

# MEMORANDUM

TO: Board of Directors  
Governor's Board of Economic Development

Date: June 29, 2018

**SUBJECT: Ratification of SNAP Pilot Program - Request funding for pilot program, not to exceed \$210,000 – approved by Director at March 15 Board meeting, now to be approved by Board**

Agenda item 8B. was originally listed for Director approval at the March 15, 2018 Board meeting and was approved by Director Anderson. However, due to the monetary amount listed this item should be approved by the GOED Board.

**WORKFORCE INNOVATIONS FOR A NEW NEVADA**

**WORKFORCE DEVELOPMENT PROGRAM APPLICATION**

**AUTHORIZED PROVIDER INFORMATION**

<b>Name:</b> Nevada System of Higher Education on behalf of Truckee Meadows Community College and Western Nevada College		
<b>Address:</b> TMCC – 7000 Dandini Blvd, Reno, NV 89512; WNC – 2201 West College Parkway, Carson City, NV 89703		
<b>City:</b> Reno & Carson City	<b>State:</b> Nevada	<b>ZIP Code:</b>
<b>Point of Contact:</b> Dr. Kyle Dalpe – TMCC, Dr. Georgia White – WNC & Exec. Dir. Frank Woodbeck - NSHE	<b>Phone:</b> 702-889-8426	<b>Email:</b> kdalpe@tmcc.edu georgia.white@wnc.edu fwoodbeck@nshe.nevada.edu

**COMPANY INFORMATION**

<b>Name:</b> Tesla; Panasonic of North America; ClickBond		
<b>Number of Primary Jobs Created:</b> 100	<b>Industry:</b> Advanced Manufacturing	<b>Capital Investment:</b> Previously made

**PROGRAM OBJECTIVES**

*SNAP Pilot Expansion – Phase Two*

Provide career development opportunities to Supplemental Nutrition Assistance Program (SNAP) recipients in Nevada, through training in technical skills stackable certificate training programs at Nevada community colleges, leading to gainful employment at family-sustainable wages in emerging “in-demand” occupations. The program is intended to target those who are under-employed, also known as the working poor, who are seeking opportunities to begin a new career at higher wage levels that will also provide an opportunity for continued education and career advancement. These trainings focus on entry-level skills, sought by companies in industries such as advanced manufacturing, and allow for participants to continue their education, acquiring additional skill certifications leading to an associate’s degree and beyond. The levels of employment and wage attainment will grow based on the participants’ desire and ability to advance.

**PROGRAM OUTCOMES**

Current and Proposed

Phase one of this pilot was launched in January 2018 at Western Nevada College (WNC) in Carson City, with the goal of training up to 20 participants over a twelve to sixteen-week program for Manufacturing Technicians – MT1, qualifying them for entry level positions with various companies, including: Tesla, Panasonic, and ClickBond. The pilot status as of March 8:

Students enrolled:	23 (as of January 22)
Students withdrawn:	3
Students inactive:	5 (re-activity still possible)
Students requiring remedial:	2 (WNC offering remedial math and/or English, if needed)
Students progressing:	13 (Ranging from rapid progression to typical progression)

This very encouraging progress has resulted in our decision to propose expansion of this program to encompass northwestern Nevada, with Carson City and Reno as the source markets for participant recruitment; and expansion of curriculum offerings to now include Truckee Meadows Community College (TMCC). Following consultation with the Nevada Department of Health & Human Services Director, Richard Whitley, and Division of Welfare & Supportive Services Administrator, Steve Fisher, we propose providing this training opportunity to an additional one hundred

(100) SNAP recipients. As with the first phase of the program, the participants will be chosen by the NV Department of Health & Human Services, Division of Welfare and Supportive Services. Each applicant will be required to have a high school diploma or equivalent and be interviewed by a screening committee comprised of a representative of the company (or companies) providing end-of-training employment, and a representative of the college providing the training.

Successful participants will earn ten (10) credits at WNC or TMCC toward an AAS degree, a level one certification, and will undergo an ACT WorkKeys test to further certify their technical skill level as a part of the program. The ACT test will result in each successful participant receiving a National Career Readiness Certificate (NCRC), which is a nationally-recognized and “portable” certification sought by the participating companies, as well as other manufacturing companies throughout the state and nation.

For this phase, we plan to add a researcher to our project team. Dr. Justin Gardner, CEO of Innovative Research & Analysis has provided research and analysis for other projects under the Department of Health & Human Services and began providing parameters for us under which we will be able to measure the impact a program such as this has on various factors related to the services provided by the DHHS. We have included funding for his research in this phase.

**WORKFORCE DIVERSITY ACTION PLAN**

The geographic area targeted for this pilot expansion will be the northern Nevada area near the participating companies, and the participants will be chosen by the NV Department of Health & Human Services, Division of Welfare and Supportive Services. Each applicant will be required to have a high school diploma or equivalent and be interviewed by a screening committee comprised of a representative of the company (or companies) providing end-of-training employment, and a representative of the college. The Division of Welfare & Supportive Services will select applicants from their pool of SNAP benefit recipients and will provide a culturally and ethnically diverse pool of applicants to the program pilot selection committee, which will also be sensitive to the desire to have a diversity of program participants.

**Statement to Comply with Federal & State Law:**

TMCC and WNC do not discriminate on the basis of race; color; national origin; sex; disability; age; gender, including a pregnancy-related condition; gender identity or expression; sexual-orientation; protected veterans’ status; genetics; or religion in their programs and activities and provides equal access to facilities to all. Similarly, there shall be no difference in the treatment of persons who file charges of discrimination, participate in a discrimination proceeding, or otherwise oppose discrimination. It is our policy to comply fully with the non-discrimination provision of all state and federal regulations in all programs and activities, including, but not limited to recruitment, admission, financial aid, activities, hiring, promotions, training, terminations, benefits and compensation. Inquiries concerning the application of non-discrimination policies and/or questions as to how to file a complaint of discrimination may be referred to the following individuals:

TMCC Equity and Inclusion Officer  
 Truckee Meadows Community College  
 7000 Dandini Blvd  
 RDMT 208  
 Reno, NV 89512-3999  
 (775) 673-7027

WNC -Title IX Coordinator: (775) 445-4231;  
 Or Dean of Student Services: (775) 445-3271;  
 Or Assistant Director of Human Resources: (775) 445-4231  
 Western Nevada College  
 2201 West College Parkway  
 Carson City, NV 89703  
<http://wdcrobo.colp01.ed.gov/CFAPPS/OCR/contactus.cfm>

**STATEWIDE PORTABILITY PLAN**

**Potential or Existing Plan:**

Successful participants will earn ten (10) credits at TMCC or WNC toward an AAS degree, an M1 & M2 or MT1 certification (respectively) and will undergo and ACT WorkKeys test to further certify their technical skill level as a part of the program. The ACT test will result in each successful participant receiving a National Career Readiness Certificate

(NCRC) that is a nationally-recognized certification sought by the participating companies as well as other manufacturing companies throughout the state and nation.

**COST ESTIMATES**

Category		Per Item	Quantity	Total
WNC	AIT101 (4 credits, fees & curriculum)	\$661.00	25	\$16,525
	AIT155 (3 credits, fees & curriculum)	\$359.50	25	\$8,988
	AIT200 (3 credits, fees & curriculum)	\$359.50	25	\$8,988
	National Career Readiness Certificate & Exam	\$405.00	25	\$10,125
			Sub Total:	\$44,625
	Teaching Assistant	\$2,580	1	\$2,580
	Administrative Support – Intake & Tracking	\$3,000	1	\$3,000
			Sub Total:	\$5,580
			<i>WNC Sub-total:</i>	<i>\$50,205</i>
TMCC	Panasonic Preferred Pathway Program (P3), M1 & M2 Cert.* (10 credits, fees & curriculum)	\$1,286.50	75	\$96,488
	National Career Readiness Certificate & Exam	\$405.00	75	\$30,375
			Sub Total:	\$126,863
	Teaching Assistant	\$2,580	2	\$5,160
	Administrative Support – Intake & Tracking	\$9,000	1	\$9,000
			Sub Total:	\$14,160
			<i>TMCC Sub-total:</i>	<i>\$141,023</i>
NSHE & DHHS	Program Research	\$15,000	1	\$15,000
			<i>NSHE/DHHS Sub-total:</i>	<i>\$15,000</i>
			Total Estimated Cost	\$206,228
			<b>Total Funding Request:</b>	<b>\$210,000</b>

**Additional Benefits:** Under the U.S. Department of Agriculture (USDA) Food and Nutrition Services SNAP Employment and Training Program (SNAPET), the first phase of the pilot has qualified for reimbursement of 40% of the funding invested by GOED. The funding is intended to be used for future program expansion. We look forward to this phase qualifying for similar reimbursements.

**Future Consideration:** Following successful completion of phase one, and execution of phase two; we would seek expansion of the program to southern Nevada this fall, incorporating the curriculum offerings of the College of Southern Nevada, and focusing on training in advanced manufacturing and/or allied health.

\*Panasonic Preferred Pathway Program is evolving to be named the Gigafactory Gateway certificate.

WINN FUND PROGRAM APPLICATION

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TRAINING FACILITIES		
<b>Facility Name:</b> Truckee Meadows Community College, Pennington Applied Technology Center		
<b>Address:</b> 475 Edison Way	<b>City:</b> Reno	

TRAINING FACILITIES		
<b>Facility Name:</b> Western Nevada College		
<b>Address:</b> 2201 West College Parkway	<b>City:</b> Carson City	

## **WORKFORCE DIVERSITY ACTION PLAN**

Tesla, Panasonic of North America, and ClickBond (collectively, the Clients) aims to recruit a well-trained, diverse workforce. This Workforce Diversity Action Plan outlines key considerations and actions steps that will be used to help accomplish workforce diversity goals.

In order to develop this diverse workforce, it is important to consider ways to engage all segments of the population in (1) **recruiting**, (2) **interviewing**, and (3) **hiring**.

### **AGENCY SUPPORT**

The Nevada Governor's Office of Economic Development (GOED) will provide leadership, guidance and facilitation, in order to ensure that interactions between state agencies and the Clients are efficient and effective.

The Nevada Department of Employment Training & Rehabilitation will provide assistance to the Clients. DETR will utilize connections with local workforce boards and community organizations who work closely with underserved and underrepresented segments of the community.

The Nevada Department of Veterans Services (NDVS) will provide support and assistance to DETR in order to facilitate direct engagement with local military installations and organizations.

The Nevada System of Higher Education (NSHE), through Truckee Meadows Community College and Western Nevada College, will provide assistance to program trainees to assist them individually with understanding the classroom training provided, as well as the lab components of the program.

The Nevada Department of Education (NDE) and Nevada Governor's Office of Science, Innovation and Technology (OSIT) will work with GOED to develop and implement Career and Technical Education (CTE) pathways that will prepare Nevada students to be successful members of the Client's workforce. As part of this initiative, close attention will be paid to how these CTE programs can be tailored towards underserved and underrepresented segments of the community.

### **ACTION PLAN**

*DETR, state agencies, and the Clients will develop specific plans over time, but the following action plan describes broad steps and considerations that will be considered throughout.*

The Clients, in collaboration with DETR and other appropriate offices and agencies, will develop, implement and evaluate strategic outreach and recruiting initiatives targeted towards underserved or underrepresented segments of the community.

During and after each part of the process, the Clients will assess the success of their efforts to understand the relative success of recruiting, interviewing and hiring underserved or underrepresented segments of the community. This is part of a continuous improvement feedback process that will assess performance and inform necessary modifications to the strategy.

This process will help identify gaps and barriers that may be preventing diverse segments of the community from applying for positions. For example, this process may highlight segments of the community that have been blatantly overlooked in recruiting, or may expose necessary improvements to non-English language

postings that have not been well-translated, or could identify efforts that are particularly successful at engaging diverse segments of the community.

## **RECRUITING STRATEGIES**

### General

Marketing campaigns (e.g. radio, TV, print, social media) will be tailored to reach diverse audiences, promote awareness of job opportunities, and direct interested individuals to the Clients', DETR and workforce development partner offices, job fairs, and other community events. Job announcements will also be posted at major web sites and job boards.

Examples of successful efforts include but are not limited to:

- Posting job announcements in multiple languages
- Advertising on non-English speaking radio stations
- Implementing social media campaigns
- Holding job fairs at local churches, schools, Tribal centers or other community gathering places where traditionally underserved or underrepresented segments of the community are likely to frequent

### Adults & Youth

DETR will work with the Clients to create skill-based profiles for the Clients' workforce positions in order to understand basic requirements for each position and to identify potential opportunities for targeted recruitment.

For manufacturing positions, DETR will compare position skill-profiles with existing profiles in the Nevada Job Connect Operating System (NJCOS). Using this information, DETR will identify diverse candidates who may be suited to the position, and will actively recruit individuals via phone, email and traditional mail.

Recruiting will also occur at DETR and workforce development partner offices throughout the Northern Nevada. Cumulatively, these offices provide service to thousands of Nevadans each year. Many of these offices are located within traditionally diverse communities. Primary locations provide individualized job-matching, job preparation workshops, STEM workshops, skills-based assessments and other supportive services.

GOED and DETR will also work with workforce partners and NDE to identify locations for job fairs or recruiting campaigns at area high schools with diverse populations. Working with career counselors and CTE programs, this will provide a pipeline of youth who are trained and ready to work at the Client's facility as well as increase awareness among parents/family and the community as a whole of career opportunities.

### Professional Positions

Management, engineering, accounting, human resource and other professional positions will also be actively recruited in diverse communities. In addition to marketing campaigns, DETR will work with the Client to engage professional diversity organizations who can distribute openings to their members.

*In addition to the strategies outlined above, specific initiatives will be utilized to target the following segments of the community:*

### Veterans

GOED and DETR will work with NDVS to recruit veterans and veteran families for positions at the Clients' facilities. NDVS will facilitate direct engagement with local military installations and organizations, and assist DETR in assembling skill profiles for eligible persons.

- Hold job fairs at local military installations and post on veteran-based job sites
  - Fallon Naval Air Station
  - Nevada National Guard
  - Nevada Green Zone Initiative

#### Persons with Disabilities

Persons with disabilities will be assisted by DETR's Bureau of Vocational Rehabilitation (BVR). BVR provides services, technology, education, training and workforce support to more than 5,200 individuals with disabilities in Nevada each year. BVR will assist the Client with recruitment and retention of these individuals, and will customize work readiness and training, as needed. BVR's services ensure that individuals can meet the same performance standards and expectations as other employees. BVR can provide funding for on- and off-site training tailored to specific needs, and pays for the salaries of potential employees while they are learning, and also for job coaching, instruction at Nevada colleges, assistive technology and additional on-the-job supports. BVR will also provide the Client with information related to accessing additional tax incentives related to employing individuals with disabilities.

GOED and DETR will also work with community organization and partners that specialize in working with individuals with disabilities, including:

- UNR, DETR

#### Individuals with Criminal Records

GOED will work with the Clients to understand which level of convictions may preclude an ex-offender from applying for a position, consistent with best practices established by the National Workrights Institute or other similar organization. DETR will also work with the Nevada Department of Corrections and area education institutions to determine if an appropriate training program can be developed and implemented for incarcerated persons or ex-offenders.

### **INTERVIEWING**

DETR will work with the Client to interview candidates for each position. DETR will provide locations in local Job Connect offices and identify other sites within or in close proximity to diverse communities in order to mitigate potential transportation issues that may prevent qualified candidates from interviewing for a position. DETR and the Client will also work to mitigate linguistic or cultural barriers by developing interview questions while paying close attention to how questions are phrased and how interviews are conducted.

### **HIRING**

Once the Client makes a determination to hire a candidate based on the candidate qualifications and best fit for the position, DETR will work with the Client to understand if, how or why underserved or underrepresented segments of the community are or are not being hired. This evaluation will be conducted at the Client's request, and will only be used to inform improvements in recruiting, interviewing or training programs implemented by DETR, DHHS or the State.



DETR will also work with the Client to understand potential barriers that might prevent candidates from being retained by the Client over the long term. These potential barriers include, but are not limited to, transportation, childcare or the need for continuing education. DETR will work to identify potential grants, model programs or other opportunities that the Client or State could apply for, provide or develop, to mitigate such barriers and help ensure that the diverse workforce is hired and retained.

## DEFINITIONS

### Availability

Availability is an estimate of the percentage of minorities and women in the relevant labor market who are qualified and interested in positions

### Inclusion

Inclusion is a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

### Racial & Ethnic Categories

As currently defined in federal regulations:

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America) who maintains cultural identification through tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

### Underserved

Community-specific data should be used to better understand the composition of the workforce and to identify potential gaps or opportunities for additional engagement. In addition to traditional characteristics such as national origin, language, race, color, sexual orientation, etc., this Action Plan also seeks to identify opportunities to engage family members of veterans and individuals who may be homeless, disabled, formerly incarcerated, elderly, or youth who may be disconnected from school and employment.

### Underrepresented

A situation in which the number of women or members of a minority group within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment category than the percentage that women or the minority group constitutes within the civilian labor force of the United States.

**Underutilized**

Underutilization occurs when the percentage of employees of a minority group is less than the availability percentage for that group. Underutilization is calculated for employees in each job group. The declaration of underutilization does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, underutilization is a technical targeting term used exclusively by workforce diversity planners who seek to apply good faith efforts to increase in the future the percentage of utilization of minorities and women in a workforce.

**Workforce Diversity**

Workforce diversity is a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.