

STRATEGIC FIVE-YEAR STATE PLAN
for
TITLE I
of the
WORKFORCE INVESTMENT
ACT OF 1998

STATE OF NEVADA
TRANSITION PLAN
for
YOUTH ACTIVITIES

For the Period
of
April 1, 2000 through June 30, 2005

I. INTRODUCTION

The Workforce Investment Act of 1998 provides an opportunity for Nevada to develop and implement youth developmental strategies. These strategies will be aimed at providing youth with a full complement of services and support that prepare them for careers and adulthood. Seventy (70%) percent of Nevada are

Draft/11/99

rural communities with low population densities. The majority, 85%, of the population reside in the Reno, Las Vegas and Carson City areas. To address the State's diverse economic and demographic composition, creative strategies will be required to ensure equitable accessibility and involvement of youth statewide.

Nevada's strategic five year plan for youth is the result of a collaborative effort by the State Workforce Investment Board's subcommittee on Youth, comprising representatives from business, education, Local Workforce Investment Boards (LWIB), service providers, local elected officials, one-stop partners in consultation with Department of Employment, Training and Rehabilitation, State Job Training Office and U.S. DOL Region IX staff.

Contributors to Nevada's Plan were aware of the intent of the Act to ensure flexibility and decision-making at the local level regarding services and programs. As a result this Plan establishes the framework for Nevada's system, which allows the Local Boards and Youth Councils to develop and implement programs which not only meet the needs of their local employers and youth but are consistent with the State's goals and objectives.

II. STATE VISIONS AND GOALS

- A. Describe Nevada's broad strategic economic and workforce development goals for youth?

The goals for services to youth are:

To further develop and increase employer linkages to create opportunities for youth to be employed in high-skill, high-wage careers.

To identify effective youth programs that result in training which develops both basic, enhanced academic and technical/ occupational skills.

To develop and implement a comprehensive service delivery strategy that facilitates life-long learning.

To increase the percentage of youth placed in full-time training-related employment upon completion of education.

To increase the percentage of youth who transition from one education program and continue to the next level of education and/or next endeavor.

To increase the number of youth employed in high-skill, high-wage careers.

To increase the proportion of youth who are prepared for postsecondary education.

To increase the proportion of youth who obtain a high school diploma, a postsecondary degree or certificate, an industry-validated skills certificate and become employed in occupations which have definable career pathways in high-skill, high-wage occupations and industries.

- B. Describe the Nevada's youth vision and how the statewide Workforce Investment Act (WIA) workforce investment system will help Nevada attain these goals. This vision should address how youth programs will be enhanced and expanded so young people have the resources and skills they need to succeed in Nevada's economy. [Section 111(d) and 112(a)]

Youth Councils appointed by the Local Workforce Investment Boards (LWIB) will oversee the investment of funds aimed specifically at "at-risk youth". All youth will have access to on-line informational resources developed in coordination with the Youth Councils. Stand-alone electronic access on-line will be provided at secondary schools, community colleges, universities, Family Resource Centers, Boys and Girls Clubs and other sites where youth congregate. In addition, the State Workforce Investment Board will encourage the linkage of the disparate worlds of education and business by ensuring that programs developed through LWIBs promote strategies that connect education with the needs of the workplace. Programs for out-of-school youth will be linked with career consultation and occupational training.

Only training programs with proven success will be made accessible to youth. Training programs offered to customers must prepare workers for the skills needed in that local labor market. Employer collaboration is essential to determining the value of the training that is to be offered and subsequently to the success of the process.

Critical to the success of working with youth is the understanding that parental/community involvement is necessary. To encourage parental/ community involvement the Youth Councils will encourage providers of service to identify mentors to work with youth. Within the community at large, there are a number of organizations, including: faith-based organizations, Boys and Girls Clubs, Chambers of Commerce, Nevada's School-to-Careers Partnerships and Y.M.C.As, etc. who actively engage in youth development. By leveraging these valuable human resources, there will be the ability to provide guidance and mentoring to demonstrate appropriate behavior to at-risk youth. Workplace mentors have been a very beneficial component of work-based learning opportunities throughout Nevada's School-to-Careers programs in the state of Nevada. In each region of the state, best practices have been implemented and shared about employer engagement and meaningful work-based learning.

III. YOUTH PERFORMANCE INDICATORS AND GOALS

- A. Identify the youth performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the youth program under the workforce investment system. At a minimum, States must identify the performance indicators for youth required under Section 136, and for each indicator, the State must develop an objective and quantifiable performance goals (the State adjusted level of performance) for each of the first three program years. [Sections 112(b)(3) and 136]

WIA establishes a performance management system that is unlike the system under JTPA in several fundamental ways. Clearly, the system wide transformation fostered under WIA requires no less than system wide changes in workforce development accountability systems. In order to effectuate this degree of change, it was clear early on in our process that collaboration with local-level staff and LWIB members was absolutely critical. Therefore, under the leadership of the State Board, a *Youth Plan Work Group* was created to discuss and work through performance and other issues and to, in fact, collaborate in the writing of Nevada's Youth Plan. The Group consists of representatives of the State Board, LWIB staff, school district

representatives, private sector businesses, and various non-profit entities.

Work Group members have been working and learning together in order to meet the challenges ahead. Although we have experienced (not surprisingly) some difficulty and disagreement, we continue to move forward, and we continue to view collaboration as critical in achieving local and statewide goals. For example, as a group, we attended a workshop on 10/19/99 featuring David E. Brown, Deputy Director of the National Youth Employment Coalition. Members of the Group also jointly consulted with the Department of Labor Regional Office staff (Maria R. Weidmark and Steve Malliaras) to provide an update on performance issues, and to provide technical assistance regarding the analysis of data that helped enable the Group to develop what we sincerely believe are realistic performance goals.

The State of Nevada is committed to restructuring present systems to, not merely comply with WIA provisions, but to further statewide goals as well, including those for youth. In our efforts to move forward over the past several months, we have encountered a number of challenges that, although similar in many respects to those challenges experienced by the early implementing states, are also reflective of statewide (or in some cases, northern or southern) differences. Therefore, we offer the following information as much-needed context before presenting our proposed performance levels for the youth indicators. In addition, the following information will also facilitate understanding of the thinking and analysis that, in fact, resulted in these levels.

Nevada's youth are often young adults who are under-educated, parenting, abusing drugs and involved in violent crimes. We struggle with "losing" youth who want nothing more than a job. Although we are committed to long-term interventions, this is a reality that we have been trying to address.

WIA requires that 30% of youth funds at the local level be targeted to dropouts or out-of-school youth. This requirement did not exist in the past, and it represents a challenge for states with youth populations that have multiple barriers and a history of nothing but negative experiences associated with the educational system. Clearly, the program goals of education and employment to foster long-term employability and self-sufficiency will be an added challenge.

Nevada is experiencing the highest growth rate of any state in the U.S. Currently, 100 families are moving to Nevada every week. Geographically, 70% of Nevada is rural.

Nevada's dropout rate in Clark County alone (i.e., Southern Nevada) is 11.9% overall. For 12th graders, the dropout rate is 22.1%. For 11th graders, the rate is 15.3%. For 10th graders, the rate is 7.9%. And for 9th graders, the rate is 4.8%.

Nevada ranks 45th in the nation regarding the number of youth lacking health insurance.

Nevada has seen an increase of 12% in teen deaths from homicide and suicide from 1985 to 1996.

Nevada has a large job market that does not require attainment of a high school diploma or GED.

"Follow-up" for youth populations is a significant change that will undoubtedly have performance implications (as the following data clearly portrays). Performance for youth under JTPA has always been measured at time of exit from services and not at a thirteen week or 6 month follow-up.

The cultural change that is underway in Nevada's workforce development system has not been easy, nor will it be. Despite this, we are committed to moving forward. Research clearly indicates that change such as this necessitates lower productivity and performance and this is something we also must keep in mind.

We recognize that performance levels must be high enough to produce quality programs that have a long-term impact. We also recognize that performance goals must promote integration within the service provider arena at the local level. But we are also aware that, if standards are set too high, we may find ourselves dealing with the unintended consequences of serving the least hard-to-serve and perhaps even creating artificial barriers preventing WIA-funded programs from serving participants or from coordinating with other programs.

Our State/local Youth Plan Work Group has analyzed performance data utilizing UI wage data in the determination of follow up statistics produced by the Research & Analysis Unit of Nevada's Department of Employment, Training & Rehabilitation. The group has utilized the study developed by Mathematica (DOL contractor) to analyze the Nevada JTPA follow-up data versus the UI wage record data, in addition to analyzing termination data on over fifteen hundred youth served under JTPA within the last two years. We have produced estimates for each of the youth indicators based on this data, as well

as the previous contextual information. The results of our joint efforts are as follows:

Results from Data Collection and Analysis by Youth Indicator:

Youth (19-21) Entered Employment: The Research & Analysis Unit reviewed PY '97 and PY '98 JTPA data for 19-21 year old youth who had entered employment upon termination. Although the Entered Employment Rate for this sample pilot was 100% (those not entering employment were not included), data for 34% of these same youth was not found in the UI wage records.

Youth (19-21) Six Month Retention: As stated previously, "follow-up" for any youth population is a tremendous change from previous policy and requirements. Again, based upon our analysis of data, 21% of those youth entering employment at termination were not confirmed to be employed at follow up when utilizing the UI wage records.

Youth (19-21) Six Month Earnings Gain: In PY '98, the Northern Nevada SDA's average wage at termination for this youth population was \$6.96 per hour (\$278.40 weekly). For the Southern Nevada SDA, this figure was \$7.24 per hour (\$289.60 weekly).

Youth (19-21) Credential Attainment: 22% of the two hundred and twenty youth ages 19 through 21 served in PY98 obtained a GED or high school diploma. Traditionally, youth who have entered JTPA programs in the past, do so with one goal, to obtain a job. It has been our experience that even though programs have been designed to include academic attainment, many youth choose not to follow through once employment has been obtained. It is these youth who lack support systems that emphasize and value education.

Youth (14-18) Skills Attainment: PY98, 57.7% received recognition for achieving a competency in at least one of the following: basic skills, occupational, or pre-employment/work maturity.

Attainment of Secondary School Diploma/Equivalent(14-18): Minimum age to obtain a GED in the State of Nevada is 16 with district permission; otherwise youth must be 17.

Placement and Retention in Post-secondary Education/Training or Placement in Military, Employment, Apprenticeships(14-18): JTPA Statewide 53.6% entered employment; .5% entered non-Title II training.

As previously noted, the performance measures represented on the following chart were developed with the understanding that Nevada is still researching the data inconsistencies within the UI Wage Record System. We are proceeding with the identification as to what types of employers are not reflected within this data system.

WIA Requirement at Section 136(b)	Previous Year Performance PY98 - JTPA	Performance Goals Out Years		
		Year 1	Year 2	Year 3
YOUTH (AGES 19-21)				
Entry into Unsubsidized Employment	62.3%	52%	65%	75%
6-Month Retention in Unsubsidized Employment	Not previously documented by JTPA	50%	60%	65%
6-Months Earnings Rec'd in Unsubsidized Employment	Not previously documented by JTPA	\$286 (wkly)	\$292 (wkly)	\$298 (wkly)
Attainment of Educational or Occupational Skills Credential	22%	55%	75%	80%
Customer Satisfaction	Not previously documented by JTPA	75%	80%	85%
YOUTH (AGES 14-18)				
Attainment of Basic, Work Readiness and/ or Occupational Skills	57%	70%	80%	85%

Attainment of Secondary School Diploma/ Equivalent	14.2%	70%	80%	85%
Placement and Retention in Post-secondary Education/ Training or Placement in Military, Employment, Apprenticeships	46.1%	65%	70%	75%
Customer Satisfaction	Not previously documented by JTPA	75%	80%	85%
Employer Satisfaction	Not previously documented by JTPA	75%	80%	85%

IV. ASSESSMENT

A. Who are the youth customers of Nevada’s workforce investment system?

A significant number of Nevada’s Youth are young adults who are under-educated, parenting, abusing drugs and involved in violent crimes. Nevada currently ranks 45th in the Nation for youth not covered by health insurance and teen deaths as a result of accident, homicide and suicide has increased by 12%.

Youth who will be served in the Workforce Investment system are as follows:

- High School Dropouts**
- Pregnant and Parenting Teens**
- Graduates who are lacking motivation or opportunity to attend secondary school**
- Youth who are not working and are not in school**
- Youth who suffer Neglect and Abuse**
- Youth who commit violent crimes**
- Youth who have Developmental and Physical Disabilities**
- Youth who have poor Basic Skills**
- Youth who are involved in/or participate in gang activity**
- Youth who lack work experience/work history**
- Youth who are living in Foster Care and Group homes**
- Youth who are Homeless/Runaways**
- Youth Living in Independent Living settings**
- Youth who are incarcerated**

Youth who are on Probation

Youth services under WIA Title I will be provided to youth 14 to 21 years of age who are low income and have at least one of the barriers listed above.

Up to 5 percent of the youth served in a local area may be non-low income, if they experience one or more of the aforementioned barriers to employment or are:

One or more grade levels below their age-appropriate grade level;

An individual with a disability, including a learning disability;

or

Facing a serious barrier to employment as identified by the Local Board.

- B. Identify the organizations or entities represented on the State Workforce Investment Board [SWIB]. If you are using an alternative entity which does not contain all the members required under Section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. [Sections 111(a-c), 111 (e) and 112(b)(1)]

The organizations or entities which are represented on the Governor's Workforce Investment Board are as follows:

State Assembly person - Southern Nevada

Nevada's Minority Citizens

Southern Nevada Private Industry Council

State Assembly person - Northern Nevada

Chief of Staff - Governor's Office

Department of Human Resources (representing Welfare Division and Aging Services Division)

Northern Nevada Job Training Board

Nevada League of Cities

Gaming Industry

Housing and Urban Development

United Way of Northern Nevada/CBO

State Board of Education

Department of Employment, Training and Rehabilitation (representing Vocational Rehabilitation and Employment Security Division which is inclusive of Wagner-Peyser and Unemployment Insurance partners)

University and Community College System

**Private Citizen and Small Business
Small Business and Senior Citizens
Nevada's Single Parent's Program
State Senate - Northern Nevada
Safe and Drug Free Schools
Northern Nevada Private Industry Council
Manufacturing Industry
Chambers of Commerce
Nevada's Teachers
State Senate - Southern Nevada
Business and School-to-Work
Business and Youth and Juvenile Justice
Mining Industry
Commission on Economic Development
Nevada Association of School Boards
Nevada's Labor Unions**

- C. How will the State Workforce Investment Board coordinate and interact with the LWIBs. [Sections 111(d) and 112(b)(1)]

The State Board will coordinate with and assist the LWIBs in the development of local plans and local or regional performance measures. The State Board will assure through its oversight responsibilities that local areas are in compliance with its policies, State and federal laws and regulations. Further, the State Board will, in partnership with the LWIBs, assure that the previously fragmented system of planning and service delivery is replaced by a statewide integrated and coordinated system. The Nevada's workforce system will be supportive of its employers and job seeking customers. Representatives from the local boards will serve as members of the State Board to ensure state and local collaboration.

- D. Identify the criteria the State has established to be used by the Chief Elected Official(s) in the local areas for the appointment of LWIBs [LWIB] members based on the requirements of Section 117 [Sections 112(b)(6) and 117(b)]

The State Workforce Investment Board will not establish additional criteria for the appointment of the LWIB members beyond that required in Section 117 and §661.315.

In determining compliance with the required composition requirements of the LWIB, local elected official(s) may appoint individuals whose membership may represent more than one category and/or required one-stop partner provided the individual has met the

nomination/selection process for each category/partner to be represented.

Local elected officials may appoint additional members to the LWIB as determined appropriate to the local area(s), provided the business representation remains in the majority.