car insurance and rent while she struggled to make it. Eventually she was able to find F.T. permanent employment with our help and feels she's now on the path to get her career back on track.



Over the years we have always referred our job seekers to local job fairs but we've noticed that the trend lately has been that there are more schools at the job fairs than there are employers or jobs. So we decided to try something new and different by hosting our own Career Connections Job Fairs. Our first Career Connections Job Fair was held in

December 2009 in conjunction with the Grand Opening of the Tropicana Career Connections Center. To ensure the event's success, we identified and invited 10 employers all of whom had immediate job openings available. We had over 500 job seekers attending our first Job Fair and many were interviewed on the spot and immediately given job offers. A few months later, in March 2010, we partnered with Metro P.D. to hold our second job fair at the Cambridge Community Center. This event brought together over a dozen local employers that had open jobs and 1,000 job seekers. The coverage from local media, including News 3, Fox 5, Channel 8, Telemundo and Univision was instrumental to spreading the word about the WIA-funded services available through Career Connections. Most recently, in April 2010, Goodwill co-sponsored the 2010 Harrah's Career & Resource Fair attracting over 8,000 job seekers patiently waiting an average of four hours in line before reaching the screening table. Again, several Career Connections clients were given job offers on that day.

- Dolphina was the first hire at the Rio Job fair. Dolphina moved to Las Vegas after her divorce hoping to make a fresh start. She quickly came to the realization that finding work in Vegas was not an easy task and she eventually found our center. We were able to assist Dolphina with rental assistance preventing her and her daughter from becoming homeless and with food cards when her food stamps ran out. Now she is working at Planet Hollywood as a Guest Service Reservation Agent, full time and has received outstanding customer service write ups and loves her job!

All of us at Goodwill are proud of everything we accomplished and how many people's lives were impacted through our services. We look forward to many more successes in the year to come.

## GREAT BASIN COLLEGE



Great Basin College (GBC) delivers education and training throughout rural Nevada. The focus of this project is to provide workforce education and training in southern rural Nevada. Because of GBC's distance learning technological infrastructure, more and more rural Nevada communities can enjoy the same access to community service agency resources their urban

neighbors take for granted. This project partners GBC with the Pahrump Job Connect Workforce Development Center (PJCWDC) and intends to expand services to more rural Nevada communities. Using distance learning technologies, rural citizens will benefit by cohesive and purposeful job training opportunities.

Great Basin College is part of a Community Task Force with other members coming from a cross-section of the community. The task force identifies local needs and values that can be integrated into a workforce development program. The task force engages a network of employers who participate in the development of the training processes. A focus on local needs is critical to the success of the program, and the task force helps to create the relationships that capitalize on the community's workforce assets. GBC's expertise in this sort of

relationship building is a vital component of the project.

GBC's distance learning infrastructure is an economic asset for rural Nevada with incredible potential. The project provides the opportunity for GBC and PJCWDC to engage in workforce development training to help rural communities fuel the economy of the state, the



region and the nation. Working collaboratively with community partners, the program design meets business and community needs by providing citizens with life-long skills that lead to fulfilling careers.

Their customers are the populations in rural, even truly remote locations in Nye County and outlying areas. GBC's technology infrastructure will provide access

to citizens for the project's activities and resources. Ongoing assessment of the project will lead to improved strategies for fulfilling its objectives.

Construction of alternative energy systems and a federal detention center in Pahrump presented an immediate need for skilled employees and the project intended to fulfill that need. GBC's distance learning infrastructure, its curriculum development proficiency, and skilled faculty provided training and qualifications to job seekers throughout Nye County. Projections indicated training and employment through GBC/PJCDWC for 330 potential employees in alternative energy and detention. The average cost per client was \$1,254 for a total cost of \$413,847 for the first year of the program.

Great Basic College has a long and distinguished history of providing workforce development service to its constituency. Along with the PJCDWC the college is poised to help enhance the quality of life throughout Nye County.

## **SOUTHERN NEVADA REGIONAL HOUSING AUTHORITY**

*(Formerly Housing Authority, City of Las Vegas)*

### **Workforce Connections Program**



The 2009-2010 Program year was the inaugural year for our integrated Workforce Connections Program at the Housing Authority. The Housing Authority capitalized on its existing comprehensive Career Training Program, a wide array of existing on-site service providers and extensive community partnerships to build a program to serve over 12,000 residents in our housing programs and the community beyond.

Our programming and on-site services have been designed to address barriers and obstacles to sustained employment our residents have identified and experienced, and enhance opportunities and access to quality training and career advancement opportunities.

The Career Training Program encompasses on-site GED assessments and preparation, a 6 day Career Training Class (job readiness skills) and a dedicated lab for the community to use for job searching, resume-building and online applications. The Career Training Program made its official home in the Marble Manor Community Center and held the Grand Opening on September 16, 2009.

In the past year, our Workforce Connections program has aggressively marketed the array of services available with great success:

- 162 residents and community members have attended our program orientations
- Residents obtained GEDs
- 60 residents have completed the 6-day Career Training Class

- 36 folks enrolled into the WIA portion of our program to receive 1:1 case management on their employment needs
- 35% of our program participants have completed or are currently attending vocational training sponsored by SNRHA
- Over 40% of our program participants have attained gainful employment after utilizing our programs and services

The Housing Authority also received great news this year in our effort to provide access to computers and training for our residents and residents of the low-income communities in Clark County. We are the largest partner providing 20 sites under the new Broadband Technology Opportunities Program (BTOP) which awarded \$4.7 million to the Urban League to expand broadband access for vulnerable populations. Our 20 sites will see 190 new computers with the best access to the internet available in our area, as well as 3 years of free computer training for all skills levels. The first of our 20 sites to open was in June, with the remaining sites open by the end of the year. This program will be an integral part of our Workforce Connections program going forward. SNRHA has long developed community linkages and partnerships with local organizations to address barriers and other obstacles that face our residents and those we serve.

The partnerships listed below have been nurtured and developed over several years of collaboration. Through these collaborative efforts we have been able to bring a variety of services which have been successfully implemented throughout our community. Outlined below are some of the partnering agencies with specific areas of expertise that have been identified to assist our clients to become economically independent.

- UNLV Trio Program: Provides on-site GED pre-tests and referrals, HACLV pays for all costs
- CCSD: On-site Adult Education GED preparation classes in 2 locations
- HABLE: On-site provider of ESL classes, in addition to parenting support and immigration seminars
- Hair Salons: On-site providers at senior properties who have partnered with the Career Training Program to provide haircuts for free for those in need
- Kiwanis & NAWBO: Regular providers of professional clothing donations
- CCCS: Financial Literacy class partner at Career Training Class
- Golden Nugget: Human Resources Vice President and staff guest present, conduct interviews on-site at the Career Training Class and provide mock interviews and evaluation to all participants of our Career Training Program



- Over the Top Consulting: Contracted partner and provider of Career Training Class, coordinates presentations and services by several community partners, including Manpower who does on-site interviews and Mary Kay representatives to provide free samples and education on appropriate appearance at interviews



As a recipient of HUD funds from the federal government, the Housing Authority is mandated to create a Section 3 program and policy for its residents and the surrounding low-income community. Our new Section 3 Plan was approved in February of 2010 and will provide additional sources of employment and contracting opportunities for our residents and program participants, in addition to another stream of funding for career

specific training. We anticipate our program will generate at least 50 additional job opportunities this year in addition to significant training opportunities. This program will also support additional job development activities, which will benefit our entire Career Training Program.

### **NEVADA PARTNERS, INC.**



Nevada Partners, Inc., (NPI) is a community-based nonprofit organization that works to enhance people's self-sufficiency and financial stability through a range of services, including job training, career preparation, education, tax return preparation, and homebuyer assistance.

Collaborating with private employers, community and faith-based groups, and public agencies, NPI connects youth, adults, and dislocated workers with the support they need to thrive. We focus on helping people achieve their economic, education, and career goals; developing effective training strategies with responsible employers; and building family security through home ownership and financial literacy. NPI is one of the state's largest job training and career preparation organizations. Since its establishment in 1992, NPI has helped tens of thousands of people prepare for the work force, succeed in school, buy homes, and receive tax refunds, thereby attaining a better quality of life.

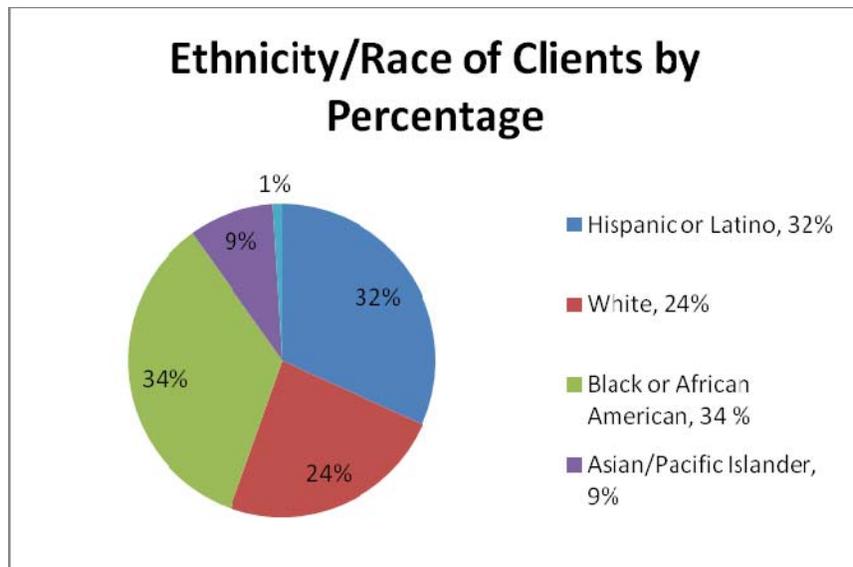
### **Adult and Dislocated Worker Services**

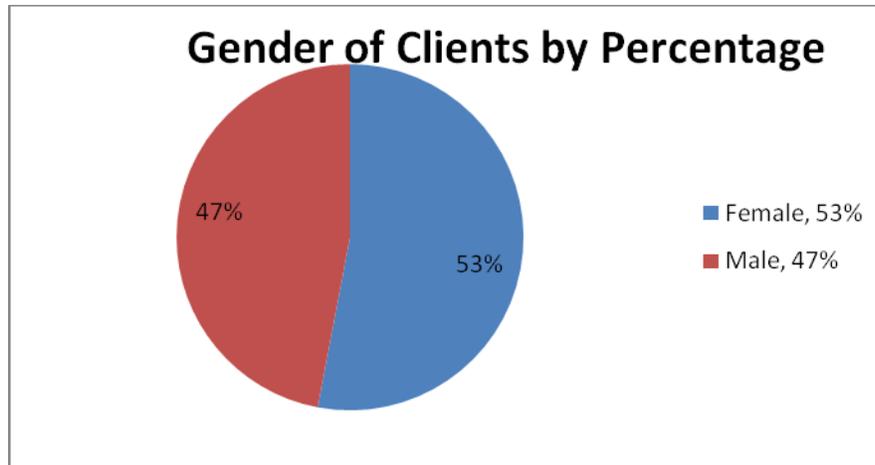
Nevada Partners' mission is to empower job seekers in Southern Nevada by providing employment and vocational and educational training that will prepare them for today's workforce. To achieve this goal, Nevada Partners staff provides

training and coaching on an array of skills, including job readiness, customer service, communication, conflict resolution, problem solving, decision making, leadership, and financial literacy. In response to Nevada's challenging economic environment, Nevada Partners has been providing holistic client and employer-centered workforce development services. In the case of clients, these services include comprehensive career assessment, intensive case management, career counseling, training, job placement assistance and supportive services. We provided particularly extensive supportive services this past year to help people who were struggling, including help with utilities, rent, bus passes, car repairs, and interview clothes. In the case of employers, Nevada Partners is providing intensive staffing services.



Despite the difficult economic climate in PY 2009, Nevada Partners achieved impressive results. We provided a range of services, including intensive case management, to a total of 1,312 clients. For both the stimulus and formula grants, we exceeded planned enrollment. Under the stimulus grant, we were contracted to serve 175 adults; we served 282; we were contracted to serve 325 dislocated workers; we served 334. Under the formula grant, we were contracted to serve 300 adults; we served 360; we were contracted to serve 300 dislocated workers; we served 336. Altogether, we facilitated over 628 employment placements, with an average hourly wage of \$13.04. In addition, our services reached a broad and diverse spectrum of the community, as the charts below indicate:





Nevada Partners' efforts led to a powerful return on investment for the community. With an hourly wage range of \$6.75 to \$35, our candidates placed in jobs are projected to earn a total of \$8,492,328 in their first year of employment, a sizable boost to the local economy.

As a sector-focused employment and training program, NPI has historically concentrated on the foundational sectors of hospitality, in partnership with the Culinary Training Academy (CTA), and construction, in partnership with the Build Nevada Construction Pre-Apprenticeship Program. With the recent shift in Southern Nevada's economy, Nevada Partners broadened its employment placement goals to include a focus on the green energy and healthcare sectors. We also concentrated on working with small businesses, in keeping with the federal administration's belief that they are the drivers of job growth in the current economic climate. Nevada Partners was committed to ensuring that program participants benefited from employment opportunities in an array of industries, including heating and air conditioning, insurance, staffing, call centers, entertainment, transportation, security, auction liquidation services, and solar energy. We focused our funding for training on hospitality, healthcare/medical, weatherization, IT/computers, truck driving, clerical/office and HVAC.

#### **Partnership with Build Nevada Construction Pre-Apprenticeship Program**



Nevada Partners' WIA Adult and Dislocated Worker Department has been partnering with Build Nevada, a pre-apprenticeship program currently placing participants in weatherization and energy auditing jobs, to provide work support and on-the-job training. In addition, the career assessment team has helped clients to identify their transferable skills in the full array of green jobs from manufacturing to retail. Nevada Partners is also providing on-the-job training in green jobs through a newly formed partnership with a solar energy technology firm. After receiving the Build Nevada training, many of our clients were able to successfully change careers. A female graduate, who enrolled at Build Nevada after being laid off as a casino slot floor employee, is working for \$10.60 an hour for a contractor as a weatherization technician, helping to make homes more energy-efficient. A male graduate, who had been laid off as a security guard, got a job as a laborer installing flooring for a home construction firm, making \$15.75 an hour. Another male graduate, previously employed as a head steward at Mandalay Bay, got a job as a weatherization technician for \$10.60 an hour. These are beginning jobs in construction and green technology, and graduates will earn substantially more with experience.

- Nayanka Springer and Jean Damy became flagship employees of a local weatherization contractor, working as installers. They were promoted, assigned a company truck, and are in charge of training new employees assigned to their crew.



- Native American Deborah Holt was one of the first two graduates accepted into the Nevada Roofers apprenticeship and the first female graduate



indentured into an apprenticeship—a significant accomplishment. After graduating, she got a job working at McCarran Airport as an apprentice.

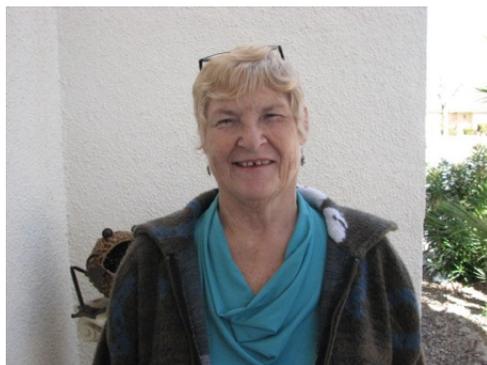
### **CityCenter Recruitment Project**

Last summer, NPI worked with the CTA and CityCenter to recruit people for training as Guest Room Attendants to prepare them to be preferred candidates for CityCenter openings. To meet CityCenter’s exceptionally high standards for this position, we provided intensive training that included customer service, vocational and English language instruction.



A refugee from Nepal, Hom Dhimal arrived in Las Vegas with his wife and elderly parents in May 2009. Dhimal, a college graduate, had supported his family in Nepal with teaching and construction jobs and needed to find work here right away. In July 2009 he began the intensive CityCenter training, where he got a chance to brush up on his English and gain customer service skills. “The training changed my life,” he says. “I learned how to speak with people and how to understand the guest’s expectations.” The CTA also helped prepare Dhimal for all the tough job interview questions, which he aced. Dhimal got a job as a Guest Room Attendant at Aria at \$14.20 an hour. “I feel so

lucky I got the job!”



Last summer, Carole Vernon participated in the special guest room attendant (GRA) training project for CityCenter. A homemaker for the past 23 years, Vernon had last worked as a GRA at Circus Circus in 1976. Vernon needed to refresh her skills and gain confidence. The intensive training brought her up to speed on the latest cleaning methods, chemicals, and customer service standards. “The training let me know that I could get back into the workplace,” she said.

Vernon was hired at Aria as a fulltime GRA at \$14.20 an hour.

### **Enhanced Staffing Services**

To aggressively pursue job placements, we ramped up our program, adding four more staffing consultants who focused on understanding employers’ needs and

matching the appropriate clients with them. We provided clients with ongoing career guidance, coaching, and work support. Before participating in special hiring events, clients attended our pre-polishing classes to review interview questions and make sure their applications were complete. In a weekly Job Readiness class, we helped clients enhance their resumes and practice interviewing. We also reviewed their qualifications to look for opportunities outside their training. Once participants secured employment, we provided additional coaching and support to ensure they maintained and advanced in their employment. When a hotel announced a layoff of 100 employees, the staffing consultant team provided rapid response assistance, giving a presentation on interview skills and resume writing and providing information on supportive services.

NPI also helped to support employers' growth strategies by placing candidates through On-the-Job Training (OJT) contracts, where the employer gets reimbursed anywhere from 50 to 90 percent of the wage rate, depending on the size of the company. Candidates receive occupational training and acquire measurable skills. NPI worked with employers to develop a realistic training plan that specifies the skills required a schedule for attaining those skills, and the criteria for measuring and monitoring the attainment of the skills. The OJT contract is limited to the period of time required for the participant to become competent in the occupation for which he or she is receiving training.

- We referred an excellent candidate to a civil engineering company that is expanding its business into the installation of geothermal energy systems. Through an OJT contract, the small business will be reimbursed 90 percent of the wage rate while the employee receives training and experience in marketing this new green technology. As a result of all the participants' efforts, the company is planning to see an increase in revenue of \$250,000 this year and the generation of 10 to 15 new jobs within 5 years.
- A 35-year-old mother of a small child relocated here from Virginia, seeking employment in the medical field. She had worked as a certified nursing assistant earning \$13.33 an hour. After receiving funding from Nevada Partners and JobConnect to attend the certified nursing assistant program, she became certified by Nevada. She then got a full-time job with Sunrise Hospital earning \$20.14 an hour and is well on her way to becoming self-sufficient.



Lloyd McBride III began the Culinary Training Academy's professional cook training in January 2009. A Vietnam War veteran, McBride had worked most of his life in construction. But at 62, he was tired of such physically demanding labor

and was looking for something more satisfying. An eager student, McBride put in 90 extra hours gaining invaluable experience in CTA's banquet service. "I got a lot of support from the chef instructors," says McBride. "If you decided to put in the extra time, you got the extra knowledge." McBride got a job as a cook's helper at Aria starting at \$16.57 an hour. "I have made a new life for myself."



When Gary Chapman, a Vietnam vet, came to NPI he had been out of work for two months. He had a job offer, but the job required a commercial driver license (CDL), and he couldn't afford the expensive training. Our case manager collaborated with Nevada JobConnect to arrange funding for Chapman to attend a Class B CDL program. After getting his license, Chapman was hired by a logistics service provider as a fulltime fuels technician at an area air force base for more than \$21 an hour. "If it wasn't for NPI, I would not have been able to get my commercial driver license," Chapman said. "The staff was helpful and moved quickly to get me back on the right path."

#### **Other Initiatives**

- Nevada Partners is exploring a partnership to build the local higher education system's capacity to provide additional training in the healthcare sector. The proposed program design includes partnerships with local facilities to provide on-the-job training to students training in healthcare occupations.
- Nevada Partners began supporting a volunteer worker-mentor program that conducts outreach and provides assistance similar to a rapid-response event. This program targets dislocated workers recently displaced in small closures in the hospitality sector. Following best practices, NPI coordinates support services and provides information on obtaining employment.
- We are supporting a Department of Employment, Training & Rehabilitation initiative to address the re-entry process. We attended a summit, where we described the employment and supportive services we provide. We plan to support any grant or program that is developed aimed at helping the population going through re-entry.

### **Program Reports and Success Stories**

#### **Introduction**

In February 2009, President Barack Obama authorized the American Recovery Rehabilitation Act funding, also known as "Stimulus" funds. As a result, Workforce

Connections approved funding for summer programs for more than twenty non-previously awarded WIA youth service providers in Southern Nevada.

## **Background**

During our current economic circumstances, it is more critical than ever that our youth achieve academic credentials as well as obtain occupational skills to be able to take advantage of future opportunities in the labor market. Therefore, it was essential to take advantage of our funded levels as this was an increased support to our youth in directing them to gain job skills and educational credentials that would allow us to further assist them in their preparation for the workforce. Therefore, we utilized WIA funding to connect and reconnect youth to jobs and educational programs to this end.

As a result, Workforce Connections established a summer program that addressed both the employment and academic needs of WIA-eligible youth. Our program included specific funding for youth to attend Clark County School District (CCSD) to obtain credits for both academic and work experience. Furthermore, CCSD and Workforce Connections partnered to:

1. identify youth's credit needs
2. establish specific sites with summer school instructors for our youth
3. design a more realistic work experience component that was reflective of youth's summer experiences
4. establish a reporting system to ensure youth's efforts were gathered and accurately reported
5. coordinate the youth's summer school involvement and activities with the assistance of the WIA-ARRA funded contractors
6. provide payment directly to CCSD for the youth

## **Program Approach**

Program designs reflected youth development principles based on what will help youth to succeed as adults. Their programs offered personalized services with a focus to develop their individual strengths and interests. Furthermore, contractors were encouraged to promote positive relationships between them and their youth participants and to provide the support services that would address the range of challenges that youth confront.

### **Program Components**

There were two (2) primary program components: work readiness and work experience training services. All contractors were offered both to each WIA-registered youth. Additionally, youth who had yet to attain a secondary credential, were given an opportunity to either recover and/or earn credits toward their achievement of high school diplomas.

Because at least twenty (20) of the service providers were new WIA-funded contractors, Workforce Connections performed all of the program eligibility on program youth – with the assistance of the respective service providers/contractors.

### **Required Program Elements**

**Recruitment and Enrollment:** Providers actively developed and implemented effective outreach and recruitment activities to identify and register eligible youth. Service providers conducted outreach activities to schools and community organizations to engage potential program youth participants and work with parents and guardians to secure necessary documentation.

**Assessment:** The contractors were required to perform a developed assessment with each participant to determine whether or not youth possessed SCANS-related skills upon entry into their summer activities as well as upon the completion of their assigned activities. Moreover, these assessments were used to help service providers to prepare and establish the most appropriate short-term goals (and long-term goals in some instances) on the plans with their program youth.

**Program Retention:** The contractor offered wages and stipends, transportation and other allowances to engage youth and motivate them to remain in their programs until they successfully completed them. Additionally, some contractors provided recognition ceremonies for milestone achievements upon the completion of their programs.

**Support Services:** Support services addressed areas such as transportation, proper work attire and uniforms, work tools and referrals for services. Mentoring relationships, such as those established with adult program staff members were encouraged, and, all referrals had to be tracked by the providers.

### **Performance Measures**

The only measures that contractors were required to achieve were work readiness completions, which included a computational comparison between their total enrolled program participants and those who completed the work readiness components.

### **Results and Outcomes, including Successes**

These service providers were respondents to a RFP that was, in part, designed and developed in consideration of a recent mapping project that identified area high schools that include the students who are most “at-risk” academically. Additionally, Workforce Connections provided funding to a new service provider in Nye County.

In September 2009, Workforce Connections was granted a waiver that allowed us to extend activities and services to out-of-school youth, ages 18 – 24. Eleven contractors accepted the offer to provide these services to these youth. In summary, Workforce Connections efforts yielded the following results:

Total Work Experiences	1071
Work Experiences Completed by Sept 30, 2009	885
Work Experiences Extended thru Mar 2010	159
Work Experiences Started After Oct 2009	67

The following pages highlight several of the ARRA Stimulus Youth programs in PY 2009:

### Program Reports and Success Stories

#### BIG BROTHERS BIG SISTERS OF SOUTHERN NEVADA, INC



**Big Brothers Big Sisters**  
of Southern Nevada

#### [Teens Find Promise in a Solar Future](#)<sup>4</sup>

Fifty at-risk teens find promise in a solar future in Las Vegas last summer. The youth, participated in a six-week course, toured a solar panel

array as part of the Green Academy of Training and Technology. Showing, rather than just teaching the teens about the future of solar power, and potentially setting them on the path to green jobs, the tour involved elevating the students in a scissor lift to check out the panels installed at TWC Construction. The solar panels provide nearly 100% of the power required by operations in the building. Solar arrays on the roof and parking structures were installed in 2004, funded in part by a renewable energy credit agreement with NV Energy.

The Green Academy was designed by Building Hope Nevada, funded by an ARRA stimulus package grant of \$200,000. After completing the program, the teens were each paid \$1,000 through the American Recovery and Reinvestment Act. The Big Brothers Big Sisters of Southern Nevada, also helped organize the Green Academy, in accordance with the President’s goal of revitalizing the local economy through renewable energy investment. Several Big Brothers/Big Sisters jobs were saved, and all 50 teens in the Green Academy have gained worthy employment for the 6-week program.

Quoted in a Las Vegas Sun article, the CEO of Building Hope Nevada, Angela Quinn talked about the benefits of getting the teens invested in a solar future: “We’re getting these kids trained in an emerging economy. We believe very strongly that this is where our economy is going.”

<sup>4</sup> <http://www.peachygreen.com/renewable-energy/teens-find-promise-in-a-solar-future>

That, plus the money the teens earned, was a big boost for the students and their families. Lest you think they are merely getting a hand-out, they're not. The students are getting hands-on instruction about conservation and the environment. They're cleaning up litter, improving businesses' recycling efforts and even installing solar power equipment on a retirement home. In fact, the teens appear to have found promise in a solar future already! They will be building solar powered dog houses for use by local animal shelters, to help keep animals cool. Congratulations to the teens in the Green Academy! It's well-earned money, for a worthy cause, with a number of benefits to the community and affected families.

## **BOYS & GIRLS CLUBS OF LAS VEGAS**



In every community, boys and girls are left to find their own recreation and companionship in the streets. An increasing number of children are at home with no adult care or supervision. Young people need to know that someone cares about them. Boys & Girls Clubs offer that and more. Club programs and services promote and enhance the development of boys and girls by instilling a sense of competence, usefulness, belonging and influence.

"I wanted to share with you a success story about one of our youth workers, Denisheo Beverly. She was placed at the Las Vegas Mini Grand Prix in summer of 2009 and after the program ended in September; Denisheo was hired on permanently as a part time employee for them. What a success and impact this program has made on our youth in this community and I know we all strive to offer them endless opportunities to succeed in life. Thanks again for your time and for your visit. Look forward to seeing you again." [Yvette Baca-Kehoe](#), Director of Operations

## **BOYS TOWN NEVADA**

### **Summer Job Readiness and Employment Program**



Boys Town Nevada provided a Summer Job Readiness and Employment Program for approximately 30 youth, ages 14-24. Approximately 20 of the 30 youth were current residents of Boys Town's Treatment Family Homes Program and are between the ages of 14-18, middle and high school students. Also, many of these youth are credit deficient and/or below grade level. Youth in this program

have been in and out of multiple foster homes and may have been removed from their homes, and face the challenges related to the foster care system.

This project also served recent graduates of the Boys Town program, ages 18-24, who have left State custody and are struggling on their own. Now, Boys Town uses an evidence driven model of treatment to teach youth skills and to provide them the motivation to succeed. Youth who were served under the Summer Job Readiness and Employment Program were enrolled in various aspects of the program according to their skills and abilities, based on the level they achieved.

## CLARK COUNTY SCHOOL DISTRICT

### Desert Rose Works Summer Dropout Prevention Program



The Desert Rose program provides realistic work experiences for students along with leadership and academic opportunities during the summer which targeted students had been "drop outs".

*Program Description:* Desert Rose High School provided students with summer jobs, leadership training, and academic instruction during a 10-week summer program from June 8, 2009 through August 14, 2009. The program ran from 8:00 am-4:00 pm five days a week. Twenty hours were spent on leadership training and academic instruction while the other 20 hours a week were devoted to paid campus jobs in the areas of landscaping, green projects, farmer's market, general maintenance, and clerical assistance.

Four teachers were hired to teach and supervise video production, website design; general maintenance which will include painting, weather stripping, landscape, greenhouse and general maintenance; culinary arts, and leadership. And, academic instruction to help students complete their high school diploma was provided by the regular summer school teaching staff. Furthermore, students were able to take needed

DeMontrae George  
3813 Wisteria Shade Ave.  
Las Vegas Nevada, 89115

Southern Nevada Work Force Investment Board  
7251 West Lake Mead Blvd., Suite 200  
Las Vegas Nevada, 89128

Dear Southern Nevada Work Force Investment Board,

Thank you. You put a mind to ease.  
You supported the brain with wisdom.  
You cured the disease of the "stubbornness".  
You helped with a better chance of hope.  
You built the knowledge.  
You built the muscle.  
You are the reason for the sweat.  
You trust in us.  
We trust in you.  
Thank you to all make it possible.

A handwritten signature in black ink, appearing to read "DeMontrae George".

Sincerely, DeMontrae George

courses along with leadership skills. The leadership class concentrated on proper behavior on the job, appropriate dress, writing a resume, interview skills, and related employability skills.

Assessment/Program End Report: Teachers evaluated student workers and monitor course completion toward graduation or a GED. The success rate was measured by the number of students who completed academic courses and completed their work opportunity with a satisfactory or above evaluation.

## COLLEGE OF SOUTHERN NEVADA

### Learning & Earning Program



Many youth do not have the opportunity to see firsthand what is involved in a career of their choice. College of Southern Nevada provided a summer job program in which 62 students worked through the summer months.

With the dedication and commitment of Program Director Emily Rafael, Ms. Kayla Stringer was able to realize a goal that she now knows is possible. Stringer, age 18, was offered a permanent job while in the Learning & Earning Program. She is currently employed in the Health Programs Advisement Department.

College of Southern Nevada's Learning & Earning Program is a direct intervention, dropout prevention program spearheaded by CSN. Targeted to at-risk high school juniors and seniors, it offers employment, mentoring and educational incentives to help students stay in school and graduate. Allied with us in this effort to reduce the Clark County dropout rate are the Clark County School District, the Nevada Department of Child and Family Services, area Chambers of Commerce and local businesses.



Workforce Connections monitored service providers to ensure the at-risk youths are placed in various activities that range from Work Readiness, Summer Work Experience, Alternative Secondary Instruction, Job Shadow, Tutoring, Basic Skills Literacy Training, GED Preparation, and Preparation for Post Secondary, Education, Computer Literacy Training, Financial Literacy Training, Life Skills Training, and Mentoring by Adults, Leadership Development Opportunities, Occupational Skills, Training, and Supportive Services.

## EXPERTISE, INC.

### “PARENTS WITH OPTIONS”



*PARENTS WITH OPTIONS* is a parent group which was formed by Expertise, Inc. as an outgrowth of its 2009 OPTIONS SUMMER ARRA STIMULUS YOUTH EMPLOYMENT PROGRAM. It is comprised of parents of the 2009 OPTIONS summer youth program participants. Each of these parents has a CCSD high school aged child 14-18 who wishes to improve the quality

of academic opportunities for their children by becoming active and engaged school and in their child’s academic performance.

Expertise found that a large number of its summer youth participants were not on track to complete courses required for college, nor had they taken the PSAT or SAT. They also found that parents were not fully informed as to high school graduation and college entrance requirements and CCSD resources for educational planning and tutoring. To support parents and their efforts to obtain quality education for their children, Expertise formed PWO to:

- Improve parental access to CCSD counselors and staff at their child’s school site
- Provide parents with information regarding CCSD high school graduation requirements
- Assist parents in obtaining no cost resources to improve their child’s academic performance
- Encourage parents to take an active role in school site councils, PTA and school events during the academic year
- Improve parental and student networking
- Assist parents in guiding their children through secondary school and on to college or vocational training and ultimately the workforce

## NEVADA PARTNERS, INC

### Positive Youth Impact



Positive Youth Impact activities are funded by WIA youth funds. We provide comprehensive education and career services to youth ages 14 to 21, both in and out of school. Our programs focus on youth populations that face significant barriers such as

homelessness, parental incarceration, and extreme poverty. We recognize that these youth can benefit from structured support in an effort to meet their personal goals. Nevada Partners helps them set goals and attain them through education and training, such as leadership and resiliency classes to improve their personal resolve and career exploration activities to allow them to see what they can achieve. We aim to build a community network that supports all local youth in making healthy choices: succeeding in school; reconnecting to education and work, if they are at risk or out of school; and building education and career paths that lead to lifelong success.

In PY 2009, we had 347 youth in our WIA-funded program, but our reach extends far beyond that number. In serving this population we are able to reach the youths' parents, children, and friends as well. Good news travels fast, and the core of their mission is to determinedly pursue youth achievement, refusing to let any youth give up. They accomplish this goal through programming such as:

- Girls Circle: weekly support group in a small setting that enhances leadership skills and offers community service opportunities and activities such as camping trips and college tours.
- Desert Rose One Stop: case management and wrap-around services for out-of-school youth with multiple barriers to help them become self-sufficient; positive parenting workshops to provide resources for parenting youth.
- Fellows Academy: community-based dropout prevention program that uses intensive supplementary instruction, life skills training, and support services to help youth successfully matriculate into and/or complete high school.
- New Pathways: in collaboration with the Department of Juvenile Justice Services, we help adjudicated youth at risk for out-of-home placement



For a youth to positively exit our program, he or she must meet specific performance measures: increasing basic educational skills; graduating from high school or attaining a state-recognized certificate; enrolling in post-secondary education and/or finally attaining employment. Our youth are well on their way,

with 48 graduating from high school, 12 entering college, 54 re-engaged with school after dropping out, and 185 receiving exposure to meaningful employment.



LaShana Smith arrived at NPI with several at-risk barriers. Through interaction with ACT-SO, a national arts competition, LaShana was exposed to professionals who saw her potential and supported her efforts to attend Berklee College of Music in Boston. She is in her second year there, consistently on the dean's list for high scholastic achievement and receiving a full scholarship from the Bill Cosby Foundation.



### *Record Number of High School Graduates*

In June we held a graduation gala to recognize the 52 students who had graduated from high school, 48 of whom were WIA clients. This is the first group that started our program as freshmen, and the record number of graduates is a testament to the effectiveness of our support,

which includes intensive case management, help with credit retrieval and high school proficiency exams, tutoring, meaningful work experience, and mentoring.

One of NPI's most notable successes is LaShana Smith arrived at NPI with several at-risk barriers. Through interaction with ACT-SO, a national arts competition, LaShana was exposed to professionals who saw her potential and supported her efforts to attend Berklee College of Music in Boston. She is in her second year there, consistently on the dean's list for high scholastic achievement and receiving a full scholarship from the Bill Cosby Foundation.

Among the featured speakers at the gala were:

- David Cummings, graduate of Advanced Technologies Academy, who is a "strengthened survivor" of Hurricane Katrina. He was attending eighth grade in New Orleans when the hurricane struck, forcing his evacuation to Texas and then Las Vegas. In high school he challenged himself with Japanese, robotics, calculus, and British literature. Through



Nevada Partners, he got a job interning for a civil engineer—"probably the most influential job experience I have had." David graduated with an Honors Diploma and a 3.46 GPA and will attend UNLV in the fall, with plans to obtain his master's in electrical engineering and start his own business.

- Jasmine Hall, who graduated from Andre Agassi College Preparatory Academy while parenting two young children. She went on to the College of Southern Nevada to study nursing and plans to attend medical school and become a pediatrician.



### *Youth Ambassadors Develop Programming*

Last October, a group of extraordinary local teens became Nevada Partners' first Youth Ambassadors. Thanks to funding from Workforce Connections and State Farm Insurance, NPI we undertook this initiative designed to get youth involved in service learning and community projects.

Starting from the premise that youth know best what other youth will find informative and engaging, Nevada Partners' nine ambassadors have part-time paid positions developing year-round programming for their peers. With our professional youth staff's guidance, the ambassadors ensure that the programs are educational and productive, as well as fun. "The ability to have a youth voice and a youth perspective on issues in the community and to work together to address them is what makes the program so powerful," says Brooke Reid, acting interim deputy director of Nevada Partners' Youth Department.

The ambassadors passed out refreshments and cheered on runners in the Rock and Roll Marathon and helped with the Cambridge Community Center neighborhood clean-up. They also organized a spring celebration, complete with an egg hunt, for more than 70 neighborhood children on the playground of Nevada Partners. They planned a vocational job fair and a car wash to raise money for mammograms for local uninsured and low-income women. In addition to undertaking community service projects, these students are developing professional skills through classes on business etiquette and public speaking. With youth this dedicated and caring, we believe Nevada's future is in good hands.



These impressive teenagers have found the program a way not just to contribute to the community but also to develop their professional skills, such as communication, budget planning, marketing, and personal presentation.



When challenging family circumstances led to her move here from New York City in late 2008, Marche Thompson was drawn to the welcoming environment at Nevada Partners. “We’re like family now,” she says. “The Youth Ambassador Program gave me a way to get involved in the community—and once I started, I just wanted to do so much more.” Marche, who got a perfect score on the Clark County School District science proficiency

exam, will be heading to Northern Arizona University in the fall with a \$28,000 four-year academic scholarship. She hopes eventually to attend law school.



After completing, our career preparation program, Mark Tobello got a summer clerical job with the City of Las Vegas, where his exemplary job performance earned him the nickname “Speedy.” As a youth ambassador, he has learned how to plan events and has gained confidence speaking in front of a group. “Now I can help change the way youth are and get them to participate more in events,” he says. Mark, who moved here two years ago from the Philippines, is pursuing an advanced diploma at Desert Pines High School and wants to become a computer programmer.

#### *Meaningful Employment*

NPI believes that having a meaningful job experience—where youth learn about responsibility, teamwork, and the satisfaction that comes from accomplishment—is crucial to their long-term success. Through the Work Experience/Internship (WEX), the employer provides a structured learning experience to the candidate for a limited period of time, with the employee’s wages paid by NPI.



Keshon Kiper, a rising senior at Legacy High School, interned at the CTA last summer as a Future Culinary Leader, helping to prepare meals for children in need. “I thought it was a great opportunity,” she says. She enjoyed the chance to give back to the community and came to appreciate the importance of teamwork. “In the kitchen, you have to make decisions that affect everyone and not just think of yourself,” Keshon said. “With eight people making thousands of lunches, you have to come together, double check each other’s work, and help each other.” After graduating from high school, Keshon hopes to attend

Howard University in Washington, D.C., and, if she doesn't pursue a culinary career, would like to become a lawyer.



As a WEX participant, Charvonnia Williams spent last summer working as the office manager for Dr. Angela Cherniawski, a chiropractor at Life Align Wellness Center. "It turned out to be a perfect fit," says Dr. Cherniawski. Charvonnia worked hard and caught on quickly. "I learned about all the major insurance companies and how to call and verify coverage, how to make conversation with patients, and how to schedule appointments," she says. In fact, Charvonnia performed so well that at the end of the summer Dr. Cherniawski offered her a permanent position. With this part-time job, Charvonnia has been able to help her mother with household expenses and contribute toward her costs at the University of Nevada, Las Vegas.

## THE SHADE TREE

### 2009 Success Stories



Shade Tree provided transient youth with summer work experiences that in the past, has not been considered. Furthermore; most of these youth were residents and lived at the facility because they were homeless. A total of 42 students participated in The Shade Tree's summer youth jobs program. With the dedication and commitment of Program Director, this student Jasmine Edwards was able to realize a goal that she now knows is possible!

#### Jasmine Edwards: My Story

It's been a long road in my life. I wasn't able to choose all the circumstances that have befallen me. However, there comes a time in your life when regardless of the situations you go through or the people you have encountered; you have to take responsibility for you. You can't wallow the past to determine your future or let people to decide it for you. At times all you will have left is you.

I owe a lot to The Shade Tree. They helped me become a stable, self-reliant and productive citizen. Just months ago I had almost completely given up my dignity, home and almost myself respect only to resign myself to a life on the streets. I was always independent and strong-willed, but the streets seemed to whittle away at my inner strength, breaking me down. Then I read a book, which helped me to change my perspective and attitude. This in turn led me to

return to The Shade Tree. This time would be different, I was sure of it. Once again I began the process of making sense of my life and myself. Finally, I got my "big break". I saw a flyer for a summer youth work program and began to inquire about the program. I am 24 years old so I was barely eligible; however I took full advantage of this rare opportunity. The youth work program helped me to overcome many obstacles that otherwise would have been difficult to achieve on my own. Sometimes in life I think we forget that we need others to help us and that we need to help each other.

The youth work program helped me to gain skills and experience that I wasn't able to acquire because sometimes if you do not have experience in certain professions employers won't even give you the opportunity to gain the skills needed. They will just consider you inept and hire the next person prepared for the job. This youth work program not only gave me well needed skills and experience, but also something I almost lost. Hope!

I have been through insurmountable hurdles in my life however chronic homelessness and stable employment were the hardest obstacles I needed to overcome. The Shade Tree and the youth work program helped me to accomplish these difficult feats.

A few months after I was employed I moved into my first apartment. Also, when the youth program was extended they allowed me to continue working. Finally, because I proved that I was a reliable, punctual, and ethical worker, The Shade Tree embraced me and brought me into the family. I have always admired all the staff and the work they do to help thousands of women to become self-sufficient, stable, and independent. I am thankful daily to The Shade Tree and the youth work program for allowing me to do the same for others. I am very proud to say that I am now a member of The Shade Tree staff.

*\*Jasmine Edwards, age, 24, was offered a job while in The Shade Tree Summer Job Program. She is a permanent employee at The Shade Tree in the Children's Activity Center.*



## **SUMMER BUSINESS INSTITUTE, CLARK COUNTY**

*Purpose:* The current economic crisis has made the acquisition of work-related abilities more important than ever before. These skills are especially important for the Clark County youth living in poverty. The Clark County Summer Business Institute (SBI) Program provided Clark County youth

with opportunities to attain work readiness skills, mentorship, and earn wages.

*Service Deliverables:* SBI delivered services to approximately 400 youth.

*Objectives and Activities:* SBI assisted students to benefit from both on-the-job experience and workshops. The program was eight (8) weeks in duration and began in early June and ended in August, two weeks prior to the start of the school year. Once students were accepted, they received a schedule of events and attended an orientation.

During the summer, the work week was divided into two parts. The first four days of each workweek the students performed training at their job sites, where a supervisor provided them with meaningful projects. On Fridays, the students participated in workshops designed to complement what they learn on the job.

## **ADDITIONAL ARRA SUMMER YOUTH PROGRAMS**

### **AHEC**

*Southern Nevada Successful Futures Program:* Targeted at risk youth 17-24 based on the Workforce Connections "Youth Mapping & Data Analysis Report" findings in high risk zip codes. Their program design consisted of a work readiness session prior to training and work placement. Upon completion of this component, youth were placed in jobs mostly related to health careers. They were monitored and coached by staff as well as evaluated for job performance throughout their participation. Three (3) of AHEC's youth were offered permanent placements in the health career upon completion of their work experiences.

### **Boys Town**

*Summer Job Readiness and Employment Program:* Boys Town Nevada provided for approximately 30 youth, ages 14-24. Approximately 20 of the 30 youth were current residents of Boys Town's Treatment Family Homes Program and are age 14-18, middle and high school students, and many are credit deficient and/or below grade level. This project also served recent graduates of the Boys Town program, ages 18-24, who have left State custody and are struggling on their own. Youth who were served under the Summer Job Readiness and Employment Program were enrolled in various aspects of the program according to their skills and abilities, based on the level they achieved.

### **Caliente Youth Camp**

Incarcerated youth were provided with work based job site learning opportunities. Participants received experience and training that was transferrable to work sites upon release from the youth camp.

### **Clark County School District**

*Youth Summer Stimulus Program:* The Clark County School District (CCSD) created a system-wide support to Workforce Connections, Youth Summer Stimulus program by establishing educational supports. Using a different model

than currently offered for summer school, the CCSO established a special program exclusively for Workforce Connections youth. The High School Summer program offered academic remediation, credit recovery, and support to pass the high school proficiency exams to fit the models and schedule of youth served in local WIA service area programs. Emphasis was placed on providing courses to youth for credit recovery in language arts, math, and preparation for the high school math proficiency exam, as well as awarding elective credit for youth who participated in summer work experience job site.

### **Communities in Schools**

16 to 24 Year old youth were assessed for work readiness, then prepared and connected with appropriate summer employment. Youth participant outcomes include the ACT Career Readiness Certification, a nationally recognized and portable work readiness credential; and, income. The program also provided continuing education courses and educational services including basic skills, literacy and financial literacy training.

### **HELP of Southern Nevada**

The HBY summer employment and educational enhancement program provided services to WIA eligible youth with preference given to homeless youth between the ages of 16 and 24. Youth were provided up to 13 weeks paid work and educational experiences in targeted urban areas of Clark County and "hard to serve" rural communities, including Sandy Valley and Searchlight. One of HELP's successful outcomes was Mike Robinson, who worked as an intern at Workforce Connections. Mike's eligibility included his homelessness, he is now stable and employed. Mike was featured on KLAS TV News in a summer jobs news story.

### **Las Vegas Latin Chamber of Commerce**

*Job Creation for Youth, Summer Bridge Opportunities, and Leadership Opportunities:* Targeted youth ages 15 to 20. Their program includes Job/life skills training, entrepreneurial skills, tax preparation training, and subsidized work experience. The greatest success of their program was that 17 of the youth are now tax preparers and assist with their no-to-low-cost tax program.

### **Lied Discovery Children's Museum**

The Lied Discovery Children's Museum provided youth with opportunities that exposed them to the multi-facets of museums such as building props, and curator careers. More specifically, youth helped provide hands on activities for museum goers in a "town setting" at the museum that included an energy company, bank and grocery store.

### **Nye Communities Coalition**

*Job Creation and Readiness Work Training:* Targeted youth 14 to 18 in Tonopah, Beatty, Round Mountain, Pahrump, Goldfield, Fishlake Valley, Beatty,

Armargosa, and the Yomba Shoshone Tribe. Partnering with the Nye County School District, an educational support component included credit recovery classes, proficiency test preparation, vocational training, and elective credit for work experience. The Nye program also included employer recruitment intermediary services.

### **Police Athletic League of Southern Nevada**

The Police Athletic League is a program designed to teach inner city youth how to communicate with and develop a positive relationship with Law enforcement. This program provided work readiness, life skills and the opportunity for youth to perform community service and civic duties within the community. Youth worked in the detention center as clerical assistance, other youth mentored younger children in summer camp where they were taught leadership and resiliency skills. Still other youth worked with an outside work crew painting curbs, fire hydrants and participating in neighborhood pride zones. The most important component of the program is the camaraderie that forms between the youth and the officers.

### **Southern Nevada Children First**

*Job Creation and Educational Support for Homeless, Pregnant or Parenting Youth:* Intensive programming and services for up to 20 families, both residential and non residential families. Focus is on assisting participants in completing or returning to school. Employment training is also provided, as well as parenting classes, while being paid a stipend.

### **Spring Mountain Youth Camp**

*Spring Mountain Youth Camp(SMYC) Culinary and Forestry Programs:* SMYC provided job readiness instruction and work experience for a total of up to 100 youth, ranging in age from 13 to 21, who reside at SMYC operated by the Clark County Department of Juvenile Services. Youth were provided with subsidized, hourly work based learning opportunities in the culinary or vocational program.

The youth at SMYC engaged in a positive, beneficial work experience where they will gain the knowledge and tools necessary to gain successful employment once released from SMYC. Youth participated in the Forestry Program and worked on up to 55 miles of trails in the Spring Mountain Recreational Area. These trails are used by hundreds of thousands of people yearly and, for the past 40 years SMYC and the United States Forestry Service have worked together maintaining the trails for families and visitors for recreational use. The youth also participated in graffiti removal.

Other youth participated in the Culinary Program which taught youth basic skills in food preparation, sanitizing, storage, handling of food, cleaning, use of food

service equipment, and many other skills used in the kitchen. The K.P. Program taught the youth how to properly bus tables, clean sitting areas, clean kitchen equipment, serving requirements, and many other skills needed to work in a kitchen once released.

Youth participants also received training in Life Skills, Behavior Modification, Job Readiness Skills, Reflect the Importance of Work, How to be successful in your work environment, Safety and Math, Science, Reading and GED Preparation.

Youth paid restitution, fines and fees ordered by the District Court out of the wages earned during the work programs.

### **St. Jude's Ranch for Children**

*Youth Led Business Project:* One of our fundraising projects, the greeting card project, with a long history at St. Jude's Ranch has been re-initiated. This youth led business project serves 10 foster children who reside in our Treatment Foster Homes, ages 14-21. The St. Jude's Youth Led Business project entails Job Creation, Crew-Based Opportunities, and Leadership Opportunities for youth. An additional component of this program provides job readiness skills. While the youth is working in the Youth Run Business, they also attended summer school, receiving tutoring on campus and learning life skills.

### **People, Partnerships, Possibilities**

#### **Adult & Dislocated Worker WIA Formula Funding**

#### **Program Reports & Success Stories**

### **Bridge Counseling (BCA)**



Bridge Counseling Associates has been a successful service provider for Workforce Connections for over 9 years. Bridge Counseling is very proud of the fact that we have met or exceeded all performance measures set forth by the Workforce Investment Act (WIA) and the Department of Labor since we were awarded our first grant in July 2001 for Adult

and Dislocated Workers.

The primary concern that we have identified is the serious disconnect between individuals completing a training activity, obtaining a



transferable credential, and still not meeting the requirement of experience required by the employers in high growth sectors. Bridge Counseling Associates will continue to deliver the same effective and successful employment and training services to the Southern Nevada region. In the transportation and material moving sector of the construction industry, we have worked in tandem with the training providers and the local and over-the-road trucking companies to ensure that those individuals coming out of training have the necessary skills to begin working immediately. Also in the construction sector, heating, ventilation and air conditioning technician (HVAC), we have achieved successful placement into employment. Additionally, in the Health and Human Services sector, BCA has successfully facilitated the training of substance abuse counselors by working closely with the substance abuse agencies as well as the certified supervisors of these individuals. To date, we have had a 98% success rate. This is especially significant given the tremendous need for more qualified substance abuse counselors in Southern Nevada.

Bridge Counseling has partnered with numerous agencies to increase positive outcomes for individuals in need of services. Additionally BCA continues to provide comprehensive individual and family counseling services for individuals in crisis as part of our wrap around services. We believe that this is a major contributing factor in client success. Our unique approach to services for clients has been the cornerstone in the success of our participants. BCA looks forward to collaborating with Workforce Connections in the future.

### **CHR, Inc.**

Caring, Helping, Restoring Lives



CHR Inc. takes pride in providing our community with excellent employment and training services. CHR, Inc. designed and implemented along with e2 Energy and Environmental Solutions a *Green*

*Training* program where 59 construction and trade workers received classroom training and hands on residential weatherization experience. The students received "Residential Energy" and/or "Energy Auditor Field Guide", both Published by Saturn Resource Management. In addition, the curriculum provided the necessary skills for the student to take either the Building Performance Institute's Building Analyst exam or the Home Energy Rating System (HERS) Rater exam.



During PY09 CHR, Inc. enrolled 198 adult and 169 dislocated workers in the Workforce Investment Act (WIA) Program for a total of 367 registered clients which exceeds our contract agreement by 67 individuals

serviced. We have successfully placed 112 unemployed workers in training that varies from Healthcare, Green Energy Weatherization, Computer Technology, Hospitality, and Commercial Driving. In spite of these difficult economic times CHR has successfully placed 94 individuals into employment and secured 26 On the Job Training Opportunities (OJT) that lead to permanent employment for our clients at the completion of the OJTs.

CHR, Inc. successful OJT partnerships during PY09 consist of: Distinct Energy Performance, D&Q Enterprises Air Conditioning & Heating Services, KCP Properties, LV-PITA, 7-Eleven, Advanced Technology Laboratories, Amalgamated Safety Co., HRL Group LLC, Columbia Dental, comfort Master Company, Discovery Dental, Empower Inc., Horton Aviation, M & J Insurance Services Inc., Mann Law Firm, Nathan Adelson Hospice, Branch & Hernandez Associates, and Opportunity Village.



### **Foundation for a Fit Tomorrow (FIT)**



In Program Year 2009, FIT placed under and unemployed individuals into trainings and jobs in all demand sectors. In all, between July 1, 2009 and June 30, 2010, 222 FIT clients began a vocational training program paid for at least in part by FIT through its various funding streams. By far, the

vast majority of those individuals were enrolled WIA participants.

Additionally, in that same time period, 254 program participants reported being hired for a job. This includes 83 who indicated that their new job was related to the training program they completed (others in training are either still finishing up or still actively looking for work in their new field) and 171 who utilized job search assistance-only services through FIT.

Beyond its usual scope of work, FIT also began offering in-house trainings for the first time in PY 2009. The trainings were done in conjunction with employers and volunteers in the community and centered around teaching clients so-called "soft skills" that would allow them to not only increase the chances of finding employment in such difficult economic times, but maintaining it and advancing in their field.

Christened "Standards of Excellence," the project started with three of FIT's banking partners coming together to create a curriculum and provide volunteer instructors for weekly Financial Literacy seminars to be held at the FIT office.

From there, the seminars branched into two different areas of focus; basic family budgeting and an introduction to credit and debt.

#### *Financial Literacy Class - Basic Budgeting*

FIT received such positive feedback from participants who had attended the seminars that it decided to offer additional courses and recruit more volunteers to teach them. Participants entering the FIT program now have the choice of attending classes such as Introduction to Health Insurance (taught by a volunteer industry insider), Computer Literacy I and II, Professionalism, Resume Writing, Interviewing Skills (which includes periodical guest "mock" interviewers from HR staff at some of FIT's employer partners), and Job Search Basics. As the need/demand dictates, FIT also facilitates classes geared toward overcoming the unique employment barriers facing specialized populations such as older workers and ex-offenders.

#### *Job Club*

For clients in need of especially intensive job search assistance services, FIT staff began running a "Job Club" every Friday morning (and it now usually spills over well into Friday afternoon). Job Club is intended for anybody who wants or needs additional help in any of the subject areas mentioned above. Most participants are comprised of the most difficult to employ populations or those who lack even the basic computer skills to conduct a job search on their own. Participation in Job Club is voluntary and clients are allowed to attend or not attend as suits their schedule. Often, though, clients will come for stretches of weeks at a time, or however long it takes to find employment. Beyond its original intended consequences, Job Club has now started to become a sort of de facto peer support group for those who have found it especially difficult finding work. When it is announced that a previous attendee has finally found a job, it is often greeted with a round of applause from those who had previously interacted with that person, and saw how much time and effort they had put in to reach their ultimate goal of going back to work.

#### *Holiday Assistance*

Lastly, in December 2009, FIT continued its yearly tradition of providing holiday assistance to out-of-work clients who have been particularly hit hard by a lengthy period of unemployment, so much so that they cannot afford gifts for their children. On top of overseeing a toy drive, FIT board members also "adopted" entire families based on essays they had written regarding their wish lists for the holidays. Clients were provided with the toys and got to wrap them up in secret (so that the gifts could be from them and not from FIT or whomever) while their kids were entertained with games and arts & crafts stations. The day-long holiday party event this past year was attended by over 100 active clients and previous program participants and their families.

## Great Basin Community College



Great Basin College (GBC) delivers education and training throughout rural Nevada. The focus of this project is to provide workforce education and training in southern rural Nevada. Because of GBC's distance learning technological infrastructure, more and more rural Nevada communities can enjoy the same access to community service agency resources their urban neighbors take for granted. This project partners GBC with the Pahrump Job Connect Workforce Development Center (PJCWDC) and intends to expand services to more rural Nevada communities. Using distance learning technologies, rural citizens will benefit by cohesive and purposeful job training opportunities.

Great Basin College is part of a Community Task Force with other members coming from a cross-section of the community. The task force identifies local needs and values that can be integrated into a workforce development program. The task force engages a network of employers who participate in the development of the training processes. A focus on local needs is critical to the success of the program, and the task force helps to create the relationships that capitalize on the community's workforce assets. GBC's expertise in this sort of relationship building is a vital component of the project.

GBC's distance learning infrastructure is an economic asset for rural Nevada with incredible potential. The project provides the opportunity for GBC and PJCWDC to engage in workforce development training to help rural communities fuel the economy of the state, the region and the nation. Working collaboratively with community partners, the program design meets business and community needs by providing citizens with life-long skills that lead to fulfilling careers.

Our customers are the populations in rural, even truly remote locations in Nye County and outlying areas. GBC's technology infrastructure will provide access to citizens for the project's activities and resources. Ongoing assessment of the project will lead to improved strategies for fulfilling its objectives.

Construction of alternative energy systems and a federal detention center in Pahrump presents an immediate need for skilled employees and the project intends to fulfill that need. GBC's distance learning infrastructure, its curriculum development proficiency, and skilled faculty will provide superior training and qualifications to job seekers throughout Nye County. Projections indicate training and employment through GBC/PJCWDC for 330 potential employees in alternative energy and detention. The average cost per client is \$1,254 for a total cost of \$413,847 for the first year of the program.

Great Basic College has a long and distinguished history of providing workforce development service to its constituency. Along with the PJCDWC the college is poised to help enhance the quality of life throughout Nye County.



## **NATIVE AMERICAN COMMUNITY SERVICES**

Native American Community Service provides training/job placement for Certified Nurses, Register Nurses, EMT's and

Personal Care Attendant. With today's economy and the high unemployment rate our staff at NACS places emphasis on giving clients personal attention and promotes a belief in a better future. NACS follows the guide lines for equal opportunity laws.

### *Personal Touch*

In addition to the normal process and services provided to our clients, NACS adds a personal touch such as attending all graduation ceremonies, pot lucks to celebrate graduations and employment while promoting their achievement milestones. NACS has also hired a job developer who is out in the field meeting with employers on a weekly bases learning and matching their needs with NACS clients.

### *Service Levels*

Last year we served 127 clients of which 53 were new enrollments. We completed the fiscal year with 14 in training and 5 awaiting licenses. We provided 4 clients with on the job training.

### *Job Placement*

This past year 62% of our clients obtained employment in the medical sector while 16% found jobs in non-medical fields. This year 22% will continue job seeking. This past year we have also increased our communication and support with other service providers by working on joint ventures to meet clients' needs. We have made monthly presentations regarding our program at Help of Southern Nevada and combined our resources with Nevada Job Connect to pay the tuition expenses of trainees.

## **NEVADA PARTNERS, INC.**



Nevada Partners, Inc., (NPI) is a community-based nonprofit organization that works to enhance people's self-sufficiency and financial stability through a range of services, including job training, career preparation, education, tax return preparation, and homebuyer assistance.

Collaborating with private employers, community and faith-based groups, and

public agencies, NPI connects youth, adults, and dislocated workers with the support they need to thrive. We focus on helping people achieve their economic, education, and career goals; developing effective training strategies with responsible employers; and building family security through home ownership and financial literacy. NPI is one of the state's largest job training and career preparation organizations. Since its establishment in 1992, NPI has helped tens of thousands of people prepare for the work force, succeed in school, buy homes, and receive tax refunds, thereby attaining a better quality of life.

### *Mission*

Nevada Partners' mission is to empower job seekers in Southern Nevada by providing employment and vocational and educational training that will prepare them for today's workforce. To achieve this goal, Nevada Partners staff provides training and coaching on an array of skills, including job readiness, customer service, communication, conflict resolution, problem solving, decision making, leadership, and financial literacy. In response to Nevada's challenging economic environment, Nevada Partners has been providing holistic client and employer-centered workforce development services. In the case of clients, these services include comprehensive career assessment, intensive case management, career counseling, training, job placement assistance and supportive services. We provided particularly extensive supportive services this past year to help people who were struggling, including help with utilities, rent, bus passes, car repairs, and interview clothes. In the case of employers, Nevada Partners is providing intensive staffing services.



### *Impressive Results*

Despite the difficult economic climate in PY 2009, Nevada Partners achieved impressive results. NPI provided a range of services, including intensive case management, to a total of 1,312 clients. For both the stimulus and formula grants, we exceeded planned enrollment. Under the stimulus grant, we were contracted to

serve 175 adults; we served 282; we were contracted to serve 325 dislocated workers; we served 334. Under the formula grant, we were contracted to serve 300 adults; we served 360; we were contracted to serve 300 dislocated workers; we served 336. Altogether, we facilitated over 628 employment placements, with an average hourly wage of \$13.04.

Nevada Partners' efforts led to a powerful return on investment for the community. With an hourly wage range of \$6.75 to \$35, our candidates placed in jobs are projected to earn a total of \$8,492,328 in their first year of employment, a sizable boost to the local economy.

As a sector-focused employment and training program, NPI has historically concentrated on the foundational sectors of hospitality, in partnership with the Culinary Training Academy (CTA), and construction, in partnership with the Build

Nevada Construction Pre-Apprenticeship Program. With the recent shift in Southern Nevada's economy, Nevada Partners broadened its employment placement goals to include a focus on the green energy and healthcare sectors. NPI also concentrated on working with small businesses, in keeping with the federal administration's belief that they are the drivers of job growth in the current economic climate. Nevada Partners was committed to ensuring that program participants benefited from employment opportunities in an array of industries, including heating and air conditioning, insurance, staffing, call centers, entertainment, transportation, security, auction liquidation services, and solar energy. NPI focused our funding for training on hospitality, healthcare/medical, weatherization, IT/computers, truck driving, clerical/office and HVAC.

*Partnership with Build Nevada Construction Pre-Apprenticeship Program*

Nevada Partners' WIA Adult and Dislocated Worker Department has been partnering with Build Nevada, a pre-apprenticeship program currently placing participants in weatherization and energy auditing jobs, to provide work support and on-the-job training. In addition, the career assessment team has helped clients to identify their transferable skills in the full array of green jobs from manufacturing to retail. Nevada Partners is also providing on-the-job training in green jobs through a newly formed partnership with a solar energy technology firm. After receiving the Build Nevada training, many of our clients were able to successfully change careers. A female graduate, who enrolled at Build Nevada after being laid off as a casino slot floor employee, is working for \$10.60 an hour for a contractor as a weatherization technician, helping to make homes more energy-efficient. A male graduate, who had been laid off as a security guard, got a job as a laborer installing flooring for a home construction firm, making \$15.75 an hour. Another male graduate, previously employed as a head steward at Mandalay Bay, got a job as a weatherization technician for \$10.60 an hour. These are beginning jobs in construction and green technology, and graduates will earn substantially more with experience.

*CityCenter Recruitment Project*

Last summer, NPI worked with the CTA and CityCenter to recruit people for training as Guest Room Attendants to prepare them to be preferred candidates for CityCenter openings. To meet CityCenter's exceptionally high standards for this position, we provided intensive training that included customer service, vocational and English language instruction.

*Enhanced Staffing Services*

To aggressively pursue job placements, we ramped up our program, adding four more staffing consultants who focused on understanding employers' needs and matching the appropriate clients with them. We provided clients with ongoing career guidance, coaching, and work support. Before participating in special hiring events, clients attended our pre-polishing classes to review interview questions and make sure their applications were complete. In a weekly Job Readiness class, we helped clients enhance their resumes and practice

interviewing. We also reviewed their qualifications to look for opportunities outside their training. Once participants secured employment, we provided additional coaching and support to ensure they maintained and advanced in their employment. When a hotel announced a layoff of 100 employees, the staffing consultant team provided rapid response assistance, giving a presentation on interview skills and resume writing and providing information on supportive services.

NPI also helped to support employers' growth strategies by placing candidates through On-the-Job Training (OJT) contracts, where the employer gets reimbursed anywhere from 50 to 90 percent of the wage rate, depending on the size of the company. Candidates receive occupational training and acquire measurable skills. NPI worked with employers to develop a realistic training plan that specifies the skills required a schedule for attaining those skills, and the criteria for measuring and monitoring the attainment of the skills. The OJT contract is limited to the period of time required for the participant to become competent in the occupation for which he or she is receiving training.

We referred an excellent candidate to a civil engineering company that is expanding its • business into the installation of geothermal energy systems. Through an OJT contract, the small business will be reimbursed 90 percent of the wage rate while the employee receives training and experience in marketing this new green technology. As a result of all the participants' efforts, the company is planning to see an increase in revenue of \$250,000 this year and the generation of 10 to 15 new jobs within 5 years.

A 35-year-old mother of a small child relocated here from Virginia, seeking employment in • the medical field. She had worked as a certified nursing assistant earning \$13.33 an hour. After receiving funding from Nevada Partners and JobConnect to attend the certified nursing assistant program, she became certified by Nevada. She then got a full-time job with Sunrise Hospital earning \$20.14 an hour and is well on her way to becoming self-sufficient.

#### *Other Initiatives*

Nevada Partners is exploring a partnership to build the local higher education system's capacity to provide additional training in the healthcare sector. The proposed program design includes partnerships with local facilities to provide on-the-job training to students training in healthcare occupations.

Nevada Partners began supporting a volunteer worker-mentor program that conducts outreach and provides assistance similar to a rapid-response event. This program targets dislocated workers recently displaced in small closures in the hospitality sector. Following best practices, NPI coordinates support services and provides information on obtaining employment.

NPI is supporting a Department of Employment, Training & Rehabilitation initiative to address the re-entry process. We attended a summit, where we described the employment and supportive services we provide. We plan to support any grant or program that is developed aimed at helping the population going through re-entry.

## People, Partnerships, Possibilities

### Youth WIA Formula Funding

### Program Reports & Success Stories

#### HELP OF SOUTHERN NEVADA



HELP of Southern Nevada's HELP Build Youth, HBY summer employment and educational enhancement program provided up to 300 at-risk WIA eligible youth (preference given to homeless youth) between the ages of 16 and 24 with up to a thirteen week paid work and educational experience in the targeted urban areas of Clark County as well as reaching into the "hard to serve" rural communities.

HBY served youth who are WIA eligible and otherwise would not have the opportunity to be employed and have educational opportunities. Existing partnerships have been established to identify, recruit and enroll homeless youth from HELP's Youth Center and other residential facilities as well as community partners and school officials.

HBY strived to emphasize real-world labor expectations; increase awareness of services offered by local community-based organizations and provide opportunities for career instruction, financial literacy training, academic improvement, leadership and social growth. Not-for-profit and governmental agencies serve as preferred worksites for the youth to provide supervised, safe and meaningful employment opportunities. Employment will provide supportive supervision and reinforce work readiness skills like attendance, punctuality, responsibility, and completing tasks and recognizing quality performance. Summer employment activities offer safe environments and adhere to all child labor laws.

Besides HELP of Southern Nevada's strong presence in the target urban areas of Clark County, HELP has developed relationships in the rural communities with senior centers, local community leaders and civic organizations that allow us to provide these services to rural southern Nevada residents. The widespread availability of technology allows most of the process to



be done on-line. However, with the rural communities we seek to formalize the use of a desk at the various township community centers, government buildings and schools. Each township and rural community is different based on what is available. For example in Sandy Valley, HELP has partnered with the Senior Center; In Cal-Nev-Ari we have a partnership with the local store; In Good Springs we have a partnership with the local women's group.

## **NEVADA PARTNERS**

### **Positive Youth Impact**



Positive Youth Impact activities are funded by WIA youth funds. NPI provides comprehensive education and career services to youth ages 14 to 21, both in and out of school. NPI's programs focus on youth populations that face significant barriers such as homelessness, parental incarceration, and extreme poverty. NPI recognizes that, like all youth, these

youth can benefit from structured support in an effort to meet their personal goals. Nevada Partners helps them set goals and attain them through education and training, such as leadership and resiliency classes to improve their personal resolve and career exploration activities to allow them to see what they can achieve. NPI aims to build a community network that supports all local youth in making healthy choices: succeeding in school; reconnecting to education and work, if they are at risk or out of school; and building education and career paths that lead to lifelong success.

In PY 2009, NPI had 347 youth in their WIA-funded program, but their reach extends far beyond that number. In serving this population NPI was able to reach the youths' parents, children, and friends as well. Good news travels fast, and the core of NPI's mission is to determinedly pursue youth achievement, refusing to let any youth give up. We accomplish this goal through programming such as:

- Girls Circle: weekly support group in a small setting that enhances leadership skills and offers community service opportunities and activities such as camping trips and college tours.
- Desert Rose One Stop: case management and wrap-around services for out-of-school youth with multiple barriers to help them become self-sufficient; positive parenting workshops to provide resources for parenting youth.
- Fellows Academy: community-based dropout prevention program that uses intensive supplementary instruction, life skills training, and support services to help youth successfully matriculate into and/or complete high school.

*Success Story:* Beverly Beckworth, with her meek demeanor, entered the Service and Leadership work crew with quiet anticipation. Within weeks Beverly

came out of her shell and began interacting with her peers and taking on leadership roles within the group. One project that truly stands out was her creation of a power point presentation that represented the ideas of the work crew as their creation of a project entitled "The Youth Extravaganza." Her work on the power point was not only timely but the workmanship was exemplary.



Through her work with the Service and Leadership work crew, Beverly Beckworth broke out of her shell of shyness allowing her to be more confident in dealing with her peers, as well as, developed a passion

for graphic artistry.

### **NYE COMMUNITY COALITION**



*Job Creation and Readiness Work Training:* Targeted youth 14 to 18 in Tonopah, Beatty, Round Mountain, Pahrump, Goldfield, Fishlake Valley, Beatty, Armargosa, and the Yomba Shoshone Tribe. Partnering with the Nye County School District, an educational support component included credit recovery classes, proficiency test preparation, vocational training, and elective credit for work experience. The Nye program also included employer recruitment intermediary services.

Nye Communities Coalition (NYECC) implemented activities that provided job creation and work readiness training for youth in both Nye and Esmeralda counties between May and September 2009.

### **People, Partnerships, Possibilities**

#### **Governor's Reserve**

#### **Program Reports & Success Stories**

#### **READY FOR LIFE**



ready for life

Nevada's Ready for Life movement now involves hundreds of organizations statewide, local community collaboratives, and a network of nearly 1,000 stakeholders working toward a common vision. Recognizing common goals and collaborative processes,

Nevada Public Education Foundation was excited to unite with the Ready for Life movement with Nevada DETR's federal Shared Youth Vision Partnership in January 2009. With this unique blend of public, private and nonprofit leadership, Nevada is now positioned to make lasting, systemic change via this collaboration among youth serving organizations the end goal of connecting Nevada Youth to education or productive employment by age 25. This partnership will provide:

- A strong united voice for Nevada youth
- Public and private coordination at the state level, recognizing multiple systems have roles in youth success
- Cross communication between federal, state and local work to leverage resources, remove barriers, and learn & share
- State level planning and progress toward measureable goals to help youth become "ready for life"

Ready for Life has received funding for a two year period to carry out the statewide Ready for Life campaign.

### **CLARK COUNTY SUMMER BUSINESS INSTITUTE**



The current economic crisis has made the acquisition of work-related abilities more important than ever before. These skills are especially important for the Clark County youth living in poverty. The Clark County Summer Business Institute (SBI) Program provided Clark County youth with opportunities to attain work readiness skills, mentorship, and earn wages. Clark County Summer Business Institute shall be referred to as

Contractor. Approximately 400 youth were served.

Students benefited from both on-the-job experience and workshops. The program was eight (8) weeks in duration and began in early June and ended in August, two weeks prior to the start of the school year. Once students were accepted, they received a schedule of events and attend an orientation.

During the summer, the work week was divided into two parts. The first four days of each workweek the students performed training at their job sites, where a supervisor provided them with meaningful projects. On Fridays, the students participated in workshops designed to complement what they learn on the job. The weekly workshops were a critical component, where students gained insight into future career paths, as well as receive information regarding entrepreneurial opportunities. The workshops were designed to focus on Financial Management and Life Skills Training. The curriculum was designed by The National Endowment for Financial Education in partnership with Cooperative Extension

Systems, America's Credit Union, and UNLV. The workshops were taught by professional instructors complemented by invited guest speakers. As part of giving back to the community, each year the SBI Interns are asked to participate in a civic engagement project. The interns have always taken these projects to a higher level of giving each year.

The students were required to work Monday through Thursday, eight hours a day, 32 hours per week, and were paid \$8.00 per hour. On Fridays, students attended informational workshops with various guest speakers (for which they were not paid). At these weekly seminars students had the opportunity to earn high school credit. Students were taught Life Skills and Financial Management. Worksites were with employers and businesses throughout Clark County.

## VICTORY NEIGHBORHOOD SERVICES

### New Opportunities for Well Being (NOW) Summer Program



165 youth enrolled in the program participating in job placement, work readiness workshops/training, career and work readiness fairs, and assessment/evaluations of youth (and) employers.

Challenges included delayed funding arriving in August vs. June 2009, some employers not forthcoming with concerns regarding youth work performance, or not providing meaningful work experiences.

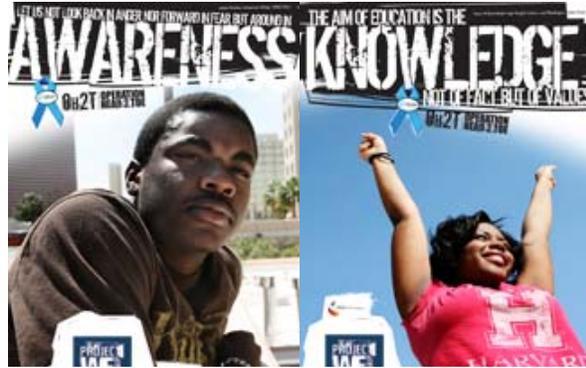
Success stories include five (5) youth being hired by their employers, two additional youth were offered employment by their employers, two employers would have offered employment if they had openings. Thirty youth received an overall work readiness evaluation of 4-excellent from their employers.

## PROJECT WE

Our vision is to inspire a national movement that empowers young people through the creation of a youth development platform that focuses on awareness, knowledge and experience within and directs their thought process towards aspiring to DREAM BIG!

Our mission is to help young people connect with achievable career options and develop a complete, holistic approach towards mind, body, and soul with a focus on youth ages 12 – 21 in the foster care system.

The Program featured a series of seminars, workshops, tours, camps and industry experiences that are designed to empower youth and provide them with a 360 degree in depth view of the sporting goods, fashion and lifestyle grooming industries, with emphasis on the business and entrepreneurial aspects of these industries. Additionally, the program goal was to launch youth on a career exploration path, which includes internships, mentoring, and job-shadowing opportunities designed to career track them into key positions in the Sports, Fashion and Entertainment industries.



## **People, Partnerships, Possibilities**

### **Department of Labor / YouthBuild**

#### **YouthBuild Las Vegas**

YouthBuild Las Vegas (YBLV) is a comprehensive youth development program. It simultaneously addresses several core issues facing low-income communities: education, housing, jobs, leadership development, and community involvement. Furthermore, the program uniquely addresses the status of unemployed young men & women who have dropped out of school and empowers them to a productive future.

YBLV participants have experienced the following components of the program:

1. Education – Participants pursue GED and/or High School diploma. Since January 11<sup>th</sup>, 2010, 11 participants have attained this academic achievement. Multiple others are waiting for their proficiency results.



2. Construction – Participants are engaged in vocational training in the various construction trades. Currently, participants are at various work-sites in low-income communities working on rehabilitation projects. Furthermore, the majority of them are on track to receive HBI PACT certification.



3. Counseling – Participants have designed their own resumes, participated in mock interviews, and are experiencing personal growth and development in overcoming personal barriers and obstacles.

4. Graduation – Currently, participants are slated to graduate from the very first YBLV co-hort on August 27, 2010 and move on towards placement in employment, post-secondary education, or apprenticeship programs.
5. Leadership – Participants have been involved in various community projects to bring about change in their own communities. Can I Get A YouthBuild!

## **People, Partnerships, Possibilities**

### **PROJECT 5000 KIDS – A WORKFORCE CONNECTIONS INITIATIVE**



This past summer the American Reinvestment and Recovery Act (Stimulus Act) provided funding through the Department of Labor's (DOL) local workforce agency Workforce Connections to place approximately 1600 youth in work experience and internships. This was done in partnership with over twenty-

one community-based organizations that each ran programming and worked with a variety of local employers.

We know that the need for youth career development and employment far exceeds the availability of federal Department of Labor (DOL) dollars. Because of this, Workforce Connections' Youth Council is leading a community effort to increase these numbers to 5000 youth each year. To do this, we as a community need to look at a variety of ways to create opportunities beyond the limited DOL dollars, and the stringent income eligibility and paperwork requirements of DOL youth programs.

There will need to be multiple levels of approaches to carry out this large of a campaign. Efforts will be needed to secure additional resources from public, private and corporate sectors. This includes the creation of a "pay into" training account where employers can contribute dollars to sponsor youth in subsidized placements.

The levels of services will need to be more expansive than the traditional WIA programs and may include various levels of efforts and resources. This includes intensive WIA services that are eligibility based and more long term in nature, to employer-paid internship opportunities as well as connecting youth with more traditional summer jobs through job fairs and/or job boards.

The messaging for these opportunities will be critical both in terms of resource development and the cultivation of work placement opportunities. A messaging strategy and specific "asks" need to be developed for a variety of stakeholder groups including public sector including city and county governments, corporate sponsors, and small businesses.

Connections to education will be an imperative for those youth who need both job skills, as well as opportunities to earn or make up credit to ensure completion

of secondary school. Partnerships with the school districts in the region will need to continue to be developed and will be a key part of the Project 5000 kids.

### **Workforce Solutions Unit**

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

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

### **Vision:**

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

### **Mission:**

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

### **Goals:**

1. Strengthen and broaden partnerships between agencies and higher education to meet the demands of the existing and emerging industry sectors.
2. Identify training initiatives for jobs and skills needed for industry/regional sectors and assist with establishing job training and educational programs.
3. Support Governor's Workforce Investments Board and local Workforce Investment Boards to align workforce development strategies to improve the quality of the workforce in Nevada.

4. Assist with the establishment of industry sector councils that will address skill deficiency issues and implement solutions in key sectors of the economy.
5. Identify strategic partners that will address the emerging workforce needs and skill sets that support a demand driven economy.
6. Facilitate the use of apprenticeship trades to meet the workforce needs of the industry sectors.
7. Identify, seek and secure new funding streams through public and private partners.

**Current Projects:**

- State Energy Sector Partnership and Training Grant (Green Jobs/\$6 million)
- Weatherization Project (\$ 1million)
- Re-Entry Initiative (\$ 1million)
- Microsoft, " Elevate America", Initiative (6,750 free vouchers)
- Workforce Investment Board/Sector Council Implementation

**Performance**

**Nevada's Performance Levels for Program Year 2009**

**The State's performance relative to other states**

During program year 2008, Nevada's performance was extremely poor in comparison to other states. Nevada ranked 51 in both the Placement in Education/Employment and Attainment of a Degree or Certificate and was 31 in the Literacy/Numeracy Gain.

For program year 2009, there has been an improvement in the levels of performance in particular for the youth measures.

The continued high unemployment rate has not yet impacted the three common measures for the adult and dislocated worker programs, but it is anticipated that this will change in Program Year 2010.

Following four years of unemployment rates below five percent, the unemployment rate surged to 11.8 percent in 2009. Nevada now has an abundance of available workers across most industries and occupations. At 11.8 percent, an estimated 161,119 Nevadan's found themselves looking for work on average in 2009. In June 2010, the unemployment rate was 14.2 percent. It is the State's highest recorded unemployment rate. Nevada currently has the highest unemployment rate in the nation. Nevada's rate of unemployment is expected to increase in 2010, and slowly begin to decline in 2011. It will be several years until the unemployment rate falls to a more normal level.

### Current improvement efforts

On February 22, 2010, the Department of Employment, Training and Rehabilitation (DETR) submitted the State's Performance Improvement Plan to assist both local workforce investment boards (LWIBs) in improving their performance, in particular for the youth common measures.

The DETR Administrative Manager was assigned to assist the two LWIBs in developing and implementing strategies that target performance improvement. This includes ensuring accurate data entries and timely follow-up action by their respective contracted service providers.

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

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

FutureWork Systems' Performance Matters PLUS (PM PLUS) was contracted by DETR in February 2009 to provide a web-based application to assist states and local boards in managing performance. PM PLUS provides workforce development programs the features of decision support technology and was designed specifically to assist policy-makers/ program managers in effectively monitor, analyze and manage program performance at both the state and local level. DETR has decided to re-contract with FutureWork Systems for program year 2010 to assist in the continuous improvement of levels of performance.

The Governor's Workforce Investment Board provided technical assistance funds to the Southern Nevada Workforce Investment Board (dba workforceCONNECTIONS), which was used to for training and support from Social Policy Researchers Associates (SPRA) consultants. This included development of strategies and performance tools to collect and use the

information to make decisions on program design and services. SPRA consultants also provided "coaching" to individual service providers with performance management strategies based upon their individual program design. A Performance Guidance Enrollment Checklist was developed for use by youth service providers, which is designed to assist program staff in making enrollment decision based on consideration of program suitability. An exit checklist was also developed to determine if the youth still is in need of program services or not and to assist in improving outcomes for the youth common measures.

### **Nevada's Approved Waivers**

Nevada had five approved waivers during Program Year 2009:

**1. Transfer of Workforce Investment Act (WIA) Title IB Funds between the Adult and Dislocated Worker Funding Streams.** This waiver has provided maximum flexibility in the transfer of funds and will help ensure that services to both adults and dislocated workers would be maintained at levels sufficient to meet the distinct needs of each group. This flexibility would also help support local service plans that must integrate the cultural, educational, and employment-related needs unique to each local workforce community, both urban and rural.

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

### **2. Seventeen Statutory WIA Performance Measures:**

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

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

### **3. Employer Match for Customized Training:**

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

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

The impact of this waiver was not felt during this program year as the waiver was not approved until April 2010.

#### **4. Employer Reimbursement Rate for On-the-Job Training**

This waiver allows employers for providing on-the-job training opportunities for adults, dislocated worker and older youth to a match based on a sliding scale ranging from 10 to 35 percent for the employer match.

Specifically the Governor shall establish or may authorize the Local Workforce Investment Boards (LWIBs) to establish the sliding scale, which shall be not less than 10 percent of the costs for employers with 50 or fewer employees; 25 percent of the costs for employers with 51 to 250 employees; and 50 percent of the costs for employers with more than 251 employees.

#### **5. WIA Youth Performance Measures:**

This waived the three youth common measures for out-of-school youth ages 18 to 24 who were served with Recovery Act funds beyond the summer months who participated in work experience only. This waiver expired March 30, 2010

**Cost of Program Activities in Relation to the Effect of Participant Outcomes**  
**Program Year 2009**

<b>Cost Per Participant = Total Costs by Year / Total Participants in the Same Year</b>									
	<b>Total Participants</b>			<b>*Total Expenditures</b>			<b>Cost Per Participant</b>		
	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>
<b>Statewide</b>	<b>4,188</b>	<b>3,598</b>	<b>1,051</b>	<b>\$10,830,880</b>	<b>\$11,227,781</b>	<b>\$8,818,643</b>	<b>\$2,586</b>	<b>\$3,120</b>	<b>\$8,390</b>
<b>Cost Per Exiter = Total Costs by Year / Total Exitors in the Same Year</b>									
	<b>Total Exitors</b>			<b>*Total Expenditures</b>			<b>Cost Per Exiter</b>		
	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>
<b>Statewide</b>	<b>1,607</b>	<b>1,103</b>	<b>275</b>	<b>\$10,830,880</b>	<b>\$11,227,781</b>	<b>\$8,818,643</b>	<b>\$6,740</b>	<b>\$10,179</b>	<b>\$32,068</b>
<b>Cost Per Entered Employment = total Costs by Year / Total Exitors Entering Employment in the Same Year</b>									
	<b>Total Exitors Entering Employment</b>		<b>*Total Expenditures</b>				<b>Cost Per Exitors Entering Employment</b>		
	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Adults</b>	<b>Dislocated Workers</b>			
<b>Statewide</b>	<b>674</b>	<b>470</b>	<b>\$10,830,880</b>	<b>\$11,227,781</b>	<b>\$16,069</b>	<b>\$23,889</b>			
<b>Cost Per Retained Employment = Total Costs by Year / Total Number of Participants Retained in the Same Year</b>									
	<b>Total of Participants Retaining Employment</b>		<b>*Total Expenditures</b>				<b>Cost Per Participants Retaining Employment</b>		
	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Adults</b>	<b>Dislocated Workers</b>			
<b>Statewide</b>	<b>542</b>	<b>328</b>	<b>\$10,830,880</b>	<b>\$11,227,781</b>	<b>\$19,983</b>	<b>\$34,231</b>			

**\* Includes both formula and ARRA funds**