

**Nevada Office of the Western Interstate Commission for Higher Education
(Nevada WICHE Commission)**

Nevada System of Higher Education
System Administration Building
2601 Enterprise Road
Reno, NV 89512
Room 114

Video or Telephone Conference Connection from the Meeting Site to:

Nevada System of Higher Education
System Administration Building
4300 S. Maryland Parkway
Las Vegas, NV 89119
Room 105

Friday, August 5, 2022, 10:00 am

A video conference connection will be made between the meeting sites to the Las Vegas System Administration Office. In the event the video conference connection is not functioning, a teleconference connection will be made available. Members of the public may attend the meeting and provide testimony or public comment at these locations.

Below is an agenda of all items scheduled to be considered. Notification is hereby provided that items on the agenda may be taken out of the order presented, including moving an item to a different day if the meeting is noticed for more than one day, two or more agenda items may be combined for consideration, and an agenda item may be removed from the agenda or discussion relating to an item on the agenda may be delayed at any time.

Some agenda items are noted as having accompanying reference material. The agenda and associated reference material may also be accessed on the Internet by visiting the Nevada Office of WICHE website at: <https://hpepnevada.org/>. To request a copy of the supporting materials for this meeting, contact Director Patty Porter at hello@hpepnevada.org or call 775-784-4901.

The Commission is pleased to make reasonable accommodations for any member of the public who has a disability and wishes to attend the meeting. If special arrangements are necessary, please notify us via email at hello@hpepnevada.org or call 775-784-4901 as far in advance as possible.

BOARD

ROLL CALL:

Mr. Fred Lokken, Executive Commissioner _____

Ms. Cathy Dinauer, Commissioner _____

1. PUBLIC COMMENT

INFORMATION ONLY

Public comment will be taken during this agenda item. No action may be taken on a matter raised under this item until the matter is included on an agenda as an item on which action may be taken. Comments will be limited to three minutes per person. Persons making comment will be asked to begin by stating their name for the record and to spell their last name. The Executive Commissioner may elect to allow additional public comment on a specific agenda item when that agenda item is being considered.

In accordance with Attorney General Opinion No. 00-047, as restated in the Attorney General’s Open Meeting Law Manual, the Chair may prohibit comment if the content of that comment is a topic that is not relevant to, or within the authority of, the Nevada Office of the Western Interstate Commission of Higher Education, or if the content is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational or amounting to personal attacks or interfering with the rights of other speakers.

2. MINUTES

FOR POSSIBLE ACTION

The Commission will consider approval of the minutes from the April 6, 2022, meeting.

(Ref. A-WICHE Commission Meeting Minutes, April 6, 2022)

ESTIMATED TIME: 5 minutes

3. COMMISSIONER UPDATE

FOR INFORMATION ONLY

The WICHE Commissioners will discuss their activities as board members.

ESTIMATED TIME: 10 minutes

4. DIRECTOR UPDATE

FOR INFORMATION ONLY

Director Patty Porter will provide the Commissioners with an update on the activities of the Nevada Office of WICHE.

ESTIMATED TIME: 5 minutes

5. CHANGE NAME OF OFFICE

FOR POSSIBLE ACTION

Director Patty Porter will request approval to reinstate the organizational name back to the Nevada Office of Western Interstate Commission for Higher Education (WICHE) from the Health Care Access Program or the Health Care Education Access Program (HPEP) to align with the statutory language provided in NRS 397.003 and to avoid confusion.

ESTIMATED TIME: 5 minutes

6. CHANGE IN FY 22-23 SLOT MATRIX AND PRIORITIZATION OF FUNDING FOR FY 24-25 **FOR POSSIBLE ACTION**

Director Patty Porter will request approval of proposed changes to the FY 2022-23 Governor recommended Slot Matrix as required by Senate Committee on Finance and Assembly Committee on Ways and Means Meeting Jointly Closing List #8 dated April 26, 2021, and as further detailed in the August 9, 2021, reissued letter of intent that allowed WICHE to administratively adjust the allocation of slots between fields to meet student demand and insufficient payment revenues. Director Porter will also seek approval of the proposed Slot Matrix for the FY 24-25 biennium budget.

(Ref. B-Slot Matrix FY22-25, Ref. C-FY 21-23 Loan Repayment Revenue, and Ref. D-Senate and Assembly Joint Full Closing Packet, Ref. E-Letter of Intent, Ref. F-USDA Veterinary Services Shortage Map, Ref. G-Las Vegas Global Economic Alliance 2022 Workforce Blueprint)

ESTIMATED TIME: 25 minutes

7. APPOINTMENT REGIONAL WICHE VETERINARY MEDICINE ADVISORY BOARD **FOR POSSIBLE ACTION**

The Commission may take action to appoint Nevada State Senator Pete Goicochea and University of Nevada, Reno Associate Professor Michael Teglas to the regional WICHE Veterinary Medicine Advisory Board.

ESTIMATED TIME: 5 minutes

8. APPOINTMENT REGIONAL WICHE LEGISLATIVE ADVISORY COMMITTEE **FOR POSSIBLE ACTION**

The Commission may take action to appoint Nevada Assemblywoman Sandra Jauregui to the regional WICHE Legislative Advisory Committee.

ESTIMATED TIME: 5 minutes

9. NEW BUSINESS **INFORMATION ONLY**

Items for consideration at future meetings may be suggested. Any discussion of an item under “New Business” is limited to description and clarification of the subject matter of the item, which may include the reasons for the request, and no substantive discussion may occur at this meeting on new business items in accordance with the Nevada Open Meeting Law (NRS 241.010 et seq.).

10. PUBLIC COMMENT **FOR INFORMATION ONLY**

Public comment will be taken during this agenda item. No action may be taken on a matter raised under this item until the matter is included on an agenda as an item on which action may be taken. Comments will be limited to three minutes per person. Persons making comment will be asked to begin by stating their name for the record and to spell their last name. The Committee Chair may elect to allow additional public comment on a specific agenda item when that agenda item is being considered.

In accordance with Attorney General Opinion No. 00-047, as restated in the Attorney General's Open Meeting Law Manual, the Chair may prohibit comment if the content of that comment is a topic that is not relevant to, or within the authority of, the Nevada Office of the Western Interstate Commission of Higher Education, or if the content is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational or amounting to personal attacks or interfering with the rights of other speakers.

This Agenda has been posted at the following locations:

- Nevada WICHE's website: <https://hpepnevada.org/>
- Nevada System of Higher Education: 2601 Enterprise Road, Reno, NV 89512
- Nevada System of Higher Education: 4300 S. Maryland Pkwy, Las Vegas, NV 89119
- Nevada Public Notice Website: notice.nv.gov

**Nevada Office of the Western Interstate Commission for Higher Education
(Nevada WICHE Commission)**

Room 114

Nevada System of Higher Education

2601 Enterprise Rd

Wednesday, April 6, 2022, 10:00 am

AGENDA

1		<p>Call to order and roll call. The meeting was called to order at</p> <p>In Attendance: Fred Lokken, Executive Commissioner Cathy Dinauer, Commissioner Crystal Abba, Officer in Charge Renee Davis, Acting Vice Chancellor of Academic and Student Affairs and Community Colleges Yvonne Nevarez-Goodson, Deputy General Counsel, NSHE Jose Quiroga, Acting Director of Nevada Office of WICHE, Research Analyst, Academic and Student Affairs, NSHE Patricia A. Avila-Porter, Candidate for Director of the Nevada Office of WICHE</p>
2.	Information Only	Public Comment. None present or in writing.
3.	For Possible Action	<p>Approval of Minutes. Executive Commissioner Lokken requested that each set of minutes for March 2, 2021, August 18, 2021, and January 4, 2022, should be handled individually.</p> <p>Jose Quiroga had edits regarding the April 6, 2022, agenda regarding minutes. The April 6, 2022, Agenda states minutes date as March 2, 2021, and August 18, 2021, when it should be March 22, 2021, and October 28, 2021, respectively. Also, the January 4, 2022, meeting should list as attendee Renee Davis, Associate Vice Chancellor of Academic Affairs and Student Services.</p> <p>Commissioner Dinauer made a motion for approval of the March 22, 2021, meeting minutes with edits. Motion approved by Executive Commissioner Lokken and Commissioner Dinauer.</p> <p>Commissioner Dinauer made a motion for approval for the October 28, 2021, meeting minutes with edits. Motion approved by Executive Commissioner Lokken and Commissioner Dinauer.</p> <p>Commissioner Dinauer made a motion for approval for the January 4, 2022, meeting minutes with edits. Motion approved by Executive Commissioner Lokken and Commissioner Dinauer.</p>
4.	For Possible Action	Director Vacancy - Appointment of Director of the Nevada Office of WICHE. Upon the recommendation of the NSHE Academic and Student

Affairs staff, the Nevada WICHE Commission may appoint Patricia A. Avila-Porter as Director of the Nevada Office of WICHE pursuant to NRS 397.030, as amended by Senate Bill 446 of the 2021 Legislative Session, effective on May 2, 2022. NSHE Academic and Student Affairs staff will provide a summary of the search process for the Director position.

Acting Director Jose Quiroga provided a summary of search process for the Director of the Nevada Office of WICHE: Position posted. Committee formed with NSHE staff and Executive Commissioner Lokken. There were 9 applications, 6 meet minimum criteria, 4 moved to remote interview and 2 for in person meeting. Through process Patricia Porter was selected to move forward to the Commission for possible appointment.

Crystal Abba commented that since the last Commission meeting with the signing of the Memorandum of Understanding which essentially established the merging of the office into the Academic and Student affairs unit Crystal also interviewed the candidate. Ms. Abba stated that the Commission is fortunate to have this candidate. As discussed in the last Commission meeting Ms. Porter will inherit some challenges immediately facing the Nevada Office of WICHE but is no doubt that the Office is in good hands. Ms. Abba stated, not as Officer in Charge, but as the Vice-Chancellor of Academic and Student Affairs that they strongly recommended the candidate for this appointment.

Executive Commissioner Lokken requested a motion. Commissioner Dinauer made a motion to appoint Patricia Avila-Porter as the Director of the Nevada Office of WICHE. Executive Lokken second the motion.

Candidate Patricia Avila-Porter thanked the Commission and attendees for the opportunity and look forward to working with the Commissioners and NSHE staff.

Executive Commissioner Lokken said they were excited as well and expressed gratitude to NSHE in moving the hiring process along and working with NSHE again. Executive Commissioner Lokken was confident in appointment of candidate Porter abilities and in stabilizing the office. Commissioner Dinauer expressed welcome to Director Porter to Nevada Office of WICHE.

Crystal Abba added that at last Commission meeting they discussed and approved a stipend for Jose Quiroga as Acting Director. The stipend was paid out of the vacancy savings and will stop at the end of this month with the new Director salary taking over.

Jose Quiroga requested a friendly amendment that appointment for Patricia Avila-Porter is effective May 2, 2022. Commission Dinauer made a friendly amendment that the appointment will be effective May 2, 2022, and Executive Commissioner Lokken seconded it.

Executive Commissioner Lokken thanked Jose Quiroga for the hard work put in as Acting Director of WICHE.

		<p>Executive Commissioner Lokken called for a vote and motion passed appointing Patricia Avila-Porter as the new Director of the Nevada Office of WICHE.</p>
<p>5.</p>	<p>For Possible Action</p>	<p>Commission Delegation to Director. The Commission may delegate to the Director any of the following duties under NRS Chapter 397, as amended by Assembly Bill 247 of the 2021 Legislative Session, effective on July 1, 2021, , including:</p> <ul style="list-style-type: none"> 1) Pursuant to NRS 397.030, authority to transmit proposed language to the Legislative Counsel Bureau pursuant to NRS Chapter 233B for the development of proposed, permanent administrative regulations for future consideration and adoption by the Commission; 2) Pursuant to NRS 397.062 and 397.063, as amended by Sections 15 and 16 of Assembly Bill 247, respectively, of the 2021 Legislative Session, authority to administer and account for the Nevada Office of the Western Interstate Commission for Higher Education’s Account; 3) Pursuant to NRS 397.064, as amended by Section 17 of Assembly Bill 247 of the 2021 Legislative Session and NRS 397.0645, as amended by Section 18 of Assembly Bill 247 of the 2021 Legislative Session, authority to convert a stipend into a loan for failure to satisfy the criteria for a stipend and enter into loan agreements with participants that include the repayment terms, bear the interest rates, and assess default and delinquency charges and attorneys’ fees based upon criteria established in the Commission regulations; 4) Pursuant to NRS 397.068, as amended by Section 19 of Assembly Bill 247 of the 2021 Legislative Session, authority to determine participant infractions for failure to comply with requirements set forth in the Commission’s regulations and impose authorized fines and/or expel participants from the program based upon criteria established in the Commission’s regulations; 5) Pursuant to NRS 397.0685, as amended by Section 20 of Assembly Bill 247 of the 2021 Legislative Session, authority to reduce the period of required professional practice for a stipend based upon the criteria established in the Commission’s regulations; 6) Pursuant to NRS Chapter 397, authority to interpret and enforce any existing participant agreements or contracts. <p>Crystal Abba commented a point of clarification as the Commission delegated this authority in last meeting to Jose Quiroga as Acting Director this request is for the new Director of Nevada Office of WICHE to Ms. Porter.</p> <p>Yvonne Nevarez-Goodson, Deputy General Counsel stated that the statutory authority in NRS 397 authorizes the Commission to delegate specific duties to the Director of the Nevada Office of WICHE. Administratively and historically, this has been the best course to take of these duties without going to open meeting. The discretion goes to the Commission regarding these duties.</p>

		<p>Commissioner Dinauer made a motion to delegate authority the duties listed under NRS 397 as listed to Director Porter. Motion was seconded and approved by Executive Commissioner Lokken and Commissioner Dinauer.</p>
<p>6.</p>	<p>Information Only</p>	<p>Nevada Office of WICHE Status Report. NSHE Academic and Student Affairs staff will provide a report on agency status and operations and program needs, including, without limitation, regulations and procedures, participant account review, program outreach, and staffing.</p> <p>Jose Quiroga gave an update regarding outstanding categories for the Commission. Payment of \$112,500 was made to the Nevada Psychology Internship Consortium as per Memorandum of Understanding which ends in 2023. Executive Lokken asked for an update on program and to invite the program director to a future Commission meeting. PSEP (Professional Student Exchange Program) that funds stipend for Occupational Therapy, Physical Therapy, Physician Assistant, Pharmacy students will spend just under \$900,000. All returning PSEP students have been funding and working with regional WICHE to identify new PSEP students. The next focus is to fund HPEP (Health Profession Education Program) with anticipation of posting application soon.</p> <p>Executive Commissioner Lokken asked if the Office has a spreadsheet to track PSEP students coming of an off that cycle? Mr. Quiroga said he is tracking student funding cycles but unaware if there is tracking of students completing their educational program on a one-by-one basis, but it can be looked at in the future for the Commission as well as who was funded by program.</p> <p>Executive Commissioner Lokken stated we partially pulled out of PSEP, example Veterinary Medicine and not funding any new initiatives but would like to revisit this as determined by the state's critical needs list. The Veterinary Medicine seemed to fall off but hearing from Rural area of need. Would like due diligence here.</p> <p>Executive Commissioner Lokken where are we in the budgetary process? Thinks that deadline is August 1, 2022. Executive Commissioner Lokken is planning to have some discussion with legislators regarding future funding outlook. Would like to look at requesting additional funding even if grant in nature.</p> <p>Executive Commissioner Lokken asked where are we regarding any loan payoffs? These payoffs in the past have helped fund some HPEP spots. If the payoff happens during a certain window, we can use it to boost allocations. Jose Quiroga did state there was a loan payoff two months back but that has already been accounted for. Mr. Quiroga will follow up regarding notes left by former Director.</p> <p>Crystal Abba asked if received direction from GFO regarding the budget? Ms. Abba stated that they think it is September 1, 2022, and that Executive Commissioner comment is salient. Executive Commissioner Lokken stated in past the budget has been a roll forward since 1995. Ms. Abba recommended that the Commission give direction during a meeting so you have it on record and that can be cited during the legislative session.</p>

		<p>Jose Quiroga responded to early question by Executive Commissioner Lokken that HPEP program was previously included in breakdown of the budget.</p>
7.	Information Only	<p>New Business. Items for consideration at future meetings may be suggested. Any discussion of an item under “New Business” is limited to description and clarification of the subject matter of the item, which may include the reasons for the request, and no substantive discussion may occur at this meeting on new business items in accordance with the Nevada Open Meeting Law (NRS 241.010 et seq.)</p> <p>Executive Commissioner Lokken stated that revision of the Nevada Administrative Code is ongoing, and Jose Quiroga confirmed.</p> <p>Executive Commissioner Lokken said the Commission can make a recommendation regarding an open spot on the Commission.</p>
8.	Information Only	<p>Public Comment. Comment will be limited to two minutes per person. Persons making comment are asked to begin by stating their name for the record and to spell their last name.</p> <p>In accordance with the Attorney General Opinion No. 00-047, as restated in the Attorney General’s Open Meeting Law Manual, the Executive Commissioner may prohibit comment if the comment is a topic that is not relevant to, or within the authority of, the Commission, or if the content is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational or amounting to personal attacks or interfering with the rights of other speakers.</p> <p>No public comment present or in writing.</p>
9.		Adjournment

NEVADA OFFICE OF WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION (WICHE)

2023-2025 BIENNIAL BUDGET REQUEST

LOAN AND STIPEND (PROGRAMS) ACCOUNT 2681 PSEP AND HPEP SLOT MATRIX

REGIONAL: PROFESSIONAL STUDENT EXCHANGE PROGRAM (PSEP)																				
	2021-2022 ACTUALS				2022-2023 TARGET				2023-2024 TARGET				2024-2025 TARGET							
	New	Cont.	Total		New	Cont.	Total		New	Cont.	Total		New	Cont.	Total					
OCCUPATIONAL THERAPY																				
Year 1	4	0	4	\$ 14,650	\$ 58,600	2	0	2	\$ 14,650	\$ 29,300	0	0	0	\$ 15,300	\$ 0	2	0	2	\$ 15,625	\$ 31,250
Year 2	-	0	0	\$ 24,417	\$ 0	0	4	4	\$ 24,958	\$ 99,832	0	2	2	\$ 25,500	\$ 51,000	0	0	0	\$ 26,042	\$ 0
<i>Occupational Therapy Total</i>	4	0	4	\$ 57,200	\$ 57,200	2	4	6	\$ 129,132	\$ 129,132	0	2	2	\$ 51,000	\$ 51,000	2	0	2	\$ 31,250	\$ 31,250
PHYSICAL THERAPY¹																				
<i>Total-3 Year Program</i>	9	0	9	\$ 16,125	\$ 145,125	0	9	9	\$ 16,500	\$ 148,500	0	9	9	\$ 16,850	\$ 151,650	4	0	4	\$ 17,225	\$ 68,900
PHYSICIAN ASSISTANT²																				
<i>Total-2 Year Program</i>	9	4	13	\$ 19,075	\$ 247,975	5	9	14	\$ 19,525	\$ 273,350	0	5	5	\$ 19,950	\$ 99,750	5	0	5	\$ 20,400	\$ 102,000
VETERINARY MEDICINE³																				
<i>Total-4 Year Program</i>	0	7	7	\$ 33,150	\$ 232,050	0	4	4	\$ 33,900	\$ 135,600	4	0	4	\$ 34,650	\$ 138,600	0	4	4	\$ 35,400	\$ 141,600
PHARMACY																				
4 Year Program	0	2	2	\$ 8,525	\$ 17,050	0	1	1	\$ 8,725	\$ 8,725	0	0	0	\$ 8,925	\$ 0	0	0	0	\$ 9,125	\$ 0
3 Year Program	9	7	16	\$ 11,367	\$ 181,872	0	9	10	\$ 11,633	\$ 116,330	1	9	10	\$ 11,900	\$ 119,000	9	1	10	\$ 12,167	\$ 121,670
<i>Pharmacy Total⁴</i>	9	9	18	\$ 198,922	\$ 198,922	0	10	10	\$ 125,055	\$ 125,055	1	9	10	\$ 119,000	\$ 119,000	9	1	10	\$ 121,670	\$ 121,670
<i>Transfer to DPBH</i>				\$ 112,500	\$ 112,500				\$ 112,500	\$ 112,500				\$ 112,500	\$ 112,500				\$ 112,500	\$ 112,500
PSEP TOTAL:	31	20	51	\$ 993,772	\$ 993,772	8	36	43	\$ 924,137	\$ 924,137	5	16	30	\$ 672,505	\$ 672,505	17	8	25	\$ 577,920	\$ 577,920

NEVADA: HEALTH PROFESSIONAL EDUCATION PROGRAM (HPEP)																				
	2021-2022 ACTUALS				2022-2023 TARGET				2023-2024 TARGET				2024-2025 TARGET							
	New	Cont.	Total		New	Cont.	Total		New	Cont.	Total		New	Cont.	Total					
MASTER OF SOCIAL WORK⁵	0	1	1	\$ 5,000	\$ 5,000	5	0	5	\$ 5,000	\$ 25,000	0	5	5	\$ 5,000	\$ 25,000	5	0	5	\$ 5,000	\$ 25,000
ADVANCED PRACTICE NURSING⁴						10		10	\$ 7,700	\$ 77,000	1	10	11	\$ 7,700	\$ 84,700	10	1	11	\$ 7,700	\$ 84,700
MSN-2 Year Program	0	0	0	\$ 6,000	\$ 0	0	-	0	-	\$ 0	-	-	-	\$ 0	\$ 0	-	-	-	\$ 0	\$ 0
RN to APRN 2-Yr Program	1	3	4	\$ 7,700	\$ 30,800	0	1	1	\$ 7,700	\$ 7,700	-	-	-	\$ 0	\$ 0	-	-	-	\$ 0	\$ 0
FNP/ APRN / DNP / Psychiatric	0	1	1	\$ 7,700	\$ 7,700	0	-	0	-	\$ 0	-	-	-	\$ 0	\$ 0	-	-	-	\$ 0	\$ 0
<i>Advanced Practice Nursing⁶</i>	1	4	5	\$ 178,900	\$ 178,900	10	1	11	\$ 84,700	\$ 84,700	1	10	11	\$ 84,700	\$ 84,700	10	1	11	\$ 84,700	\$ 84,700
RN to BSN Pipeline to Advanced Practice Nursing⁷, CSN, GBC, Nevada State, TMCC, Proposed for FY 24-25 Biennium				\$ 0	\$ 0			0	\$ 0	\$ 0			12	0	12	\$ 2,400	\$ 28,800	12	\$ 2,400	\$ 28,800
GERIATRIC TRAINING⁸	-	-	3	\$ 7,700	\$ 23,100	-	-	5	\$ 7,700	\$ 38,500	-	-	5	\$ 7,700	\$ 38,500	-	0	5	\$ 7,700	\$ 38,500
HPEP TOTAL	1	8	9	\$ 207,000	\$ 207,000	25	1	26	\$ 148,200	\$ 148,200	13	20	33	\$ 215,500	\$ 215,500	20	13	33	\$ 215,500	\$ 215,500
PSEP AND HPEP - TOTAL			60	\$ 1,200,772	\$ 1,200,772			69	\$ 1,072,337	\$ 1,072,337			63	\$ 888,005	\$ 888,005			58	\$ 793,420	\$ 793,420

¹ Physical Therapy, three year program, approved for 5 FY 22 slot numbers reallocated due to participant demand to 9 new students. FY 23 slot number was 5 but due to increased demand in FY 22 slot number changed to 9 for FY 23-24. For FY 25 slot number is 4 new first year students due to reduction in loan payment revenue.

² Physician Assistant slot number reduced from 10 to 5 due to reduction in loan repayment revenue for FY 23-25.

³ Veterinary Medicine request for "Special Consideration" for the biennium budget to reinstate 4 slots for FY 24-25 due to increased need of Veterinarians since FY 21-23 legislative session.

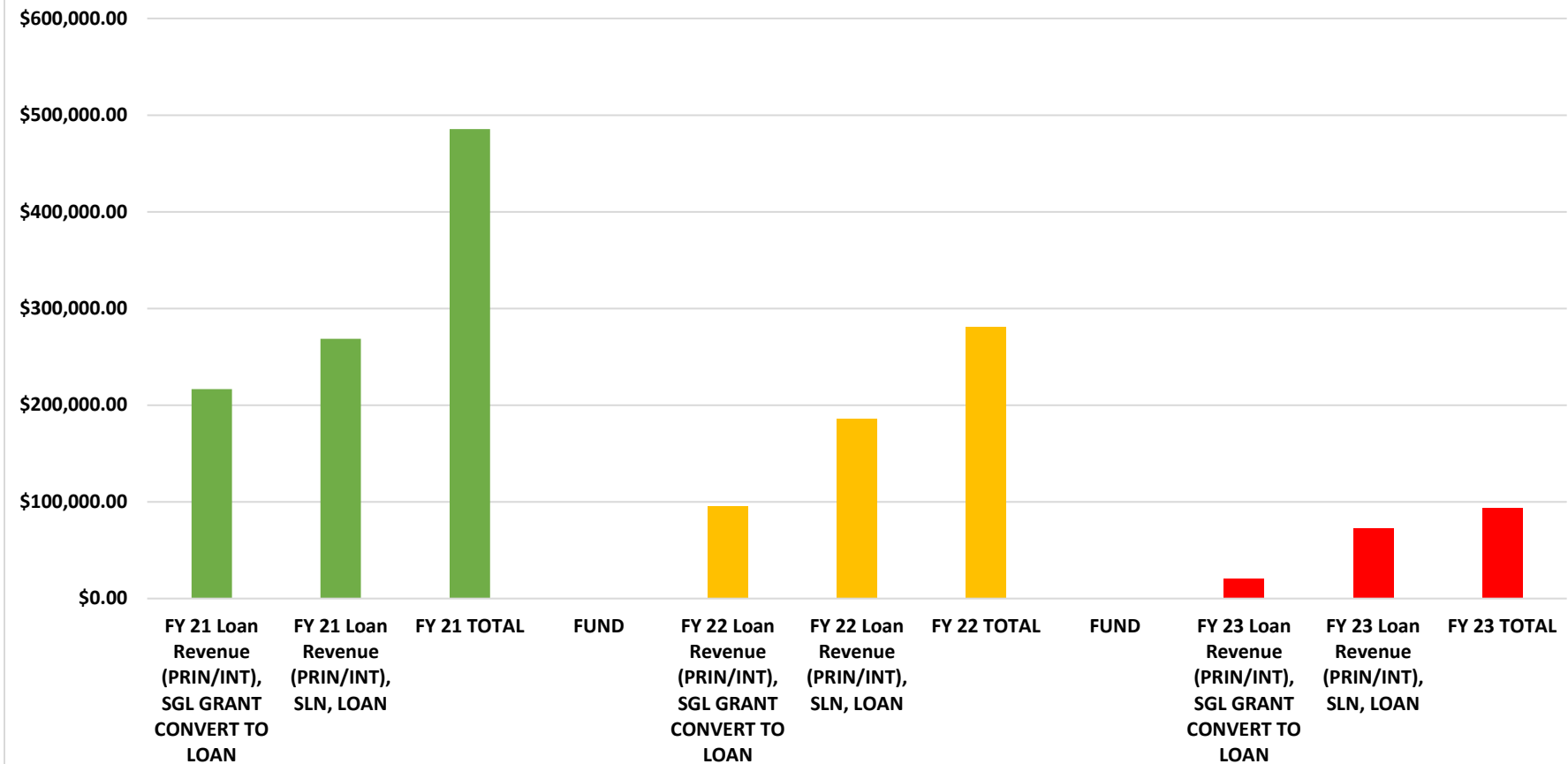
⁴ Pharmacy approved for 14 FY 22 slot numbers but reallocated to 18 due to participant demand. Due to decrease in loan repayment revenue FY 23-25 slot target is 10.

⁵ Master of Social Work slot numbers reduced from 12 to 5 due to decrease in loan repayment revenue for FY 23-25.

⁶ Advanced Practice Nursing programs were consolidated in a single line due to similar program requirements. Due to decrease in loan repayment revenue for FY 23-25 and forward number reduced from 20 to 11.

⁷ Proposed reallocation of FY 24-25 funding for 12 slots for new RN to BSN Pipeline to Nurse Practitioner at CSN, GBC, Nevada State and TMCC to meet workforce demand and provide feeder into Advanced Practice Nursing.

FY 21-22 LOAN REPAYMENT REVENUE & FY 23 PROJECTION



FUND		FUND		FUND	
FY 21 Loan Revenue (PRIN/INT), SGL GRANT CONVERT TO LOAN	\$216,730.56	FY 22 Loan Revenue (PRIN/INT), SGL GRANT CONVERT TO LOAN	\$95,371.58	FY 23 Loan Revenue (PRIN/INT), SGL GRANT CONVERT TO LOAN	\$20,417.20
FY 21 Loan Revenue (PRIN/INT), SLN, LOAN	\$268,772.34	FY 22 Loan Revenue (PRIN/INT), SLN, LOAN	\$185,801.48	FY 23 Loan Revenue (PRIN/INT), SLN, LOAN	\$72,990.31
FY 21 TOTAL	\$485,502.90	FY 22 TOTAL	\$281,173.06	FY 23 TOTAL	\$93,407.51

**Senate Committee on Finance and
 Assembly Committee on Ways and Means
 Meeting Jointly
 CLOSING LIST #8
 April 26, 2021**

<u>BUDGET ACCOUNT</u>	<u>EXECUTIVE BUDGET PAGE</u>
	<u>Volume I</u>
<u>Governor's Office</u>	
<u>Nevada Athletic Commission</u>	
Athletic Commission (101-3952)	ELECTED - 17
<u>Governor's Office</u>	
<u>Office of Finance</u>	
SMART 21 (101-1325)	ELECTED - 70
<u>Governor's Office</u>	
<u>Western Interstate Commission for Higher Education</u>	
WICHE Administration (101-2995)	NSHE - 10
W.I.C.H.E. Loans & Stipends (101-2681)	NSHE - 14
	<u>Volume III</u>
<u>Commission on Ethics</u>	
Commission on Ethics (101-1343)	ETHICS - 4
<u>Department of Indigent Defense Services</u>	
Department of Indigent Defense Services (101-1008)	INDIGENT DEFENSE - 3
Public Defender (101-1499)	INDIGENT DEFENSE - 7

Title: ATHLETIC COMMISSION
 Account: 101 - 3952

Budget Page: ELECTED-17, Volume I

Revenues	2019-20 Actual	2020-21 WP	% Chg	2021-22 GOV REC	% Chg	2022-23 GOV REC	% Chg
OTHER FUND	1,731,052	1,609,292	(7.03)	1,727,015	7.32	1,727,015	
INTERAGENCY TRANSFER	27,295						
BALANCE FORWARD	(327,721)	2,098,683	(740.39)	2,281,174	8.70	2,606,649	14.27
Total Revenues	1,430,626	3,707,975	159.19	4,008,189	8.10	4,333,664	8.12
Total FTE		8.00		9.00		9.00	

The work program year figures in the table above may not reflect all of the actions taken during the interim and approved by the Governor's Finance Office, the IFC, or by the Legislature during the 31st Special Session.

Adjustments to Revenue

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Revenues				0	0

Adjustments to Expenditures

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Expenditures				0	0

Total 0 0

Grand Total General Fund Impact of Closing Changes 0 0

Grand Total Highway Fund Impact of Closing Changes 0 0

Overview

The Nevada State Athletic Commission, authorized under *Nevada Revised Statutes* (NRS) Chapter 467, supervises and regulates all contests and exhibitions of unarmed combat, including boxing, professional wrestling, mixed martial arts, kickboxing and elimination boxing. Additionally, the NSAC licenses and regulates persons who conduct, hold, or give contests or exhibitions for unarmed combat where an admission fee is received. Pursuant to NRS 467.107, the Nevada State Athletic Commission is a self-funded agency through a portion of the licensing fees that are charged at 8% of total gross receipts from admissions to a live contest or exhibition of unarmed combat. Six percent of the total gross receipts is credited to the General Fund, while the remaining 2% funds the Nevada State Athletic Commission. The Nevada State Athletic Commission was transferred from the Department of Business and Industry to the Governor's Office with the passage and approval of Assembly Bill 529 (2019).

Major Closing Issues

1. New Administrative Assistant Position
2. Budget Amendment for Instant Replay Technology

Discussion of Major Closing Issues

1. New Administrative Assistant Position (E-225, ELECTED-19)

Recommendation: The Governor recommends reserve reductions of \$51,814 in FY 2022 and \$66,403 in FY 2023 for a new Administrative Assistant position (Grade 27, Step 4) and associated costs.

Summary of Issue: The agency indicates the position is needed to address an increase in the number of events regulated by the Nevada State Athletic Commission; improve the agency's long-term operations as the majority of the agency's current staff is eligible for retirement; address non-event related task backlogs; and decrease the use of overtime.

Details Provided During the Committee Hearing: The agency indicates it has experienced a spike in the number of events it regulates due to combat sports continuing during the COVID-19 pandemic. The following table shows the total number of events regulated by the Nevada State Athletic Commission in prior fiscal years, as well as the number of events projected for each year of the 2021-23 biennium:

Number of Events Overseen by NSAC, FY 2015 - FY 2020 and Projected for FY 2021, FY 2022 and FY 2023									
Type of Event	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Professional (Boxing, MMA and Kickboxing)	43	45	32	39	27	47	50	37	37
Other (Amateur Events and Television Shows)	64	42	40	35	12	12	10	33	33
TOTAL	107	87	72	74	39	59	60	70	70

As background, since the Nevada State Athletic Commission transitioned to a fee-funded model following the 2015 Session, it has added three full-time equivalent positions: one Program Officer position and one Administrative Assistant position approved during the 2016-17 Interim and one unclassified Chief Assistant position approved during the 2017 Session.

The agency indicates that, outside of the Nevada State Athletic Commission's Director and the Chief Assistant, there are currently three Nevada State Athletic Commission staff that are assigned to events on a rotational basis. The agency indicates that while current staff are able to meet the increased workload, the Nevada State Athletic Commission is experiencing difficulty in managing scheduled and unscheduled time off for staff. The agency further indicates any unscheduled absences would have a major impact and interfere with Nevada State Athletic Commission activities. Finally, the agency indicates the Executive Director has had to turn down potential events due to excessive overtime and lack of staffing.

According to the agency, the new Administrative Assistant position would provide administrative support to the Nevada State Athletic Commission, including at events and weigh-ins. The position's duties would include review of documentation of fighters, coaches, judges, and referees prior to, during, and after an event. Additional responsibilities would include tallying scores for bouts, review of combatant's medical records and clearances, and issuing identifications to combatants and their teams. Outside of events, the position would serve to back up the agency's front desk to allow for absence coverage in its day-to-day operations. The agency indicates it has one Administrative Assistant currently performing these duties; however, the intent of the recommendation is to split the associated workload for various events between the two positions. Finally, the agency indicates many of its staff are close to retirement and this position would aid in long-term succession planning by allowing the new staff to work side-by-side with experienced staff.

Overtime expenses for the Nevada State Athletic Commission have increased in recent fiscal years. Overtime is typically accrued when Nevada State Athletic Commission staff are working a combat sports

event, which occur on nights and weekends. The table below shows the agency's actual paid overtime expenses from FY 2015 through FY 2020, along with FY 2021 expenses to date. Additional overtime liabilities may have been accrued in the form of compensatory time, which would not be reflected in the state accounting system and the table below:

NSAC Overtime Expenses per FY		
Fiscal Year	Overtime Expenditures	% Change over Previous Year
FY 2015	\$ 24,143	N/A
FY 2016	\$ 24,920	3.2%
FY 2017	\$ 22,622	-9.2%
FY 2018	\$ 19,484	-13.9%
FY 2019	\$ 44,296	127.3%
FY 2020	\$ 53,942	21.8%
FY 2021*	\$ 86,851	61.0%

* FY 2021 figures reflect to-date OT expenditures retrieved through the State financial system as of April 22, 2021.

As shown above, the agency's overtime expenditures more than doubled in FY 2019 when compared to the previous fiscal year. While the agency indicates quarantine measures implemented in response to the COVID-19 pandemic have driven the increased overtime expenses in FY 2021, the trend of increased overtime predates the pandemic. The Nevada State Athletic Commission's budget for 2021-23 biennium includes authority of \$33,053 for overtime in each fiscal year of the biennium.

Hearing Discussion and Post Hearing Update/Information: During the March 1, 2021, budget hearing, the agency provided additional information regarding the need for the new position. The agency testified that while there was an increase in workload associated with an increase in events during to the pandemic as other states were not hosting events, the primary factor in requesting the new position is to address potential succession issues as almost all current staff are either eligible for retirement or will be eligible in less than five years. In addition, the agency noted the new position would assist in being able to regulate multiple events at one time. The agency further testified the additional position would dedicate more resources to health and safety programs by relieving current staff of some of the event-driven workload.

The agency testified it had considered the use of contracted staff as opposed to a full-time staff position; however, utilizing contract staff would not address the long-term succession issues previously discussed. The money committees also inquired if there would be a reduction to overtime costs should this position be approved. The agency indicated it did not anticipate an immediate reduction to overtime costs as the new position would not be filled until the pandemic had ended. The agency responded that the new position would not have an immediate impact on overtime costs since veteran staff would still need to work alongside newly-hired staff to provide training, thereby resulting in additional overtime costs. However, the agency testified it anticipates reduced overtime expenditures over the long-term once the position is filled and fully trained.

Decision for the Committees:
Do the Committees wish to approve one new Administrative Assistant position and associated costs, funded with reserve reductions of \$51,814 in FY 2022 and \$66,403 in FY 2023, as recommended by the Governor?

2. Budget Amendment for Instant Replay Technology

Recommendation: Following the budget hearing on March 1, 2021, the Governor’s Finance Office submitted Budget Amendment [A214803952](#) on March 12, 2021, to recommend reserve reductions of \$7,921 in FY 2022 for the purchase of instant replay equipment.

Summary of Issue: During the budget hearing, the agency discussed a request for the purchase of instant replay technology; however, the costs associated with this request were not included in The Executive Budget. Following the budget hearing, the Governor’s Finance Office transmitted the budget amendment to add this recommendation for consideration by the money committees.

Hearing Discussion and Post Hearing Update/Information: During the budget hearing, the agency testified that it was the first state athletic commission to attempt to utilize instant replay technology for boxing. The agency had previously updated its regulations to allow the referee of a contest to call a time-out to consult with commission officials or to review replay footage at the referee’s discretion. The agency indicated it was currently using low-grade technology during the testing phase of instant replay process. However, the agency indicated it was pursuing the acquisition of better replay equipment as the use of instant replay was now part of the standard operations of an event.

The funding included in this budget amendment would allow the agency to purchase a new video instant replay machine that records and plays back video, a HDMI video switcher to allow the agency to utilize multiple video feeds, and a portable broadcast monitor the agency indicates would be used to allow the agency to more quickly provide officials footage for review when requested. The budget amendment would also fund a storage case and lock for the security and transport of the instant replay equipment. The agency confirms no camera equipment is needed for the instant replay technology, as the agency utilizes video feeds from existing cameras that are provided by promoters or networks. According to the agency, the ability to utilize instant replay technology would allow the commission to be less dependent on outside resources for instant replay and to ensure all licensees and promoters, including smaller and amateur organizations, have the opportunity to utilize instant replay technology.

Decision for the Committees:
Do the Committees wish to approve Budget Amendment [A214803952](#) for the purchase of instant replay equipment, funded with reserve reductions of \$7,921 in FY 2022?

Other Closing Items

Other Closing Items	Category	Description of Decision Unit	FY 2022	FY 2023
			Reserve Offset ¹	Reserve Offset ¹
1	Training	Miscellaneous costs associated with hosting trainings for judges, referees and time keepers. (E-227, ELECTED-19)	\$ (2,500)	\$ (2,500)
2	Regulation Review	Costs associated with LCB regulatory reviews. (E-228, ELECTED-20)	\$ (4,500)	\$ -
3	New and Replacement Equipment	Purchase of two additional Wi-Fi hot spots. (E-229, ELECTED-20)	\$ (1,159)	\$ (960)
4		Replacement computer hardware and software. (E-710, ELECTED-20-21)	\$ (3,714)	\$ -
5		New computer hardware and software. (E-720, ELECTED-21)	\$ (3,006)	\$ -
6		New office furniture. (E-721, ELECTED-20-21)	\$ (1,485)	\$ -

¹ Recommendations to fund expenditures in whole, or in part, with reserved funds will display as a negative dollar value as the reserve level would be reduced. Alternatively, recommendations to decrease expenditure levels with an offset to reserves will display as a positive dollar value as the reserve level would be increased.

Fiscal staff recommends all Other Closing Items be approved as recommended by the Governor, and requests authority for staff to make technical adjustments, as necessary.

Additional Information – No Action Necessary

Reserve Levels (SUMMARY, ELECTED-22-23): As included in The Executive Budget, the Nevada State Athletic Commission is projected to begin the 2021-23 biennium with approximately \$2.3 million in reserves. Reserves are further projected to increase by the end of the biennium, with an anticipated ending reserve balance of \$2.6 million at the end of FY 2023, which would provide for approximately 580 days of operating expenditures for the agency.

As indicated in the Overview, the Nevada State Athletic Commission is primarily funded through a portion of proceeds from the ticket sales to a live contest or event. Due to restrictions on crowd sizes and live events implemented in response to COVID-19, there have been no ticketed events with live attendance to date in FY 2021. However, Senate Bill 29 of the 2019 Session requires promoters to remit a license fee equal to the costs of services rendered by the Nevada State Athletic Commission for events in which no admission fee is imposed. In testimony during the 2019 Session, the agency indicated this change was requested as promoters were beginning to stage events with no live attendance for the purpose of streaming the event online. The Nevada State Athletic Commission's authority to collect a license fee direct from promoters has allowed the agency to fund its operations through the pandemic without any reduction in staffing or services.

During the March 1, 2021, budget hearing, the money committees asked the agency to identify its optimal reserve level and provide additional information on any special considerations the agency had in determining that amount. The agency testified that it believes maintaining a healthy reserve level was important as the agency did not have direct control over the number of events the state could potentially host. The agency has identified one year of operating expenditures as the optimal reserve level, as this would allow the agency to continue operations should events decrease or cease entirely for a period of time. The agency indicated it did not control the number of events or the attendance at an event, which made projecting future revenues difficult. In addition, as the agency may only assess the license fee for events with no attendance, it expressed concern that as pandemic protocols were eased and live attendance at events resumed under limited capacity, there may be a reduction in gate fee revenues (which are based on live event attendance) over the 2021-23 biennium, further contributing to the need for a higher reserve.

Based on the projected expenditures included in The Executive Budget, the optimal reserve level for the agency would be approximately \$1.6 million at the end of FY 2023, about \$1.0 million less than the anticipated FY 2023 ending reserve level balance recommended by the Governor.

Title: GOVERNOR'S OFFICE OF FINANCE - SMART 21
Account: 101 - 1325

Budget Page: ELECTED-70, Volume I

	2019-20 Actual	2020-21 WP	% Chg	2021-22 GOV REC	% Chg	2022-23 GOV REC	% Chg
Revenues							
GENERAL FUND	2,129,463	1,743,122	(18.14)	4,777,791	174.09	6,657,219	39.34
HIGHWAY FUND	455,955	454,481	(0.32)	1,115,879	145.53	1,556,737	39.51
INTERIM FINANCE		311,699					
OTHER FUND				740,408		758,397	2.43
INTERAGENCY TRANSFER	1,940	134,335	6824.48				
BALANCE FORWARD	7,280,661	33,506,090	360.21				
REVERSIONS	(105,879)						
Total Revenues	9,762,140	36,149,727	270.31	6,634,078	(81.65)	8,972,353	35.25
Total FTE ¹		10.00		30.00		47.00	

The work program year figures in the table above may not reflect all of the actions taken during the interim and approved by the Governor's Finance Office, the IFC, or by the 31st Special Session.

¹ Note: The FTE counts in The Executive Budget are misstated. Fiscal staff calculated the corrected FTE counts based on costs recommended in this budget and excluding positions funded with one-time appropriations.

Adjustments to Revenue

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Revenues				0	0

Adjustments to Expenditures

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Expenditures				0	0

Total	0	0
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Grand Total General Fund Impact of Closing Changes	0	0
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Grand Total Highway Fund Impact of Closing Changes	0	0
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Overview

The Silver State Modernization Approach for Resources and Technology in the 21st Century (SMART 21) budget was created during the 2017-19 Interim pursuant to Assembly Bill 504 to isolate costs associated with the replacement of the state's existing financial and human resources information systems with a modernized, comprehensive cloud-based Enterprise Resource Planning solution. The budget is generally funded with 81% General Fund appropriations and 19% Highway Fund appropriations, based on the percentage of full-time equivalent positions in state agencies that are supported by the respective funding sources.

Major Closing Issues

1. Position Changes
2. SMART 21 System Costs

Discussion of Major Closing Issues

1. Position Changes (E-225, E-227, E-228, E-520 & E-920, ELECTED-72-73, 75-76)

Recommendation: To support a net increase of 12 positions over the 2021-23 biennium, the Governor recommends net funding increases totaling \$475,624 (\$828,767 General Fund decrease, \$194,414 Highway Fund decrease, and \$1.5 million increase in revenue transferred from the Division of Enterprise IT Services) over the 2021-23 biennium.

Summary of Issues: As part of the agency's overall staffing strategy, through five decision units, the Governor recommends holding 1 position vacant through April 2022, eliminating 25 positions (2 permanent and 23 temporary), adding 30 permanent positions, and transferring in 7 positions from the Division of Enterprise IT Services, for a net increase of 12 positions over the 2021-23 biennium to support ongoing operations of the SMART 21 project. Overall, these decision units would add 35 net new permanent, ongoing positions to this budget.

Details Provided During the Subcommittee Hearing: **SMART 21 Project Status:** Work on the SMART 21 project was initiated when the 2013 Legislature approved \$350,000 to conduct a benchmarking study of the state's outdated existing financial and human resource business processes and information systems, which were implemented in 1999. The benchmarking study found that the state's processes are highly manual, and a lack of automation and investment in information technology resulted in inefficient and ineffective processes when compared to other states. Additional funding was appropriated by the 2015, 2017, and 2019 Legislatures to commence the replacement of the existing system, including the establishment of the Office of Project Management in this budget, which is responsible for overseeing the project and ensuring its success, and one-shot appropriations to fund system implementation costs. The Office of Project Management is guided by an executive committee, comprised of the Director of the Governor's Finance Office, the Director of the Department of Administration and the State Controller, and receives stakeholder input through a steering committee, which includes representatives of state agencies. The overall goals of the project include:

- Implement a commercial off-the-shelf cloud-based software-as-a-service system that supports statewide standardized data;
- Implement business process improvements statewide;
- Decrease manual and duplicative processes that do not add value;
- Provide enhanced reporting capabilities to improve decision making; and
- Improve information security.

During the 2019-21 biennium, the Board of Examiners approved a contract system implementor (LSI Consulting) to implement SAP system software to replace various existing information systems. The Office of Project Management also contracts with Gartner to provide independent verification and validation services to evaluate the status of the project on an ongoing basis to verify that the system meets stated requirements and specifications and functions as intended, thereby mitigating the risk of failure and facilitating the identification of any issues with the project.

The new SMART 21 system is being deployed in a phased approach (also referred to as waves), with full system implementation projected July 1, 2022. On March 1, 2021, the first phase, which included non-payroll-related human resource modules such as recruiting, onboarding, and learning management,

were deployed. The first phase was initially anticipated to be deployed January 2021; however, delays were experienced due to business disruptions and closures associated with the initial stages of the pandemic. Remaining human resource modules, including payroll, are scheduled to be deployed by January 2022, and financial modules are scheduled to be deployed July 1, 2022, in line with the schedule projected during the 2019 Legislative Session.

Overall Staffing Strategy: In a one-shot appropriation, the Governor recommends funding for temporary staff to support SMART 21 project implementation efforts. To support permanent staff for ongoing operations of the SMART 21 system, the Governor recommends five decision units in this budget.

In Decision Units E-225 and E-227, the Governor recommends holding 1 permanent position vacant, with reinstatement in April 2022, eliminating 25 positions, including 2 permanent positions and 23 positions dedicated to project implementation funded with one-time funding that were retained in the base budget, effective July 1, 2021 (these positions are intended to be temporary in nature and referred to as temporary in this highlight), for savings totaling \$5.5 million (\$4.4 million General Fund and \$1.0 million Highway Fund) over the biennium. The Office of Project Management Administrator position is recommended to be held vacant until the position is needed to support ongoing operations, approximately three months before the financial modules of the SMART 21 system are deployed in July 2022. The 2 eliminated permanent positions are vacant, while 22 of the 23 temporary positions are currently filled.

Effective July 1, 2021, the 23 temporary positions would be continued as temporary positions funded through one-shot appropriations to be heard in a separate bill hearing at a later date (Bill Draft Request 1052). The temporary positions are recommended to be funded with one-shot appropriations while they perform duties related to project implementation, at a cost of \$2.6 million over the biennium. In Decision Unit E-228, the 23 temporary positions would be transitioned to permanent positions at various dates throughout the biennium when the role of each position transitions from project implementation to ongoing SMART 21 system support and operations. Additionally, Decision Unit E-228 recommends 7 new positions, 2 of which would start as temporary positions (funded with one-shot appropriations) and transition to permanent positions during the 2021-23 biennium. Funding recommended in Decision Unit E-228 totals \$4.4 million (\$3.6 million General Fund and \$846,246 Highway Fund).

The following table summarizes position changes included in Decision Units E-225, E-227, and E-228, as well as temporary positions recommended to be funded with one-shot funding for informational purposes.

SMART 21 Position Changes, 2021-23 Biennium				
Decision Units E-225, E-227, E-228, and One-Shot Funding				
Title	Grade/ Step	Date Eliminated 1	Dates Temporary 2	Date Added Permanent 3
Held Vacant - 1 Position				
Administrator, SMART 21	Unclassified	7/21-3/22 (reestablish 4/22)	-	-
Permanent Positions Eliminated - 2 Positions				
Executive Branch Budget Officer	43-10	7/21	-	-
Purchasing Officer 3	39-10	7/21	-	-
Temporary Positions Continued and Transitioned to Permanent - 23 Positions				
Accountant 3	38-8	7/21	7/21-6/22	7/22
Accountant 3	38-8	7/21	7/21-6/22	7/22
Administrative Services Officer 1	37-8	7/21	7/21-6/22	7/22
Administrative Services Officer 1	37-10	7/21	7/21-6/22	7/22
Administrative Services Officer 2	39-10	7/21	7/21-9/22	10/22
Budget Analyst 3	38-10	7/21	7/21-6/22	7/22
Budget Analyst 3	38-6	7/21	7/21-6/22	7/22
Business Process Analyst 3	38-7	7/21	-	7/21
IT Professional 4	42-10	7/21	7/21-9/22	10/22
IT Professional 4	42-10	7/21	7/21-9/22	10/22
IT Professional 4	42-10	7/21	-	7/21
IT Professional 4	42-10	7/21	7/21-9/22	10/22
IT Professional 4	42-10	7/21	7/21-6/22	7/22
Management Analyst 3	37-9	7/21	7/21-6/22	7/22
Management Analyst 4	39-10	7/21	7/21-9/22	10/22
Personnel Analyst 1	32-7	7/21	-	7/21
Personnel Analyst 2	34-1	7/21	-	7/21
Personnel Analyst 2	34-7	7/21	7/21 - 12/21	1/22
Personnel Officer 1	36-2	7/21	7/21 - 12/21	1/22
Personnel Officer 1	36-5	7/21	7/21 - 12/21	1/22
Personnel Officer 1	36-1	7/21	7/21 - 12/21	1/22
Personnel Officer 2	38-10	7/21	7/21-3/22	4/22
Purchasing Officer 3	39-10	7/21	7/21-6/22	7/22
New Positions Started as Temporary and Transitioned to Permanent - 2 Positions				
Business Process Analyst 3	38-7	-	7/21-6/22	7/22
Business Process Analyst 3	38-7	-	7/21-7/22	8/22
New Permanent Positions - 5 Positions				
Business Process Analyst 3	38-7	-	-	7/21
IT Professional 4	42/10	-	-	10/21
IT Professional 4	42/10	-	-	7/21
Program Officer 1	31-10	-	-	7/21
Program Officer 1	31-10	-	-	7/22
New Temporary Position (One-Shot Funding) - 1 Position				
IT Professional 3	40-10	-	7/21-6/22	-

1 Decision Units E-225 and E-227

2 One-shot funding to be considered at a later date

3 Decision Unit E-228

In Decision Units E-520 and E-920, the Governor recommends \$1.5 million in revenue transferred from the Division of Enterprise IT Services to transfer in seven positions, including one Business Process Analyst (Grade 38, Step 7), two Program Officers 1 (Grade 31, Steps 1 and 5), one IT Professional 3 (Grade 40, Step 1), and three IT Professional 4s (Grade 42, Step 10), from the Division of Enterprise IT Services Agency IT Services budget to assist with the transition of existing legacy systems to the SMART 21 system.

According to the agency, the transferred positions support various human resource and financial information systems, such as the Human Resource Data Warehouse, the Nevada Project Accounting System, Advantage Human Resources, Nevada Employee Action and Timekeeping System, Contract Entry and Tracking System and the Nevada Executive Budget System, some of which would be retired and replaced by SMART 21. One IT Professional position that supports systems that would be retained following the full implementation of the SMART 21 system, including the Nevada Executive Budget System, Contract Entry and Tracking System, and the Nevada Project Accounting System, is recommended to transfer to this budget.

Hearing Discussion and Post Hearing Update/Information: At the March 25, 2021, budget hearing, the Committees inquired whether any issues have been encountered with the SMART 21 project that could result in additional costs to the state. In response, the agency indicated that additional costs could occur if configurations of the SAP system beyond the initially identified system configuration was determined to be necessary to support the state's operational needs. To define the initial system configuration, the agency conducted extensive workshops with agencies prior to implementing phases of the project to identify business requirements and corresponding system configurations, with the goal of aligning state business processes with standard SAP system configuration, which is designed to conform with best practices. To date, with the March 2021 deployment of certain human resource modules, minimal changes have been noted. The agency expressed concern that the future deployment of the finance module, which would involve significant changes in how fiscal and accounting work in the state is done, may lead to additional system configuration, which could potentially increase costs.

The Committees discussed the Center of Excellence concept, which is the term used to refer to the unit that oversees the operation of the SMART 21 system and supports continuous improvement through system patches, updates, and reconfigurations. Centers of Excellence are a common feature in entities that have deployed an enterprise resource planning solution, such as SMART 21, with the goal of improving business efficiency, enhancing system capabilities, and sustaining the ongoing operation of the system. Centers of Excellence typically contain resources to provide for project management, business process improvement, and technical system development.

In determining the structure and staffing levels for the Center of Excellence, the agency indicates it consulted with various entities, including Gartner, LSI Consulting, Clark County, the State of Arkansas, the City of Phoenix, the City of San Diego, Penn State University and the Houston Independent School District, and determined the structure of operational units was generally consistent across organizations and staffing levels ranged from 36 to 50 positions, which is consistent with the number of permanent positions recommended for this budget in the 2021-23 biennium. The agency indicates it may augment state staff with contractors to quickly respond to emerging needs. Additional changes to staffing levels may be necessary once the project is fully implemented and the agency transitions to the operational phase.

The agency's Center of Excellence is comprised of a functional team, a help desk team and a technical team. The functional team would consist of subject matter experts for the human resource and financial modules of the system and would analyze requirements for system updates and assist in designing configuration changes, troubleshoot and resolve system issues, and determine training needs. The technical team would support system development, reporting/analytics, security, and technical operations.

Regarding the positions recommended to transfer from the Division of Enterprise IT Services (Decision Units E520 and E-920), the Committees inquired why costs not directly related to the SMART 21 project are recommended to transfer to this budget. According to the agency, transferring staff who work on legacy information systems that will be retired provides for continuity of system operations and facilitates staff transitioning to duties involving the new SMART 21 system. Transferred staff would support legacy systems until they are retired, then transition to supporting the SMART 21 system. According to the agency, the

transfer of the positions is intended to retain qualified staff, as it is anticipated staff would likely seek other employment as the planned retirement date of their assigned legacy system approaches. The Human Resource Data Warehouse, Advantage Human Resources, and Nevada Employee Action and Timekeeping systems are scheduled to be retired September 30, 2022. As previously noted, one IT Professional position that supports systems that would not be retired following the full implementation of the SMART 21 system is recommended to transfer to this budget. According to the Division of Enterprise IT Services, the transfer of this position would provide for improved cross training on critical information systems, such as the Nevada Executive Budget System.

Within the Division of Enterprise IT Services budget, three of the seven positions are currently funded with Infrastructure Assessments, which are charged by the Division of Enterprise IT Services to state agencies per full-time equivalent position for non-billable IT services that provide statewide benefits, and the remaining four positions are funded with programmer/developer fees charged to state agencies, based on work performed on an hourly basis for the support of agency information systems. According to the Department of Administration, it intends to continue to charge using agencies, including the Division of Human Resource Management and the Governor's Finance Office, for the support of their information systems and transferring the funding to the SMART 21 budget. As the information systems six of the seven positions support would be retired September 30, 2022, the work of the positions would transition to the support of the SMART 21 system at that time.

Accordingly, to align funding with duties performed, it would be appropriate to transition funding for six of the seven the positions to General Fund and Highway Fund effective October 2022, consistent with funding for all other SMART 21 staff and project costs, at an estimated cost of \$508,795 General Fund and \$119,347 Highway Fund in FY 2023. Transfers of revenue from the Division of Enterprise IT Services would decrease by a corresponding amount, from \$1.5 million to \$870,663 over the 2021-23 biennium. The remaining position who works on systems that would not be retired would continue to be funded by transfers from the Division of Enterprise IT Services through programmer/developer fees charged to state agencies based on work performed in the 2021-23 biennium. In future biennia, changes to the funding of the positions may be necessary to align with duties performed and the ongoing funding model for the SMART 21 system, which has not yet been determined. The agency and the Governor's Finance Office concur with this funding approach.

To continue to monitor the implementation of the SMART 21 project throughout the 2021-23 biennium, the Committees may wish to consider issuing a letter of intent to receive semiannual updates on the project, including:

- An overview of activities conducted by the agency, including the operations of the Center of Excellence;
- Updates on the SMART 21 project implementation plan and projected deployment timeline;
- A summary of change management and training efforts;
- An overview of the activities of SMART 21 contract staff and project vendors;
- A list of project deliverables received, deliverables anticipated for the next reporting period, and deliverables that are behind schedule;
- Information regarding the work performed by the seven positions transferred in from the Division of Enterprise IT Services and the revenues received for the support of the positions;
- Information regarding the planned location of SMART 21 following the transition from implementation to ongoing operations;
- Information regarding the development of a plan to allocate SMART 21 system costs to state agencies as a means of recovering non-General Fund and non-Highway Fund funding sources for the support of the system; and
- A summary of categorical expenditures incurred to date on project implementation and cost projections for the remainder of the project implementation.

Decision for the Committees:

Do the Committees wish to approve Decision Units E-225, E-227, and E-228, for net savings totaling \$1.0 million (\$828,767 General Fund savings and \$194,414 Highway Fund savings) to hold 1 position vacant through April 2022, eliminate 25 positions (2 permanent and 23 temporary), and add 30 permanent positions, for a net increase of 5 positions, as recommended by the Governor?

Do the Committees wish to approve transferring in 7 positions from the Division of Enterprise IT Services, in Decision Units E-520 and E-920, and:

- Fund 6 of the 7 positions with revenue transferred in from the Division of Enterprise IT Services through September 2022 and transition the funding of those positions to the General Fund and Highway Fund effective October 2022,
- Fund the remaining position that supports information systems that would not be retired with revenue transferred in from the Division of Enterprise IT Services throughout the 2021-23 biennium, with funding comprised of:
 - Revenue (Infrastructure Assessment and programmer/developer fees) transferred in from the Division of Enterprise IT Services of \$870,663 over the 2021-23 biennium;
 - General Fund of \$508,795 in FY 2023; and
 - Highway Fund of \$119,347 in FY 2023?

Do the Committees wish to issue a letter of intent instructing the Office of Project Management to report semi-annually to the Interim Finance Committee on its operations and the status of the SMART 21 project?

2. SMART 21 System Costs (E-229 & E-236, ELECTED-73 & 75)

Recommendation: To support IT-related costs associated with the SMART 21 system, the Governor recommends \$6.7 million (\$5.4 million General Fund and \$1.3 million Highway Fund) over the 2021-23 biennium.

Summary of Issues: The Governor recommends funding totaling \$6.7 million to support continued data cleansing and integration and ongoing cloud computing services.

Details Provided During the Subcommittee Hearing: Decision Unit E-229 recommends \$277,235 in FY 2022 and \$77,116 in FY 2023 to support continued data cleansing and integration efforts to develop interfaces with SMART 21 for 14 information systems and load existing data into a new data warehouse. Through Assembly Bill 500, the 2019 Legislature approved one-shot funding of \$2.4 million available through June 30, 2023, for these efforts. Based on updated cost estimates, the agency now projects data cleansing and integration costs will total \$2.8 million, and the \$354,351 in this decision unit provides the difference between the \$2.4 million funded in Assembly Bill 500 and the updated cost estimate.

Decision Unit E-236 recommends \$3.2 million in each year of the 2021-23 biennium to support costs associated with services provided through a contract with LSI Consulting. The approved contract with LSI Consulting continues through August 31, 2029, and includes cloud-based software as a service access to SAP technologies and monthly SAP licensing costs as well as system testing services. This decision unit would establish ongoing monthly costs of \$244,861 for 1,500 users to utilize financial components and 23,000 users to utilize human resource components of the SMART 21 system, and \$240,000 annually for ongoing testing services.

Hearing Discussion and Post Hearing Update/Information: Decision Unit E-229: At the March 25, 2021, budget hearing, the agency indicated that data cleansing and integration costs for existing information systems are not anticipated in the SMART 21 budget in future biennia, while costs associated with integrating new systems with SMART 21 in the future would be borne by the agency implementing the new system. According to the agency, the exact timing of data cleansing and integration costs in the upcoming biennium is uncertain. Consistent with flexibility typically provided for one-time costs for IT projects, including SMART 21 data cleansing and integration costs in the 2019-21 biennium funded through Assembly Bill 500 (2019), the Committee may wish to consider disapproving this decision unit and adding \$354,351 (\$287,024 General Fund and \$67,327 Highway Fund) to the one-shot appropriation bill recommended to fund other SMART 21 project implementation costs (Bill Draft Request 1052). In appropriating this funding to a one-time appropriation bill, funding could then be made available in either year of the 2021-23 biennium.

Decision for the Committees:

Do the Committees wish to not approve Decision Unit E-229, with the understanding that \$354,351 would need to be added to the SMART 21 one-shot bill to support continued data cleansing and integration efforts in the 2021-23 biennium?

Do the Committees wish to approve Decision Unit E-236, for \$3.2 million per year to support software as a service licensing costs?

Other Closing Items

Other Closing Items	Category	Description of Decision Unit	FY 2022		FY 2023	
			General Fund	Highway Fund	General Fund	Highway Fund
1	Funding Source Change	Change funding source of Management Analyst position to align with duties performed (E-230, ELECTED-74)	\$(20,717)	\$ 20,717	\$(20,785)	\$ 20,785
2	Training	Ongoing annual training costs (E-234, ELECTED-74)	\$ -	\$ -	\$ 39,606	\$ 9,290
3	IT Support	Division of Enterprise IT Services desktop and software IT support (E-235, ELECTED-74-75)	\$ 40,832	\$ 9,580	\$ 41,447	\$ 9,722
4	Replacement Equipment	Replacement computer equipment (E-710, ELECTED-76)	\$ 4,966	\$ 1,164	\$ 9,432	\$ 2,212

Fiscal staff recommends Other Closing Items 1 through 4 be closed as recommended by the Governor. Fiscal staff requests authority to make other technical adjustments, as necessary.

Additional Information – No Action Necessary

One-Shot Appropriations (BUDGET OVERVIEW-21): The Governor recommends FY 2021 one-shot appropriations totaling \$28.9 million (\$23.3 million General Fund and \$5.6 million Highway Fund) to support continued SMART 21 project implementation costs, including temporary positions and project contract costs, as well as new furniture and equipment. Bill Draft Request 1052 has been submitted to support this recommendation.

Title: NSHE - WICHE ADMINISTRATION
 Account: 101 - 2995

Budget Page: NSHE-10, Volume I

	2019-20 Actual	2020-21 WP	% Chg	2021-22 GOV REC	% Chg	2022-23 GOV REC	% Chg
Revenues							
GENERAL FUND	400,983	335,313	(16.38)	329,272	(1.80)	328,556	(0.22)
REVERSIONS	(16,637)						
Total Revenues	384,346	335,313	(12.76)	329,272	(1.80)	328,556	(0.22)
Total FTE		2.00		1.40		1.40	

The work program year figures in the table above may not reflect all of the actions taken during the interim and approved by the Governor's Finance Office, the IFC, or by the Legislature during the 31st Special Session.

Adjustments to Revenue

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Revenues				0	0

Adjustments to Expenditures

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Expenditures				0	0

Total		0	0
Grand Total General Fund Impact of Closing Changes		0	0
Grand Total Highway Fund Impact of Closing Changes		0	0

Overview

This budget provides for the costs of administering Nevada's Western Interstate Commission for Higher Education (WICHE) program, including the Professional Student Exchange Program (PSEP) and the Health Professional Education Program (HPEP) (formerly Health Care Access Program, or HCAP), located in the WICHE Loan and Stipends budget. The WICHE administrative budget is funded entirely from State General Fund appropriations. Pursuant to *Nevada Revised Statutes* (NRS) Chapter 397, a three-member commission appointed by the Governor oversees the Nevada WICHE program and Nevada's participation in the regional consortium.

Major Closing Issue

Transfer of WICHE Program to the Nevada System of Higher Education

Discussion of Major Closing Issue

Transfer of WICHE Program to the Nevada System of Higher Education (E-225, NSHE-11-12)

Recommendation: The Governor recommends the transfer of the WICHE program and budgets from the Office of the Governor to the Nevada System of Higher Education (NSHE), resulting in General Fund savings totaling \$85,854 over the 2021-23 biennium.

Summary of Issues: WICHE has limited staff (1.4 FTE as recommended by the Governor for the 2021-23 biennium) and previously received cost allocated support services through the Administrative Services Division, Agency IT Services, and the Office of the Attorney General. These supporting functions remain a crucial component of the program and would be required to be absorbed by NSHE if the recommended transfer is approved.

Details Provided During the Subcommittee Hearing:

According to the agency, the small size of the WICHE program makes it impractical to operate as an administratively self-sufficient entity, as had been the operational model prior to FY 2010 and its prior transfer to NSHE. In a survey of nine other western states, the agency indicated Nevada was the only state whose WICHE program operates outside of the higher education system and the Commission authored a recommendation to relocate the program under NSHE. Fiscal staff notes that WICHE previously operated under NSHE from FY 2010 through FY 2015. The recommended transfer includes \$15,000 per fiscal year in General Fund appropriations paid to NSHE which, according to the agency, is representative of all costs associated with the organizational shift.

Per the agency, benefits of relocating to NSHE include:

- Shared resources: Shared resources would include information technology, legal, accounting, and the potential utilization of student workers for administrative support.
- Community Partnerships: A shared organizational structure could improve partnerships within and between the WICHE program and NSHE, including individual specialties within the University of Nevada, Reno and the University of Nevada, Las Vegas.
- Program Innovation: WICHE indicated its current structure results in a lack of information sharing with primary program stakeholders, primarily NSHE, which would be improved with a shared organizational structure.

Hearing Discussion and Post Hearing Update/Information:

During the March 1, 2021, hearing, members of the Committee requested additional detail relating to the nature of the move to NSHE. In response to questions and as part of written follow up, the agency indicated WICHE currently operates under its own statutory authority (*Nevada Revised Statutes Chapter 397*) and that the Commission, if the move to NSHE is approved, would remain independent. The primary intent of the move, according to the agency, includes the ability to share knowledge and resources through a partnership, which would be made easier by locating WICHE within NSHE. Per the agency, WICHE employees would become NSHE employees. However, the Board of Regents would exercise no budgetary authority over WICHE and the authority to appoint the WICHE Director would remain with the Commission. The organizational move, as recommended by the Governor, requires a statutory change and a bill draft has been requested to facilitate the transfer.

Decision for the Committees:

Do the Committees wish to recommend approval of the Governor’s recommended relocation of the WICHE Administration and the WICHE Loans and Stipends budgets from the Governor’s Office to the Nevada System of Higher Education, resulting in General Fund savings totaling \$85,854 over the 2021-23 biennium, contingent upon passage of enabling legislation to facilitate the organizational move?

Other Closing Items

			FY 2022	FY 2023
Other Closing Item	Category	Description of Decision Unit	General Fund	General Fund
1	INFORMATION SERVICES	New computer equipment in FY 2022 (E-710, NSHE-12)	\$ 1,765	\$ -

Fiscal staff recommends the Other Closing Item be closed as recommended by the Governor and requests authority for staff to make technical adjustments, as necessary.

Additional Information – No Action Necessary

Budget Reductions (E-680, NSHE-12): As a budget reduction measure, the Governor recommended holding 0.6 FTE vacant in FY 2022 and FY 2023, for General Fund savings of \$76,069 over the 2021-23 biennium. On April 1, 2021, the Joint Senate Committee on Finance and Assembly Committee on Ways and Means took action to approve the Governor’s recommendation to hold vacant various positions for the purposes of budget reductions on a statewide basis. In addition, the Joint Committee preliminarily approved authorizing American Rescue Plan Coronavirus State and Local Fiscal Recovery Funds to restore those positions effective October 1, 2021, pending guidance from the federal government on the allowable use of the funds, and provided Fiscal staff with authority for necessary technical adjustments. Therefore, the Committees do not need to take action on this item.

Title: NSHE - W.I.C.H.E. LOANS & STIPENDS
Account: 101 - 2681

Budget Page: NSHE-14, Volume I

	2019-20 Actual	2020-21 WP	% Chg	2021-22 GOV REC	% Chg	2022-23 GOV REC	% Chg
Revenues							
GENERAL FUND	913,134	739,098	(19.06)	943,684	27.68	943,684	
OTHER FUND	383,968	399,348	4.01	354,470	(11.24)	354,470	
BALANCE FORWARD	31,052	10,272	(66.92)				
REVERSIONS	(7,700)						
Total Revenues	1,320,454	1,148,718	(13.01)	1,298,154	13.01	1,298,154	

Total FTE

The work program year figures in the table above may not reflect all of the actions taken during the interim and approved by the Governor’s Finance Office, the IFC, or by the Legislature during the 31st Special Session.

Adjustments to Revenue

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Revenues				0	0

Adjustments to Expenditures

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Expenditures				0	0

Total

0 0

Grand Total General Fund Impact of Closing Changes

0 0

Grand Total Highway Fund Impact of Closing Changes

0 0

Overview

In 1959, the Nevada Legislature approved Nevada’s participation as a member of the Western Interstate Commission for Higher Education (WICHE) to provide educational assistance to Nevada students seeking education in health-care-related professional fields of study not offered by higher education institutions within Nevada. The 17 WICHE members are Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming, and two members of the U.S. Pacific Territories and Freely Associated States (the Commonwealth of the Northern Mariana Islands and Guam). Statutory Authority: NRS 397.

The Nevada WICHE program manages Nevada’s participation in the regional Professional Student Exchange Program (PSEP) and the Nevada-oriented Health Professional Education Program (HPEP), formerly called the Health Care Access Program (HCAP). The PSEP is a loan forgiveness program with admission preference and reduced tuition that supports students in high-need fields, including physical therapy, pharmacy, and physician assistant programs. The HPEP was approved by the 1997 Legislature and expanded the mission of the WICHE program by providing an option for students to receive financial support while earning health profession degrees at in-state public and private institutions. For both programs,

legislatively approved WICHE support for participants is provided by means of a “support fee,” and, with the exception of the psychology internship slots, are comprised of a loan component and a stipend component. Repayment of all or part of the stipend component can be waived if the student returns to, or remains in, Nevada and practices his or her profession in the state.

Professional Student Exchange Program (PSEP)

Nevada PSEP students typically attend in-state private or out-of-state institutions. The primary components of the PSEP are described below:

- Students accepted in the PSEP generally receive preference in admission and pay reduced tuition - typically in-state tuition at public institutions and approximately one-third the standard tuition at private institutions.
- Students' out-of-state tuition will be reduced by the support fee amount, which varies by academic field. Amounts are established by the regional WICHE office, are uniform across states and institutions, and are intended to reduce the cost of the students' tuition.
- 25% of the total support fee is a loan, which must be repaid, with interest, within five to ten years after graduation (Nevada-specific rule).
- 75% of the support fee is a stipend for which repayment is waived if the student returns to Nevada upon graduation and practices the same number of years for which financial assistance was provided. Students who do not practice in Nevada upon graduation are required to repay the entire support fee (loan & stipend) plus interest (Nevada-specific rule).

Health Professional Education Program (HPEP)

The HPEP provides a support fee to graduate social work and nursing students typically attending a public in-state university, the primary components of which are included below:

- Students do not receive admission preferences; however, the Nevada WICHE program prescreens and selects the most outstanding applicants in each field.
- Support fee levels are established by the Nevada WICHE Commission (Commission).
- As approved by the Legislature, 10% of the total support fee for most HPEP fields was a repayable loan subject to interest. However, the loan component of the HPEP was removed by the Commission in November 2019 and is discussed in the major issue below.
- As approved by the 2019 Legislature, with the exception of psychology internship slots, which are 100% stipends, the remaining 90% of the support fee is considered a stipend, repayment of which is waived if the student practices in a medically-underserved area, or with a medically-underserved population, in Nevada. Students who do not meet the employment requirement may be assessed a penalty of triple the support fee, plus interest.

In FY 2020, WICHE PSEP and HPEP supported a total of 89 participants (46 PSEP and 43 HPEP) who attended occupational therapy, physical therapy, physician assistant, veterinary medicine, pharmacy, social work, and nursing programs as shown below:

FY 2020 WICHE Slots and Support Fees		
Professional Student Exchange Program (PSEP)	Support Fee	Slots
Occupational Therapy (Year 1)	\$ 14,000	1
Occupational Therapy (Year 2)	\$ 23,333	2
Physical Therapy	\$ 15,400	6
Physician Assistant	\$ 18,250	6
Veterinary Medicine	\$ 32,400	14
Pharmacy (4-year program)	\$ 8,150	3
Pharmacy (3-year program)	\$ 10,867	14
Total PSEP		46
Health Professional Education Program (HPEP)	Support Fee	Slots
Master of Social Work	\$ 5,000	17
MSN-2 Year Program	\$ 6,000	5
APRN / Psychiatric Nurse	\$ 7,700	17
Geriatric Training	\$ 7,700	4
Total HPEP		43
Total PSEP and HPEP		89

Fiscal Year 2020 location of Nevada students by state is detailed in the table below:

FY 2020 WICHE		FY 2020 WICHE	
State	Students	State	Students
Arizona	4	Nevada	63
California	3	New Mexico	1
Colorado	6	Oregon	4
Hawaii	1	Pennsylvania	1
Montana	1	Washington	5
Total: 89			

Major Closing Issue

Continued Funding of Professional Student Exchange Program (PSEP) and Health Professional Education Program (HPEP) Participant Slots

Discussion of Major Closing Issue

Continued Funding of Professional Student Exchange Program (PSEP) and Health Professional Education Program (HPEP) Participant Slots (BASE, NSHE-14-15; E-680, NSHE-14-15)

Recommendation: The Executive Budget recommends General Fund support totaling \$943,684 in each year of the 2021-23 biennium for the WICHE Loans and Stipends budget. This is an increase in General Fund appropriations of \$30,550 from the \$913,134 approved in FY 2020 and \$24,172 from the \$919,512 approved in FY 2020. Total recommended funding is \$1.3 million in each fiscal year of the upcoming biennium.

Summary of Issues: Changes to the legislatively approved program were made over the interim, including no longer supporting new veterinary medicine students and removing the HPEP loan component. Program revenue, including loan repayment and interest revenue, is used to support the program and reductions in non-General Fund revenues may generate increased need for General Fund support in future biennia.

Details Provided During the Subcommittee Hearing:

The 2019 Legislature approved funding to support a total of 95 program slots in each year of the 2019-21 biennium in the WICHE Loan and Stipend budget, including 10 geriatric training slots approved in S.B. 102 (2019) and funding for 3 psychology internships passed through to the Division of Public and Behavioral Health (discussed in a separate section below). A comparison of legislatively approved and actual FY 2020 slots with FY 2022/FY 2023 slots as recommended by the Governor is provided in the table below:

FY 2020 Legislatively Approved Slot Matrix, FY 2020 Actual, and 2021-23 Governor Recommended				
Professional Student Exchange Program (PSEP)	FY 2020 Leg. App. Slots	FY 2020 Actual Slots	FY 2022 Gov. Rec. Slots	FY 2023 Gov. Rec. Slots
Occupational Therapy	4	3	3	7
Physical Therapy	6	6	5	5
Physician Assistant	6	6	20	20
Veterinary Medicine	14	14	7	4
Pharmacy	17	17	14	13
Total PSEP	47	46	49	49
Health Professional Education Program (HPEP)	FY 2020 Leg. App. Slots	FY 2020 Actual Slots	FY 2022 Gov. Rec. Slots	FY 2023 Gov. Rec. Slots
Master of Social Work	10	17	12	12
MSN-2 Year Program	8	5	-	-
APRN / Psychiatric Nurse	17	17	-	-
FNP/ APRN / DNP / Psychiatric Nursing †	-	-	20	20
Geriatric Training	10	4	10	10
Total HPEP	45	43	42	42

† The 2021-23 Governor recommended slot matrix uses a single line item for all nursing programs

- a. **Discontinuation of Veterinary Medicine PSEP:** The Governor recommends discontinuing support for new veterinary medicine students, as approved by the Commission beginning in FY 2021. However, current students would be supported through the culmination of their program of study. According to the agency, the decision to exit a field is made when either a Nevada public program becomes available, or when workforce data demonstrates there is an adequate supply of professionals in the state. Per WICHE, data from the Office of Workforce Innovation (OWINN) and the Governor’s Office of Economic Development (GOED) indicated a sufficient supply of veterinarians in Nevada. Additionally, according to the agency, the Commission implemented the change in FY 2021 due to pandemic-related budget reductions. Expenditures previously funding veterinary medicine slots have been reallocated to support physician assistant slots, with 14 additional slots recommended in each year of the 2021-23 biennium.
- b. **Removal of the 10% HPEP Loan Component:** The Commission, in its November 2019 meeting, voted to remove the 10% loan component for all future HPEP students. According to the agency, this decision made 100% of the HPEP support fee a forgivable stipend upon completion of the required employment

conditions. While the loan component of the HPEP is not mandated in statute, loan repayment revenue is budgeted within the program, was legislatively approved, and its removal may create an additional dependency on the General Fund to replace lost program revenue in future biennia. According to the agency, loan repayment revenue is unpredictable year-to-year. However, using 10% of the Governor recommended figures for the HPEP each year of the 2021-23 biennium, the decision to remove the loan component from the program could reduce future revenues by approximately \$43,180.

- c. Reduction of PSEP Loan Interest Rate: The Commission, in its September 2019 meeting, approved lowering the annual PSEP loan interest rate from 8% to 1%. *Nevada Revised Statutes* 397.064 does not specify a specific interest rate to be assessed on the loan component of the PSEP, but mandates all loans bear a competitive interest rate established by the Commission. However, similar to removal of the HPEP loan component, interest revenue is approved by the Legislature, utilized to support the program, and reducing interest revenue may increase dependency on General Funds for the program. As noted above, the PSEP currently includes a 25% loan component in its support fee. Based on the Governor recommended PSEP expenditures of \$892,754 each year of the 2021-23 biennium, the interest rate reduction on the loan component may decrease future revenue by approximately \$31,246.
- d. Continued Support for Psychology Internships: The Executive Budget continues pass-thru funding of \$112,500 per year to the Division of Public and Behavioral Health, each year of the 2021-23 biennium, to support three psychology interns at \$37,500, each.
- e. Budget Reductions: The Governor recommended slot table above is inclusive of reductions totaling \$30,000 in each year of the 2021-23 biennium, met by reducing the number of nursing slots available within the HPEP. According to the agency, between 3 and 4 slots were removed to meet required budget reductions.

Hearing Discussion and Post Hearing Update/Information:

During the March 1, 2021, hearing, members of the Committees expressed concern related to the removal of support for the veterinary medicine program, citing a need for food animal veterinarians in the rural parts of the state. The agency indicated it is unable to restrict support based on specialty or geographic region, outside of a general requirement to return to or remain in Nevada, within PSEP. As a result and for example, WICHE is unable to restrict PSEP support only to students seeking to specialize in food animal veterinary medicine and cannot require return to a rural area of Nevada. Additionally, the agency indicated a lack of desire to leave the veterinary medicine field. However, given limited resources and the selected fields and regions of those accepting veterinary medicine PSEP support, the agency chose to instead allocate resources to physician assistant slots.

Members of the Committee additionally expressed concern relating to the changing loan components of both the PSEP and HPEP. In response, the agency indicated the 25% loan component associated with the PSEP is set in statute and could only be removed with legislative action. The removal of the loan component of the PSEP and other administrative changes are proposed in A.B. 247, which was amended and passed out of Assembly Committee on Education on March 25, 2021, and referred to the Assembly Ways and Means Committee. Per the agency, the Nevada WICHE Commission eliminated the 10% loan component of the HPEP, which is not outlined in statute.

Fiscal staff notes the slot matrix provided as an attachment to this document includes changes from matrices provided in prior biennia.

- Occupational therapy: The new slot matrix separates out year 1 and year 2 as the support fee is greater in year 2.

- Nursing: According to the agency, the requirements for all supporting nursing programs are the same and are now represented in a consolidated line on the matrix.
- HPEP: According to the agency, due to the part-time nature of many students in the HPEP, new and continuing slots are no longer tracked. A student who chooses to continue within HPEP for a second year could receive a second stipend after the equivalent of one full-time year was completed. However, a part time student may not be eligible for a second stipend until two or more years following the first stipend award. Per the agency, tracking new and continuing students is impractical as and, as a result, the breakdown of new and continuing students for the coming biennium is unavailable.

The 2019 money committees reissued a letter of intent issued to WICHE each biennium since 2009 permitting WICHE to administratively adjust the allocation of slots between fields to meet student demand. The money committees previously directed WICHE to inform LCB Fiscal staff in writing of any changes to the mix of slots approved by the Legislature within 30 days from the approved change for reporting to the Interim Finance Committee. The money committees also previously instructed, in the letter of intent, WICHE to report if slots had been reduced due to insufficient repayment revenues.

Additionally, the 2019 money committees approved back language in the Authorizations Act (S.B. 553 Sec. 19) to allow WICHE to balance forward unexpended fee revenues received after May 15 of each year if the revenues balanced forward were expended on HPEP slots. In FY 2020, \$41,323 was balanced forward from FY 2019.

Decision for the Committees:

Do the Committees wish to approve total funding of \$1.3 million in each fiscal year of the 2021-23 biennium for support of the Professional Student Exchange Program (PSEP) and Health Professional Education Program (HPEP) participant slots for the WICHE Loans and Stipends budget as recommended by the Governor, with authority for Fiscal staff to make technical adjustments as necessary?

Additionally, do the Committees wish to reissue a letter of intent allowing WICHE to reallocate student slots between fields to meet student demand, to instruct WICHE to report to the Interim Finance Committee, within 30 days, any such reallocations, to report to the Interim Finance Committee on any slot reductions due to insufficient repayment revenues, and to permit WICHE to balance forward unexpended fee revenues received after May 15 of each year to support the HPEP?

Other Closing Items

None

ATTACHMENT – 1

Nevada Western Interstate Commission for Higher Education (WICHE)
 2021-2023 Biennial Budget Request
 Loan & Stipend (Programs) Account #101-2681
 PSEP and HPEP Governor Recommended Slot Matrix

FIELD	NEW	CONT	TOTAL	SUPPORT FEE	2020-2021 FUNDING	NEW	CONT	TOTAL	SUPPORT FEE	2021-2022 FUNDING	NEW	CONT	TOTAL	SUPPORT FEE	2022-2023 FUNDING
REGIONAL: PROFESSIONAL STUDENT EXCHANGE PROGRAM (PSEP)															
OCCUPATIONAL THERAPY¹															
Year 1	2	2	4	\$ 14,300	\$ 57,200	3	0	3	\$ 14,650	\$ 43,950	4	0	4	\$ 14,975	\$ 59,900
Year 2	-	-	-	-	\$ -	0	0	0	\$ 24,417	\$ -	0	3	3	\$ 24,958	\$ 74,875
<i>Occupational Therapy Total</i>	2	2	4		\$ 57,200	3	0	3		\$ 43,950	4	3	7		\$ 134,775
PHYSICAL THERAPY															
<i>Total-3 Year Program</i>	3	3	6	\$ 15,750	\$ 94,500	2	3	5	\$ 16,125	\$ 80,625	0	5	5	\$ 16,500	\$ 82,500
PHYSICIAN ASSISTANT															
<i>Total-2 Year Program</i>	3	3	6	\$ 18,650	\$ 111,900	19	1	20	\$ 19,075	\$ 381,500	1	19	20	\$ 19,525	\$ 390,500
VETERINARY MEDICINE															
<i>Total-4 Year Program</i>	4	10	14	\$ 32,400	\$ 453,600	0	7	7	\$ 33,150	\$ 232,050	0	4	4	\$ 33,900	\$ 135,600
PHARMACY															
4 Year Program	0	2	2	\$ 8,330	\$ 16,660	0	2	2	\$ 8,525	\$ 17,050	0	1	1	\$ 8,725	\$ 8,725
3 Year Program	5	10	15	\$ 11,107	\$ 166,600	5	7	12	\$ 11,367	\$ 136,404	7	5	12	\$ 11,633	\$ 139,596
<i>Pharmacy Total</i>	5	12	17		\$ 183,260	5	9	14		\$ 153,454	7	6	13		\$ 148,321
PSEP TOTAL:	17	30	47		\$ 900,460	29	20	49		\$ 891,579	12	37	49		\$ 891,696
NEVADA: HEALTH PROFESSIONAL EDUCATION PROGRAM (HPEP)²															
MASTER OF SOCIAL WORK	5	5	10	\$ 5,000	\$ 50,000	-	-	12	\$ 5,000	\$ 60,000	-	-	12	\$ 5,000	\$ 60,000
NURSING³															
MSN-2 Year Program	4	4	8	\$ 6,000	\$ 48,000	-	-	-	-	\$ -	-	-	-	-	\$ -
RN to APRN 2-Yr Program	9	8	17	\$ 7,700	\$ 130,900	-	-	-	-	\$ -	-	-	-	-	\$ -
FNP/ APRN / DNP / Psychiatric Nursing	-	-	-	\$ -	\$ -	-	-	20	\$ 7,700	\$ 154,000	-	-	20	\$ 7,700	\$ 154,000
<i>Nursing Total</i>	13	12	25		\$ 178,900	-	-	20		\$ 154,000	-	-	20		\$ 154,000
GERIATRIC TRAINING	-	-	10	\$ 7,700	\$ 77,000	-	-	10	\$ 7,700	\$ 77,000	-	-	10	\$ 7,700	\$ 77,000
HPEP TOTAL	18	17	45		\$ 305,900	-	-	42		\$ 291,000	-	-	42		\$ 291,000
PSEP AND HPEP - TOTAL	35	47	92		\$ 1,206,360	29	20	91		\$ 1,182,579	12	37	91		\$ 1,182,696

ATTACHMENT

¹ The 2019-21 Slot matrix did not reflect the difference in year 1 and year 2 support fees for Occupational Therapy
² According to the agency, new and continuing students are no longer tracked for HPEP due to most students being part-time
³ Due to similar program requirements, nursing programs were consolidated in a single line.

Title: ETHICS - COMMISSION ON ETHICS
Account: 101 - 1343

Budget Page: ETHICS-4, Volume III

	2019-20 Actual	2020-21 WP	% Chg	2021-22 GOV REC	% Chg	2022-23 GOV REC	% Chg
Revenues							
GENERAL FUND	245,698	243,891	(0.74)	249,835	2.44	244,513	(2.13)
OTHER FUND	610,378	639,457	4.76	641,068	0.25	628,636	(1.94)
INTERAGENCY TRANSFER	644						
BALANCE FORWARD	11,527	23,159	100.91	56,412	143.59	56,412	
REVERSIONS	(4,092)						
Total Revenues	864,155	906,507	4.90	947,315	4.50	929,561	(1.87)
Total FTE		6.00		6.00		6.00	

The work program year figures in the table above may not reflect all the actions taken during the interim and approved by the Governor's Finance Office, the IFC, or by the 31st Special Session.

Adjustments to Revenue

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Revenues				0	0

Adjustments to Expenditures

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Expenditures				0	0

Total 0 0

Grand Total General Fund Impact of Closing Changes 0 0

Grand Total Highway Fund Impact of Closing Changes 0 0

Overview

Staff is responsible for developing closing recommendations for this budget. The Subcommittee has not previously reviewed this budget.

The Commission on Ethics (Commission), which consists of eight members pursuant to NRS 281A.200 (four appointed by the Legislative Commission and four appointed by the Governor), is responsible for investigating and adjudicating public complaints involving the ethical conduct of public officers and employees; providing ethical guidance through published opinions; and providing outreach and education to public officers and employees regarding ethics requirements and prohibitions under Nevada law.

Pursuant to NRS 281A.270, each county whose population is 10,000 or more and each city whose population is 15,000 or more and that is located within such a county shall pay an assessment for the costs incurred by the Commission each biennium in carrying out its functions. The Executive Budget recommends continuing the funding split approved by the 2019 Legislature for the 2019-21 biennium of 26% state support and 74% local government support based on the number of state and local government public officers and employees.

Major Closing Issues

None

Other Closing Items

Other Closing Items	Category	Description of Decision Unit	FY 2022		FY 2023	
			General Fund	County Reimbursements	General Fund	County Reimbursements
1	REPLACEMENT EQUIPMENT	Computer hardware replacement (E-710, ETHICS-6)	\$ 2,050	\$ 5,270	\$ -	\$ -

Fiscal staff recommends that this budget be closed as recommended by the Governor, and requests authority for staff to make technical adjustments, as necessary.

Nevada Legislative Counsel Bureau
 Budget Closing Action Report
 Senate Finance and Assembly Ways and Means Committees Meeting Jointly
 W02 - WORKING VERSION 2

Title: DEPARTMENT OF INDIGENT DEFENSE SERVICES
Account: 101 - 1008

Budget Page: INDIGENT DEFENSE-3, Volume III

	2019-20 Actual	2020-21 WP	%	2021-22 GOV REC	%	2022-23 GOV REC	%
Revenues							
GENERAL FUND	730,732	900,208	23.19	946,372	5.13	962,024	1.65
INTERIM FINANCE	525,036						
INTERAGENCY TRANSFER		7,307					
BALANCE FORWARD	(525,036)	525,036	(200.00)				
REVERSIONS	(60,620)						
Total Revenues	670,112	1,432,551	113.78	946,372	(33.94)	962,024	1.65
Total FTE		7.00		7.00		7.00	

The work program year figures in the table above may not reflect all the actions taken during the interim and approved by the Governor's Finance Office, the IFC, or by the 31st Special Session.

Adjustments to Revenue

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Revenues				0	0

Adjustments to Expenditures

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Expenditures				0	0

Total	0	0
Grand Total General Fund Impact of Closing Changes	0	0
Grand Total Highway Fund Impact of Closing Changes	0	0

Overview

The Department of Indigent Defense Services was created pursuant to A.B. 81 (2019), codified as NRS 180.400. The department is governed by a Board on Indigent Defense Services, consisting of 13 voting members and up to 3 additional nonvoting members. The department provides support to counties to develop and maintain quality, cost effective indigent defense systems that meet the needs of local communities, and the requirements of the Constitution and state law.

Major Closing Issue

Davis v. Nevada Consent Judgment

Discussion of Major Closing Issues

***Davis v. Nevada* Consent Judgment**

Recommendation: As originally submitted, The Executive Budget does not include recommendations specific to the *Davis v. Nevada* consent judgment.

Summary of Issue: The *Davis v. Nevada* consent judgment is an agreement whereby the plaintiffs and State of Nevada agreed to settle the litigation in which plaintiffs challenged the state's fulfillment of its duty to adequately fund indigent defense in the rural counties.

Details Provided During the Committee Hearing: As background, A.B. 81 (2019), codified as Chapter 180 of NRS, created a new Department of Indigent Defense Services to oversee issues relating to the provision of legal representation to indigent persons in the state. The department is governed by the Board on Indigent Defense Services (Board), created by NRS 180.300. The 2019 Legislature approved the Governor's budget recommendation to establish the department with 7 new positions (including a Director and two Deputy Directors) and associated travel and operating expenditures, funded entirely with General Fund appropriations. Additionally, A.B. 81 moved the existing State Public Defender, with 14 positions, from the Department of Health and Human Services to the new Department of Indigent Defense Services.

On November 2, 2017, the American Civil Liberties Union (ACLU) of Nevada filed a class-action lawsuit, *Davis v. Nevada*, with Nevada's First Judicial District Court (Court) against the State of Nevada for allegedly failing to ensure rigorous legal representation to people accused of crimes who cannot afford attorneys. The lawsuit requested that the Court grant relief in numerous areas, including requiring the state to propose a plan to develop and implement a statewide system of public defense that is consistent with the U.S. Constitution, and requiring the state to propose and monitor uniform workload, performance, and training standards for attorneys representing indigent criminal defendants.

On February 24, 2020, the *Davis v. Nevada* plaintiffs and defendants stipulated and agreed that the lawsuit would remain stayed until April 30, 2020, to allow the parties to review the Interim Finance Committee's (IFC) funding decision regarding a request from the Department of Indigent Defense Services for a Contingency Account (General Fund) allocation of \$525,036 to fund a workload study, a data analyst consultant, a training program, and a timekeeping system. At its April 30, 2020, meeting, the IFC approved the allocation, which was to be used over the 2019-21 biennium to assist the State of Nevada in settlement discussions regarding *Davis v. Nevada*, and utilized to fulfill the agency's statutory responsibilities. The following table summarizes the approved use of funding from the Contingency Account:

Item No.	Description	Amount
1	Delphi expert study of appropriate attorney workload, including caseloads	\$295,000
2	One-year contract with a data analyst to analyze rural county defender data	\$100,000
3	Training program for rural indigent defense providers, both in-person and via video	\$19,836
4	Time-keeping and caseload-tracking software for use throughout the rural counties	\$110,200
Total IFC Contingency Account Funds Requested		\$525,036

On April 6, 2020, the Office of the Attorney General reported that, pursuant to common interest privilege, the IFC funding request (if granted) would result in settlement of the *Davis v. Nevada* case. As part of the compromise, the plaintiffs waived the right to recover their attorneys' fees and costs in this case, which they contend exceed \$2.8 million. According to the agency, on August 11, 2020, a stipulated consent judgment was filed for *Davis v. Nevada*.

Hearing Discussion and Post Hearing Update/Information: During the March 1, 2021, budget hearing, the Committees asked for an update on the *Davis v. Nevada* consent judgment, and whether the state has fulfilled its obligations. The department testified that the recommended budget does not include funding to supplement the maximum amount that a county is required to pay for the provision of indigent defense services, as authorized by NRS 180.320(3), and defined by Board regulations (effective March 5, 2021). The regulations establish a Maximum Contribution Formula, which provides that the maximum amount a county is required to pay for the provision of indigent defense services during a fiscal year must not exceed the sum of the average actual county costs for FY 2018 and FY 2019, plus an inflation factor. Any actual county costs for the provision of indigent defense services in excess of the maximum county contribution would be the state's responsibility, and counties may seek reimbursement of these excess costs through quarterly submission of a county's financial status report up to the amount approved by the Board.

The department also testified that it had estimated the state's liability for provision of indigent defense services for both FY 2022 and FY 2023 as:

- \$4.8 million per year in total for all 17 counties;
- \$1.8 million per year in total for the 15 counties with a population less than 100,000 (excluding Clark and Washoe); and
- \$1.2 million per year in total for the 10 rural counties defined in the *Davis v. Nevada* consent judgment (Churchill, Douglas, Esmeralda, Eureka, Lander, Lincoln, Lyon, Mineral, Nye, and White Pine).

These estimates are calculated by subtracting the maximum county contribution per the Board formula from the estimated FY 2021 county budgets for indigent defense services.

Fiscal staff worked with the Governor's Finance Office and the agency after the budget hearing to determine the resources that would be necessary for the department to comply with the consent judgment, which stipulates that the Court may dismiss the *Davis v. Nevada* action any time after June 30, 2023, if the Court determines that all terms of the judgment have been substantially complied with. The consent judgment includes a schedule for interim deadlines; stipulates the elimination of economic disincentives, establishment of minimum standards, and uniform data collection and reporting; and provides for independent monitoring of the consent judgment. The department has indicated that the minimum amount required in the 2021-23 biennium to comply with the consent judgment is estimated at \$1.2 million per year.

Pursuant to Board regulations, prior to requesting state contributions, each county must submit a plan for the provision of indigent defense services; the initial due dates for the plans are September 3, 2021. According to the agency, once the plans are in place and approved by the Board, each county will submit quarterly financial reports. Although the agency has provided estimates of the amounts required for the state to fulfill its fiscal responsibility pursuant to the consent agreement, costs for FY 2022 and FY 2023 are not known at this time. Based on the processes set out in Chapter 180 of NRS and Board regulations, costs will likely not be known until the fourth quarter of each calendar year in the 2021-23 biennium.

Consequently, the money committees may wish to set aside restricted General Funds in the IFC Contingency Account of \$1.2 million for each year of the 2021-23 biennium, based on proposed county maximum contribution amounts for FY 2021. Upon submittal of financial reports demonstrating costs in excess of a county's maximum contribution formula, and up to the amount approved by the Board for provision of indigent defense services, the department may approach the Interim Finance Committee, upon recommendation of the Governor, for Contingency Account funding to reimburse the counties. In conversations with Fiscal staff, the Governor's Finance Office has indicated support of this IFC Contingency Account allocation.

On February 26, 2021, the Governor’s Finance Office transmitted Budget Amendment A214501008 to the Fiscal Analysis Division. The budget amendment recommends General Fund appropriations of \$75,000 in each year of the 2021-23 biennium to fund the expense of a court monitor for the *Davis v. Nevada* consent judgment, to assess the extent to which the State of Nevada is complying with the terms of the consent judgment. On April 19, 2021, the Governor’s Finance Office transmitted Budget Amendment A216591008 to the Fiscal Analysis Division. The budget amendment recommends General Fund appropriations of \$25,000 in each year of the 2021-23 biennium to fund training and resources as required in the consent judgment.

Decision for the Committees:
Do the Committees wish to approve Budget Amendment A214501008, which provides General Fund appropriations of \$75,000 in each year of the 2021-23 biennium to support court monitor expenditures required by the *Davis v. Nevada* consent judgment; approve Budget Amendment A216591008, which provides General Fund appropriations of \$25,000 in each year of the 2021-23 biennium to support training and resources expenditures required by the consent judgment; and approve General Fund appropriations of \$1.2 million in each year of the 2021-23 biennium to fund estimated support to 10 rural counties stipulated in the consent judgment, and place this funding in the Interim Finance Committee Contingency Account whereupon the department could request the amount of funding needed based upon actual indigent defense services expenditures reported by the rural counties?

Other Closing Items

			FY 2022	FY 2023
Other Closing Items	Category	Description of Decision Unit	General Fund	General Fund
1	TRAVEL AND TRAINING	Restoration of travel that was delayed or canceled in FY 2020 due to the pandemic, and training for webinars. The recommended amount is less than was previously approved by the 2019 Legislature (E-225, INDIGENT DEFENSE-5).	\$ 16,251	\$ 16,251

Fiscal staff recommends all Other Closing Items be closed as recommended by the Governor, and requests authority for staff to make technical adjustments, as necessary.

Nevada Legislative Counsel Bureau
 Budget Closing Action Report
 Senate Finance and Assembly Ways and Means Committees Meeting Jointly
 W02 - WORKING VERSION 2

Title: PUBLIC DEFENDER
 Account: 101 - 1499

Budget Page: INDIGENT DEFENSE-7, Volume III

	2019-20 Actual	2020-21 WP	% Chg	2021-22 GOV REC	% Chg	2022-23 GOV REC	% Chg
Revenues							
GENERAL FUND	1,937,657	1,524,461	(21.32)	1,477,852	(3.06)	1,481,390	0.24
FEDERAL FUND	36,198	36,176	(0.06)	36,198	0.06	36,198	
OTHER FUND	1,349,889	1,367,414	1.30	1,362,788	(0.34)	1,377,418	1.07
INTERAGENCY TRANSFER		13,083					
REVERSIONS	(489,624)						
Total Revenues	2,834,120	2,941,134	3.78	2,876,838	(2.19)	2,895,006	0.63
Total FTE		14.00		14.00		14.00	

The work program year figures in the table above may not reflect all the actions taken during the interim and approved by the Governor's Finance Office, the IFC, or by the 31st Special Session.

Adjustments to Revenue

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Revenues				0	0

Adjustments to Expenditures

Dec Unit	Cat	GL	Description	2021-22 Gov Rec	2022-23 Gov Rec
Sub-total				0	0
Line Item Changes to Expenditures				0	0
Total				0	0
Grand Total General Fund Impact of Closing Changes				0	0
Grand Total Highway Fund Impact of Closing Changes				0	0

Overview

Staff is responsible for developing closing recommendations for this budget. The Subcommittee has not previously reviewed this budget.

The Office of the State Public Defender (Office), authorized under NRS 180.010, represents adult and juvenile indigent criminal defendants when a court appoints the Office as counsel. The Office currently provides services for 2 counties: Carson and Storey. The 15 remaining counties provide their own public defender services through a county public defender or private contract attorneys. The Office is also responsible for appeals for state prison inmates whose habeas corpus post-conviction petitions have been denied. The State Public Defender is located in Carson City.

The budget is supported by a State General Fund appropriation and fees assessed to the counties utilizing the services of the Office. The Executive Budget recommends funding the non-post-conviction relief and departmental cost allocation expenditures at 25% General Fund and 75% County Fees, which is based on

a 5-year average of the total service hours provided to each county and the total service hours related to state and appellate work. Post-conviction relief services are funded entirely with General Funds, while statewide cost allocation expenditures are funded entirely with County Fees.

Major Closing Issues

None

Other Closing Items

None

Fiscal staff recommends this budget be closed as recommended by the Governor, and requests authority for staff to make technical adjustments, as necessary.



Nevada Legislature

August 9, 2021

Fred Lokken, Executive Commissioner
Nevada Western Interstate Commission for Higher Education
100 North Stewart Street, Suite 220
Carson City, Nevada 89701

Dear Mr. Lokken:

In approving the Nevada Western Interstate Commission for Higher Education's (WICHE) budgets for the 2021-23 biennium, the 2021 Legislature's money committees continued the letter of intent requiring the Commission to report student slot reallocations as well as slots held unfilled as a result of funding deficiencies.

In reissuing the letter of intent, the Senate Committee on Finance and the Assembly Committee on Ways and Means continued to support the policy of the Commission reallocating student slots based upon student demand. However, the Commission is to report any such reallocation approved by the Commission to the Fiscal Analysis Division, in writing, within 30 calendar days after the reallocation.

Additionally, if the Commission determines a student slot will not be filled during the 2021-23 biennium as a result of a projected shortfall in authorized non-General Fund revenues in the WICHE Loan & Stipend budget, the Commission will report annually to the Fiscal Analysis Division, within 60 days of fiscal year end, the number and type of student slots left unfilled. The Fiscal Analysis Division will forward the reported information to the Interim Finance Committee. Attached is a copy of the legislatively approved student slot matrix for the 2021-23 biennium.

Additionally, through Section 15 of Senate Bill 459 (Authorizations Act) of the 2021 Legislative Session, the money committees approved the Commission's continued request for budgetary authority to balance forward to each subsequent fiscal year fee revenues collected but unexpended (regular and delinquent loan and stipend repayments and interest payments) received after May 15 of each year, to be expended to support slots for the Health Profession Education Program (HPEP).

Fred Lokken, Executive Commissioner
Nevada Western Interstate Commission for Higher Education
August 9, 2021

ATTACHMENT – 1 PAGE

Sincerely,



Chris Brooks, Chair
Senate Committee on Finance



Maggie Carlton, Chair
Assembly Committee on Ways and Means

cc: Michelle White, Chief of Staff, Office of the Governor
Susan Brown, Director, Governor's Finance Office
Jennifer Ouellette, Director, Nevada Western Interstate Commission for Higher Education

Nevada Western Interstate Commission for Higher Education (WICHE)
2021-2023 Biennial Budget
Loan & Stipend (Programs) Account #101-2681
PSEP and HPEP Governor Recommended Slot Matrix

FIELD	NEW	CONT	TOTAL	SUPPORT FEE	2020-2021 FUNDING	NEW	CONT	TOTAL	SUPPORT FEE	2021-2022 FUNDING	NEW	CONT	TOTAL	SUPPORT FEE	2022-2023 FUNDING
REGIONAL: PROFESSIONAL STUDENT EXCHANGE PROGRAM (PSEP)															
OCCUPATIONAL THERAPY ¹															
Year 1	2	2	4	\$ 14,300	\$ 57,200	3	0	3	\$ 14,650	\$ 43,950	4	0	4	\$ 14,975	\$ 59,900
Year 2	-	-	-	-	\$ -	0	0	0	\$ 24,417	\$ -	0	3	3	\$ 24,958	\$ 74,875
<i>Occupational Therapy Total</i>	2	2	4		\$ 57,200	3	0	3		\$ 43,950	4	3	7		\$ 134,775
PHYSICAL THERAPY															
<i>Total-3 Year Program</i>	3	3	6	\$ 15,750	\$ 94,500	2	3	5	\$ 16,125	\$ 80,625	0	5	5	\$ 16,500	\$ 82,500
PHYSICIAN ASSISTANT															
<i>Total-2 Year Program</i>	3	3	6	\$ 18,650	\$ 111,900	19	1	20	\$ 19,075	\$ 381,500	1	19	20	\$ 19,525	\$ 390,500
VETERINARY MEDICINE															
<i>Total-4 Year Program</i>	4	10	14	\$ 32,400	\$ 453,600	0	7	7	\$ 33,150	\$ 232,050	0	4	4	\$ 33,900	\$ 135,600
PHARMACY															
4 Year Program	0	2	2	\$ 8,330	\$ 16,660	0	2	2	\$ 8,525	\$ 17,050	0	1	1	\$ 8,725	\$ 8,725
3 Year Program	5	10	15	\$ 11,107	\$ 166,600	5	7	12	\$ 11,367	\$ 136,404	7	5	12	\$ 11,633	\$ 139,596
<i>Pharmacy Total</i>	5	12	17		\$ 183,260	5	9	14		\$ 153,454	7	6	13		\$ 148,321
PSEP TOTAL:	17	30	47		\$ 900,460	29	20	49		\$ 891,579	12	37	49		\$ 891,696
NEVADA: HEALTH PROFESSION EDUCATION PROGRAM (HPEP) ²															
MASTER OF SOCIAL WORK	5	5	10	\$ 5,000	\$ 50,000	-	-	12	\$ 5,000	\$ 60,000	-	-	12	\$ 5,000	\$ 60,000
NURSING ³															
MSN-2 Year Program	4	4	8	\$ 6,000	\$ 48,000	-	-	-	-	\$ -	-	-	-	-	\$ -
RN to APRN 2-Yr Program	9	8	17	\$ 7,700	\$ 130,900	-	-	-	-	\$ -	-	-	-	-	\$ -
FNP/ APRN / DNP / Psychiatric Nursing	-	-	-	\$ -	\$ -	-	-	20	\$ 7,700	\$ 154,000	-	-	20	\$ 7,700	\$ 154,000
<i>Nursing Total</i>	13	12	25		\$ 178,900	-	-	20		\$ 154,000	-	-	20		\$ 154,000
GERIATRIC TRAINING	-	-	10	\$ 7,700	\$ 77,000	-	-	10	\$ 7,700	\$ 77,000	-	-	10	\$ 7,700	\$ 77,000
HPEP TOTAL	18	17	45		\$ 305,900	-	-	42		\$ 291,000	-	-	42		\$ 291,000
PSEP AND HPEP - TOTAL	35	47	92		\$1,206,360	29	20	91		\$ 1,182,579	12	37	91		\$ 1,182,696

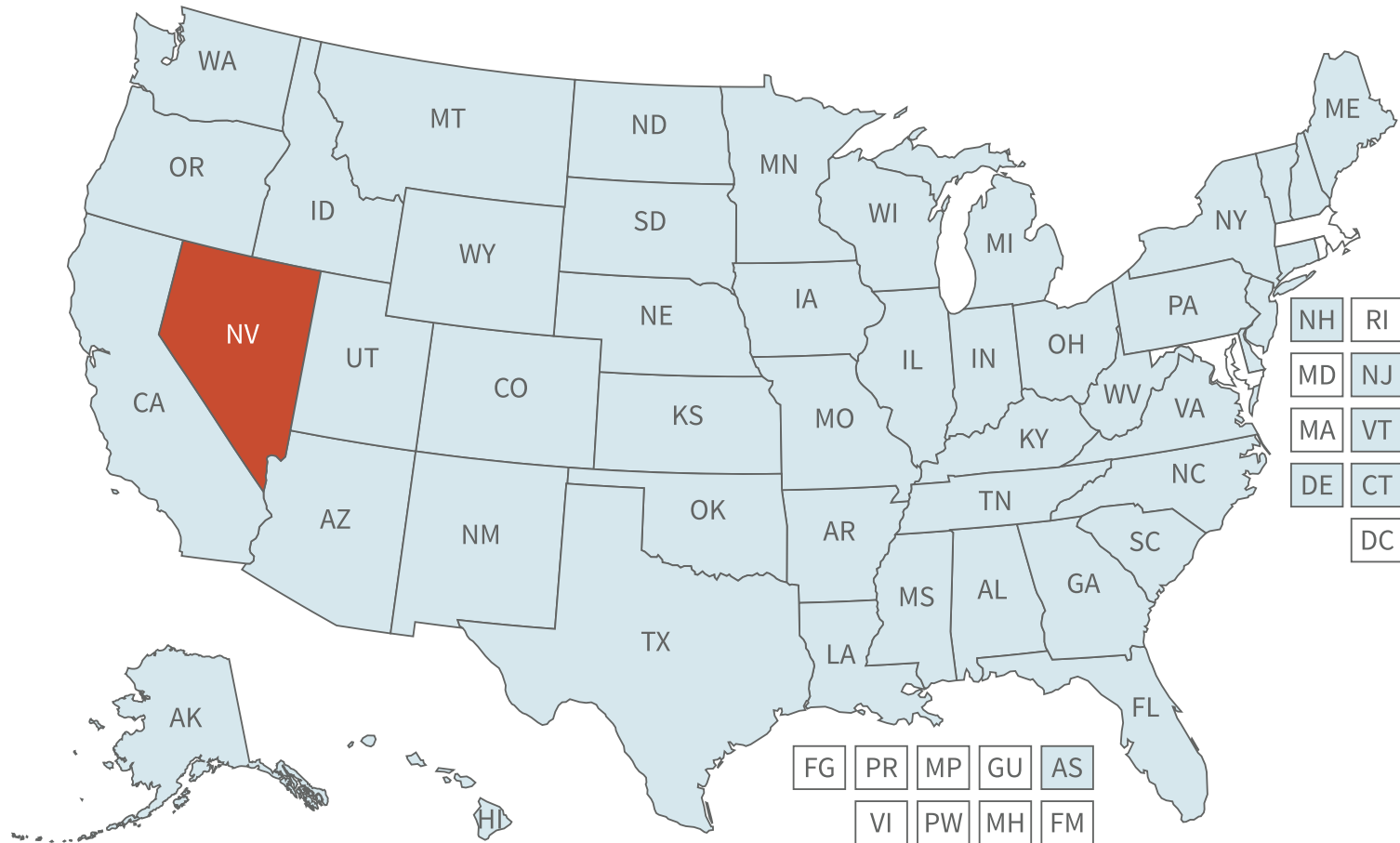
¹ The 2019-21 Slot matrix did not reflect the difference in year 1 and year 2 support fees for Occupational Therapy
² According to the agency, new and continuing students are no longer tracked for HPEP due to most students being part-time
³ Due to similar program requirements, nursing programs were consolidated in a single line.

Veterinary Services Shortage Situations Map

The designated Veterinarian Shortage Situations map contains all shortage situation designations for a given fiscal year (FY) application cycle. All states shaded in blue have at least one designated shortage area. Shortage situations appear in the table below the map. Additional details for each shortage situation can be found by clicking on the nomination form PDF or the Shortage ID code of the area of interest. Previous years' designations can be found by selecting the year of interest in the FY filter (data is not currently available for all program years). Please note that using the Edge browser is not supported and may not allow you to view PDFs information in its entirety.

DEFINITIONS OF STATUS

- **Open:** The application period is available for an eligible individual to apply to a shortage situation area during the respective application period.
- **Offered:** Pending acceptance or declination of an award.
- **Awarded:** The recipient accepted the award offer for the specific shortage situation.
- **Withdrawn:** A participant withdrew from participation in the VMLRP after signing the service agreement.
- **Not Awarded:** No applicant was offered an award in this shortage situation area or an offer was declined.
- **Unavailable:** A shortage situation not able to be used or obtained.



STATE/TERRITORY

VMLRP STATUS

VSGP STATUS

BY YEAR

Nevada

- Any -

- Any -

- Any -

Apply

TITLE	STATE/TERRITORY	COUNTY	TYPE OF SHORTAGE	VMLRP STATUS	VSGP STATUS	FISCAL YEAR	NOMINATION FORM
-------	-----------------	--------	------------------	--------------	-------------	-------------	-----------------

TITLE	STATE/TERRITORY	COUNTY	TYPE OF SHORTAGE	VMLRP STATUS	VSGP STATUS	FISCAL YEAR	NOMINATION FORM
NV223	Nevada	Lincoln, Nye	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Open		2022	Nomination form NV223_CO#1.pdf (319.65 KB)
NV224	Nevada	Lander	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Open		2022	Nomination form NV224_Co#1.pdf (318.11 KB)
NV221	Nevada	Douglas, Esmeralda, Lyon, Mineral, Nye	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Open		2022	Nomination form NV221_CO#1.pdf (319.68 KB)
NV222	Nevada	Pershing, Washoe	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Open		2022	Nomination form NV222_CO#1.pdf (320.02 KB)

TITLE	STATE/TERRITORY	COUNTY	TYPE OF SHORTAGE	VMLRP STATUS	VSGP STATUS	FISCAL YEAR	NOMINATION FORM
NV214	Nevada	Lander	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Not Awarded		2021	Nomination form NV214.pdf (330.5 KB)
NV213	Nevada	Lincoln, Nye	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Not Awarded		2021	Nomination form NV213.pdf (331.86 KB)
NV212	Nevada	Northern Washoe, Pershing	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Not Awarded		2021	Nomination form NV212.pdf (324.89 KB)
NV211	Nevada	Douglas, Esmeralda, Lyon, Mineral, Nye	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Not Awarded		2021	Nomination form NV211.pdf (324.8 KB)

TITLE	STATE/TERRITORY	COUNTY	TYPE OF SHORTAGE	VMLRP STATUS	VSGP STATUS	FISCAL YEAR	NOMINATION FORM
NV203	Nevada	Douglas, Esmeralda, Lincoln, Lyon, Mineral, Nye	Type II Shortage: Private Practice – Rural Area Food Animal Medicine	Not Awarded		2020	Nomination form NV203.pdf (266.87 KB)
NV201	Nevada	Nevada	Type III Shortage: Public Practice	Not Awarded		2020	Nomination form NV201.pdf (1.23 MB)

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National Institute of Food and Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

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2022

WORKFORCE BLUEPRINT

SOUTHERN NEVADA

LAS VEGAS GLOBAL ECONOMIC ALLIANCE



ACKNOWLEDGEMENTS

PARTNERS

This report was made possible through the support, involvement, and leadership of several key partners in economic and workforce development throughout Southern Nevada:

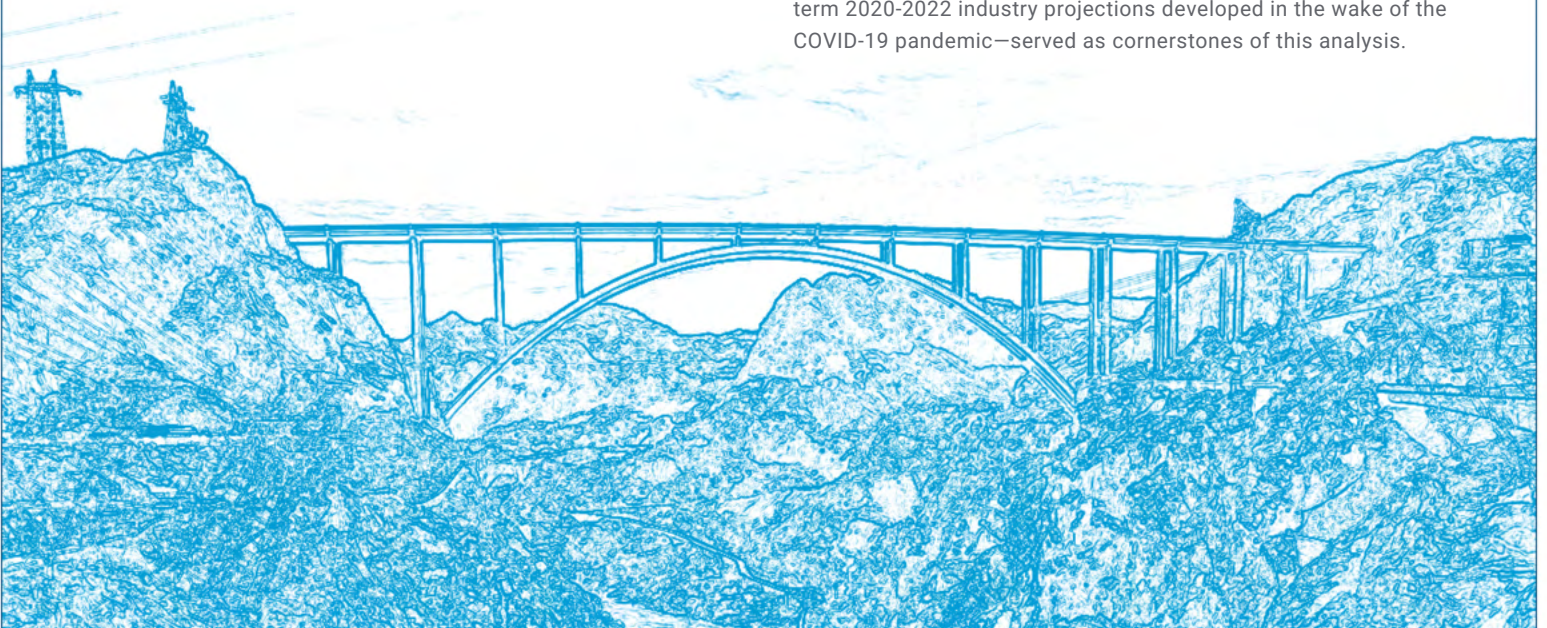
- Henderson Chamber of Commerce
- Las Vegas Global Economic Alliance
- Latin Chamber of Commerce, Nevada
- Nevada Governor's Office of Economic Development
- Urban Chamber of Commerce Las Vegas
- Vegas Chamber
- Workforce Connections

STAKEHOLDERS

The following organizations served key roles in providing data and insight into the analysis that comprises this Workforce Blueprint. We thank them for their time and involvement in this crucial effort for Southern Nevada.

- Clark County School District (CCSD)
- College of Southern Nevada (CSN)
- Governor's Office of Workforce Innovation (GOWINN)
- Great Basin College (GBC)
- Nevada State College (NSC)
- Nevada System of Higher Education (NSHE)
- Roseman University (Roseman)
- Touro University Nevada (Touro)
- United Way of Southern Nevada (UWSN)
- University of Nevada, Las Vegas (UNLV)
- University of Phoenix (UOPX)
- Vegas Public Broadcasting Service (Vegas PBS)

While many organizations participated in this report, a special thank you goes to the Nevada Governor's Office of Economic Development (GOED). This analysis draws heavily from statewide projections and models developed by GOED, which have been regularly and diligently refreshed to reflect the ever-changing state of Nevada's economy and workforce. Additionally, this report is only possible through the work of the Nevada Department of Employment, Training, and Rehabilitation (DETR). DETR's 2018-2028 industry and occupational projections—as well as shorter-term 2020-2022 industry projections developed in the wake of the COVID-19 pandemic—served as cornerstones of this analysis.



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EXECUTIVE SUMMARY

In October 2019, the Las Vegas Global Economic Alliance, in partnership with the Vegas Chamber and Workforce Connections, released a new Workforce Blueprint that built on the foundation of the inaugural Workforce Blueprint that LVGEA commissioned in 2017. This analysis highlighted in-demand occupations aligned with the region's target industries, providing a basis upon which economic and workforce development partners would work in tandem to address some of the region's most pressing workforce supply challenges.

In the time since this analysis was completed, Southern Nevada's economy—along with economies throughout the world—have experienced tremendous shocks and shifts as a result of the COVID-19 pandemic, which was especially challenging for regions in which a significant part of their economy and workforce are reliant upon industries essentially shuttered for extended periods of time. However, two years after the start of the pandemic, economic output throughout the world is once again on the rise. Southern Nevada in particular is experiencing an economic resurgence, with LVGEA setting a new record for yearly job creation in 2021 and establishing a new set of target industries that regional partners are working to expand with a distinct focus on diversifying and strengthening the regional economy.

As the region's economy begins to recover, regional leaders once again recognize the importance of understanding how recent economic shifts have impacted Southern Nevada's workforce, identifying the jobs expected to be in greatest demand for the coming years, and scaling educational and training solutions to meet this demand. To that end, LVGEA commissioned a third installment of the region's Workforce Blueprint, supported by key partners that include Workforce Connections, the Vegas Chamber, the Governor's Office of Economic Development, the Henderson Chamber of Commerce, the Latin Chamber of Commerce, and the Urban Chamber of Commerce Las Vegas.

The underlying theme captured in this analysis is one of both **disruption and opportunity for the regional workforce**. Across the board, global trends like automation, employee burnout, safety concerns for in-person activities, remote and hybrid work, rapid growth in categories like e-commerce, and the fastest wage growth in 20 years have individually and collectively impacted Southern Nevada's top industries to varying degrees. One of the more crucial impacts has been the destabilization of the region's leisure and hospitality sector that, while positively recovering from the height of the pandemic, is expected to see sustained and possibly permanent job losses in the tens of thousands. Meanwhile, sectors like manufacturing, logistics, and warehousing are experiencing significant increased demand for skilled and technical workers, as evidenced in the top-ranked, in-demand occupations outlined in this analysis:

RANKING	OCCUPATION
1	Software Developers, Applications
2	Software Developers, Systems Software
3	Civil Engineers
4	Managers, All Other
5	Veterinarians
6	Electronics Engineers, Except Computer
7	Environmental Scientists and Specialists, Including Health
8	General and Operations Managers
9	Aerospace Engineers
10	Information Security Analysts

The demand for management positions in some of these sectors is extreme; for example, general and operations managers ranks as the eighth most in-demand occupation for Southern Nevada, with 1,635 annual openings but a workforce pipeline that is currently only supplying 321 workers annually. The benefit, however, of some of these burgeoning sectors is the rapid manner in which employees can progress from entry-level roles to supervisory and management roles in very little time; for example, a warehouse laborer can progress to a first-line supervisor with minimal on-the-job experience and easily attainable certifications from an industry partner, earning more than 1.5 times the wage of an entry-level laborer in the process.

Like many regions over the past two years, Southern Nevada continues to experience scarcity in a trained healthcare workforce that has been negatively impacted by the pandemic, with total annual demand for registered nurses alone expected to reach 1,588 workers and several other healthcare jobs ranking in the top 100 for in-demand occupations in Southern Nevada. The same is true for higher-level technical roles like software developers, engineers, architects, and cybersecurity specialists, representing additional demand for thousands of workers in fields that in many instances require two- and four-year degrees, or even advanced degrees.

While this Workforce Blueprint provides a clear, data-driven view into the demand for these and other occupations, economic and workforce development organizations in the region have been working in recent years to close these gaps. These partners—including the K-12 school system, higher education institutions, and traditional and nontraditional training providers—continue to develop programs and present solutions that respond to these evolving industry needs and provide significant momentum for the region to continue leveraging in the coming years.

In addition to these individual efforts by regional partners, the entire region must continue banding together as it has for years to jointly address these significant workforce demands and keep pace with an economy that is poised to experience rapid growth and success for years to come. This Workforce Blueprint contains several strategies and initiatives rooted in this collaborative approach to solving challenges and seizing opportunities, as outlined below. These recommendations also align closely with key elements of LVGEA’s Comprehensive Economic Development Strategy (“Vision 2025: A Comprehensive Economic Development Strategy for Southern Nevada”). This strategy, developed in August 2021, emphasizes a number of goals and objectives like stimulating a future-ready workforce and establishing, resourcing, or scaling programs that can have a direct impact in addressing noted workforce demands in an inclusive and equitable way.

- **Coordinate and champion workforce development solutions that address key workforce gaps.** These solutions can include placing a greater emphasis on apprenticeship opportunities, expanding the use of alternative skills testing for K-12 students, and informing state-level policy decisions or investments that can help grow the success of subcategories within an industry or sector. This is further reinforced and mirrored in *Vision 2025: Objective 5.2*, which focuses on encouraging and institutionalizing collaboration among stakeholders in Southern Nevada’s workforce development community.

- **Aggressively work to scale existing efforts led by regional partners currently addressing workforce needs.** Partners like Workforce Connections are already establishing key programs and providing forums that help align industry demand with educational programs. These efforts should be expanded to the greatest extent possible with a focus on seeking federal grants and attracting funding that makes them sustainable over time. Additionally, they should be informed by outreach to workers in underserved communities, helping to strengthen the region’s economic diversity and provide inclusive and equitable opportunities to residents throughout the region.
- **Establish or leverage existing committees among economic development, workforce development, and business-focused organizations in the region to specifically drive workforce-related policy initiatives or issues.** Each of these organizations—from the regional economic development agency to local chambers and training providers—should maintain a strong focus on coordinating and collaborating with one another to advocate for policies that help businesses and industries meet their workforce needs and promote more equitable participation in the region’s economic recovery and future.
- **Build interest in high-demand jobs that offer tremendous economic mobility but represent a significant career or occupational shift.** Sectors like leisure and hospitality have shed thousands of jobs, perhaps permanently, while other sectors like manufacturing and logistics are experiencing unprecedented demand for workers. However, some of these trade jobs like electricians, plumbers, construction workers, and installation and maintenance workers carry perceptions that can be difficult to overcome without clearly communicating their value proposition to prospective workers. By demonstrating the significant potential for future earnings and the economic mobility entry-level positions in these sectors offer in a relatively short period of time, workers will be able to better understand that they’re not just choosing an entry-level job, they’re opting into a career. “Career maps” that visualize these scenarios can be effective tools for reaching these audiences, laying out clear pathways for how this mobility and advancement can occur with real earnings attached to each step in their career.

- **Aggressively tell the region’s story in targeting workers in adjacent states or geographies.** LVGEA and the City of Las Vegas, among others in the region, have initiated efforts to attract new talent to the region while promoting the quality-of-life benefits that await inbound workers. As highlighted in *Vision 2025: Objective 1.6*, which focuses on increasing Southern Nevada’s appeal to young families and professionals, these efforts should continue and be scaled to any degree possible as the region continues to invest within by building out additional workforce capacity among educational and training institutions. This focus on attracting talent in certain high-demand industries should also be coordinated at a regional level and on an industry basis to ensure talent recruitment efforts operate in tandem with reskilling programs and other efforts to mobilize Southern Nevada’s existing workforce.
- **Continue adapting training programs to rapidly reskill displaced workers and place them into new roles with elevated demand.** This focus on rapidly reskilling workers must be deliberate and shared by all partners and providers to address the pressing sense of misalignment between supply and demand, building on existing efforts among partners to reskill displaced workers in industries like hospitality with the tools and skills they need to meet heightened demand in other rapidly growing industries.
- **Continue being responsive to business and industry needs in real time.** Educational partners have made great strides in recent years in adapting degree programs to support market demand for in-demand jobs. This is even more crucial in today’s environment, particularly in providing advanced education programs in industries with pressing demand for highly technical or skilled workers, including those like healthcare where workforce supply was already challenged pre-pandemic. Entities like LVGEA’s Economic Development Advisory Group can continue serving as a valuable forum for business, industry, local government, and educational and training providers to coordinate related projects and resources involving economic development in Southern Nevada.

- **Challenge all community partners at the state, regional, and local levels to adopt and meaningfully advance a focus on diversity, equity, and inclusion as a foundational economic driver for positive economic change in the region.** From defining and broadly communicating a shared DEI policy for the regional economy and creating a regional DEI committee consisting of industry representatives and large employers to supporting business incubators and broadening access to procurement and contracting opportunities, each of these partners must work individually and collectively to ensure the future economy for Southern Nevada is one that mirrors the population and communities it supports – and one where all interested parties have equitable and inclusive access to join in economic success. This focus area is further highlighted and reinforced in *Vision 2025: Objective 2.2*, emphasizing the need to “encourage effective business collaborations, including partnerships between startups and established, larger businesses.”

While Southern Nevada has undergone numerous economic changes throughout its history, the region has always responded to challenges with a clear focus and solutions that not only emphasize economic recovery, but a vibrant and more sustainable future economy. In March 2020, Southern Nevada was once again presented with a challenge perhaps unlike any other it has faced in the COVID-19 pandemic; however, the collaboration and coordination that currently exists within the region served as a driving factor behind its economic resurgence, despite these challenges and their implications on the region’s workforce that will last for years into the future. Through the data and recommendations included in this Workforce Blueprint, regional partners are poised to once again elevate and scale their individual efforts by leaning into this spirit of collaboration—leveraging their collective resources to build Southern Nevada’s workforce of today and tomorrow while informing a vibrant, diverse, and positive economic outlook for years to come.

INTRODUCTION AND BACKGROUND

Southern Nevada has endured historically volatile times—from the shockwaves felt from the 2008 financial crisis to the impacts of the COVID-19 pandemic. While these events presented significant challenges to the regional economy, Southern Nevada has rebounded again and again, emerging from each period of decline with diversified strategies, greater cohesion among stakeholders, and rapid economic growth. The same trend is evident as the region and world emerge from the pandemic, with the regional economy on the upswing as it undergoes rapid growth combined with evolving workforce needs across key industries and occupations.

In 2017, the Las Vegas Global Economic Alliance (LVGEA) commissioned the region’s first Workforce Blueprint in response to a significant economic upswing and the workforce demand driven by this growth. Through this unprecedented analysis for the region, LVGEA sought to understand the current and long-term occupational needs that were most pressing to employers, as well as where regional education and training providers needed to enhance or build new programs to help meet this demand. In 2019, LVGEA led an effort in coordination with its partners at Workforce Connections and the Vegas Chamber to update this supply-and-demand analysis with a second Workforce Blueprint that incorporated new data and more recent insights into economic growth projections that would further reinforce how regional stakeholders should prioritize training and education programming for key occupations.

By March 2020, COVID-19 had drastically changed the world, driving global economies and key industries to a screeching halt. For Southern Nevada, the economic fallout was immediately evident in the swift decline of the region’s world-leading hospitality- and tourism-related sectors. Additionally, the pandemic prompted companies across all industries to shift to remote work, with many continuing this trend today or integrating remote work into a hybrid model—carrying major implications for economies and communities.

As the world emerges from the depths of the pandemic, regional economies like Southern Nevada are rapidly reversing the pandemic-induced economic decline from the prior two years. To guide this growth, LVGEA established a new set of target industries in April 2021 that it is focusing on to grow jobs, build communities, and expand economies. This process highlighted many of the changes the economy has experienced in recent years: the continued growth of manufacturing and logistics, the pandemic’s impact on the region’s hospitality and tourism sectors, and the shifting needs of the global economy. In August 2021, to further assist the region, LVGEA adopted a new Comprehensive Economic Development Strategy (CEDS) for Southern Nevada that outlined a five-year strategic direction for regional economic development.

With new target industries in hand, LVGEA and its partners commissioned the third installment of this Workforce Blueprint to once again understand how recent economic changes and even more recent economic growth are impacting workforce needs to sustain this growth. As these workforce analyses have expanded, so have the partners and collaboration that guide them. In addition to Workforce Connections and the Vegas Chamber, crucial partners in helping to drive this analysis include the Governor’s Office of Economic Development, the Henderson Chamber of Commerce, the Latin Chamber of Commerce, and the Urban Chamber of Commerce Las Vegas. Emergent Method—a management and strategy consulting firm—once again partnered with this team to prepare this report, which includes an analysis of current and projected economic conditions, related workforce needs or deficiencies, and occupations regional stakeholders should prioritize for education and training purposes given the scale and pace at which each is expected to grow in the coming years. This analysis also includes policy and programmatic recommendations economic and workforce development partners should consider in the months and years to come that can directly impact how Southern Nevada addresses some of the region’s most pressing workforce needs, while working proactively to spur sustained economic growth.

The pandemic has demonstrated that economies and communities are not immune to disruption, even those considered world-leaders or with diversified economic drivers. What sets sustainable economies apart is how they respond to adversity and build greater resilience in the process.

Southern Nevada is also no stranger to adversity. Like it has done before, the region is already responding to these impacts in a way that has repositioned its economy for growth and success.

One of the keys to sustained growth, however, is maintaining and supplying the necessary workforce to catalyze future growth. LVGEA and its partners are prepared to work diligently to address these needs—from retraining and reskilling workers displaced by recent economic challenges to attracting new talent to the region—and proactively position Southern Nevada as a vibrant hub for economic and workforce opportunity for years to come.



TARGET INDUSTRY TRENDS

SOUTHERN NEVADA TARGET INDUSTRIES

- General & Advanced Manufacturing
- Creative Industries
- Information & Communication Technologies
- Transportation & Logistics Technologies
- Business & Financial Services
- Healthcare Services
- Clean Technologies

The global workforce is evolving, with the pandemic prompting or highlighting workforce shifts around the world and how different economies are adapting. Over the past two years, some geographies and economies have experienced greater change than others, requiring a unique and regionalized course to recovery.

Many industries and employers are experiencing significant increases in demand for key jobs but a shortage of workers to fill them for a variety of reasons—from occupations where an available workforce was already lacking to those with changing industry or workforce conditions (i.e., those heavily influenced by automation) that are driving needs for reskilling and replacement. Pandemic-related employment volatility—from employee burnout to safety concerns associated with onsite work—and trends like “the great resignation” and workforce reductions due to retirements or attrition are leading to an imbalance or deficiency in certain industries, while more pandemic-immune sectors are experiencing a surplus of jobs compared to the number of those seeking employment. These challenges are compounded by the fastest wage growth in 20 years. Between March and July 2021, the leisure and hospitality sector experienced an increase in average hourly earnings rate of 17% and the warehousing and transportation sector experienced an increase of 14.7%.¹

Prior to and since the onset of the pandemic, the global push for automation and manufacturing, along with a growing reliance on technology and modernization, highlighted key workforce development needs that extend to other high-demand sectors like resilient and sustainable infrastructure, business and financial services, and dependable healthcare. Further, recent trends in e-commerce adoption exacerbated by the pandemic have given consumers a first-hand understanding of the importance of the supply chain. The pandemic also impacted the economic engine that has historically powered Southern Nevada and other tourism-centric areas, resulting in higher temporary unemployment² and tens of thousands of workers suddenly confronted with an industry outlook that requires retraining for many and reskilling for others displaced by this economic shock looking for new opportunities.

Such shifts are happening in a number of industries and geographies throughout the world. While the pandemic caused major temporary disruptions, in many ways it also expedited some of these inevitable shifts in ways that have prompted industries, employers, and employees to adapt in real time to these new environments.

Manufacturing as a whole is experiencing a shift toward automation and robotics integration to meet increased market demand and efficiently produce high-quality, repetitive work with fewer errors. For context, while the World Economic Forum’s long-term forecast notes over 85 million jobs globally may be displaced by shifts toward robotics by 2025, over 97 million new jobs are anticipated to emerge. These emerging jobs will be more complex, requiring specialized training or education but providing those entering the workforce with higher-paying, entry-level jobs with greater career mobility.³ This trend toward greater automation opens up new job categories in these traditionally labor-intensive industries, such as in cybersecurity and through related roles to ensure automated systems are well structured to defend against threats and enhance the resilience of factory operations.

An additional consideration, though, is the need to attract and expand the manufacturing industry’s essential in-person, high-touch roles that will continue to exist. As many industries move toward more permanent remote or virtual work offerings, it is even more crucial for the manufacturing industry to build its workforce pipeline in environments still heavily reliant on onsite workers. By expanding manufacturing apprenticeships and reskilling and retraining employees from other industries, the manufacturing industry may be able to utilize this additional pipeline to fulfill its needs for onsite employees.

¹ Levanon, G. (2021). *The Top Trends in America’s Job Market*. Forbes. <https://www.forbes.com/sites/gadlevanon/2021/08/17/the-top-trends-in-americas-job-market/?sh=44e79f415c1>

² As of Nov 2021, Las Vegas-Henderson-Paradise, NV’s Unemployment Rate was 6.3% (https://www.bls.gov/eag/eag.nv.lasvegas_msa.htm)

³ World Economic Forum. (2020). *The Future of Jobs Report 2020*. https://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf

TOP 20 JOB ROLES IN INCREASING AND DECREASING DEMAND ACROSS INDUSTRIES

According to the World Economic Forum's The Future of Jobs Report 2020, 85 million jobs may be displaced by shifts in labor between humans and machines by 2025, while 97 million new roles may emerge.⁴

↑ INCREASING DEMAND

↓ DECREASING DEMAND

1	Data Analysts and Scientists	1	Data Entry Clerks
2	AI and Machine Learning Specialists	2	Administrative and Executive Secretaries
3	Big Data Specialists	3	Accounting, Bookkeeping and Payroll Clerks
4	Digital Marketing and Strategy Specialists	4	Accountants and Auditors
5	Process Automation Specialists	5	Assembly and Factory Workers
6	Business Development Professionals	6	Business Services and Administration Managers
7	Digital Transformation Specialists	7	Client Information and Customer Service Workers
8	Information Security Analysts	8	General and Operations Managers
9	Software and Applications Developers	9	Mechanics and Machinery Repairers
10	Internet of Things Specialists	10	Material-Recording and Stock-Keeping Clerks
11	Project Managers	11	Financial Analysts
12	Business Services and Administration Managers	12	Postal Service Clerks
13	Database and Network Professionals	13	Sales Rep., Wholesale and Manuf., Tech. and Sci. Products
14	Robotics Engineers	14	Relationship Managers
15	Strategic Advisors	15	Bank Tellers and Related Clerks
16	Management and Organization Analysts	16	Door-To-Door Sales, News and Street Vendors
17	FinTech Engineers	17	Electronics and Telecoms Installers and Repairers
18	Mechanics and Machinery Repairers	18	Human Resources Specialists
19	Organizational Development Specialists	19	Training and Development Specialists
20	Risk Management Specialists	20	Construction Laborers

Source: Future of Jobs Survey 2020, World Economic Forum.

⁴ As described in the World Economic Forum's The Future of Jobs Report 2018 and 2020, some jobs are visible both in declining and increasing demand. This is attributed to shifting demand within specific industries and geographies analyzed in this study, where demand for a specific occupation may be increasing in one area but declining in another.

The pandemic has multiplied the growth of e-commerce, with two to five times faster growth projected in general e-commerce when compared to pre-pandemic growth trends due to consumers' increased dependence on convenient products and services.⁵ With these changes, there is an ever-growing need to move goods more quickly throughout the supply chain—from manufacturers and distributors to warehouses and ultimately end users.

All parts of the supply chain have recently experienced workforce shortages, with companies continuing to test different tactics for increasing their workforces. In the trucking industry, companies are enticing workers with signing bonuses and targeting historically underutilized groups like 18-year-olds to meet their workforce needs.⁶ In response to this national trend, some companies have recently announced incentive programs for new truck drivers with signing bonuses ranging from \$15,000-\$20,000.⁷ Logistics companies are also investing heavily in advanced IT systems and supporting infrastructure to help meet increased demand, and professional service firms are expanding their services to help these companies optimize the flow of goods and people to meet the growing demand. The need for logistics operators and support roles is also increasing, creating new opportunities for workers with potential for rapid promotion from entry-level to supervisory roles.

Given the labor shortage across these fields, there are more opportunities for workers to rise through the ranks quickly, in some cases taking advantage of available educational benefits from their employers, earning more money per hour and realizing greater economic mobility. For instance, a warehouse laborer (53-7062) earns \$17.15 per hour. This position requires no formal education and was identified in the 2019 Workforce Blueprint as the 21st most in-demand occupation within the region. Within this year's top 100 list, the position is unranked, but the related first-line supervisors (53-1048) is on the top 100 list and has an average hourly wage of \$26.61—earning over 1.5 times the wages of entry-level laborers with just a few additional years of experience.

The success of logistics companies often depends on stable, underlying infrastructure that must be invested in and maintained. However, the workforce that traditionally comprises infrastructure-focused companies (e.g., construction and civil engineering) has experienced pressing supply issues, with about 30% of these jobs considered hard to fill due to labor shortages and misalignment between workforce development and industry demand, along with access to career pathways and worker retirements.⁸

Over the past two years, many jobs transitioned to remote or hybrid formats, and employers continue to expand their recruiting for workers to fill and perform jobs remotely. Many companies have benefited from this shift by consolidating or significantly reducing their physical footprint and corresponding investment. However, this carries very real implications on local real estate markets and the predictability of a tax base that is now more mobile than ever. Further, the growth of remote work and the resulting employee flexibility has created hiring challenges for certain hands-on, in-person jobs like those in manufacturing, logistics, and leisure and hospitality, as the most disrupted jobs are those with the greatest physical proximity to coworkers and customers.⁹ These jobs represent a large portion of the Southern Nevada workforce, which is especially true in the hospitality industry that includes staff at casinos, restaurants, bars, hotels and motels, and retail stores. These high-proximity jobs have contributed to Southern Nevada's high unemployment rate—one of the nation's highest as a result of the pandemic—and represent a challenge to both the region and these industries, especially leisure and hospitality.

⁵ McKinsey. (2021). *The Future of Work After COVID-19*. McKinsey Global Institute. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>

⁶ Laing, K. (2021). *Teen Truckers are Taking to the Streets, and Safety Advocates are Worried*. Bloomberg Quint. <https://www.bloombergquint.com/business/teen-truckers-are-here-easing-u-s-shortage-and-stoking-concern>

⁷ Cowan Systems, LLC. (2021). *Cowan Systems announces Regional Driver Incentive Program paying out up to \$20,000 in extra earnings for drivers who join now*. https://www.cowan-systems.com/wp-content/uploads/2021/08/CowanPress_RegionalIncentiveProgram.pdf

⁸ National League of Cities. (2021). *Hard-to-Fill Infrastructure Jobs: A Challenge to Building our Future*. <https://www.nlc.org/wp-content/uploads/2021/09/Harder-to-Fill-Infrastructure-Jobs-Report.pdf>

⁹ McKinsey. (2021). *The Future of Work After COVID-19*. McKinsey Global Institute. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>

With recent changes to the workforce and workplace, the importance of information and communication technologies has become more apparent. As a bulk of work and operations shifted from in-office to remote, companies were challenged to provide reliable technology solutions for their internal and external stakeholders to store, transmit, collaborate, and communicate data. Further, the infrastructure that supports these technologies was scrutinized and taxed unlike ever before as classroom and physician appointments moved to virtual environments. It also enabled job growth and demand in sectors such as gig work with companies like Uber, Lyft, TaskRabbit, and DoorDash. These jobs cater to those seeking flexibility, and as of August 2021, 16% of the surveyed U.S. adults have earned money by way of online gig platforms.¹⁰ Although the opportunities are less likely to turn into a long-term career, the companies in this sector offer services that continue to be in demand.

To broaden the workforce talent pipeline, economies and workforce development organizations are approaching the concept of reskilling with great attention and focus, recognizing the surplus of workers that exist in some industries and the significant demand represented in others. In Nevada, agencies like DETR have prioritized retraining employees for high-demand occupations by promoting online tools like EMSI's SkillsMatch, which helps workers understand how skills they have from previous jobs could translate to a new field and look to alternatives for those impacted by the pandemic. One of the hardest hit industries, leisure and hospitality, now has a surplus of workers seeking work, with one analysis estimating that 40,000 of these jobs may not come back at all.¹¹ Therefore, there is a significant opportunity to retrain and reskill Southern Nevada's unemployed hospitality industry workforce and prepare them to transition into new lines of work in high-demand industries, like manufacturing or logistics, which can also help keep the workforce in the region. However, successful efforts to reskill workers from one industry for another are contingent upon their interest and the value they see in making such a transition, representing both a challenge and area of opportunity for economic and workforce development organizations to communicate the economic mobility and long-term earnings potential in a way that resonates.

Along these same lines, CSN and the Nevada Banking Association have created a new partnership and are offering an online banking (non-degree) program that caters to those who didn't major in finance and aims to more rapidly widen the talent pool for the banking industry.¹²

Healthcare is another industry negatively impacted by the pandemic, driving rapid demand for key services and, as such, increasing burnout among members of the current workforce. While regional healthcare needs are comparable to other similarly sized metropolitan areas, attracting and retaining different types of providers to Nevada has historically been a challenge, ranking last in the U.S. for overall healthcare access.¹³ Southern Nevada in particular has historically been reliant on recruiting advanced healthcare workers like doctors and registered nurses into the region due to the lack of nearby graduate medical education opportunities, like residency training. In response, the region's graduate medical education programs have increased their program offerings and enrollment capacity, which is already making an impact in addressing these deficiencies and expanding the local healthcare workforce pipeline. This is of particular importance as healthcare workers continue experiencing increased stress due to the demands of the pandemic; in a recent survey, over half of frontline healthcare workers report burnout, with even higher reported rates of burnout among younger staff.¹⁴ As a state with counties each having some type of shortage of health professionals,¹⁵ it will be essential to continue investing in healthcare programs that build and reinforce Southern Nevada's healthcare workforce pipeline and ensure the region has access to the workforce necessary to provide quality care long term.

¹⁰ Pew Research Center. (2021). *The State of Gig Work in 2021*. <https://www.pewresearch.org/internet/2021/12/08/the-state-of-gig-work-in-2021>

¹¹ Sieroty, C. (2022). *Economic Forecast 2022: Nevada's Economy Recovering – But Coronavirus Still Haunts State*. Nevada Business Magazine. <https://www.nevadabusiness.com/2022/01/economic-forecast-2022-nevadas-economy-recovering-but-coronavirus-still-haunts-state/>

¹² Horwath, B. (2021). *CSN Non-degree Certificate Program will Widen Banking Talent Pool*. Vegas Inc. https://m.vegascinc.lasvegassun.com/business/2021/dec/06/csn-non-degree-certificate-program-will-widen-bank/?utm_content=190063413&utm_medium=social&utm_source=facebook&hss_channel=fbp-117715698853&fbclid=IwAR2vTysOTFHLh1Jzh6DDca_dM648PPs5x1RETqMV_CBkrWlwb8JSKb2DcxI

¹³ U.S. News & World Report. (n.d.). *Health Care Access Rankings*. <https://www.usnews.com/news/best-states/rankings/health-care/healthcare-access>

¹⁴ Deloitte. (2022). *2022 Global Health Care Outlook*. <https://www2.deloitte.com/global/en/pages/life-sciences-and-healthcare/articles/global-health-care-sector-outlook.html>

¹⁵ Department of Health and Human Services Nevada Division of Public and Behavioral Health. (n.d.). *Health Professional Shortage Area Designations*. https://dphh.nv.gov/Programs/HPSA/Health_Professional_Shortage_Area_Designations_-_Home/

As one of the nation’s epicenters for creative entertainment, Southern Nevada temporarily experienced a decline in this industry over the past two years, given the industry’s deep-rooted focus on in-person customer experience and audience engagement. While telecommunications, media, entertainment, and streaming services soared in subscriber growth and demand,¹⁶ in-person entertainment experiences plummeted. However, as in-person experiences begin to rebound, technological advancements are positioning this industry for new growth and opportunities. The ongoing roll-out of 5G infrastructure will increase the speed and overall connectivity for video, gaming, and music industries, as well as e-commerce, cloud services, and esports (electronic sports).¹⁷ With the rise in esports’ popularity, Las Vegas’ entertainment-centric structure positions the region to continue capturing a significant portion of the category’s continually growing and evolving audience. Additionally, the region is poised to capture significant jobs and investment in this sector through its burgeoning professional sports teams that draw audiences, spur construction, and deliver significant indirect economic impact in other sectors.

Clean technologies are also primed for growth in Southern Nevada and around the world, as pressure grows to address climate change and ESG (environmental, sustainability, and governance) initiatives progress alongside accelerated demand for clean energy.¹⁸ Historically, states led efforts around clean energy projects (e.g., solar and wind power), but under the Biden administration, directives around the generation of clean energy have taken a federal lead. As with any industry primed for growth, there are workforce needs and opportunities. In this sector, that means increased demand for engineers and HVAC and plumbing contractors, among others. Various workforce development organizations in Southern Nevada are already working to build capacity in these trade areas (e.g., College of Southern Nevada’s HVAC and plumbing program and the Clark County School District’s new program built to support the energy sector).



¹⁶ Wroan, M. (n.d.). *COVID-19 Accelerates Streaming Challenges as well as Demand*. KPMG News and Perspectives. <https://info.kpmg.us/news-perspectives/technology-innovation/covid-19-accelerates-streaming-challenges-and-demand.html>

¹⁷ Deloitte. (2020). *2021 Outlook for the US Telecommunications, Media, and Entertainment Industry*. <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/technology-media-telecommunications/us-tmt-2021-outlook-for-the-us-tme-industry.pdf>

¹⁸ Deloitte. (2021). *2022 Renewable Energy Industry Outlook*. <https://www2.deloitte.com/us/en/pages/energy-and-resources/articles/renewable-energy-outlook.html>

PEER REGIONAL ANALYSIS

LVGEA's CEDS identifies several comparable regions as peer regional economies, including Orlando-Kissimmee-Sanford, Florida; Phoenix-Mesa-Scottsdale, Arizona; Portland-Vancouver-Hillsboro, Oregon; and Salt Lake City, Utah. Relative to its peers, as noted throughout this report, Southern Nevada is taking comparable steps to adapt and expand its workforce to accommodate changes in demand and continue its recovery from pandemic-related impacts.

Employment numbers in the Orlando MSA are growing favorably,¹⁹ as economic recovery continues to progress and businesses learn what is necessary to operate within pandemic restrictions—and for those in tourism, how to provide a safe experience for patrons. As a hub for tourism, it is home to venues that annually attract millions of tourists (e.g., Sea World, Universal Studios, and Walt Disney World) and professional sports teams (e.g., the Orlando Magic and the Orlando City Soccer Club). Just as with Southern Nevada, pandemic-related shutdowns and restrictions directly impacted the region, which experienced decreased travel of 53.5% between 2019 and 2020.²⁰ Now in recovery mode, the region's leisure and hospitality industry is forecasted to be the fastest-growing sector, with an average 10.1% annual growth rate.²¹ Orlando continues to garner opportunities to advance its economy. In July 2021, Disney announced plans for a new regional hub in the Orlando MSA, which will relocate more than

2,000 professionals (with annual average wages of \$120,000) to Orlando from California.²²

The Phoenix MSA was also not immune to pandemic-related economic impacts but, like Southern Nevada, is undergoing its own economic resurgence.²³ This is in part because of coordinated efforts to reskill the region's workforce through initiatives like the Greater Phoenix Workforce Leadership Academy Fellows, the state's first academy in the Workforce Leadership Academic series. The program focuses on creating solutions to challenges encountered by businesses and workers and improving workforce development efforts and local economic mobility. In addition to the 10-month fellowship, the program provides a networking and educational experience focused on managing pandemic-related and other economic impacts in the changing business landscape.²⁴

The Portland economy relies heavily on small businesses, as 73% of businesses in the region employ fewer than 10 people,²⁵ making broader trends less directly comparable to Southern Nevada. To directly respond to threats to small businesses, the region adopted the Greater Portland Economic Recovery Plan, which included steps for the next three to 24 months, prioritizing the highest need and most-impacted areas within the region. With input from different stakeholders and economists, the plan has three target impact areas: assisting small businesses as they continue to recover and expand, promoting and advancing individuals' economic mobility, and supporting area families and their children.

While its unemployment rate is one of the lowest in the country and has quickly responded to pandemic changes, the Salt Lake City area has proactively addressed the ongoing threat of existing and future workforce shortages.²⁶ In August 2021, the Salt Lake City Chamber hosted a workforce summit titled "Removing Barriers and Building Skills Together." Bringing together community advocates and business leaders, the summit focused on labor shortages and skill gaps in the workforce and included panel discussions around workforce infrastructure, removing barriers, and training and development. The summit served as a venue for businesses to collaborate as they address the career ladder early on and invest in their employees.²⁷

¹⁹ U.S. Bureau of Labor Statistics. (2022). *Economy at a Glance*. https://www.bls.gov/eag/eag.fl_orlando_msa.htm

²⁰ Visit Orlando. (2020). *Travel to Orlando*. <https://visitorlando.widen.net/s/hrmrzsb5dq/vo-2021-orlando-visitor-volume-2020>

²¹ UCF Institute for Economic Forecasting. (2021). *Florida & Metro Forecast 2021-2024*. https://business.ucf.edu/wp-content/uploads/sites/4/2021/12/A-PROOF-FALL-2021-UCF_FLMetro_Forecast.pdf

²² Lake Nona. (2021). *Disney Regional Campus Coming to Lake Nona*. <https://www.lakenona.com/articles/disney-regional-campus-coming-to-lake-nona/>

²³ U.S. Bureau of Labor Statistics. (2022). *Economy at a Glance*. https://www.bls.gov/eag/eag.az_phoenix_msa.htm

²⁴ Aspen Institute. (2021). *The Center for the Future of Arizona Introduces the Inaugural Greater Phoenix Workforce Leadership Academy Fellows*. <https://www.aspeninstitute.org/news/press-release/greater-phoenix-workforce-leadership-academy-fellows/>

²⁵ Greater Portland Economic Development District. (2020). *Greater Portland Economic Recovery Plan*. <https://greaterportlandinc.com/assets/documents/Recovery%20Plan/Greater-Portland-Economic-Recovery-Plan.pdf>

²⁶ U.S. Bureau of Labor Statistics. (2022). *Economy at a Glance*. https://www.bls.gov/eag/eag.ut_saltlakecity_msa.htm

²⁷ Bomis, M. (2021). *Salt Lake Chamber Hosted Workforce Summit: Removing Barriers and Building Skills Together*. Salt Lake Chamber. <https://slchamber.com/salt-lake-chamber-hosted-workforce-summit-removing-barriers-and-building-skills-together/>

METHODOLOGY

The methodology used for this analysis deviated slightly from prior Workforce Blueprints to reflect the changing contexts and economic landscape and to incorporate different data not previously available. The purpose and outcome of the analysis, though, remains the same: to develop a ranking of the high-demand occupations for the Southern Nevada region that can help inform the work of economic and workforce development organizations, and to identify needs for reinforcing, refining, or expanding training and educational programs that can proactively meet industry and economic needs.

The 2022 Workforce Blueprint was developed using the following methodology:

1. Reviewed recent state-level data, including DETR's 2018 – 2028 occupational forecast for Southern Nevada, GOED's analysis of in-demand occupations for Southern Nevada, and EMSI's 2028 Southern Nevada occupational projections
2. Captured actual 2019 – 2021 employment growth across LVGEA target industries compared to growth targets established in the 2019 Workforce Blueprint, DETR short-term occupational projections, and DETR long-term occupational projections
3. Assessed recent economic growth and LVGEA's economic development pipeline data to update aspirational growth targets and recalibrate long-term growth to reflect the emerging post-COVID outlook for the region
4. Engaged with economic and workforce development partners throughout the region to understand existing programs and services and recent expansions or growth that might not be captured in the most recent data, and to identify anticipated programs and offerings that will be launching in the near future
5. Identified total occupational demand across all economic sectors in Southern Nevada
6. Identified educational and training resources in the region linked to high-demand occupations across LVGEA target industries, including the outflow of graduates from the region's three public higher education institutions, to establish annual job demand based on expected workforce supply²⁸
7. Developed a comprehensive list of the Top 100 high-demand occupations for Southern Nevada

²⁸ 2018-2019 academic completer data was used as the baseline for this analysis, consistent with the use of 2019 employment data. This was done deliberately to closely align economic performance and hiring needs with workforce supply from regional educational programs and to establish a baseline that more accurately represents growth without the pandemic's outsized impacts, which disrupted much of the growth that was previously anticipated to take place in 2020-2021. As Southern Nevada continues its robust recovery, this analysis assumes and anticipates long-term growth over the next six years to be reflective of the same trajectories established prior to 2020.

KEY DATA INPUTS

DETR BASELINE OCCUPATIONAL FORECASTS

In addition to GOED's high-demand occupational analysis, this Workforce Blueprint model leverages DETR's baseline industry and occupational forecast for longer-term job projections that capture many fundamental economic trends generally expected to re-emerge as the economy moves beyond the pandemic. The DETR Research and Analysis Bureau develops two-year (short-term) and ten-year (long-term) projections, with the most recent long-run analysis conducted prior to the pandemic in forecasting job growth between 2018-2028.²⁹ As with prior Workforce Blueprints, the most recent statewide projections were refined to only include data for Southern Nevada and industries with North American Industry Classification System (NAICS) codes associated with LVGEA's seven target industry clusters, as well as the occupations tied to those target industries.³⁰

Because this forecast primarily leverages historical performance trends and does not capture more recent trends or disruptions, particular consideration was given to include additional factors in the Workforce Blueprint model that best capture the pandemic's impact across LVGEA target industries and shifting economic trends at the time of this report.

GOED HIGH-DEMAND OCCUPATIONAL ANALYSIS

As part of its focus on supporting statewide economic growth, GOED developed and regularly maintains an occupational analysis that identifies jobs anticipated to be in high demand throughout Nevada. These occupations are identified through a variety of data inputs and criteria, including their STEM focus, recent job postings, annual earnings, and associated risks of automation, as well as added factors that account for the pandemic's effects on occupations. The analysis provides a valuable baseline for the Workforce Blueprint model with a particular focus on Southern Nevada.

²⁹ Based on guidance from GOED, the EMSI 2028 regional forecast was also considered as a potential input in place of the DETR forecast, largely due to significant disruptions that have taken place since the most recent DETR long-term forecast was developed. The consistencies in projections between the EMSI and DETR forecasts largely reaffirmed the aspirational growth targets that serve as a key weighting criterion for the Workforce Blueprint.

³⁰ To be consistent with prior Workforce Blueprint analyses, as well as DETR's long-term occupational forecasting methodology and projections, target industries were analyzed at the 3-digit NAICS code level. In some instances, target industries use a range of 6-digit codes with one to two industry codes omitted or assigned to a different industry. For this analysis, if at least 80% of the 6-digit codes within the 3-digit code level were listed, the 3-digit codes were utilized for consistency with those external data sources. In other instances, DETR's projected growth rate for the related 3-digit code was applied to the 6-digit code job numbers. If a particular industry (6-digit code) represents a small minority percentage of the 3-digit target industry, this analysis incorporates a filter so only those occupations requiring specialized training related to the target industry are captured (i.e., NAICS code 451140 vs. 451 – sporting goods, hobby, musical instrument, and bookstores). If Quarterly Census of Employment and Wages (QCEW) data for individual NAICS codes were not disclosable (ND) due to the small number of employees within that industry in Southern Nevada, that 6-digit code was excluded from the overall target industry total.

LVGEA BUSINESS DEVELOPMENT PIPELINE

As the state-designated regional development authority for Southern Nevada, LVGEA develops and maintains a robust business development pipeline that includes potential capital investments and associated labor force needs of companies that are either being recruited to the region or seeking to expand existing operations and geographic footprints. This pipeline includes data current through January 2022. Each target has an associated number of jobs projected along a five-year timeframe, as well as an assigned likelihood of a prospect fully achieving capital investment and job creation targets. Economic development "wins" were considered for the purposes of calculating recent job growth and informing aspirational employment growth projections outside of DETR's baseline forecasts.

Given the competitive nature of economic development, business leads, and high-potential prospects, all LVGEA pipeline data were anonymized for this analysis and organized by each company's associated target industry.

TARGET INDUSTRY ASPIRATIONAL GROWTH FACTORS

Many of the baseline data inputs for this analysis are developed at the state level. As such, one of the primary components of the Workforce Blueprint model involves establishing aspirational occupational growth targets for each of LVGEA's target industry clusters, which then informs specific growth targets at the occupational level. These growth factors consider Southern Nevada economic trends, recent wins, and other projections that may diverge from DETR's pre-pandemic forecasts and analysis. For the purposes of the Workforce Blueprint, each LVGEA target industry cluster was assigned an aspirational growth factor to realign each industry cluster with anticipated growth relative to DETR's base employment forecast. For example, because jobs in logistics are expected to increase in the coming years with an impact beyond its immediate industry, LVGEA's transportation and logistics technologies target industry reflects 30% greater growth than DETR's base forecast and is represented by a 1.3 aspirational growth factor.

ECONOMIC AND WORKFORCE DEVELOPMENT PARTNER DATA

In addition to the publicly accessible data inputs, other inputs for this analysis were provided by regional economic and workforce development partners (i.e., private training providers or educational institutions). These data were invaluable in providing a holistic understanding of the regional workforce and labor supply-side of this analysis, including anecdotes and metrics that provide a more comprehensive picture of how regional partners are working to support and sustain regional economic growth as on-the-ground factors change and evolve. For some post-secondary education and training providers, completer information was supplemented with data from the Integrated Postsecondary Education Data System (IPEDS) to ensure a consistent set of data on completers by program was available across all education and training providers.

NEVADA P-20 TO WORKFORCE RESEARCH DATA

The Nevada P-20 to Workforce Research Data System (NPWR) captures all program completion data for Nevada's public higher education programs. The data were refined to include only public higher education institutions in Southern Nevada, as a measure of the current workforce supply within the region. More specifically, NPWR data include 2-, 4- and 6-digit Classification of Instructional Program (CIP) codes, the total number of graduates by degree type, and how many of these recent graduates are still employed in Nevada.



DATA FINDINGS

PROJECTED JOB GROWTH BY 2028

The following represents the results of the aggregate job growth analysis outline in Steps 1-3 above, including new jobs expected to be created leveraging these aspirational growth targets.

Each aspirational growth factor used in determining these projections leverages DETR’s 10-year forecast as a benchmark for growth. Growth factors were selected in close coordination with LVGEA senior staff, based on known data and current economic trends. These factors realign long-term occupational demand captured in the pre-pandemic forecast around the current economic growth outlook for the coming years. The resulting growth factors are presented in the form of scaling factors for the 10-year DETR growth rate from the reference forecast along with 2019 actual employment, which provides the most recent benchmark prior to the pandemic-related distortions of 2020 and 2021.

These data focus exclusively on the region’s target industries and jobs linked to one or multiple target industries. While there may be some natural spillover because of growing employment in target industries whereby workers move into other industries, most of this spillover is expected to be accounted for through this analysis due to the nature of the region’s target industry mix and the comprehensive nature of the clusters relative to the Southern Nevada economy.



	2019 EMPLOYMENT	DETR 2028 EMPLOYMENT FORECAST	ASPIRATIONAL GROWTH FACTOR	2028 ASPIRATIONAL EMPLOYMENT TARGET
General & Advanced Manufacturing	25,583	27,096	1.2	32,515
Creative Industries	15,532	18,020	1.1	19,822
Information & Communication Technologies	26,406	32,737	1.1	36,010
Transportation & Logistics Technologies	33,599	38,961	1.3	50,649
Business & Financial Services	139,641	170,189	1.1	187,208
Healthcare Services	80,794	96,492	1.0	96,492
Clean Technologies	21,304	25,719	1.1	28,291

PRIORITY RANKING FRAMEWORK

The 2017 Workforce Blueprint analysis was rooted in a framework further refined in the 2019 Workforce Blueprint to prioritize and rank regional occupational demand using a mix of state and regional economic and workforce development data. For the purposes of the 2022 Workforce Blueprint, the model also considers shorter-term disruptions from the past two years largely driven by the pandemic. These data were compared to actual job growth from 2018 to the second quarter of 2021, which collectively served as a basis for developing new growth targets for the region.

Data inputs were organized and considered by how much weight each would lend toward establishing a ranked priority list of occupations. These criteria follow a similar prioritization pattern used in the 2019 Workforce Blueprint analysis but with updated inputs to account for automation based on an expanded set of occupational characteristics introduced by GOED to its state-level model.

STEM scores established by the Brookings Institute serve as an important input to this framework, given the prevalence of STEM-related positions across LVGEA target industries.

The **real-time labor market** sourced from EMSI via GOED serves as another data input to indicate jobs employers were looking to fill from May 2020 to April 2021. This real-time datapoint, however, is not all-inclusive, as some employers do not use online job boards or advertising systems. It also represents a point-in-time variable that, while useful, is not associated with short- or long-term trends.

Aspirational growth targets are based on actual job growth since DETR's most recent occupational forecast was developed, as well as economic development pipeline data based on LVGEA business development efforts. These targets are aggressive in nature, based on where trends suggest target industries and related occupational needs are expected to move in the coming years, which are likely unaccounted for within DETR's baseline forecasts. They further reflect more of a real-time snapshot of current economic development efforts and the climate surrounding those efforts, rather than over-focusing on the short-term, pandemic-induced economic shocks of the past two years.

Aspirational growth rates estimate future job growth trends built on top of DETR's long-term forecast and indicate how quickly key sectors are expected to grow based on recent economic trends and expected future growth. In addition to the number of new jobs projected for each occupation, significant anticipated growth is another strong signal that education and training may need to be prioritized to support that growth.

Average job wages were incorporated into the ranking system to mirror GOED's methodology for ranking occupational demand at the state level. This input has a slight emphasis on occupations that pay relatively higher wages to ensure that it is a consideration, although it represents the second lowest value in the priority ranking system to avoid any disproportionate emphasis on high-paying occupations without significant growth potential.

This 2022 analysis also includes an added factor: EMSI's **automation index**, provided by GOED, which captures and quantifies an individual occupation's risk of being affected by automation. Given the significant national and international trends toward automation, particularly in several of the region's target industries, this measure is particularly useful in considering those occupations that might be disproportionately affected by automation.

Finally, while location quotients are an integral part of the state-level occupational analysis, there is less of a focus at the regional level on normalizing industry activity to match the rest of the U.S., given the foundational emphasis on targeting high-growth sectors as part of the region's economic development strategy. This strategy is reflected in this analysis, with job growth projections focused on achieving maximum levels of opportunity associated with economic development successes.

These criteria, which add up to 1.0 (or 100% of the weighting criteria), closely align with the factors used to calculate the priority ranking of occupations in the initial Workforce Blueprint and the 2019 Workforce Blueprint. Exceptions include wage data, which were added in 2019 following its inclusion in GOED's methodology, and the automation index, which was introduced in this analysis to account for the significant technology developments that make automation all but certain for key industries in coming years. The use of similar criteria allows for better comparison among all three analyses and provides an opportunity to highlight where demand has shifted over prior years.

WEIGHTED CRITERIA FOR RANKING HIGH-DEMAND OCCUPATIONS

DATA INPUT	DESCRIPTION	WEIGHTING
Occupational STEM Scores (Brookings Institute)	These STEM scores have the strongest weighting in this framework, given the heightened demand for STEM skills across LVGEA's target industries and occupations.	0.30
Real-Time Labor Market Information	Real-time labor market information, sourced from EMSI via GOED, includes online job postings from May 2020 to April 2021 from online job boards and websites.	0.20
Aspirational Growth Target	The aspirational growth target establishes new jobs that would be created by achieving the targets set by aspirational growth factors, in addition to those assumed to be created by meeting DETR's baseline 2028 employment forecasts.	0.15
Aspirational Growth Rate	This number estimates future job growth trends based on DETR's long-term forecast, multiplying these baseline forecasts by a factor of 1.0 – 1.3. This indicates the extent to which key sectors are expected to grow based on recent economic growth and likely economic wins for the region.	0.25
Wage Data	Wage data features the mean hourly wage data associated with specific occupational codes. This data was provided by GOED and included in the most recent state-level analysis to consider higher-paying occupations and how to prioritize gaps in the labor market.	0.07
Automation	This criterion was introduced this year to consider the national and regional trends toward automation across LVGEA target industries. While it is assigned the lowest weighting within the criteria, inclusion of this index is meant to help consider the changing nature of occupations and labor needs due to greater automation integration across industries.	0.03

HIGH-DEMAND OCCUPATIONAL PRIORITIES

Through this analysis, 422 occupations were identified as having a direct link to LVGEA target industries, as identified in LVGEA's 2021 Target Industry Validation Study. In addition to calculating overall occupational rankings, this analysis also included a comparison to high-demand occupations outlined in the 2019 Workforce Blueprint to identify how and to what extent occupational demand may have shifted among industries. A full list of the top 100 high-demand occupations for Southern Nevada is included in *Appendix A*.

The table below includes select data inputs for each priority occupation, including their previous ranking in the prior Workforce Blueprint, the change in ranking between both analyses, and the associated annual openings available based on LVGEA's aspirational industry growth targets. As a note, while some occupations might have a larger raw number of annual openings, the priority ranking framework draws in multiple factors to ensure anticipated annual openings do not disproportionately favor any occupations. **Some occupations may have a relatively higher priority ranking due to the skillset required by that occupation, scarcity of skillsets, associated wages, or the risk of automation within the occupation.**

For example, Respiratory Therapists (29-1126) were ranked higher than both Registered Nurses (29-1141) and Physician Assistants (29-1071). Despite lower average associated wages and a lower

level of minimum education, the occupation is scarcer through the region and state, exacerbated by the pandemic-induced demand.

While Software Developers, Applications (15-1132) retained its ranking as the most in-demand occupation, the notable jump in rankings for Software Developers, Systems Software (15-1133) highlights the expanding role of the information and communication technologies target industry. Similarly, the relatively stable need for Managers, All Other (11-9199) and General and Operations Managers (11-1021) indicates the business and financial services industry cluster continues to remain a significant focal area of the Southern Nevada regional economy.

While both industries were assigned an aspirational growth weighting of 1.1, the prominence of these roles within the high-demand occupational rankings serve as a reminder that all anticipated growth beyond state-level predictions should be considered an optimistic outlook, particularly as the regional economy continues to recover and recorrect following the destabilizing effects of the pandemic.

Overall, most occupations included in the top 25 ranking, with few exceptions, appear to have close alignment with an LVGEA target industry or are positioned to facilitate continued growth within one or multiple target industries.



RANKING	SOC	OCCUPATION	PREVIOUSLY RANKED	CHANGE FROM 2019 RANKING	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)
1	15-1132	Software Developers, Applications	1	0	462
2	15-1133	Software Developers, Systems Software	123	+121	101
3	17-2051	Civil Engineers	6	+3	175
4	11-9199	Managers, All Other	3	-1	1126
5	29-1131	Veterinarians	61	+56	45
6	17-2072	Electronics Engineers, Except Computer	16	+10	67
7	19-2041	Environmental Scientists and Specialists, Including Health	42	+35	45
8	11-1021	General and Operations Managers	2	-6	1635
9	17-2011	Aerospace Engineers	46	+37	35
10	15-1122	Information Security Analysts	30	+20	56
11	29-1171	Nurse Practitioners	28	+17	47
12	15-1121	Computer Systems Analysts	19	+7	153
13	13-1199	Business Operations Specialists, All Other	5	-8	585
14	17-1011	Architects, Except Landscape and Naval	136	+122	48
15	17-2081	Environmental Engineers	134	+119	34
16	29-1126	Respiratory Therapists	9	-7	98
17	11-9041	Architectural and Engineering Managers	14	-3	53
18	15-1151	Computer User Support Specialists	12	-6	317
19	11-9111	Medical and Health Services Managers	35	+16	240
20	29-1071	Physician Assistants	56	+36	36
21	15-1199	Computer Occupations, All Other	29	+8	217
22	29-1141	Registered Nurses	4	-18	1588
23	11-3021	Computer and Information Systems Managers	79	+56	162
24	11-3031	Financial Managers	7	-17	562
25	19-1042	Medical Scientists, Except Epidemiologists	62	+37	18

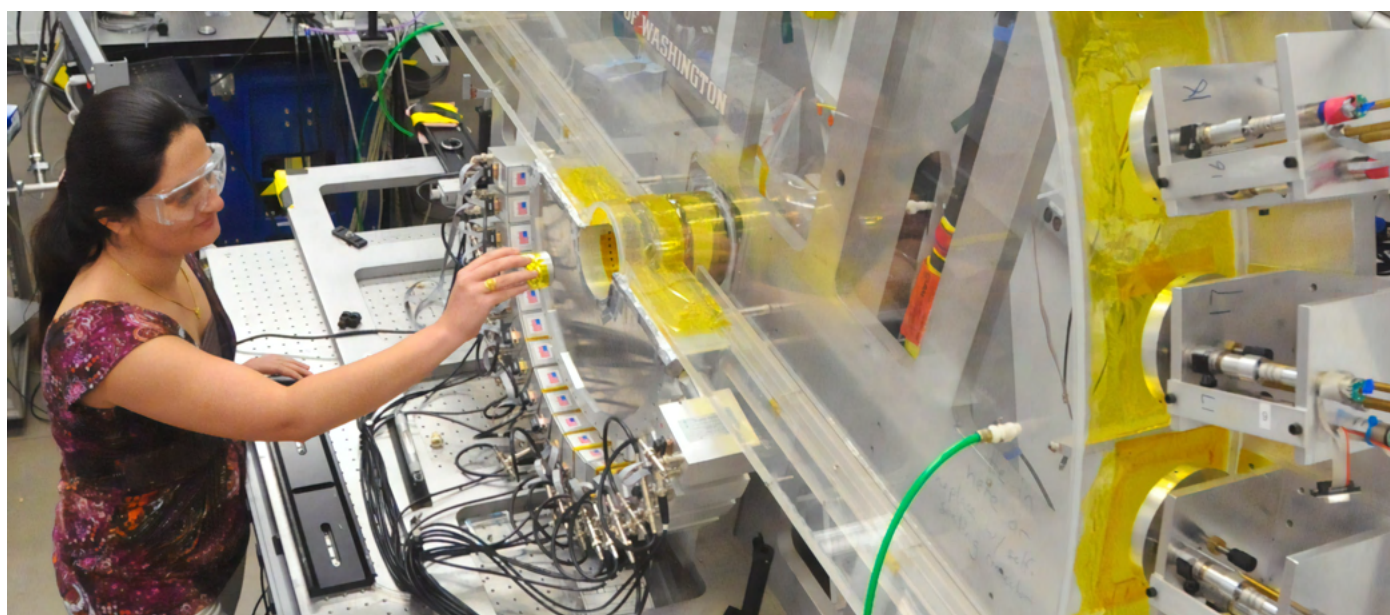
HIGHER EDUCATION ALIGNMENT TO HIGH- DEMAND OCCUPATIONS

Beyond quantifying overall job demand, this analysis seeks to better understand and capture the relationship between the region's workforce demands and graduates produced by regional higher education institutions, including unmet demand based on existing programs and graduates. The purpose is to inform efforts of education and training providers to develop or expand curricula that connect with one or multiple occupations where unmet demand is most acute.

A CIP-to-SOC crosswalk was used to align education and workforce data, where CIP (Classification of Instructional Programs) represents standard codes used by the National Center of Education Statistics for tracking and reporting fields of study and program completion activity and SOC (Standard Occupational Classification) represents the U.S. system of classifying occupations into distinct categories. Certificate and degree programs offered by six postsecondary institutions in the region—the University of Nevada, Las Vegas; the College of Southern Nevada; Nevada State College; Roseman University; Touro University Nevada; and the University of Phoenix—were correlated

to occupations based on where a tangible (nonzero) link exists to each occupation. This alignment of higher education programs to occupational needs in the region is limited to the programs from these six institutions. A core set of data on program completers was gathered from Nevada P-20 to Workforce Research Data System (NPWR) for the three public institutions and directly from the other institutions (with supplemental data from IPEDS as needed) providing for clear connections to occupations.

In addition to the training and programs offered by higher educational institutions throughout the region, there are a number of additional educational programs and resources available in industry-specific fields such as banking and manufacturing, as well as those providing broad, transferrable skills of benefit to multiple industries, such as those offered by Vegas PBS, Clark County School District, and the United Way of Southern Nevada. Data and outputs of these and other training and workforce development programs are captured in the "Existing Programs" section of this report.



HIGHER EDUCATION PROGRAM-TO-OCCUPATION CROSSWALK

Throughout Southern Nevada, there is significant alignment between two-year and four-year programs and high-demand occupations. Programs in this analysis include those generating certificates, associate degrees, bachelor's degrees, and graduate degrees, as well as master's and doctoral completion data from the 2018-2019 academic year.³¹ These programs include only those currently offered by postsecondary institutions throughout the region due to the availability of data where graduates are produced.

Even amid the pandemic, workforce development and education partners have responded to gaps and shortcomings identified within the 2019 Workforce Blueprint report and worked to reorient their programs and offerings accordingly.³²

Though most occupations require a bachelor's degree, there are a significant number of occupations that require a two-year degree or less. The priority ranking of these jobs represents an opportunity to connect job seekers with occupations that require minimal to moderate training, offer potential for upward mobility and wage increases, and present greater likelihood for job stability in one of LVGEA's target industries.

Occupations such as Computer Network Support Specialists (15-1152) continue to remain in high demand and do not require a typical two-year or four-year degree, while others—including Transportation, Storage, and Distribution Managers (11-3071)—require no formal postsecondary education, though candidates may benefit from some advanced managerial education. These occupations continue to be in high demand throughout Southern Nevada due to the continued growth of the information and communication technologies and transportation and logistics technologies target industries.

As with any occupation, standard job descriptions and corresponding training needs should be closely considered for regional relevance, the needs of private industry for defined skills, and the ability and interest of regional training providers or educational institutions to rapidly meet identified needs.

In the following table, the top 50 occupations from the list of high-demand occupations for Southern Nevada are correlated to in-region degree programs where program-to-occupation alignment may exist.

³¹ Note: the exception was Roseman University, which utilized 2019-2020 academic year data.

³² Given the relatively short period of time between reports, though, more recent changes to programmatic offerings or curricula may not be captured in this analysis due to the recency of available program completion data.

PRIORITY RANKING	SOC	DESCRIPTION	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)	TYPICAL ENTRY-LEVEL EDUCATION
1	15-1132	Software Developers, Applications	462	Bachelor's degree
2	15-1133	Software Developers, Systems Software	101	Bachelor's degree
3	17-2051	Civil Engineers	175	Bachelor's degree
4	11-9199	Managers, All Other	1126	Bachelor's degree
5	29-1131	Veterinarians	45	Doctoral or professional degree
6	17-2072	Electronics Engineers, Except Computer	67	Bachelor's degree
7	19-2041	Environmental Scientists and Specialists, Including Health	45	Bachelor's degree
8	11-1021	General and Operations Managers	1635	Bachelor's degree
9	17-2011	Aerospace Engineers	35	Bachelor's degree
10	15-1122	Information Security Analysts	56	Bachelor's degree
11	29-1171	Nurse Practitioners	47	Master's degree
12	15-1121	Computer Systems Analysts	153	Bachelor's degree
13	13-1199	Business Operations Specialists, All Other	585	Bachelor's degree
14	17-1011	Architects, Except Landscape and Naval	48	Bachelor's degree
15	17-2081	Environmental Engineers	34	Bachelor's degree
16	29-1126	Respiratory Therapists	98	Associate's degree
17	11-9041	Architectural and Engineering Managers	53	Bachelor's degree
18	15-1151	Computer User Support Specialists	317	Some college, no degree
19	11-9111	Medical and Health Services Managers	240	Bachelor's degree
20	29-1071	Physician Assistants	36	Master's degree
21	15-1199	Computer Occupations, All Other	217	Bachelor's degree
22	29-1141	Registered Nurses	1588	Bachelor's degree
23	11-3021	Computer and Information Systems Managers	162	Bachelor's degree
24	11-3031	Financial Managers	562	Bachelor's degree
25	19-1042	Medical Scientists, Except Epidemiologists	18	Doctoral or professional degree

PRIORITY RANKING	SOC	DESCRIPTION	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)	TYPICAL ENTRY-LEVEL EDUCATION
26	29-9011	Occupational Health and Safety Specialists	48	Bachelor's degree
27	19-4091	Environmental Science and Protection Technicians, Including Health	55	Associate's degree
28	11-9021	Construction Managers	576	Bachelor's degree
29	17-2071	Electrical Engineers	44	Bachelor's degree
30	13-1081	Logisticians	40	Bachelor's degree
31	11-3071	Trans., Storage, and Distribution Managers	92	High school diploma or equivalent
32	13-1041	Compliance Officers	155	Bachelor's degree
33	15-1152	Computer Network Support Specialists	160	Associate's degree
34	29-1123	Physical Therapists	102	Doctoral or professional degree
35	17-2141	Mechanical Engineers	34	Bachelor's degree
36	29-2056	Veterinary Technologists and Technicians	67	Associate's degree
37	17-2199	Engineers, All Other	35	Bachelor's degree
38	15-1111	Computer and Information Research Scientists	3	Master's degree
39	53-2011	Airline Pilots, Copilots, and Flight Engineers	190	Bachelor's degree
40	15-2031	Operations Research Analysts	19	Bachelor's degree
41	41-9031	Sales Engineers	8	Bachelor's degree
42	23-1011	Lawyers	388	Doctoral or professional degree
43	29-1069	Physicians and Surgeons, All Other	95	Doctoral or professional degree
44	13-1161	Market Research Analysts & Marketing Specialists	395	Bachelor's degree
45	13-1111	Management Analysts	430	Bachelor's degree
46	17-2111	Health and Safety Engineers, Except Mining Safety	14	Bachelor's degree
47	29-1122	Occupational Therapists	61	Master's degree
48	15-1143	Computer Network Architects	52	Bachelor's degree
49	15-1134	Web Developers	71	Associate's degree
50	29-1127	Speech-Language Pathologists	75	Master's degree

REGIONAL POSTSECONDARY OUTPUT: ANNUAL DEMAND VS. WORKFORCE PIPELINE

The final step in determining how existing postsecondary programs correlate to forecasted demand involved allocating graduates, by degree program, across each occupation to determine an annual “workforce pipeline.” This illustrates where gaps—large and small—may exist relative to ongoing employment needs.

It should be noted that several occupations link to the same degree or certificate program. To account for this, baseline employment data were used to allocate program graduates to occupations based on the percentage of total employment each occupation maintains relative to the other(s). For example, if a single degree program contributes to two occupations, and one occupation is shown in the 2019 employment data to have 900 employees while the other has 100, the former occupation is assumed to obtain 90% of those graduates. Each of these allocations was reviewed closely to ensure the assumed employment spread of graduates was reasonable.

Some occupations identified through this demand ranking process are more general in nature, and thus do not offer close alignment to specific programs. In such instances, graduates were not included for these occupations, such as Managers, All Other (11-9199), that represent significant employment figures and thus would lead to skewed pipeline data for other occupations. These occupations are noted by an “N/A” designation in the table below. Additionally, while multiple occupations may be supported by the same education program, one occupation may similarly be supported by multiple education programs. The more generic an occupation, such as General and Operations Managers (11-1021), the greater the variety in how education programs are supplying the workforce within the occupation.

As previously noted, there are significant alternative training programs throughout the region that contribute heavily to the workforce pipeline for some occupations. Because verifiable graduate or completer data for these programs are not readily available, the pipeline inputs for these occupations is represented by an asterisk in the table below.

There are several occupations considered in high demand through 2028 but where workforce development capacity is significantly limited. This is evident for occupations with a small number of primary feeder programs, such as Registered Nurses (29-1141), as well as multiple occupational clusters supplied by one cluster of degree programs, such as computer science. In these instances, the entire cluster of related jobs should also be considered for the purposes of comparing demand to workforce capacity. For example, while completer data suggest significant progress in expanding training and education for IT-related occupations since the last Workforce Blueprint with approximately 620 completers per year, aspirational growth targets suggest approximately 1,300 more graduates are needed to address annual demand for this cluster of computer and/or IT-related positions, including the general growth and replacement needs within the region.

REGIONAL HIGHER EDUCATION TRAINING CAPACITY VS. DEMAND (ANNUAL)

PRIORITY RANKING	SOC	DESCRIPTION	ANNUAL OPENINGS	ANNUAL WORKFORCE PIPELINE	ANNUAL WORKFORCE GAP/SURPLUS
1	15-1132	Software Developers, Applications	462	63	-399
2	15-1133	Software Developers, Systems Software	101	17	-84
3	17-2051	Civil Engineers	175	38	-137
4	11-9199	Managers, All Other	1126	*	N/A
5	29-1131	Veterinarians	45	*	N/A
6	17-2072	Electronics Engineers, Except Computer	67	11	-56
7	19-2041	Environmental Scientists and Specialists, Including Health	45	7	-38
8	11-1021	General and Operations Managers	1635	321	-1314
9	17-2011	Aerospace Engineers	35	0	-35
10	15-1122	Information Security Analysts	56	21	-35
11	29-1171	Nurse Practitioners	47	29	-18
12	15-1121	Computer Systems Analysts	153	1	-152
13	13-1199	Business Operations Specialists, All Other	585	*	N/A
14	17-1011	Architects, Except Landscape and Naval	48	21	-27
15	17-2081	Environmental Engineers	34	8	-26
16	29-1126	Respiratory Therapists	98	67	-31
17	11-9041	Architectural and Engineering Managers	53	0	-53
18	15-1151	Computer User Support Specialists	317	127	-190
19	11-9111	Medical and Health Services Managers	240	137	-103
20	29-1071	Physician Assistants	36	20	-16
21	15-1199	Computer Occupations, All Other	217	123	-94
22	29-1141	Registered Nurses	1588	639	-949
23	11-3021	Computer and Information Systems Managers	162	47	-115
24	11-3031	Financial Managers	562	125	-437
25	19-1042	Medical Scientists, Except Epidemiologists	18	22	4

PRIORITY RANKING	SOC	DESCRIPTION	ANNUAL OPENINGS	ANNUAL WORKFORCE PIPELINE	ANNUAL WORKFORCE GAP/SURPLUS
26	29-9011	Occupational Health and Safety Specialists	48	5	-43
27	19-4091	Environmental Science and Protection Technicians, Including Health	55	0	-55
28	11-9021	Construction Managers	576	42	-534
29	17-2071	Electrical Engineers	44	14	-30
30	13-1081	Logisticians	40	3	-37
31	11-3071	Trans., Storage, and Distribution Managers	92	14	-78
32	13-1041	Compliance Officers	155	*	N/A
33	15-1152	Computer Network Support Specialists	160	171	11
34	29-1123	Physical Therapists	102	41	-61
35	17-2141	Mechanical Engineers	34	26	-8
36	29-2056	Veterinary Technologists and Technicians	67	0	-67
37	17-2199	Engineers, All Other	35	44	9
38	15-1111	Computer and Information Research Scientists	3	0	-3
39	53-2011	Airline Pilots, Copilots, and Flight Engineers	190	*	N/A
40	15-2031	Operations Research Analysts	19	*	N/A
41	41-9031	Sales Engineers	8	*	N/A
42	23-1011	Lawyers	388	4	-384
43	29-1069	Physicians and Surgeons, All Other	95	106	11
44	13-1161	Market Research Analysts & Marketing Specialists	395	105	-290
45	13-1111	Management Analysts	430	35	-395
46	17-2111	Health and Safety Engineers, Except Mining Safety	14	*	N/A
47	29-1122	Occupational Therapists	61	23	-38
48	15-1143	Computer Network Architects	52	5	-47
49	15-1134	Web Developers	71	38	-33
50	29-1127	Speech-Language Pathologists	75	22	-53

EXISTING PROGRAMS

In addition to the region’s three public higher education institutions, there are a variety of other educational institutions and training organizations that significantly contribute to the Southern Nevada workforce pipeline, addressing workforce demands within the region.

The programs and completion data below represent additional workforce inputs not included in the previous supply gap/surplus calculations and analysis but are significant to addressing the region’s workforce demands. Given this, these programs and their related outputs should be included in any evaluation of the availability of skilled workforce in Southern Nevada.

Clark County School District

As the fifth-largest school district in the U.S.,³³ Clark County School District continues to reinforce and expand its programming to equip students with the necessary tools and pathways toward success while meeting the demand for workforce education. Over the past three years, CCSD has aligned its facility expansion plans and associated programs and curricula for new career and technical programs with workforce needs identified in the previous Workforce Blueprint. The first features a workforce-centered facility that will primarily offer reskilling programs, including wiring, construction, and automation, as well as leadership and management skills training. The second, located in the heart of Las Vegas, will include two new programs established with industry partners from the energy and health and human services sectors. The third, located in South Henderson, will house a career and technical academy with six to eight programs of study, including those with a medical focus. By creating these centers, CCSD is adding new and expanded resources for students and other community members to equip them to gain high-demand occupations that offer stability, high pay, and career mobility.

In addition to CCSD’s extensive workforce training programs, which enrolled over 72,000 students across all three course levels during the 2020-2021 school year, the district provides rigorous, high-quality curriculum in all high schools, including Advanced Placement (AP) courses, with select schools that also offer International Baccalaureate (IB) curriculum. During the 2020-2021 school year, over 19,000 students enrolled in at least one AP course.

Even throughout the pandemic, enrollment for dual credit programs has grown by 75%, with over 7,000 students participating in concurrent enrollment offerings to receive credit for courses while still in high school from the College of Southern Nevada; Nevada State College; University of Nevada, Reno; and University of Nevada, Las Vegas.

College of Southern Nevada

The College of Southern Nevada provides numerous workforce development resources for training, reskilling, and upskilling. With the changing workforce landscape exacerbated by the pandemic, CSN is investing heavily in manufacturing programming—aided by a \$1.3 million allocation from the Governor’s Office to update manufacturing equipment used in related training programs to industry standards.

CSN offers workforce development training in trade areas, including HVAC and plumbing, and trade apprenticeship opportunities in IT, healthcare, and manufacturing. Additionally, CSN offers a non-degree certificate program, with four core classes and additional specialty areas (e.g., wealth management and cybersecurity) aimed at expanding the talent pool for the banking industry.

In addition to these programs, CSN operates the state’s largest Title II adult education program and directly supports employers in the development and deployment of curated trainings that rapidly upskill workers, particularly assisting organizations looking to quickly expand their workforce. CSN is particularly proud of its training centers and centers of excellence, which allow it to embed its programs in historically underserved areas within the region and to establish strong relationships within these communities. In partnership with Workforce Connections, CSN is incorporating innovative new models that help bridge key funding gaps, enabling students to take advantage of recent federal policy changes that allow students without high school diplomas to use financial aid to enroll in post-secondary classes that help them matriculate into credential and certificate programs aligned with clear workforce needs.

³³ National Center for Education Statistics. (2020). *Enrollment, poverty, and federal funds for the 120 largest school districts, by enrollment size*. https://nces.ed.gov/programs/digest/d19/tables/dt19_215.30.asp

Nevada State College

Using the previous Workforce Blueprint, compounded by needs brought to light by the pandemic, Nevada State College has tailored its non-degree programming and certificate offerings to allow students to upskill and progress within their industries, gain skills to move within industries, or backfill skills once they are promoted.

Some of these degree program expansions include the introduction of two undergraduate degrees in data science, as well as a new human health sciences degree. NSC has also expanded its business administration degree to include concentrations that equip students in high-demand occupations.

Historically, NSC's graduating class sizes have grown each year—even throughout the pandemic—reinforcing the importance of its programmatic offerings and ever-expanding role it plays in equipping students with the knowledge and skills to succeed.

University of Nevada, Las Vegas

Over the last two and a half years, the University of Nevada, Las Vegas has worked to build and launch career readiness initiatives that integrate with existing curricula, as well as build additional wraparound programs and resources that tie all parts of the student experience to career readiness.

Understanding that faculty are at the heart of all educational programs, UNLV has identified six career competencies—communication, critical thinking and problem solving, cultural intelligence, emotional intelligence, leadership, and professionalism—on which the institution is focused and developed modules to train faculty on how to tie their curriculum to these competencies, more directly preparing students to understand the link between the work they do in class and the skills that will help make them successful in their careers.

In addition to building experiential major maps—which provide students with information related to career options, occupational titles, salaries, and related skills—UNLV is expanding the conversation with regional employers to identify key skills gaps and work proactively with students to close them.

Beyond its commitment to boosting undergraduate student career readiness, UNLV's Kirk Kerkorian School of Medicine graduated its inaugural class of medical doctors in May 2021 and launched a new MD/MBA dual degree program in fall 2021.

Great Basin College

Though its main campus is not located in Southern Nevada, Great Basin College is growing its two-year manufacturing machining program, located on a high school campus in Pahrump. Using relationships built with area manufacturers and local machine shops, the program has had tremendous success in placing graduates, with some students using the program to also earn a one-year certification or an associate's degree, leveraging the skills and coursework previously completed through the program.

University of Phoenix

As a higher education institution with a historically online platform, the University of Phoenix has a growing Las Vegas student population. Approximately 90% of its Las Vegas students are online-only, while approximately 200 students attend in-person classes on the physical campus.

The UOPX model also focuses on providing the necessary wrap-around supports for matriculating undergraduate students to support continued enrollment and ultimate success: Using a concierge-inspired student services model, students are supported throughout the admissions, enrollment, and course selection processes.

Although online-centered, UOPX has also pivoted to meet Southern Nevada's more immediate workforce needs. Exacerbated by the labor shortage, many students and employers are seeking certificates or training that can be completed in shorter periods of time instead of a traditional bachelor's degree. To support the need for upskilling with major employers in the area, UOPX is partnering with larger regional employers to use employer-provided educational benefits to provide employees with skills they need to succeed and progress in their careers.

Touro University Nevada

As the largest medical school in Nevada, Touro University Nevada continues to expand its enrollment across all programs, including its medical school, physician assistant program, occupational therapy doctorate program, school of education programs, physical therapy doctorate program, and nursing programs.

Touro's growth and impact are reflected throughout the region. The university emphasizes primary care, with completion data indicating about 60% of its medical students going into this high-demand area of medicine. The university is expanding, both physically and through program offerings, as it builds a multi-use center and through a \$2.6 million grant from United Health Foundation to provide prenatal care to homeless and underserved women throughout Nevada.

Roseman University

Roseman University offers numerous courses focused on health sciences and has continued to provide rigorous educational offerings throughout the pandemic, even when partially remote. As the demand for medical providers has evolved, especially with specific needs driven by the pandemic, Roseman has adapted and changed its offerings to accommodate its market demand.

At its Nevada campus, Roseman offers programs including Doctor of Pharmacy, Advanced Education in Orthodontics and Dentofacial Orthopedics Residency Program, Master of Business Administration, and Bachelor of Science in Nursing. The university is also expanding to offer additional programs that meet the needs of the Southern Nevada market, including graduate-level nursing programs and a research-based master's program. It is also in the process of developing a College of Medicine with related community-based programming.

Roseman also provides health-related education to the surrounding community. Through GENESIS, students from the university's nursing, pharmacy, and dental programs work in urban and rural areas to address systemic health inequalities in the region. To deepen the future pipeline of medical students, Roseman's students and faculty engage with local high schools to educate students on the steps to becoming physicians, while similar programs target junior high and high school students in underserved areas. Roseman also has a partnership with NSC that allows students to take prerequisites at NSC and then attend Roseman for pharmacy school—the only pharmacy school in the state—allowing students to complete what would be seven to eight years of education in a traditional program in just six years. Throughout the pandemic, Roseman's physical campus has served as a vaccination hub for the community, providing pharmacy and nursing students applied, hands-on experience that they might not have otherwise received.

United Way of Southern Nevada

The United Way of Southern Nevada administers and oversees several publicly funded programs in the state. UWSN has played a key role throughout the pandemic, especially in the agency's work with programs that provide support for early childhood education, and emergency assistance (e.g., rent, utilities, and food). Additionally, UWSN has operated and continues to serve as a communications resource, providing a coordinating point among direct-service organizations in the region to better meet community needs.

UWSN is expanding its privately funded grants program: During the 2020-2021 year, it awarded seven privately funded grants. For 2021-2022, UWSN will increase that number to awarding grants to 44 nonprofit agencies. These agencies provide needed services to their communities through the programs they offer, specifically around workforce development, healthcare, leadership development, and afterschool care. Of the 11 workforce development grantees receiving funding, the majority are on track to meet or exceed estimated outputs by the end of the fiscal year.

Vegas Public Broadcasting Service

Vegas Public Broadcasting Service is a community resource that provides over 380 broadcasting, industry training, and career certification services and offerings. As a subset of its total offerings consisting of 386 career programs, Vegas PBS' platform, ETPL, offers 326 programs (previously 28), with most of its demand involving workforce systems. The programs and services benefit the unemployed population as well as long-term, middle-management individuals looking to change their current careers and trajectories. The number of people served through the programs led to an increase of 150% in career certifications, with most certificate seekers coming from the industries in which they're seeking certifications.

Vegas PBS' career programs have a job-seeking career coach assigned to them, who work on making resumes industry-specific, maintaining relationships with employers, and helping students by sending employment leads. The group regularly receives job postings and works to educate students and make them aware of opportunities, using a technology-forward, high-touch model to guide students toward available job opportunities.

Vegas PBS' career course completion rate is 90%; in both professional development programs and self-pays (i.e., programs focusing on professional development, test prep), the completion rates are closer to 96%. Vegas PBS also provides testing resources. For 18 months of the pandemic shutdowns, Vegas PBS was the only in-person test center in Nevada and administered tests such as Praxis, WorkKeys, high school diploma, and typing.

REGIONAL PRIVATE HIGHER EDUCATION COMPLETION RATES

The below completion data were provided by the region's private higher education institutions. The reflected rates are separate from the reported regional public higher education completion rates.

SCHOOL	DEGREE	2020-2021 GRADUATES
Touro University	Doctor of Osteopathic Medicine (DO)	128
	Doctor of Physical Therapy (DPT)	40
	Doctor of Nursing Practice (DNP)	32
	Occupational Therapy Doctorate (OTD)	7
	Master of Medical Health Science (MHS)	43
	Master of Science in Nursing (MSN)	42
	Master Of Science in Occupational Therapy (MSOT)	16
	Master of Physician Assistant Studies (PA)	52
	Master of Education (MED)	20
	Advanced Certificate - Family Nurse Practitioner	4
Roseman University	Bachelor of Science in Nursing (RN-to-BSN)	52
	Doctor of Pharmacy (PharmD)	132
	Advanced Education in Orthodontics and Dentofacial Orthopedics Residency Program (AEODO)	10
	Master of Business Administration (MBA)	14
University of Phoenix	Bachelor of Science in Nursing (BSN)	171
	Doctoral	1
	Masters	39
	Bachelors	348
	Associates	21

CLOSING THE GAP: RECOMMENDATIONS

While the role of workforce development organizations, training providers, and educational institutions cannot be understated in addressing workforce supply needs outlined in this analysis, the reality is that there are numerous policy, communication, programmatic, and other solutions that can and must work in tandem with their efforts. In many ways, these solutions should be identified and coordinated at a regional level by organizations and leaders whose influence extends well beyond those providing direct training.

POLICY AND COORDINATION

As noted in this analysis, the global landscape for local economies and corresponding workforce needs has evolved dramatically over the past two years. This is particularly true in Southern Nevada, with the pandemic expediting what had previously been a gradual workforce repositioning while prompting a renewed focus on economic and industry diversification.

As these shifts continue to occur, with some pandemic impacts becoming permanent, it is crucial that regional leaders continue taking an active position in **coordinating and championing nimble workforce development solutions** that address key gaps—from identifying and advancing policies that encourage and incentivize businesses to continue investing in the regional economy to policies that enable rapid training, reskilling, and expansion of the regional workforce. Such solutions may involve a greater emphasis on apprenticeship opportunities in industries like advanced manufacturing or logistics, expanding the use of ACT WorkKeys (a system of assessments that measure workplace success skills) in place of other standardized high-school testing less aligned with measuring and informing skills needed for success in a given industry or workplace, or even advising state leaders in state-level policy measures or investments in sectors like clean technology so that their impact is a net-positive for the regional economy. Solutions could also include exploration and further research into pathways by which mid-career workers can transition into high-demand occupations within target industries without experiencing downward economic mobility throughout the transition.

In many ways, partners like Workforce Connections are establishing the necessary programs and forums to understand and advance these solutions through efforts like aligning skills testing and training with K-12 curricula and the formation of industry councils specifically designed to monitor regional workforce needs and align training and development around these needs. LVGEA and its partners should **aggressively support and work to scale these efforts** to achieve maximum impact, **raise awareness and community support for training and educational programs that spur industry growth**, and **attract the necessary funding or other resources** that make programs like these sustainable over time. Additionally, Southern Nevada partners can complement these efforts by **establishing ad hoc, diverse, and inclusive committees** that provide a highly focused conduit for the business community to formally and dynamically assist education partners in scaling their programs and services. This committee structure should also be leveraged to **understand employers' willingness to hire workers who have received alternative or nontraditional training** in lieu of the traditional two- and four-year degree pathway. Regional partners should then align this input with existing training providers in the region to determine programs that should be established or scaled.

In addition, economic development, workforce development, and business-focused organizations throughout the region should either **establish or leverage existing policy committees to specifically focus on workforce-related policy initiatives or issues**, driving policy changes that support sustained access to a diverse, skilled regional workforce. Depending on the role and mission of each organization, these committees should monitor, inform, and express support or concern for legislation or policies like business incentives that support and sustain economic growth, programmatic changes like new or revamped degree and certificate programs offered by education providers, and public policy measures or investments like those that help to promote more equitable participation in the region's economic recovery and future. **The work of each of these committees should be collaborative and coordinated at a regional level for maximum alignment and impact.**

COMMUNICATION AND MARKETING

As outlined in this Workforce Blueprint analysis, there are a number of occupations in great demand throughout Southern Nevada that require hard, technical skills. In many cases, however, these jobs can be considered “blue collar” and difficult to fill given the labor-intensive or even repetitive tasks required to perform them. The reality is that while this may be the case for entry-level roles in industries like warehousing and manufacturing, there is significant opportunity for rapid, upward mobility, as an entry-level operator or technician can earn a certification and ascend to a supervisory role in a matter of months while significantly enhancing their income.

LVGEA and its strategic partners can serve a key role in fostering this awareness and understanding by using the data in this report to **produce “career maps” that clearly lay out pathways for how an entry-level job can lead to substantial career opportunities and earnings in very little time.** In particular, these maps can be used to target displaced workers from industries like hospitality and tourism or unemployed workers interested in returning to the workforce and attract them to a new industry or career. They can also highlight the availability of and demand for these good-paying jobs and the availability of training and certificate programs to catalyze their progression in a given technical trade or industry. Regional partners can then broadly market these resources to the Southern Nevada community and distribute them to partner agencies interacting with displaced or unemployed workers. Additionally, a **“career maps toolkit” for employers** in industries with significant entry-level demand should be created and include visual designs, messaging, and other communication resources that companies can co-brand and implement in their own recruiting programs.

In addition to developing and promoting these career maps, regional partners should integrate this approach into an overarching focus on utilizing communication strategies involving social media and other channels to broadly and widely promote careers in skilled jobs that may have historically not garnered much interest due to their image or perception. Changing these perceptions and overcoming stereotypes surrounding skilled labor, starting at the K-12 level, is a crucial part of helping current and future workers and their families recognize the careers they can have in these fields and understand the rapid income potential associated with jobs they may have not previously considered.

In addition to reskilling programs and communications that attract nontraditional workers to entry-level jobs with potential for rapid advancement and earnings, there are several industries and occupations with workforce deficiencies that out-of-state recruitment efforts may more effectively and quickly resolve. For example, Southern Nevada has historically lacked a robust healthcare workforce pipeline; the pandemic has only exacerbated these challenges through fatigue and burnout that will likely prompt sustained attrition from the industry in the coming years. Some regions are better positioned than others to accommodate the replacement of these workers due to well-established workforce pipelines and medical programs. While there has been a concerted effort in Southern Nevada to build these pipelines, they can take many years to be fully realized, with significant investment and infrastructure accompanying them. As such, the region must **aggressively tell its story to target workers in adjacent states or geographies** and promote the strong quality of life, low tax environment, and other assets associated with Southern Nevada, building on and scaling campaigns like LVGEA’s Vegas: Here, You Can campaign and the City of Las Vegas’s Innovate. Vegas campaign, among others in the region.

Additionally, these and other ongoing workforce recruitment efforts underway in the region should focus on trailing spouses and families, advertising the many job opportunities in the regional economy and how economic development partners stand ready to help match family members of these specialized, high-demand workers with other well-paid, rewarding jobs in the region.

PROGRAMMATIC

It is clear in the ranking of Southern Nevada’s highest-demand occupations and the corresponding supply gaps that there are two primary programmatic needs that economic and workforce development partners must address in the coming years.

Economic and workforce development organizations must continue working collaboratively to adapt training programs and connect with displaced workers to **rapidly reskill and place these workers into new roles with elevated demand**. Partnership models like the one being pioneered by College of Southern Nevada and Workforce Connections, where Workforce Connections funds the first six credits for students without high school diplomas or equivalent credentials so that they are eligible to use student aid for future credits, will be central to this success. These short-term needs continue to underscore the bulk of regional workforce supply and demand gaps, given the way leisure-focused industries continue to see higher unemployment spurred by the pandemic and automation trends, as well as how other industries like manufacturing and logistics have exploded over just the past year alone, driving significant demand for entry-level workers. This focus on short-term reskilling of workers must be deliberate and shared by all partners and providers to address this pressing sense of misalignment between supply and demand. Over time, and if successful, this focus on rapid reskilling can help attain longer-term goals like the continued diversification of the region’s top industries and positioning workers in industries and roles with significantly higher ceilings when it comes to wage growth and upward mobility.

Further, Southern Nevada has made great strides in recent years through the region’s two- and four-year degree granting institutions in adapting these degree programs to support market demand for in-demand jobs. **Regional partners must continue being responsive to business and industry needs**, expanding on these efforts to refine programs and adapt core curricula as necessary to ensure the longer-term workforce pipeline is full and able to address workforce supply gaps. This is particularly critical in sectors like healthcare, where workforce supply was already challenged prior to pandemic and is now even more dire due to pandemic-induced attrition. Regional leaders should continue advocating for and expanding programs like medical residency programs that supply highly educated workers in fields that demand them. In addition to mitigating the “brain drain” phenomenon that occurs when residents move to other states that better meet their needs, adopting a renewed focus on expanding this type of programming in sectors like healthcare can help to retain or even attract residents in need of high-quality, specialized care. While higher education institutions irrespective of their locale are typically challenged to make rapid adjustments to coursework or degree programs, it is crucial that economic development organizations like LVGEA, GOED, Clark County, municipal economic development teams, and the region’s higher education institutions operate in close coordination and work aggressively to build out the necessary programming as quickly as possible to begin addressing longer-term workforce supply challenges. This coordination should include the continuation of LVGEA’s Economic Development Advisory Group, which serves as a forum for the aforementioned stakeholders to **coordinate projects and resources involving economic development in Southern Nevada**, and distributing regular surveys designed by these partners to businesses in the region with the results provided to all regional higher education institutions.

Leaders should approach these programmatic areas of need with a **clear focus on reaching underrepresented workers to help diversify the region’s workforce** so that their residents have clear opportunities and ways to support Southern Nevada’s future economic growth. Building out a diverse workforce is an intentional exercise that goes beyond ensuring workforce demographics are reflective of the population. It should include a deliberate focus on cultivating spaces where all voices in the region are welcomed and embraced as a crucial part of the success and economic viability of the region.

For example, in Detroit, Google and Ford Motors are establishing a transportation research hub focused on advanced mobility, locating this investment in Detroit’s oldest neighborhood featuring a train station that has sat abandoned since 1988. Google is also opening a computer science educational lab at Michigan Central for high school students and partnering with area nonprofits for basic tech skills training and certificate programs.³⁴ In New York City, during the height of the pandemic, more than two dozen of the area’s largest employers shared plans to hire 100,000 residents over the coming decade with a particular focus on minority and underrepresented communities.³⁵ These plans are complemented by educational programs and apprenticeships that connect students to entry-level technology jobs with advancement opportunities.

Community partners at the state, regional, and local level can take a leadership role bringing together large companies and stakeholders committed to diversity, equity, and inclusion (DEI) as a foundational driver for positive economic change in Southern Nevada. This role and focus should include:

- Developing and clearly articulating a DEI policy that notes diversity, equity, and inclusion as core values throughout the regional economy
- Evaluating existing economic and workforce development communications, messaging, and practices to ensure the use of inclusive language and initiatives
- Creating a regional DEI committee consisting of industry partners and large employers to share ideas, exchange best practices, and provide guidance for implementing DEI initiatives within their own organizations and communicating the importance of DEI more broadly across the region

- Using this DEI committee as a forum for business and industry leaders to hear directly from representatives and residents of the region’s diverse communities, specifically surrounding what economic and workforce development organizations can do to help scale their impact on and work in these communities
- Advocating for corporate policies or DEI programming connected to the changing economy, such as trends toward remote or hybrid work, where data show people of color, women, and working mothers are disadvantaged in the workplace due to frequency at which they opt into flexible work arrangements and how such decisions can inform proximity bias and deepen inequities that may already exist³⁶
- Supporting and promoting supplier diversity events and opportunities to widen procurement and contracting opportunities for large-scale economic development projects
- Supporting business incubators, mentorship initiatives, and mentor-protégé programs for underrepresented groups
- Regularly surveying regional stakeholders and historically underrepresented communities to expand on these efforts or identify new initiatives that help meet economic and workforce development targets and DEI goals

Further, while this analysis is heavily focused on high-demand occupations across the region’s target industries, the reality is that if LVGEA and its partners can effectively close some of these noted workforce supply and demand gaps, the resulting impact will extend far beyond those workers who fill these jobs. Building overall capacity in this segment of the regional workforce will **spur circular effects and corresponding positive impacts on supporting industries** that employ hundreds of thousands of Southern Nevada residents—from increasing the demand for support or personal care services to enhancing the spending power of residents, resulting in more money placed back into the local economy.

³⁴ Muller, J. (2022). *Google and Ford team up on mobility research and job training in Detroit*. Axios. <https://www.axios.com/google-and-ford-team-up-on-mobility-research-and-job-training-in-detroit-4f97c2b7-aeb1-499c-b413-555264e5e5ab.html>

³⁵ Kingson, J. (2020). *A big hiring pledge from New York CEOs*. Axios. <https://www.axios.com/new-york-ceos-hiring-pledge-45f2f1e1-aa8e-474b-a8e2-f23d7b1bf31d.html>

³⁶ *Future Forum Pulse*. (2022). Future Forum. Retrieved February 8, 2022, from <https://futureforum.com/pulse-survey/>

APPENDIX A: TOP 100 HIGH-DEMAND OCCUPATIONS FOR SOUTHERN NEVADA TARGET INDUSTRIES

RANKING	SOC	OCCUPATION	PREVIOUSLY RANKED	CHANGE FROM 2019 RANKING	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)
1	15-1132	Software Developers, Applications	1	0	462
2	15-1133	Software Developers, Systems Software	123	121	101
3	17-2051	Civil Engineers	6	3	175
4	11-9199	Managers, All Other	3	-1	1126
5	29-1131	Veterinarians	61	56	45
6	17-2072	Electronics Engineers, Except Computer	16	10	67
7	19-2041	Environmental Scientists and Specialists, Including Health	42	35	45
8	11-1021	General and Operations Managers	2	-6	1635
9	17-2011	Aerospace Engineers	46	37	35
10	15-1122	Information Security Analysts	30	20	56
11	29-1171	Nurse Practitioners	28	17	47
12	15-1121	Computer Systems Analysts	19	7	153
13	13-1199	Business Operations Specialists, All Other	5	-8	585

RANKING	SOC	OCCUPATION	PREVIOUSLY RANKED	CHANGE FROM 2019 RANKING	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)
14	17-1011	Architects, Except Landscape and Naval	136	122	48
15	17-2081	Environmental Engineers	134	119	34
16	29-1126	Respiratory Therapists	9	-7	98
17	11-9041	Architectural and Engineering Managers	14	-3	53
18	15-1151	Computer User Support Specialists	12	-6	317
19	11-9111	Medical and Health Services Managers	35	16	240
20	29-1071	Physician Assistants	56	36	36
21	15-1199	Computer Occupations, All Other	29	8	217
22	29-1141	Registered Nurses	4	-18	1588
23	11-3021	Computer and Information Systems Managers	79	56	162
24	11-3031	Financial Managers	7	-17	562
25	19-1042	Medical Scientists, Except Epidemiologists	62	37	18
26	29-9011	Occupational Health and Safety Specialists	149	123	48
27	19-4091	Environmental Science and Protection Technicians, Including Health	71	44	55
28	11-9021	Construction Managers	18	-10	576
29	17-2071	Electrical Engineers	17	-12	44
30	13-1081	Logisticians	105	75	40
31	11-3071	Trans., Storage, and Distribution Managers	60	29	92
32	13-1041	Compliance Officers	24	-8	155
33	15-1152	Computer Network Support Specialists	210	177	160
34	29-1123	Physical Therapists	38	4	102
35	17-2141	Mechanical Engineers	49	14	34
36	29-2056	Veterinary Technologists and Technicians	51	15	67
37	17-2199	Engineers, All Other	26	-11	35

RANKING	SOC	OCCUPATION	PREVIOUSLY RANKED	CHANGE FROM 2019 RANKING	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)
38	15-1111	Computer and Information Research Scientists	125	87	3
39	53-2011	Airline Pilots, Copilots, and Flight Engineers	331	292	190
40	15-2031	Operations Research Analysts	331	291	19
41	41-9031	Sales Engineers	331	290	8
42	23-1011	Lawyers	68	26	388
43	29-1069	Physicians and Surgeons, All Other	81	38	95
44	13-1161	Market Research Analysts & Marketing Specialists	11	-33	395
45	13-1111	Management Analysts	13	-32	430
46	17-2111	Health and Safety Engineers, Except Mining Safety	331	285	14
47	29-1122	Occupational Therapists	99	52	61
48	15-1143	Computer Network Architects	122	74	52
49	15-1134	Web Developers	41	-8	71
50	29-1127	Speech-Language Pathologists	187	137	75
51	11-9121	Natural Sciences Managers	114	63	11
52	17-3023	Electrical and Electronic Engineering Technicians	10	-42	156
53	29-1051	Pharmacists	23	-30	115
54	15-1142	Network and Computer Systems Administrators	53	-1	111
55	19-2043	Hydrologists	331	276	8
56	25-2031	Secondary School Teachers, Except Special and Career/Technical Education	32	-24	418
57	15-1141	Database Administrators	106	49	56
58	29-1031	Dietitians and Nutritionists	154	96	28
59	25-2021	Elementary School Teachers, Except Special Ed.	25	-34	754
60	11-2021	Marketing Managers	98	38	187
61	19-1023	Zoologists and Wildlife Biologists	331	270	7

RANKING	SOC	OCCUPATION	PREVIOUSLY RANKED	CHANGE FROM 2019 RANKING	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)
62	19-2021	Atmospheric and Space Scientists	331	269	5
63	31-9096	Veterinary Assistants & Lab. Animal Caretakers	45	-18	183
64	11-2022	Sales Managers	22	-42	319
65	29-1021	Dentists, General	129	64	43
66	47-2111	Electricians	37	-29	803
67	25-2022	Middle School Teachers, Except Special and Career/Technical Education	40	-27	321
68	29-2061	Licensed Practical and Licensed Vocational Nurses	55	-13	237
69	11-3061	Purchasing Managers	116	47	41
70	17-2061	Computer Hardware Engineers	231	161	9
71	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	43	-28	306
72	17-3022	Civil Engineering Technicians	97	25	63
73	47-4011	Construction and Building Inspectors	59	-14	79
74	47-2152	Plumbers, Pipefitters, and Steamfitters	181	107	698
75	41-1012	First-Line Supervisors of Non-Retail Sales Workers	70	-5	212
76	53-1048	First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	331	255	424
77	53-2012	Commercial Pilots	118	41	74
78	31-2021	Physical Therapist Assistants	102	24	80
79	29-2032	Diagnostic Medical Sonographers	77	-2	40
80	29-2010	Clinical Laboratory Technologists and Technicians	331	251	107
81	29-1062	Family and General Practitioners	159	78	21
82	19-4099	Life, Physical & Social Science Technicians, Other	331	249	40
83	19-2031	Chemists	331	248	13
84	13-1151	Training and Development Specialists	48	-36	288
85	29-1199	Health Diagnosing & Treating Practitioners, Other	230	145	17

RANKING	SOC	OCCUPATION	PREVIOUSLY RANKED	CHANGE FROM 2019 RANKING	ANNUAL OPENINGS (ASPIRATIONAL GROWTH)
86	11-3121	Human Resources Managers	144	58	96
87	17-3011	Architectural and Civil Drafters	82	-5	133
88	29-2034	Radiologic Technologists	84	-4	99
89	49-3011	Aircraft Mechanics and Service Technicians	8	-81	162
90	47-1011	Supervisors of Construction and Extraction Workers	33	-57	585
91	37-1012	Supervisors of Landscaping, Lawn Service & Groundskeeping Workers	103	12	198
92	27-1024	Graphic Designers	113	21	274
93	17-1022	Surveyors	88	-5	29
94	17-3025	Environmental Engineering Technicians	161	67	11
95	29-2055	Surgical Technologists	126	31	99
96	33-1099	First-Line Supervisors of Protective Service Workers, All Other	213	117	169
97	49-9099	Installation, Maintenance & Repair Workers, Other	107	10	320
98	17-2112	Industrial Engineers	89	-9	15
99	13-1051	Cost Estimators	36	-63	195
100	27-1025	Interior Designers	177	77	66

APPENDIX B: WORKFORCE REPORT CARD

This report card contains performance indicators across three distinct categories with clear connectivity to workforce development: K-12 education, postsecondary education, and talent and training. Initial data points for each indicator provide a clear foundation upon which the community can track and measure performance toward workforce development goals, both in quantity and quality.

The report card should be updated regularly by LVGEA and its partners, with progress and movement across indicators used as a basis for implementing or funding new programs, adjusting curricula, or other actions that help ensure a high-quality workforce that meets the continued and growing needs of the regional economy.



INDICATES CHANGES COMPARED TO PREVIOUS YEAR'S PERFORMANCE

K-12

AP PARTICIPATION

19,112 ↓

CTE PARTICIPATION

72,704 ↑

HIGH SCHOOL GRADUATES
(PUBLIC SCHOOLS)

21,342 ↓

COLLEGE-READY GRADUATES
(PUBLIC SCHOOLS)

28.3% ↑

AP TEST PASSAGE: 46.59% SOUTHERN NEVADA | 56% NATIONAL



ACT SCORES: 17.24 SOUTHERN NEVADA | 20.7 NATIONAL



TALENT AND TRAINING

COMPLETED
APPRENTICESHIPS

868 ↑

EMPLOYED
FEMALES

55.8% ↑

EMPLOYED FOREIGN-BORN
RESIDENTS

65.5% ↑

EMPLOYMENT BY
TARGET INDUSTRY

37.4% ↑

AVERAGE WAGES (ASSOCIATE DEGREE OR LESS): \$27.03 SOUTHERN NEVADA | \$21.51 NATIONAL



NET MIGRATION: +39,377 NEVADA | +9,279 NATIONAL



POSTSECONDARY EDUCATION

ACT WORKKEYS NATIONAL
CAREER READINESS
CERTIFICATE (NCRC)

11,660 ↑

CERTIFICATE
COMPLETERS

1,473 ↓

ASSOCIATE
GRADUATES

3,496 ↑

BACHELOR'S
GRADUATES

4,968 ↑

RECENT GRADUATES
EMPLOYED IN NEVADA

73.7% ↑

ASSOCIATE DEGREE-HOLDING POPULATION: 8.5% SOUTHERN NEVADA | 8.6% NATIONAL



BACHELOR'S+ DEGREE-HOLDING POPULATION: 25.6% SOUTHERN NEVADA | 33.1% NATIONAL





NOTES, DEFINITIONS, AND SOURCES

INDICATOR: Definition / Source, Year / Previous Year's Number

AP PARTICIPATION

AP curriculum participation rate and AP test passage rate for CCSD students / CCSD, 2020-2021 / 2019-2020: participation – 20,135, passage – 55.9%

ACT SCORES

Average ACT score of CCSD high schoolers / CCSD, 2020-2021 / 2019-2020: 17.7

CTE PARTICIPATION

CCSD high schoolers involved in Career Technical Education / CCSD, 2020-2021 / 2019-2020: 70,438

HIGH SCHOOL GRADUATES (PUBLIC SCHOOLS)

Number of CCSD high school graduates / CCSD, 2021 / 2020: 21,668

COLLEGE-READY GRADUATES (PUBLIC SCHOOLS)

Percent of CCSD graduates that enrolled at a Nevada public higher educational institution and met English and math ACT benchmark scores / NSHE / Class of 2018; Class of 2017: 27.4%

ACT WORKKEYS NATIONAL CAREER READINESS CERTIFICATE (NCRC)

Number of ACT WorkKeys National Career Readiness Certificate (NCRC) holders in Southern Nevada / Workforce Connections/ Work Ready Communities, January 2022 / September 2019: 7,881

POSTSECONDARY GRADUATES

Public higher education institution certificate completers (less than two year program), associate degree graduates, and bachelor's degree graduates / NSHE/NPWR, 2018-2019 / 2017-2018: certificate – 1,490, associate degree - 3,311, bachelor's degree - 4,846

RECENT GRADUATES EMPLOYED IN NEVADA

Percent of college graduates employed in Nevada / NSHE, Class of 2019 / Class of 2018: 72.9%

DEGREE-HOLDING POPULATION

Percent of Southern Nevada population 25 years or older holding an associate degree or bachelor's degree and higher / U.S. Census American Community Survey, 2019 / 2018: associate degree – 7.9%, bachelor's degree and higher – 24.6%

COMPLETED APPRENTICESHIPS

Number of registered apprenticeships completed / State of Nevada Labor Commissioner, 2021 / 2020: 600

EMPLOYED FEMALES

Percent of females aged 16-64 employed / U.S. Census American Community Survey, 2019 / 2018: 55.7%

EMPLOYED FOREIGN-BORN RESIDENTS

Percent of foreign-born residents aged 16-64 employed / U.S. Census American Community Survey, 2019 / 2018: 63.8%

AVERAGE WAGES (ASSOCIATE DEGREE OR LESS)

Average Wage of High Demand Jobs Requiring Associate Degree or Less / GOED analysis of high demand occupations in Southern Nevada / 2021 / 2019: \$23.82

NET MIGRATION

Total net migration in and out of Nevada / U.S. Census State Population Totals and Components of Change, 2021 / 2020: 47,488

EMPLOYMENT BY TARGET INDUSTRY

Percent of Southern Nevada population employed within a target industry / Quarterly Census of Employment and Wages (QCEW), 2020 / 2019: 34.4%

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