



State of Nevada

Strategic 1-Year Plan Modification for Title I of the Workforce Investment Act of 1998

And the Wagner-Peyser Act

**For the Period of
July 1, 2010 – June 30, 2011**

Nevada's Vision

- ~~A prepared workforce with skills, education and training to fulfill business' demands~~
- Nevada's quality of life and economic prosperity is built on the foundation of a well trained and flexible world class workforce.

Mission

- ~~Develop a holistic workforce development system that improves job training and prepares participants to fill demand-driven occupations~~
- Nevada's workforce system promotes economic stability and growth by providing training for industry clusters through sector strategies that lead to sustainable employment. Statewide services provide flexibility to meet the economic needs of each region.

Workforce Investment Priorities

- "Business Driven, Worker Pipeline" - core to Nevada's Sector Strategies framework
 - Focus on identifying workforce needs with emphasis on sector initiatives
 - Bring business to the table through a industry sector framework
 - Raise the credibility of the state workforce development system
 - Supply industry sectors with qualified human capital
- With the infusion of ARRA resources, a commitment to crafting training services that relate to green and renewable energy projects, including weatherization
 - Through recently enacted state legislation, green and renewable energy regional and sector councils will be established to facilitate this process
 - This initiative will bring together decision makers in green and renewable energy to discuss state and local solutions

State-mandated requirements for local areas' strategic planning

- The Governor's Workforce Investment Board (Attachment 1) works with Local Workforce Investment Boards in formulating employment and training services and activities. Statewide alignment has proven to be most beneficial in allocating and leveraging resources where most needed.

State Governance and Collaboration

- The Governor's Workforce Investment Board will serve as the catalyst in forging partnerships with focus on leveraging allocated resources in support of comprehensive workforce development activities
- Agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues
 - Through recently enacted legislation, i.e., State Senate Bill 152 and State Senate Bill 239, state agencies including workforce development, economic development and education are required to interact and collaborate resources in delivering comprehensive, quality services
- Improve operational collaboration of the workforce investment activities and other related activities and programs at both the state and local level

Service Delivery Strategies

- Achieve goals of the Recovery Act by leveraging resources and forming collaborative relationships with business groups and other organizations involved in workforce development

- Focus on providing a demand drive system responsive to business community needs and react quickly to employment opportunities for job seekers
- Senate Bill 239 mandates the creation of industry sector councils made of business representatives of key industries in Nevada
 - Will provide recommendations and direction to the State Workforce Investment Board to insure that Workforce Investment Act planning is focused effectively on meeting the workforce needs and building the workforce of the future for the key industrial sectors in Nevada
 - Industry Sector Councils will assist in the identification of workforce deficiencies which will drive the allocation of training resources and insure that the skill sets of the workforce are being developed to meet the current demands of industry sectors within the state as well as the future workforce needs of these sectors
 - Every effort will be made to insure that training pathways developed include career ladders and skill attainment which is portable and pays a living wage

Focus on Transparency and Accountability in Nevada's Workforce Strategies

- Build and maintain a 21st Century Workforce Development System
- Educate the business community about the value of Nevada's Public Workforce Development System
- Establish local business partnerships
- Target demand driven industry sectors
 - green and renewable energy and high growth industries

Continuum of Education and Training Opportunities for a Skilled Workforce

- In order to effectively meet Nevada's current workforce needs, a plan modification or an action directional change is necessary to keep pace with the recent, unanticipated economic downturn
- The infusion of America Recovery and Reinvestment Act (ARRA) funds allow the State of Nevada to increase its employment and training services capacity

Performance Indicators and Goals to Track Progress

- While holding administrative costs to a minimum, workforce development service delivery strategies will emphasize fulfilling today's workforce demands (and) laying the framework of developing worker skills for green and renewable energy industries
- Priority emphasis will also be placed on delivering services to those most in need of employment and training assistance
- Funding workforce development investments connected to economic growth objectives via regional sector strategies
 - Aligned with economic development, education, business and labor/trade organizations
- Ensure youth, in significant numbers throughout Nevada, have the opportunity to participant in summer youth employment and training services

Adult and Dislocated Worker Services

- State strategies and policies to ensure adults and dislocated workers have universal access to minimum required core services
 - Local workforce investment boards have established policies in line with WIA that offer assurance for universal access to core employment and training services.

LWIBs policies also include needs-related payments/services as outlined in ARRA implementation requirements for support of low income adults and/or those receiving public assistance

Service Delivery to Targeted Populations

- **Adult and dislocated worker partners services are delivered through Nevada JobConnect offices (displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities))**
 - **Funding two disability program navigators in the urban areas of Reno Sparks and Las Vegas in addition to a state wide coordinator in Carson City to ensure programs and services are accessible and responsive to needs of individuals with disabilities**
 - **Continue Team One which targets re-employment services and resources toward disabled clients to maximize their ability to obtain gainful employment and shorten duration of unemployment**
 - **Relationships with community based organizations, faith based communities and other governmental entities to ensure that hard to serve and those with significant barriers have access to resources (veterans, disabled veterans, disabled, homeless individuals, refugees, public assistance recipients, incarcerated individuals, recently released individuals, and individuals in substance abuse programs**
- **Collaboration with entities to leverage system efficiencies and funds to improve program effectiveness**

Veterans' Priority of Service

- **All recipients of WIA funds for employment and training programs are required to identify covered persons at the point of entry to programs and/or services so the covered person can take full advantage of the priority of service**
 - **Nevada will post signs that ask the client to self identify as a Veteran or Other Eligible status. After identification in one of the categories, the client will be given a questionnaire that will act as a screening process to identify those clients that are eligible to receive priority of service**
 - **A review the Veterans Priority of Service Eligibility form will determine the applicant's status. This will determine if the applicant qualifies for of priority of service and which category of entitlement**

Youth Career Opportunities through Education and Workforce Training

- **Governor's Youth Council Task Force Committee**
 - **A collaborative group of Governor's Workforce Investment Board members in partnership with businesses, educators, governmental agencies and labor organizations**
 - **Assists the Governor's Workforce Investment Board by developing plans, initiatives and statewide activities with focus on acquiring youth job training skills leading to gainful employment with long-term retention and career progression**
 - **Goal is to ensure youth participating in Workforce Investment Act (WIA) programs acquire skills that expose and engage them in the workforce by positioning them to prosper and become successful adults and community leaders**

- With the addition of ARRA funds, the state will be able to facilitate strong, stand alone summer youth employment and training components for the first time under WIA since its implementation in 1998

Comprehensive, Integrated Services to Eligible Youth, Including Those Most in Need

- Oversee the preparation of future leaders to fill occupational demands, while achieving new heights in chosen professions
- ~~Facilitate strong, stand alone summer youth employment and training components for the first time under WIA since its implementation in 1998~~
 - ~~Employers will be recruited for providing meaningful jobs and functions exposing youth to real-life professional work activities~~
 - ~~Academic learning with mentoring components for career guidance~~
 - ~~ARRA funds will also be utilized for year round youth activities and services~~
 - ~~Nevada plans to far exceed the number of youth previously served using WIA funds. At this time, it is anticipated that the number of total youth served will exceed 2,500.~~
- The youth council committee will focus its attention and resources on the neediest youth identified for participating in summer employment and training programs—particularly those youth in the following areas:
 - Out-of-School Youth
 - High School Dropouts
 - Runaway and Homeless Youth
 - Youth in Foster Care—Including those between 18 and 21 who have aged out of the foster care system
 - Court Involved Youth
 - Children of Incarcerated Parents
 - Youth with Disabilities
 - Skill Deficient Youth—Low educational reading and math levels, including those who have a high school certificate, but have not passed the State of Nevada High School Graduate Proficiency Examination.

Increasing Training Access and Opportunities for Individuals

- Significant expansion (greater numbers) of service delivery with more clients receiving employment and training services
 - Support for Training
 - Partner with the Catholic Charities Refugee Program to insure that refugees will be provided intensive ESL training to prepare them for entry into the workforce or skill training development in an occupation in demand in Nevada
 - Collaborations such as this will continue to be developed to address the needs of other hard to service groups such as those who have a recent discharge or parole from prison

Increasing Services for Universal Access

- The State of Nevada operates ten Nevada JobConnect One Stop Offices in Las Vegas, North Las Vegas, Henderson, Reno, Sparks, Fallon, Elko, Ely, Winnemucca.

- **Urban Nevada JobConnect offices are strategically located in their geographic areas and most are in proximity to disadvantaged populations and accessible by public transportation**
- **Staff hired with Recovery Act funding will be assigned to the Nevada JobConnect offices with the greatest demand for reemployment and/or training services**
- **Each Nevada JobConnect office, along with sub grantees, welfare employment specialists, and community college workforce development staff utilizes a common intake and initial assessment instrument**
 - **This common intake and assessment instrument promotes universal access to services and provides transparency of intake, and allows all partner organizations to access information on the employment opportunities available in the Nevada JobConnect system**
- **State operated Nevada JobConnect offices are built around a common service delivery structure where the customer can choose the means by which reemployment services are accessed. The available venues include the following:**
 - **On Line**
 - **Individuals can register on line with Nevada JobConnect and obtain a referral to any openings listed with the Nevada JobConnect system. Information on training opportunities and labor market information are also accessible on line**
 - **Self Help**
 - **Each Nevada JobConnect office has a state of the industry resource center which provides personal computers, fax machines, copy machines and information and software useful to individual seeking employment and/or training. Labor exchange services are fully accessible to the individual who chooses to seek services through this self service mode**
 - **Resource centers include adaptive technology which provides visually impaired individuals access to services**
 - **Staff Assisted Self Help**
 - **These services include assistance by resource center specialists in utilizing software in the resource center, and accessing sites for reemployment services, and advise on community resources**
 - **Mediated Services**
 - **These services include labor exchange services, resume development, employment counseling and job development as well as referral to training opportunities**

Integrate Resources to Deliver Core Services

- **Nevada JobConnect One-Stop Centers standards of quality service for its businesses, jobseekers, employees and partners**
 - **Businesses**
 - **Prompt and courteous service**
 - **Help with labor exchange services to include recruitment and placement**
 - **Access to training resources**
 - **Access to business incentives**
 - **Jobseekers**
 - **Prompt and courteous service**

- Services to assist both jobseekers and employers in understanding the Nevada JobConnect System and achieving employment goals
- Employees
 - Work in a safe, professional environment
 - Receive the best tools to achieve desired outcome for businesses and jobseekers
- Partners
 - Deliver high quality services through Nevada JobConnect One-Stop Centers
 - Work cooperatively to assist each partner program in attaining program specific performance standards
 - Seek to attain site-specific performance standards to measure customer satisfaction, program delivery, job seeker and employer service levels

Service Delivery in One-Stop Career Centers

- Each of the State's One-Stop (Nevada JobConnect) Centers is designed to cater to its regional clientele
- Clients entering training that have exhausted their unemployment benefits can receive needs related payments and services to help them complete job training
- Three-tiered service delivery strategy for job seekers and employers is accessible and available to all customers at the local level (*self-service, facilitated self-help service, staff assisted service*)
- The State of Nevada JobConnect offices allow their business customers two means of listing their job vacancies with the Nevada JobConnect Job Bank
 - Unsuppressed job listings
 - Include the name and address of the business
 - Job seekers self screen and self refer to the employer
 - Cannot ascertain the number of individuals who respond or their individual characteristics
 - Suppressed job listings
 - Require mediated assistance for a referral
 - Name and business address provided after the individual is screened to insure he/she meets the businesses requirements for experience, education and skills
 - Can acquire information on the number of and characteristics of individuals
 - Positions listed as a result of the Recovery Act will be listed with the Job Bank in a suppressed format
 - Information will be used to ascertain effectiveness of the JobConnect system in making Recovery Act opportunities available
 - Accessibility is also enhanced by services being available affiliate partner locations including service providers, community college sites and certain offices of the State of Nevada Welfare Division

Reemployment and Eligibility Assistance (REA)/Reemployment Services (RES)

- Ensure that **Reemployment and Eligibility Assistance(REA/Reemployment Services (RES)** continues to provide the bridge between employment services and the Unemployment Insurance program
- Intervene with unemployment insurance claimants to insure provided reemployment services prior to exhausting UI benefits
 - The **REA/RES** program in Nevada is for many UI claimants the entry point into the public workforce system

- Includes a skills assessment, labor market information and referral to intensive services if needed
- UI claimant population selected and sorted by such factors as occupational title, zip code, duration of benefits, etc.
- Provides ability to quickly respond to employment or training opportunities by locating and calling in claimants with interests, knowledge, skills and abilities aligned with job vacancies or training opportunities that are available, including employment and training opportunities that will be created by the Recovery Act and economic recovery
- Ability to respond strategically to labor market improvements insures the system is both responsive and effective in meeting the needs of the unemployed as well as the business community

Competitive and non-competitive processes used at the state level to award grants and contracts

- Service providers are notified of competitive awards via RFP newspaper publishing announcements, state and local agencies website postings and direct post card mailings. This includes both summer youth ARRA activities as well as year round and adult and dislocated worker activities
- With the exception of Governor's discretionary ARRA funds, all ARRA contract are awarded via RFP competitive procurement process.

How the State Helps Local Areas Identify Areas Needing Improvement and Providing Technical Assistance

- Through its strategic alliance with Local Workforce Investment Boards (LWIBs), routine business meetings take place with discussions centered on local area workforce needs
 - Based on feedback inputs from LWIBs, resources are allocated to fulfill identified areas; i.e., workforce needs, technical assistance, policy guidance and training assistance

Technical Assistance

- Identify areas needing improvement and how technical assistance will be provided
 - Through technical assistance and routine statewide ARRA conference meetings, training opportunities and resource sharing are discussed and addressed. Local boards make all of their training needs known and coordinated training schedules are developed.

Accountability and Performance

- Nevada has one of the lowest retention rates nationally
- Current improvement efforts
 - The Department of Employment, Training & Rehabilitation (DETR) has appointed an Administrative Manager to assist Local Workforce Investment Boards (LWIB) staff statewide in the development and implementation of procedures to standardize processes to ensure accurate data entry and timely follow-up action by their respective contracted providers
 - The Administrative Manager will also assist LWIBs in the development and implementation of strategies that target performance improvement
 - To assist both LWIBs in improving their performance, particularly the youth common measures, reports have been created to provide real-time data on youth

participants who will be part of the calculation of performance measures for future quarters

- **The LWIBs are strongly encouraged to embrace, as a core value, capturing complete and accurate data**
 - **Such data will have a positive impact on performance reporting and future funding availability**
 - **The state supports the LWIBs in moving towards performance based contracts and having the ability to capture and report accurate data included as a performance outcome expected of providers**

WIA/Wagner-Peyser Act State Plan Modification

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Section I. Context, Vision, and Strategy

Economic and Labor Market Context

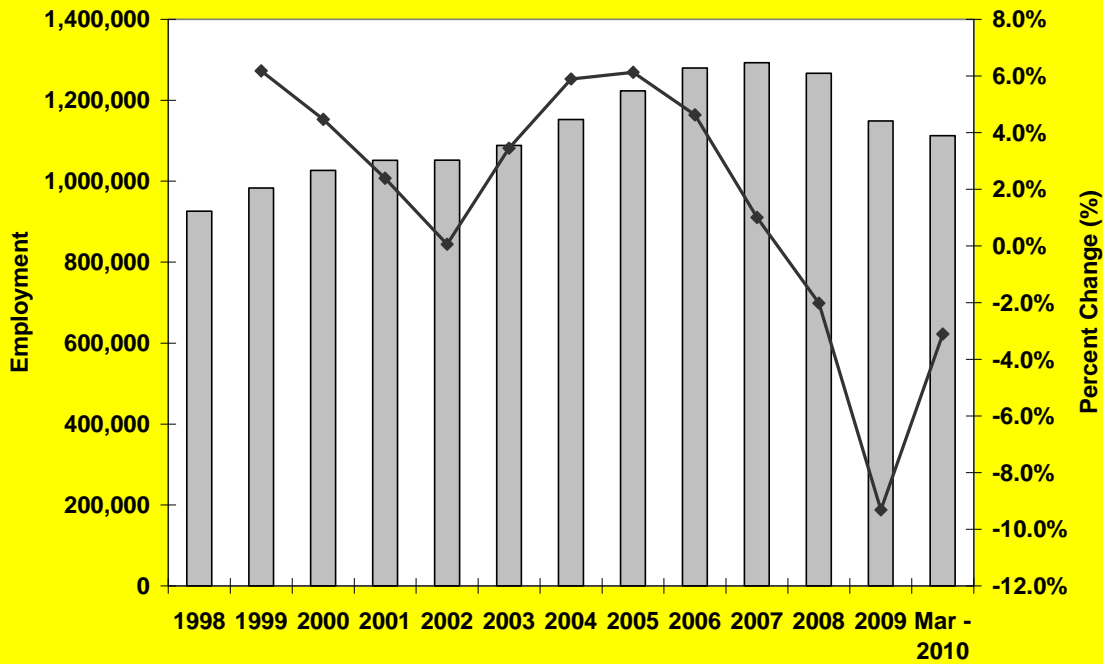
Question IV in PY 2009 Stand-Alone Planning Guidance: Provide a detailed analysis of the state's economy, the labor pool, and the labor market context. (§112(b)(4).)

In responding to this question, the state should update its analysis to indicate how the economic downturn has impacted the state's economy and the labor market context. This analysis should include current and anticipated impacts on employment by sector, current and projected demographics of the available labor pool including income levels as appropriate, and describe any skills gaps the state faces, based on the skills held by current and expected dislocated workers and the skills demanded by industries and occupations expected to grow through economic recovery.

Nevada's Response:

The national recession has crippled Nevada's previously thriving economy. The State's reversal of fortunes has adversely affected current and anticipated impacts on employment. The three drivers of the current recession; the housing collapse, frozen credit markets and waning consumer confidence have resulted in a perfect storm of economic negativity. As a result, Nevada's economy has shed thousands of jobs across nearly all industries. Nevada's economy will likely lag the national recovery.

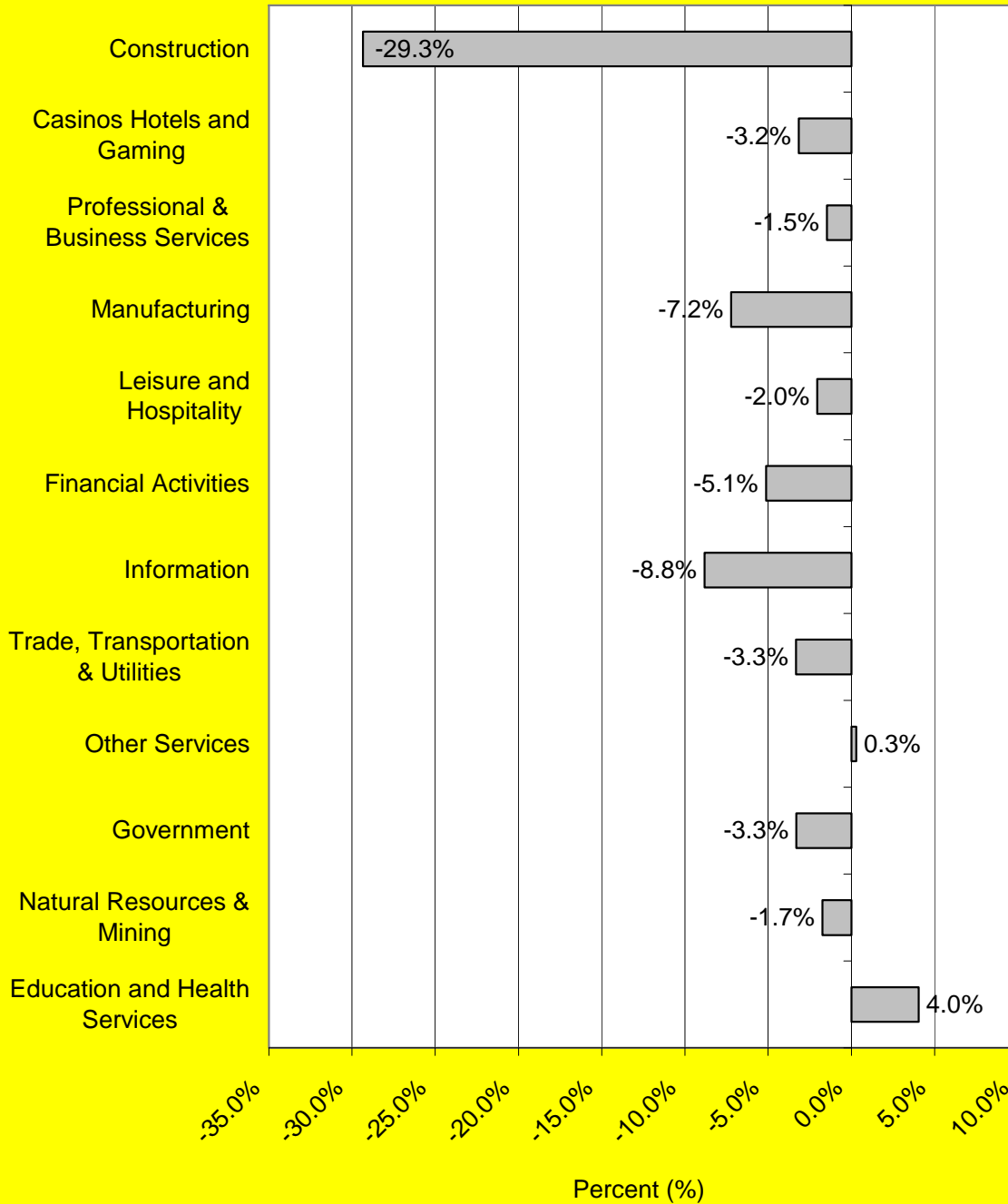
Nevada Non-Farm Employment



Nevada’s non-farm employment peaked at 1,303,800 in May 2007. Employment steadily declined throughout 2007, 2008 and 2009. During the second half of 2009, employment levels began to recede more rapidly even as the national recession began to moderate. From June 2009 to March 2010, employment fell by roughly 34,300 or 3.0%. Through the first quarter of 2010, Nevada has lost 59,300 jobs on a year over year basis.

Nearly all industry sectors have lost jobs in the current recession. Only mining, education and health services have defied recessionary pressures. Two of the State’s biggest growth industries during the most recent expansion have lost the most jobs. Leisure and hospitality, the State’s largest industry in terms of employment, is feeling the impacts of the on-going economic recession and decline in consumers’ discretionary spending. Through March 2010, job readings are off by more than 6,000 relative to a year ago.

March 2010 Annual Employment Change



Construction job levels continue to recede as well. The construction industry has steadily lost jobs since peaking at 148,800 in June 2006. Initially, losses were contained to the residential sector, but the credit market freeze and falling visitor demand continue to adversely affect commercial construction. Many large scale developments have been scaled back, put on hold or cancelled all together. In March, construction industry employment totaled 62,600, a decline of 26,000 from the same month a year ago. Combined, the leisure and hospitality, and construction industry have shed over 64% of all jobs lost in the State since March 2009.

The current downturn has impacted nearly every industry in Nevada. The bottom of the recession remains elusive. Nevada's industrial base does not appear likely to change considerably, making it difficult to identify future growth industries. If history is any indicator, economic growth will remain stagnant until conditions improve in the construction, and leisure and hospitality industries. It is likely Nevada's economy will recover once construction employment picks up and tourists return to the State. Nevada will be in a period of declining employment growth throughout the approaching program year.

Nevada Employment Projections by Industry, Year over Year Percent Change						
Naics Code	Industry Title	2008	2009	2010	2011	2012
11	Agriculture, Forestry, Fishing & Hunting	1.6%	-4.1%	-2.3%	-0.6%	1.3%
21	Mining	0.8%	-5.0%	-1.1%	0.5%	1.0%
22	Utilities	1.5%	0.4%	0.4%	0.0%	0.0%
23	Construction	-13.0%	-29.3%	-21.2%	-20.2%	-0.9%
31-33	Manufacturing	-4.5%	-18.4%	-15.5%	-8.1%	0.3%
42	Wholesale Trade	-1.2%	-10.4%	-8.4%	-5.3%	4.2%
44/45	Retail Trade	-0.9%	-8.5%	-5.2%	-2.3%	2.3%
48/49	Transportation and Warehousing	1.2%	-6.8%	-4.2%	-2.1%	3.5%
51	Information	-4.6%	-14.5%	-12.3%	-8.7%	0.7%
52	Finance and Insurance	-5.1%	-7.3%	-6.3%	-1.1%	1.5%
53	Real Estate and Rental and Leasing	-4.4%	-12.2%	-6.0%	0.5%	4.8%
54	Professional, Scientific & Technical Services	-2.1%	-10.7%	-14.2%	-9.1%	-0.9%
55	Management of Companies and Enterprises	9.3%	-1.7%	-0.7%	0.7%	1.2%
56	Admin. & Supp. & Waste Mgmt. & Rem. Serv.	-8.1%	-16.2%	-7.8%	0.5%	2.0%
61	Educational Services	2.9%	-1.3%	-0.7%	-0.1%	1.0%
62	Health Care and Social Assistance	3.1%	1.1%	0.2%	1.0%	1.8%
71	Arts, Entertainment, and Recreation	-4.9%	-10.6%	-6.1%	-1.5%	2.0%
72	Accommodation and Food Services	-1.7%	-7.5%	-3.6%	0.3%	1.5%
81	Other Services	-0.1%	-6.1%	-3.5%	-0.8%	1.5%
92	Public Administration	2.3%	-1.1%	-0.1%	0.9%	1.0%
00	Total Employment, All Jobs	-2.4%	-9.5%	-5.8%	-2.2%	1.6%

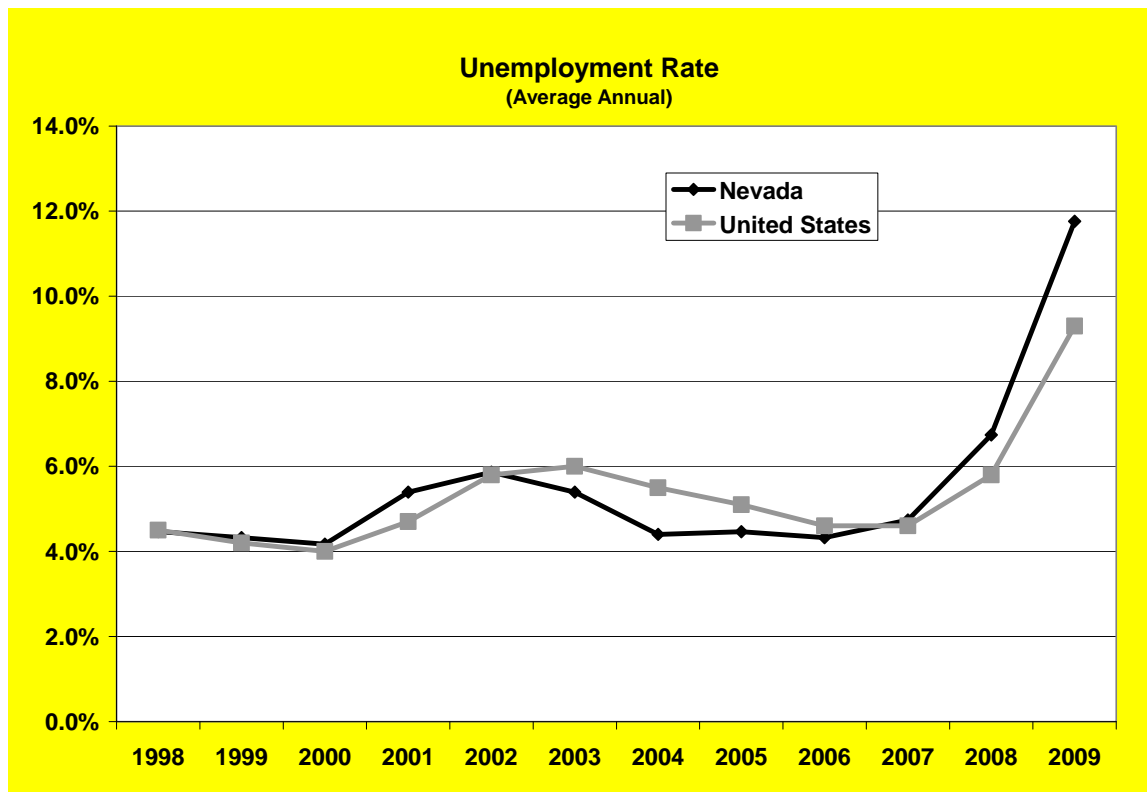
Just two industries are expected to grow through the recession, mining, and health care and social services. Growth in these industries will do little to offset the massive job losses in other industries. Nevada will suffer through negative year over year employment growth through 2011.

The mining industry continues to benefit from high gold prices. Exploration and production are expected to grow modestly throughout the recession. Gains in gold mining will be bolstered by increasing demand for other commodities, such as copper and molybdenum, whose futures are tied to the global economic recovery. Overall, the industry should continue to grow.

The healthcare and social assistance sector continues to defy recessionary pressures. Employment has increased by 3,400 since March 2009, reaching an all time high of 92,000 in early 2010. Despite recent losses in wealth and income, Nevadans continue to demand increased services, likely due to a historical gap in service availability caused by rapid population growth. In the year 2000, there were 34 Nevadans for every healthcare and social assistance worker. By 2009, that ratio had declined to 30 Nevadans for every healthcare and social assistance worker; however it is considerably higher than the U.S. as a whole, where there are 19 Americans for every health care and social assistance worker. Changes in Nevada's demographics favor continued growth in the industry as well. As the population ages, more services will be required. The industry as a whole is

expected to grow 1.0 percent in 2011 and an additional 1.8 percent in 2012. The increase will add roughly 2,600 jobs to Nevada's economy.

B. What are the current and projected demographics of the available labor pool?



Following four years of unemployment rates below five percent, the unemployment rate surged to 11.8 percent in 2009. Nevada now has an abundance of available workers across most industries and occupations. At 11.8 percent, an estimated 161,119 Nevadan's found themselves looking for work on average in 2009. In March 2010, the unemployment rate was 13.4 percent. It is the State's highest recorded unemployment rate. Nevada currently has the second highest unemployment rate in the nation. Nevada's rate of unemployment is expected to increase in 2010, and slowly begin to decline in 2011. It will be several years until the unemployment rate falls to a more normal level.

Currently, the labor force includes more than 1.37 million workers. According to the Census Bureau's American Community Survey, a vast majority of the labor force (57.9 percent) is white, while 25.1 percent are Hispanic, 7.9 percent Black, 6.1 percent Asian and other groups 3.0 percent.

Based on results from the monthly Current Population Survey (CPS) (a monthly Census Bureau survey encompassing approximately 50,000 households in the nation, about 1,000 of which are in Nevada), the recession continues to impact Nevada's population differently based on demographics. Due to the nature of the recession, particularly the negative effect on the construction sector, a traditionally male dominated industry, men have a significantly higher unemployment rate than women. The unemployment rate for the State's male population averaged about 13.8 percent in the 12 months ending in March. The female unemployment rate over the same period is 9.8 percent, a four percentage point difference.

Race and ethnicity also appears to affect the likelihood that an individual is unemployed. The unemployment rate for the State's Black population was 18.8 percent on average in the 12 months ending in March. The unemployment rate for the State's Hispanic population was roughly 17.6 percent, and the unemployment rate for the State's White population was 11.7 percent over the same period.

By age group, the recession has negatively affected workers of all ages. The unemployment rate has doubled for nearly every age group, except younger workers. The youngest and least experienced workers in the labor force have to compete with older more experienced workers for jobs than have traditionally gone to new labor market entrants. While the unemployment rate for most workers is hovering around 10 percent, the unemployment rate for workers 16 to 24 is approaching 22 percent.

The Nevada State Demographer estimates that the population will grow by approximately 714,000 people over the 2008-2018 period with gains nearly equally divided between males and females. Nevada's primary labor pool, those age 19 to 64, will grow from 1.63 million to 2.26 million, an increase of more than 600,000 potential full-time workers. The pre-school and school age population is expected to increase by more than 180,000, while senior citizens, the 65-and-over population, should grow by more than 160,000. Hispanics, currently one-fourth of the state's population, should account for roughly 45% new residents. The Hispanic community is the fastest growing segment of Nevada's population.

C. Describe any skills gaps the state faces, based on the skills held by current and expected dislocated workers and the skills demanded by industries and occupations expected to grow through economic recovery.

Given that roughly 187,000 Nevadans are currently unemployed from across most industries and occupations, it is likely there is an over supply of most skills as opposed to gaps. A very tight job market will allow employers to be selective about potential hires. The challenge for employers will be finding the individual whose skills best match open positions.

Two industries are expected to grow through the economic recession and recovery, mining, and health care and social assistance. Within these industries, a subset of occupations is expected to grow faster than others. The following list is a cross section of the two growth industries and Nevada's demand occupation list. The list is derived from a 10 year projection, 2006-2016. All the occupations require less than a bachelor's degree and have above average expected growth and wages.

SOC Code	Occupation Title	Hourly Wage
100000	Total, All Occupations	\$18.43
151041	Computer Support Specialists	\$20.83
173029	Engineering Technicians, Except Drafters, All Other	\$25.17
194031	Chemical Technicians	\$21.78
291111	Registered Nurses	\$33.25
291126	Respiratory Therapists	\$29.61
292031	Cardiovascular Technologists and Technicians	\$22.90
292034	Radiologic Technologists and Technicians	\$29.38
472111	Electricians	\$27.25
514121	Welders, Cutters, Solderers, and Brazers	\$19.48
433031	Bookkeeping, Accounting, and Auditing Clerks	\$15.89
434051	Customer Service Representatives	\$14.83
472073	Operating Engineers and Other Construction Equipment Operators	\$24.94
475021	Earth Drillers, Except Oil and Gas	\$23.56
475041	Continuous Mining Machine Operators	\$25.24
475042	Mine Cutting and Channeling Machine Operators	\$24.02
475099	Extraction Workers, All Other	\$23.17
499042	Maintenance and Repair Workers, General	\$18.94
533032	Truck Drivers, Heavy and Tractor-Trailer	\$20.17
292041	Emergency Medical Technicians and Paramedics	\$20.97
436013	Medical Secretaries	\$16.47
493031	Bus and Truck Mechanics and Diesel Engine Specialists	\$22.87
493042	Mobile Heavy Equipment Mechanics, Except Engines	\$24.66
259041	Teacher Assistants	\$46,590 *
353021	Combined Food Preparation and Serving Workers, Including Fast Food	\$8.33
359011	Dining Room and Cafeteria Attendants and Bartender Helpers	\$9.46
434111	Interviewers, Except Eligibility and Loan	\$14.30
434171	Receptionists and Information Clerks	\$12.55
435081	Stock Clerks and Order Fillers	\$12.03
439061	Office Clerks, General	\$13.17
533022	Bus Drivers, School	\$14.95
119051	Food Service Managers	\$26.90
131023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$24.76
253021	Self-Enrichment Education Teachers	\$18.63
471011	First-Line Supervisors/Managers of Construction Trades and Extraction	\$32.20
491011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$28.73

*Teacher Assistant wage is presented on an annual basis.

In the health care and social assistance industry, educational requirements vary widely among the occupations. Registered nurses require a bachelor's or associate degree. Nursing aides, personal and home care aides, and home health aides require a high school diploma, or GED certificate and some vocational or job-related course work to obtain state certification.

The top Work Activities important in the health care and social assistance occupations are:

- **Assisting and Caring for Others**
- **Documenting/Recording Information**
- **Gathering Information**
- **Communicating with Supervisors, Peers, or Subordinates**
- **Making Decisions and Solving Problems**

- **Identifying Objects, Actions, and Events**
- **Establishing and Maintaining Interpersonal Relationships**
- **Organizing, Planning, and Prioritizing Work**
- **Evaluating Information to Determine Compliance with Standards**
- **Updating and Using Relevant Knowledge**

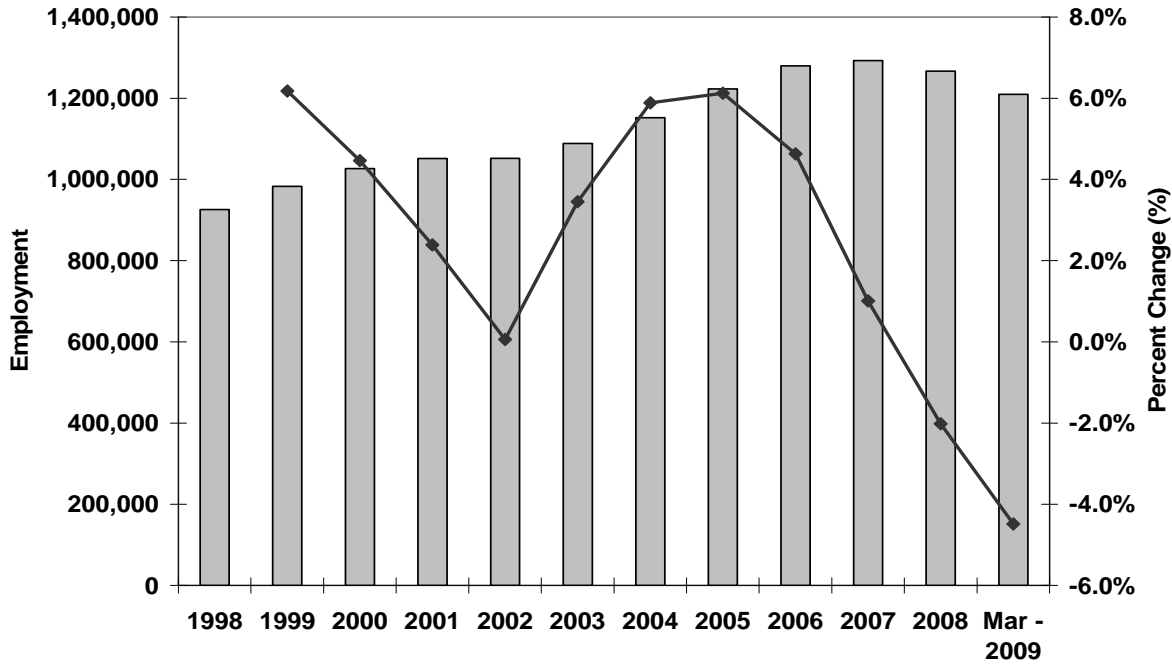
The most common Work Activities in the mining industry are varied, but are generally the following:

- **Operating Vehicles, Mechanized Devices, or Equipment**
- **Controlling Machines and Processes**
- **Inspecting Equipment, Structures, or Material**
- **Monitor Processes, Materials, or Surroundings**
- **Handling and Moving Objects**
- **Getting Information**
- **Communicating with Supervisors, Peers, or Subordinates**
- **Identifying Objects, Actions, and Events**
- **Organizing, Planning, and Prioritizing Work**
- **Making Decisions and Solving Problems**

Excess supply of construction workers should offset some labor demand in mining since the industries have relatively similar work activities.

~~The national recession has crippled Nevada's previously thriving economy. The State's reversal of fortunes has adversely affected current and anticipated impacts on employment. The three drivers of the current recession; the housing collapse, frozen credit markets and waning consumer confidence have resulted in a perfect storm of economic negativity. As a result, Nevada's economy has shed thousands of jobs across nearly all industries. The current recession has yet to reach bottom, thus, Nevada's economy will continue to contract for the foreseeable future.~~

Nevada Non-Farm Employment

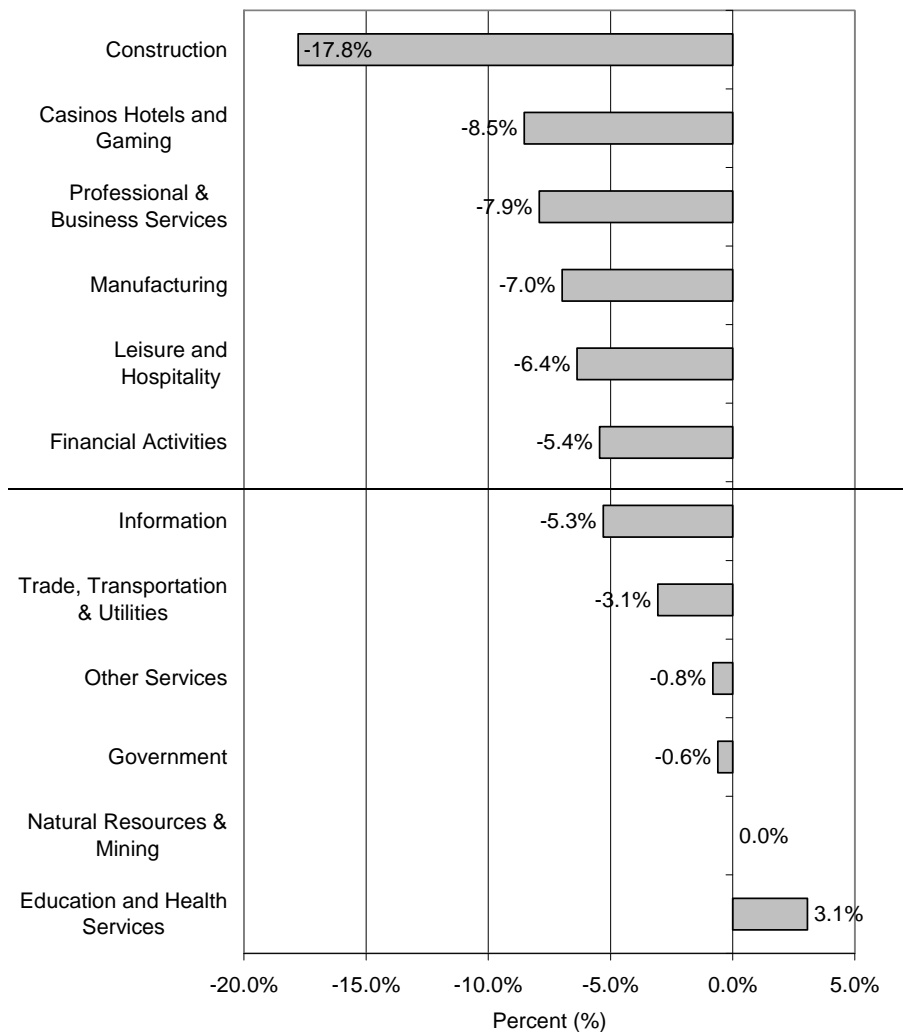


Nevada's non-farm employment peaked at 2,380 in May 2007. Employment

steadily declined throughout 2007 and 2008. Towards the end of 2008, employment levels began to recede more rapidly as the national recession took hold. From September 2008 to March 2009, employment fell by roughly 54,000 or 4.5%. On a percentage basis, Nevada (-5.2%) ranks third in total job loss compared to other states through the first three months of 2009.

Nearly all industry sectors have lost jobs in the current recession. Only mining, education and health services have defied recessionary pressures. Two of the State's biggest growth industries during the most recent expansion are now losing the most jobs. Leisure and hospitality, the State's largest industry in terms of employment, is feeling the impacts of the on-going economic recession and decline in consumers' discretionary spending. Through March 2009, job readings are off by more than 21,000 relative to a year ago.

March 2009 Annual Employment Change



~~Construction job levels continue to recede as well. The construction industry has steadily lost jobs since peaking at 148,800 in June 2006. Initially, losses were contained to the residential sector, but the credit market freeze and falling visitor demand are now adversely affecting commercial construction as well. Many large scale developments have been sealed back, put on hold or cancelled all together. In March, construction industry employment totaled 97,600, a decline of over 20,000 from the same month a year ago. Combined, the leisure and hospitality, and construction industry have shed over 66% of all jobs lost in the State since March 2008.~~

~~The current downturn has impacted nearly every industry in Nevada. The bottom of the recession remains elusive. Nevada's industrial base does not appear likely to change considerably, making it difficult to identify future growth industries. If history is any indicator, economic growth will remain stagnant until conditions improve in the construction, and leisure and hospitality industries. It's likely Nevada's economy will recover once residential construction employment picks up and tourists return to the State. Nevada will be in a period of declining employment growth throughout the approaching program year.~~

Nevada Employment Projections by Industry, Year over Year Percentage Change

Naics Code	Industry Title	2007	2008	2009	2010	2011
11	Agriculture, Forestry, Fishing & Hunting	2.2%	1.6%	-0.7%	0.6%	0.0%
21	Mining	5.0%	0.9%	2.3%	1.0%	1.0%
22	Utilities	-10.2%	1.4%	-0.5%	-0.5%	0.0%
23	Construction	-6.1%	-12.9%	-17.2%	-12.8%	-10.5%
31-33	Manufacturing	0.2%	-4.4%	-6.8%	-4.8%	-3.0%
42	Wholesale Trade	1.4%	-1.2%	-3.6%	-1.9%	-1.3%
44/45	Retail Trade	1.9%	-0.9%	-4.8%	-1.8%	0.0%
48/49	Transportation and Warehousing	7.0%	1.2%	-2.8%	-1.5%	-0.4%
51	Information	5.1%	-4.3%	-5.9%	-3.8%	-1.5%
52	Finance and Insurance	-4.1%	-5.2%	-4.9%	-3.3%	-1.8%
53	Real Estate and Rental and Leasing	2.9%	-4.8%	-5.9%	-4.1%	-2.3%
54	Professional, Scientific & Technical Services	1.7%	-2.0%	-4.1%	-2.6%	-0.5%
55	Management of Companies and Enterprises	20.5%	9.3%	-1.0%	-2.9%	-0.6%
56	Admin. & Waste Mgmt. & Rem. Services	-2.8%	-8.1%	-9.5%	-3.0%	-1.7%
61	Educational Services	5.6%	2.9%	-1.5%	-0.8%	0.0%
62	Health Care and Social Assistance	4.9%	3.3%	2.2%	2.2%	2.5%
71	Arts, Entertainment, and Recreation	2.3%	-4.7%	-5.9%	-2.5%	-0.5%
72	Accommodation and Food Services	0.6%	-1.7%	-6.4%	-4.0%	-1.5%
81	Other Services	2.5%	-0.1%	-2.6%	-1.5%	0.0%
92	Public Administration	4.3%	2.1%	0.0%	0.0%	0.0%
00	Total Employment, All Jobs	1.1%	-2.4%	-5.4%	-3.0%	-1.3%

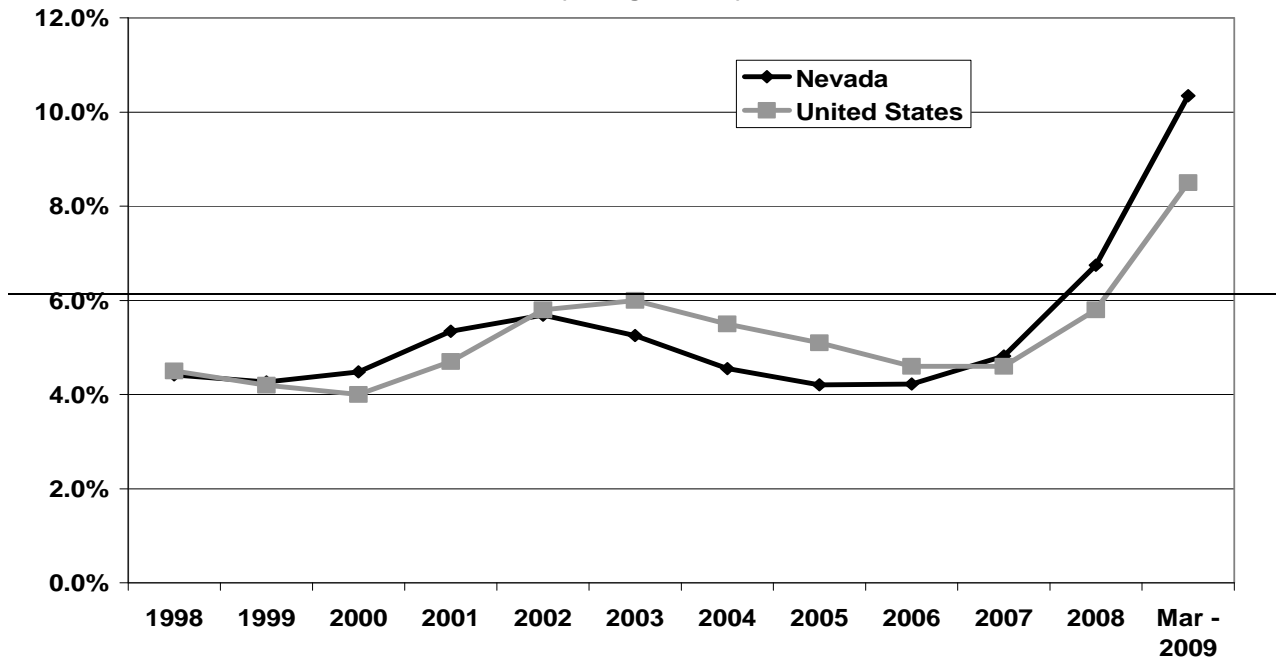
~~Just two industries are expected to grow through the recession, mining, and health care and social services. Growth in these industries will do little to offset the massive job losses in other industries. Nevada will suffer through negative year over year employment growth through 2011.~~

~~The mining industry continues to benefit from high gold prices. Exploration and production are expected to grow modestly throughout the recession. Gains in gold mining have been and will continue to be offset somewhat by falling demand for other commodities, such as copper and molybdenum, whose futures are tied to the global economic slow down. Overall, the industry should continue to grow.~~

~~The healthcare and social assistance sector continues to defy recessionary pressures. Employment has increased by 3,100 since January 2008, reaching an all time high of 89,100 in early 2009. Despite recent losses in wealth and income, Nevadans continue to demand increased services, likely due to a historical gap in service availability caused by rapid population growth. In the year 2000, there were 34 Nevadans for every healthcare and social assistance worker. By 2008, that ratio had declined to 30 Nevadans for every healthcare and social assistance worker; however it is considerably higher than the U.S. as a whole, where there are 19 Americans for every health care and social assistance worker. Changes in Nevada's demographics favor continued growth in the industry as well. As the population ages, more services will be required. The industry as whole is expected to grow 2.2% in 2010 and an additional 2.5% in 2011. The increase will add roughly 4,700 jobs to Nevada's economy.~~

B. ——— What are the current and projected demographics of the available labor pool?

Unemployment Rate
(Average Annual)



Follo

wing four years of unemployment rates below five percent, the unemployment rate surged to 6.7% in 2008. Nevada now has an abundance of available workers across most industries and occupations. At 6.7%, an estimated 94,400 Nevadan's found themselves looking for work on average in 2008. Through the first three months of 2009, the unemployment rate continued to climb. In March, the unemployment rate was 10.4%. It is just 0.3 percentage points below the State's highest recorded unemployment rate, 10.7% reached in March 1983. Nevada currently has the seventh highest unemployment rate in the nation. Nevada's rate of unemployment is expected to increase well into 2010 and is forecasted to peak at 11.4%. Unemployment will slowly decline over several years.

Currently the labor force includes more than 1.39 million people. Labor force growth has been more than 3 percent annually over the past year, despite falling employment opportunities. According to the 2007 Census Bureau's American Community Survey, a vast majority of the labor force (57.9 percent) is white, while 25.1 percent are Hispanic, 7.9 percent Black, 6.1 percent Asian and other groups 3.0 percent.

The Nevada State Demographer estimates that the population will grow by approximately 714,000 people over the 2008-2018 period, with gains nearly equally divided between males and females. Nevada's primary labor pool, those age 19 to 64, will grow from 1.63 million to 2.26 million, an increase of more than 600,000 potential full-time workers. The pre-school and school age population is expected to increase by more than 180,000, while senior citizens, the 65-and-over population, should grow by more than 160,000. Hispanics, currently one-fourth of the state's population, should account for roughly 45% new residents. The Hispanic community is the fastest growing segment of Nevada's population.

C. ~~Describe any skills gaps the state faces, based on the skills held by current and expected dislocated workers and the skills demanded by industries and occupations expected to grow through economic recovery.~~

~~Given that roughly 146,000 Nevadans are currently unemployed from across most industries and occupations, it is likely there is an over supply of most skills as opposed to gaps. A very tight job market will allow employers to be selective about potential hires. The challenge for employers will be finding the individual whose skills best match open positions.~~

~~Two industries are expected to grow through the economic recessions and recovery, mining, and health care and social assistance. Within these industries, a subset of occupations is expected to grow faster than others. The following list is a cross section of the two growth industries and Nevada's demand occupation list. The list is derived from a 10 year projection, 2006-2016. All the occupations require less than a bachelor's degree and have above average expected growth and wages.~~

SOC Code	Occupation Title	Hourly Wage
100000	Total, All Occupations	\$18.43
151041	Computer Support Specialists	\$20.83
173029	Engineering Technicians, Except Drafters, All Other	\$25.17
194031	Chemical Technicians	\$21.78
291111	Registered Nurses	\$33.25
291126	Respiratory Therapists	\$29.61
292031	Cardiovascular Technologists and Technicians	\$22.90
292034	Radiologic Technologists and Technicians	\$29.38
472111	Electricians	\$27.25
514121	Welders, Cutters, Solderers, and Brazers	\$19.48
433031	Bookkeeping, Accounting, and Auditing Clerks	\$15.89
434051	Customer Service Representatives	\$14.83
472073	Operating Engineers and Other Construction Equipment Operators	\$24.94
475021	Earth Drillers, Except Oil and Gas	\$23.56
475041	Continuous Mining Machine Operators	\$25.24
475042	Mine Cutting and Channeling Machine Operators	\$24.02
475099	Extraction Workers, All Other	\$23.17
499042	Maintenance and Repair Workers, General	\$18.94
533032	Truck Drivers, Heavy and Tractor-Trailer	\$20.17
292041	Emergency Medical Technicians and Paramedics	\$20.97
436013	Medical Secretaries	\$16.47
493031	Bus and Truck Mechanics and Diesel Engine Specialists	\$22.87
493042	Mobile Heavy Equipment Mechanics, Except Engines	\$24.66
259041	Teacher Assistants	\$46,590 *
353021	Combined Food Preparation and Serving Workers, Including Fast Food	\$8.33
359011	Dining Room and Cafeteria Attendants and Bartender Helpers	\$9.46
434111	Interviewers, Except Eligibility and Loan	\$14.30
434171	Receptionists and Information Clerks	\$12.55
435081	Stock Clerks and Order Fillers	\$12.03
439061	Office Clerks, General	\$13.17
533022	Bus Drivers, School	\$14.95
119051	Food Service Managers	\$26.90
131023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$24.76
253021	Self-Enrichment Education Teachers	\$18.63
471011	First-Line Supervisors/Managers of Construction Trades and Extraction	\$32.20
491011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$28.73

*Teacher Assistant wage is presented on an annual basis.

~~In the health care and social assistance industry educational requirements vary widely among the occupations. Registered nurses require a bachelor's or associate degree. Nursing aides, personal and home care aides, and home health aides require a high school diploma, or GED certificate and some vocational or job-related course work to obtain state certification.~~

State Vision and Priorities

Question I.C. What is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4).)

In responding to this question, the state should review ETA's vision for implementing the Recovery Act in Section 4 of this TEGL, and describe the Governor's new vision since the economic downturn. The description should include the Governor's vision for economic recovery, touching on the Act's principles and the Governor's view of how the Recovery Act funds can be integrated into

transformational efforts to achieve an invigorated, more innovative public workforce system capable of helping enable future economic growth and advancing shared prosperity for all Americans.

Nevada's Response:

In order to effectively meet Nevada's current workforce needs, a plan modification or an action directional change will be necessary to keep pace with the recent, unanticipated economic downturn. The infusion of America Recovery and Reinvestment Act (ARRA) funds allow the State of Nevada to increase its employment and training services capacity. This is a new and very different outlook with regard to the state's workforce development system transformation call for a significant Plan modification in the following areas:

Vision: Nevada's quality of life and economic prosperity is built on the foundation of a well trained and flexible world class workforce.

~~— A prepared workforce with skills, education and training to fulfill business' demands.~~

- **This new vision focuses on Nevada's primary workforce needs and captures the essential mission components to achieve Nevada's futuristic workforce outlook.**

Mission Statement: Nevada's workforce system promotes economic stability and growth by providing training for industry clusters through sector strategies that lead to sustainable employment. Statewide services provide flexibility to meet the economic needs of each region.

~~Develop a holistic workforce development system that improves job training and prepares participants to fill demand-driven occupations.~~

- **This modified mission statement highlights Nevada's approach to achieving its stated vision while laying the framework for established goals and objectives throughout the state to include Local Workforce Investment Boards.**

Question I.E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities, and other youth at risk? (§112(b)(18)(A.))

In responding to this question, the state should review ETA's vision for implementing the Recovery Act in Section 16 of this TEGP to reconnect disconnected youth through multiple pathways to education and training that enable them to enter and advance in the workforce. The state should describe its strategy for serving youth with funds from the Recovery Act, as well as how its strategies will be adjusted to respond to the economic downturn. What activities will the state focus on (i.e., primarily focus on summer employment opportunities, the full range of WIA youth services, or a combination)? Describe how plans for the Recovery Act youth activities will complement the state's overall vision for serving youth under WIA.

Nevada's Response:

The establishment of the Governor's Youth Council Task Force Committee offers the Governor's Workforce Investment Board a unique opportunity to effectively oversee the preparation of future

leaders to fill occupational demands, while achieving new heights in their chosen professions. With the addition of ARRA funds, the state will be able to facilitate strong, stand alone summer youth employment and training components for the first time under WIA—since its implementation in 1998. On April 16, 2010, the SWIB Youth Council’s Strategic Plan was approved (Attachment 2)

The state youth council ~~task force committee (the Committee)~~ (Council) is a collaborative group of Governor’s Workforce Investment Board members with partnership between businesses, educators, governmental agencies and labor organizations. The ~~Committee~~ Council will assist the Governor’s Workforce Investment Board by developing plans, initiatives and statewide activities with focus on acquiring youth job training skills leading to gainful employment with long-term retention and career progression. Further, the ultimate goal of the ~~Committee~~ Council is to ensure youth participating in Workforce Investment Act (WIA) programs acquire skills that expose and engage them in the workforce by positioning them to prosper and become successful adults and community leaders.

Using the Governor’s discretionary funds (15% set aside), in addition to incumbent worker training services, statewide youth activities will be designed with the youth council taskforce leading the charge for the benefit of all Nevada youth between the age 14 to 24. Activities such as statewide youth conferences that focus on bringing all youth service and training providers together in a forum to identify and leverage youth service in an effort to fill recognized gaps in services. For example, youth services mapping along with council members’ activities in identifying best practices establishing quality service delivery benchmarks.

Special project application solicitations will be sought for youth services as well as other employment and training services that—though aligned with the state’s overall workforce service delivery objective, normally do not neatly fit with common measures outcomes as required of with LWIBs. Special projects will be for the benefit of statewide initiatives or regional areas with focus on creativity, i.e., pilot projects that may lead to improved workforce development training standards.

YOUTH COUNCIL TASKFORCE COMMITTEE VALUES
GUIDING PRINCIPLES AND VALUES

During The Council Strategic Plan identifies Committee’s ~~planning session in April 2009~~, the following values as guiding principles of the Council Committee:

All youth are valued	Education	Employability
Self-empowerment of youth	Employer-driven	Technologically literate
Community Involvement	Positive approach	Career planning
Economic awareness	Career exploration	Workforce preparation
Workforce connection	Lifelong learning	Training

The Council values:

Youth involvement	Education	Employability
Self-empowerment of youth	Employer-driven	Technology literacy
Community involvement	Positive approach	Career planning
Economic awareness	Career exploration	Workforce connection

TARGET AUDIENCE

The **Council** ~~Committee~~ recognizes that the workforce system is demand-driven by the needs of businesses. Therefore, employers and Local Workforce Investment Boards serve as collaborative partners with the ~~Committee's~~ **Council's** oversight initiatives and promoting statewide youth employment and training activities. By focusing on the human capital demands of employers and their businesses, the ~~Committee~~ **Council** can effectively facilitate statewide youth employment and training delivery activities that will assist Local Workforce Investment Boards in preparing the neediest youth for lifelong careers with the greatest and broadest workforce employability opportunities.

The U.S. legislation that created the youth services activities specifies what particular age groups and economic populations must be served. In accordance with WIA, Title I funding, youth ages 14 to 21, who are low income and meet at least one of six barriers to employment must receive direct services. However, with the onset of ARRA youth between the ages 14 to 24 may now be served under the same guidelines as statutorily indicated in the WIA.

The youth council ~~committee~~ will focus its attention and resources on the neediest youth identified for participating in summer employment and training programs—particularly those youth in the following areas:

- Out-of-School Youth
- High School Dropouts
- Runaway and Homeless Youth
- Youth in Foster Care—Including those between 18 and 21 who have aged out of the foster care system
- Court Involved Youth
- Children of Incarcerated Parents
- Youth with Disabilities
- Skill Deficient Youth—Low educational reading and math levels, including those who have a high school certificate, but have not passed the State of Nevada High School Graduate Proficiency Examination.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Strengths

For those youth who are most in need of services, a vast array of innovative services are offered by service providers throughout the state. Youth will have access to many quality programs. Utilizing Governor's Reserve ARRA funds, at-risk, out-of-school youth who have traditionally been disconnected from mainstream services, can be given a high priority under the WIA. This makes for an exciting time for the ~~Committee~~ **Council** to put forth its greatest effort in laying the framework for critical employment and training services to be delivered to our future leaders.

Another strength is the successful and ongoing track record of coordination and collaboration with the faith and community-based agencies for matching resources to help deliver more and better youth employment and training services. The **Council** ~~Committee~~ will build upon the significant work already completed by groups such as "Ready for Life"; school to careers partnerships, local

area colleges/technical schools, boys and girls clubs and other partnerships with establishments that serve youth already in place.

Weaknesses

Although the ARRA funds allow the state to standup a good many sorely needed programs and services for our youth, the paramount weakness facing the **Council** ~~Committee~~ is the sustainability of such program due to lack of available future resources. Due to the large number of youth throughout the state who are economically disadvantaged, out of work, out of school, and on the streets, the **Council** ~~Committee~~ faces an uphill battle—as routine, formula allocated funds and resources are in short supply.

Opportunities

The **Council** ~~Committee~~ is well positioned to make changes that positively affect the future of our youth. Several opportunities exist for the Committee which include:

- ~~Sponsoring statewide and regional areas youth summits and/or conferences to organize an array of youth service providers toward building an integrated, seamless workforce development system that includes youth, while being responsive to businesses needs, i.e., focusing on demand-driven occupations;~~
- ~~Facilitating and providing guidance as to how federal and state funds are used in order to create the most complete menu of services for our youth;~~
- ~~Improving dialogue among and between state agencies, external organizations and youth service providers;~~
- ~~Promote the improving of quality and quantity of workplace learning, and experiences for youth of all ages and backgrounds;~~
- ~~Work with Nevada's Department of Employment, Training and Rehabilitation (DETR) in developing meaningful performance indicators that highlight effective goal achievement accountability for Local Workforce Investment Boards; and~~
- ~~Encourage Local Workforce Investment Boards to offer a system network of services that instill our future leaders' growth in confidence, commitment, competence, and connected citizenship.~~

- Sponsoring statewide and regional area youth summits and/or conferences to organize an array of youth service providers toward building an integrated, seamless workforce development system that includes youth, while being responsive to businesses needs, i.e., focusing on demand-driven occupations;
- Ensuring in-school youth receive career guidance and counseling, with an emphasis on awareness of secondary and postsecondary career and technical education opportunities;
- Facilitating and providing guidance as to how federal and state funds are used in order to create the most complete menu of services for our youth;
- Improving dialogue among and between state agencies, external organizations and youth service providers;
- Promoting the improvement of quality and quantity of workplace learning, and experiences for youth of all ages and backgrounds;
- Working with the Department of Employment, Training and Rehabilitation (DETR) in developing meaningful performance indicators that highlight effective goal achievement accountability for Local WIBs; and

- Encouraging Local WIBs to offer a system network of services that instill our future leaders' growth in confidence, commitment, competence, and connected citizenship.
- Leveraging partnerships and resources through unity of effort with Nevada Public Education Foundation's Ready for Life movement and statewide action plan.

Threats

The biggest threat to the success of the **Council** ~~Committee~~ is the continued loss/reduction of allocated WIA formula funds, followed by the potential lack of buy-in and support for the **Council's** ~~Committee's~~ plan from key business stakeholders. As such, **Council** ~~Committee~~ members have been called to task, to become engaged with businesses and the Governor's Workforce Investment Board members, and be responsive to their employment needs. It is also critical that the ~~Committee~~ **Council** works collaboratively with Local Workforce Investment Boards and youth services agencies, faith and community-based organizations and local area schools, and other youth advisory groups. Failure to take on such initiative risks alienating support that is vital to implementing the **Council's** ~~Committee's~~ vision.

Strategic Priorities

To achieve the mission of developing a statewide workforce development system that builds youth training skills and prepares them for lifelong careers, the following initiatives will be attained over the next **three** ~~two~~ years:

- ~~I. Long Term Goal: Facilitate the implementation of a more comprehensive statewide system of workforce development programs and services for youth.~~
 - ~~a. Short Term Goal: Coordinate statewide summits and conference activities with focus on a "Classroom to Workplace" effort, and expand the number of students that have access to employability skills training, mentors, workplace internships, pre-apprenticeships, job shadowing, job tours and career exposure, and summer employment opportunities. The Committee, through the Local Workforce Investment Boards with WIA and leveraged resources, will fund and oversee two or more youth services activities geared toward the delivery of students' "classroom to workplace" activities. Local Workforce Investment Boards or selected youth service providers shall be the point of contact for Governor's Reserve Funded statewide youth activities.~~
 - ~~(1) Objective Initiative: Publish Governor's Reserve ARRA Funds Requests for Proposals (RFP) for service providers to respond through Local Workforce Investment Boards with service delivery proposals.~~
 - ~~(2) Objective Initiative: Review, evaluate, and rate service providers' proposals based on competitive merit, and allocate Governor's Reserve ARRA Funds to Local Workforce Investment Boards for contract awards.~~
 - ~~b. Short Term Goal: Assess overall effectiveness and capacity of statewide youth performance indicators and recommend necessary revision improvements.~~
 - ~~(1) Objective Initiative: Identify "best practices" and benchmarks among Local Workforce Investment Boards and service providers' and programs, and facilitate performance recognition.~~

~~—(2) Objective Initiative: Determine what and how successful programs and services can be expanded, developed or consolidated.~~

~~—(3) Objective Initiative: Serve as a “clearinghouse” for Local Workforce Investment Board youth councils and training services information, and disseminate information DETR’s website and other communication means.~~

~~II. Long Term Goal: Facilitate the engagement and connect more out-of-school, at-risk youth with career path employment and lifelong learning opportunities.~~

~~a. Short-Term Goal: Design and fund programs using WIA ARRA Governor’s Reserve Funds and other revenue sources to prepare disadvantaged youth for successful entry into employment.~~

~~—(1) Objective Initiative: Collaborate with representatives from Job Corps, skills trade associations, and similar organizations willing to support left behind youth with second chance opportunities to succeed in the workforce.~~

~~—(2) Objective Initiative: Recommend ARRA funding for special niche programs targeting those youth considered most in need of services.~~

~~b. Short-Term Goal: Work with non-WIA youth service providers and practitioners, state and local governments, and coordinate programs and services that target the hardest to serve youth, i.e., ex-offenders, foster care, and youth with disabilities.~~

~~—c. Short Term Goal: Strengthen connections with key stakeholders throughout the state, particularly with businesses, to determine their needs and expectations.~~

~~—(1) Objective Initiative: Partnership enhancement.~~

~~—(2) Objective Initiative: Inform and recruit employers who have not had direct experience in dealing with the WIA youth services system.~~

~~—(3) Objective Initiative: Obtain key stakeholders’ inputs regarding youth employment and training services delivery, along with their corresponding expectations.~~

~~—(4) Objective Initiative: Host a ceremony that recognizes “youth friendly” businesses. Publicize these businesses in print, on the internet and through all available media. Include feedback from future leaders. Support and market success stories.~~

~~III. Long Term Goal: Sustainability of coordinated system to effectively serve youth who are most in need of employment and training services.~~

~~a. Short-Term Goal: Facilitate the oversight and effective use of WIA youth funding.~~

~~—(1) Objective Initiative: Ensure that effective on-site programmatic and fiscal monitoring occurs at the Local Workforce Investment Board level.~~

~~(2) Objective Initiative: Create and sustain long-lasting partnerships with local businesses, and submit funding and resource proposals in response to U.S. Department of Labor solicitations for proposals to deliver youth services or demonstration projects.~~

~~b. Short Term Goal: Plan a regional youth summit/conference to bring all youth agencies together to review and discuss resource coordination efforts.~~

~~(1) Objective Initiative: Secure sponsors, funding and resources to support youth summit/conference activities.~~

~~(2) Objective Initiative: Schedule youth summit/conference planning meetings with action agenda, task assignments and measurable outcomes.~~

End Goal: All Nevada youth graduate from high school prepared for postsecondary education or training.

Over the next three years, through 2013, the Council has adopted the following priorities:

- *Support a system that creates pipelines to employment for youth, including demand-driven occupations.*
- *Increase Nevada's high school graduation rate 10% by 2013.*

The following initiatives will be undertaken during the next three years:

I. Long-Term Goal: Provide statewide leadership that facilitates the implementation of a comprehensive statewide system of workforce development programs and services for youth.

a. Short-Term Goal: Assess overall effectiveness and capacity of the current system of services and recommend necessary improvements.

(1) Objective Initiative: Identify “best practices” among Local Workforce Investment Boards and service providers’ and programs, and facilitate performance recognition.

(2) Objective Initiative: Utilize existing data to set benchmarks and measure success.

(3) Objective Initiative: Analyze data and information system infrastructure at the state and local levels and determine the most effective methods for collecting, compiling, and reporting data and explore possibilities for data sharing across systems.

(4) Objective Initiative: Determine how successful programs and services can be expanded, developed, and/or leveraged.

(5) Objective Initiative: Serve as a “clearinghouse” for Local Workforce Investment Board (WIB) youth councils and training services information, and disseminate information via DETR’s website and other communication means.

(6) **Objective Initiative:** Increase awareness of community resources and services available to families and youth, including promoting the expansion of the Ready for Life Resource Map and its connection to Nevada 211.

II. **Long-Term Goal:** Support local boards and other non-WIA youth service providers in their specific goals to engage disconnected youth (out of school, at-risk of dropping out, disabled, foster, juvenile justice involved, pregnant and parenting, and limited English) with work based learning, educational attainment and career path development opportunities.

a. **Short-Term Goal:** Utilize WIA Governor's Reserve Funds to prepare disconnected youth for successful entry into employment.

1) **Objective Initiative:** Increase leadership and life skills development opportunities for all youth and families.

2) **Objective Initiative:** Ensure youth development approach in all funded services to engage and retain youth.

3) **Objective Initiative:** Utilize data to target resources in the high schools in the state with the lowest educational attainment rates and highest dropout rates.

4) **Objective Initiative:** Conduct outreach to the most disconnected youth and families.

5) **Objective Initiative:** Ensure in-school youth receive targeted career guidance services emphasizing secondary and post-secondary career and technical education opportunities.

III. **Long-Term Goal:** Strengthen connections with key stakeholders throughout the state including businesses.

a) **Short-Term Goal:** Develop a communications plan and media campaign to build a community ethic that values education and promotes the importance of a high school diploma.

1) **Objective Initiative:** Determine the needs and expectations of the various key stakeholder groups.

2) **Objective Initiative:** Based on needs and expectations, expand business partnerships by informing and recruiting employers to increase the number of student internships and mentorships.

3) **Objective Initiative:** Encourage businesses to support employee and family education.

b) **Short-Term Goal:** In partnership with Nevada Public Education Foundation, integrate the goals of Ready for Life® Nevada with the GWIB State Youth Council to provide leadership for the following areas:

1) **Objective Initiative:** Facilitate progress on statewide goals and actions identified in this strategic plan and the Ready for Life® Action Plan.

2) **Objective Initiative:** Address related policy issues.

3) **Objective Initiative:** Measure and report progress annually on employment and education statewide goals.

4) **Objective Initiative:** Develop a statewide communications plan to build a community ethic that values education.

5) **Objective Initiative:** Facilitate statewide Ready for Life® networking, communication, and collaboration.

6) **Objective Initiative:** Support and seed strong local collaborative Ready for Life® activities.

IV. Long-Term Goal: Ensure the sustainability of a coordinated system to effectively serve youth who are most in need.

a) **Short-Term Goal:** Increase communication and information sharing between youth-serving agencies and organizations from all sectors to improve collaboration and more effectively reach and serve targeted youth.

b) **Short-Term Goal:** Scan for and develop relationships that lead to leveraged funding opportunities.

Objective Initiative: Submit collaborative statewide and/or regional proposals in response to federal, state, private sector funding opportunities. (Including the Department of Education, OJJDP, U.S. Department of Labor, HUD solicitations).

Question II. Identify the Governor’s key workforce investment system priorities for the state’s workforce investment system and how each will lead to actualizing the Governor’s vision for workforce and economic development. (§§111(d) and 112(a).)

In responding to this question, states should reflect on shifting priorities necessitated by the economic downturn and areas of focus for economic recovery. States should identify the Governor’s key workforce investment priorities for the use of the Recovery Act funds infused into the state’s workforce investment system and how each will lead to actualizing the Governor’s new vision.

Nevada’s Response:

The framework is based on the Governor’s policy direction and information gained from Nevada’s key stakeholders and content consultants. The new direction—a “Business Driven, Worker Pipeline” will be the core to Nevada’s Sector Strategies framework. All other aspects of the framework are aligned with and support this core feature with emphasis on the following:

- **Focus on identifying workforce needs with emphasis on sector initiatives**
- **Bring business to the table through the industry sector framework**
- **Raise the credibility of the state workforce development system**
- **Supplying industry sectors with qualified human capital**

Through the identified special population groups and industry sectors, industry and regional councils will be established to focus on the workforce needs in the associated sector areas indicated in the following chart.



With the ARRA State of committed to training relate to green

infusion of resources, the Nevada is crafting services that and renewable

energy projects, including weatherization. As such, through recently enacted state legislation, green and renewable energy regional and sector councils will be established to facilitate this process. This initiative will bring together decision makers in green and renewable energy to discuss state and local solutions to a common need. Each member's role and participation in helping shape Nevada's emerging workforce initiatives are critical to our overall plan for developing best practices and creating benchmarks in the workforce development community.

Specifically, the Green and Renewable Energy Sector Council is charged with developing training curriculum and credential certification for green and renewable energy skills in the State of Nevada. Although not all inclusive, the Council's role is to:

- Review and approve workforce development funded green and renewable energy training curriculum and credential certifications
- Engage green and renewable industry leaders in seeking to define and address their workforce challenges and solutions
- Identify the need for skilled workers in green and renewable energy industries , and align such skills with workforce demands

- **Promote collaboration among competitors in the green and renewable energy marketplace**
- **Encourage the private sector to take ownership and invest in solutions that address green and renewable energy skills challenges**
- **Formulate inputs that help ensure the long term competitiveness of green and renewable energy sector and its important contribution to Nevada’s economic vitality and health**

To be effective, the alliance must be serve Nevada’s demand-driven workforce by being responsive, representing green and renewable energy sectors throughout the state, and connecting with emerging business markets that seek to establish a strong green and renewable energy manufacturing facilities in Nevada. To that end, the Council must maintain communication and collaboration with the Nevada Commission on Economic Development to determine the workforce training needs of companies moving to or expanding in the State of Nevada, that come under their purview. Additionally, the Council must work collaborative with the Governor’s Workforce Investment Board, apprenticeship trades, Nevada’s System of Higher Education, and local workforce investment boards to establish green and renewable energy training goals that meet current and future emerging workforce needs.

Each member of the Council is expected to attend and actively participate in regularly scheduled meetings. The Council is expected to establish its vision and mission focus with defined goals and objectives. Since this Council is the first of its kind in the State of Nevada, its role must be straight-focused and council members must stand ready to provide guidance to the Governor’s Workforce Investment Board staff in seeking green and renewable energy resources to help build Nevada’s economy.

Overarching State Strategies

Question V.B. What strategies are in place to address the national strategic direction discussed in [Section 4] of this guidance, the Governor’s priorities, and the workforce development issues identified through the analysis of the State’s economy and labor market? (§112(b)(4)(D) and 112(a).)

The state’s response to this question should describe the state’s key, actionable strategies it is deploying to achieve the Governor’s vision for the use of Recovery Act and regular formula funds. ETA is interested in how the state is connecting and integrating recovery activities to ongoing workforce investments. The responses should provide actionable direction to local areas.

- How workforce investment system resources, both stimulus and regular formula funds, can be deployed to serve increased numbers of workers in need.
- How adults and dislocated workers, including low-income adults, who need to acquire new skills will have increased access to education and training opportunities.
- How the state will address a dual-customer approach, meeting the skill needs of existing and emerging employers and high-growth occupations as well as the needs of under-skilled adults.
- How workforce activities (e.g., adult education, job training, postsecondary education, registered apprenticeship, career advancement, needs based payments, and supportive service activities) will be aligned in career pathways both now in implementing the Recovery Act and in the transformed workforce system of the future.
- How the state will partner to develop workforce solutions with community colleges, business and labor organizations, registered apprenticeship program sponsors, civic groups, and community organizations to align workforce development strategies and align workforce strategies with strategies for regional development and shared prosperity.

Nevada's Response:

The following strategies with associated resources will be deployed to aid in increasing the number of workers served with both ARRA funds and regular formula dollars:

- **Development and refinement of a statewide “Business Driven, Worker Pipeline” – which will be the core to Nevada’s Sector Strategies framework to:**
 - **Focus on identifying workforce needs with emphasis on sector initiatives**
 - **Bring business to the table through a industry sector framework**
 - **Raise the credibility of the state workforce development system**
 - **Supply industry sectors with qualified human capital**
- **With the infusion of ARRA resources, a commitment to crafting training services that relate to green and renewable energy projects, including weatherization will be aggressively pursued**
 - **Through recently enacted state legislation, green and renewable energy regional and sector councils will be established to facilitate this process**
 - **This initiative will bring together decision makers in green and renewable energy to discuss state and local solutions**
- **Adults and dislocated worker, including low income adults needing new or upgraded skill-sets shall have access to education and training programs through the state’s Nevada JobConnect system. Individuals will have the opportunity to access services through Nevada’s 10 JobConnect Centers and/or through LWIBs’ service providers who are affiliates of Nevada’s statewide workforce development system (JobConnect).**
- **To meet the skill-sets needs of existing and emerging employers, as well as those needed for high-growth occupations, a dual-customer approach will be implemented by ensuring all associated Nevada JobConnect partners collaborate and coordinate clients’ employment and training services activities. Through statewide coordinated efforts, employment and training agencies will be able to leverage their resources while providing quality support to job seekers and businesses.**
- **Through the established alignment of the Governor’s Workforce Investment Board and LWIBs, partnerships have been established with higher education and apprenticeship trades agencies to develop training curriculum with career pathways for job seekers and individual employment progression.**
- **Through the Governor’s Workforce Investment Board Industry and Regional Sector Councils, partnerships and statewide workforce development alignment have been firmly established. Representatives associated with community colleges, business and labor organizations, registered apprenticeships, civic groups, and community-based organizations have been aligned using workforce development strategies to drive both industry and regional economic development.**

Service Delivery to Targeted Populations

- **Adult and dislocated worker partners services are delivered through Job Connect Centers and LWIB’s service providers, who provide services to displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for**

nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including **but not limited to ex-offenders** older individuals, limited English proficiency individuals, and people with disabilities)

- Funding two disability program navigators in the urban areas of Reno and Las Vegas to ensure programs and services are accessible and responsive to needs of individuals with disabilities
- Continue Team One which targets re-employment services and resources toward disabled clients to maximize their ability to obtain gainful employment and shorten duration of unemployment
- Relationships with community based organizations, faith based communities and other governmental entities to ensure that hard to serve and those with significant barriers have access to resources (veterans, disabled veterans, disabled, homeless individuals, refugees, public assistance recipients, incarcerated individuals, recently released individuals, and individuals in substance abuse programs)
- Collaboration with entities to leverage system efficiencies and funds to improve program effectiveness

Veterans' Priority of Service

- All recipients of WIA funds for employment and training programs are required to identify covered persons at the point of entry to programs and/or services so the covered person can take full advantage of the priority of service
 - Nevada will post signs that ask the client to self identify as a Veteran or Other Eligible status. After identification in one of the categories, the client will be given a questionnaire that will act as a screening process to identify those clients that are eligible to receive priority of service
 - A review the Veterans Priority of Service Eligibility form will determine the applicant's status. This will determine if the applicant qualifies for of priority of service and which category of entitlement

Youth Career Opportunities through Education and Workforce Training

- Governor's Youth Council Task Force Committee
 - A collaborative group of Governor's Workforce Investment Board members with partnership between businesses, educators, governmental agencies and labor organizations
 - Assists the Governor's Workforce Investment Board **in conjunction and collaboration with LWIB's Youth Councils** by developing plans, initiatives and statewide activities with focus on acquiring youth job training skills leading to gainful employment with long-term retention and career progression
 - Goal is to ensure youth participating in Workforce Investment Act (WIA) programs acquire skills that expose and engage them in the workforce by positioning them to prosper and become successful adults and community leaders
 - With the addition of ARRA funds, the state will be able to facilitate strong, stand alone summer youth employment and training components for the first time under WIA since its implementation in 1998

Comprehensive, Integrated Services to Eligible Youth, Including **Which Targets Those Most in Need**

- Oversee **the implementation of LWIB's programs to ensure they contain youth activities for the** preparation of future leaders to fill occupational demands, while achieving new heights in chosen professions
- Facilitate strong, stand alone summer youth employment and training components for the first time under WIA—since its implementation in 1998
 - Employers will be recruited for providing meaningful jobs and functions exposing youth to real-life professional work activities
 - **Southern LWIB established a contractual agreement with the local school district to provide basic skills training during the summer months**
 - Academic learning with mentoring components for career guidance
 - ARRA funds will also be utilized for year round youth activities and services
 - Nevada plans to far exceed the number of youth previously served using WIA funds. At this time, it is anticipated that the number of total youth served will exceed 2,500.

Increasing Training Access and Opportunities for Individuals

- Significant expansion (greater numbers) of service delivery with more clients receiving employment and training services
 - Support for Training
 - Partner with the Catholic Charities Refugee Program to insure that refugees will be provided intensive ESL training to prepare them for entry into the workforce or skill training development in an occupation in demand in Nevada
 - Collaborations such as this will continue to be developed to address the needs of other hard to service groups such as those who have a recent discharge or parole from prison

Increasing Services for Universal Access

- The State of Nevada **contracted with LWIB to manage** ~~operates~~ two comprehensive Job Connect One Stop Offices (Reno and Las Vegas) and affiliate offices Las Vegas, Reno, (Henderson), Fallon, Carson City, Elko, Ely, Winnemucca, and Pahrump
- **The southern board has established an agreement with Great Basin Community College to manage a comprehensive Southern Nevada rural One-Stop Center which encompasses Nye, Lincoln and Esmeralda counties.**
- Urban Job Connect offices are strategically located in their geographic areas and most are in proximity to disadvantaged populations and accessible by public transportation
 - Staff hired with Recovery Act funding will be assigned to the Job Connect offices with the greatest demand for reemployment and/or training services
 - Each Job Connect office, along with sub grantees, welfare employment specialists, and community college workforce development staff utilizes a common intake and initial assessment instrument
 - This common intake and assessment instrument promotes universal access to services and provides transparency of intake, and allows all partner organizations to access information on the employment opportunities available in the Job Connect system
 - State operated Job Connect offices are built around a common service delivery structure where the customer can choose the means by which reemployment services are accessed. The available venues include the following:

- **On Line**
 - Individuals can register on line with Nevada Job Connect and obtain a referral to any openings listed with the Job Connect system. Information on training opportunities and labor market information are also accessible on line
- **Self Help**
 - Each JobConnect office has a state of the industry resource center which provides personal computers, fax machines, copy machines and information and software useful to individual seeking employment and/or training. Labor exchange services are fully accessible to the individual who chooses to seek services through this self service mode
 - Resource centers include adaptive technology which provides visually impaired individuals access to services
- **Staff Assisted Self Help**
 - These services include assistance by resource center specialists in utilizing software in the resource center, and accessing sites for reemployment services, and advise on community resources
- **Mediated Services**
 - These services include labor exchange services, resume development, employment counseling and job development as well as referral to training opportunities

Integrate Resources to Deliver Core Services

- **Nevada JobConnect One-Stop Centers standards of quality service for its businesses, jobseekers, employees and partners**
 - **Businesses**
 - Prompt and courteous service
 - Help with labor exchange services to include recruitment and placement
 - Access to training resources
 - Access to business incentives
 - **Jobseekers**
 - Prompt and courteous service
 - Services to assist both jobseekers and employers in understanding the Nevada JobConnect System and achieving employment goals
 - **Employees**
 - Work in a safe, professional environment
 - Receive the best tools to achieve desired outcome for businesses and jobseekers
 - **Partners**
 - Deliver high quality services through Nevada JobConnect One-Stop Centers
 - Work cooperatively to assist each partner program in attaining program specific performance standards
 - Seek to attain site-specific performance standards to measure customer satisfaction, program delivery, job seeker and employer service levels
 - Refer job seekers to the most appropriate partner within the Center.

Service Delivery in One-Stop Career Centers

- **Each of the State's One-Stop (Nevada JobConnect) Centers is designed to cater to its regional clientele**

- **Clients entering training that have exhausted their unemployment benefits can receive needs related payments and services to help them complete job training**
- **Three-tiered service delivery strategy for job seekers and employers is accessible and available to all customers at the local level (self-service, facilitated self-help service, staff assisted service)**
- **The State of Nevada Job Connect offices allow their business customers two means of listing their job vacancies with the Nevada Job Connect Job Bank**
 - **Unsuppressed job listings**
 - **Include the name and address of the business**
 - **Job seekers self screen and self refer to the employer**
 - **Cannot ascertain the number of individuals who respond or their individual characteristics**
 - **Suppressed job listings**
 - **Require mediated assistance for a referral**
 - **Name and business address provided after the individual is screened to insure he/she meets the businesses requirements for experience, education and skills**
 - **Can acquire information on the number of and characteristics of individuals**
 - **Positions listed as a result of the Recovery Act will be listed with the Job Bank in a suppressed format**
 - **Information will be used to ascertain effectiveness of the JobConnect system in making Recovery Act opportunities available**
 - **Accessibility is also enhanced by services being available affiliate partner locations including service providers, community college sites and certain offices of the State of Nevada Welfare Division.**

Service Delivery Strategies, Support for Training

Question IX.G. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. (§ 112(b)(17)(A).)

In answering this question, the state should describe innovative state strategies to accomplish the state's vision and achieve the goals of the Recovery Act, including how the state will:

- Increase services to workers in need.
- Support the full range of One-Stop Career Center customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such supports as needs-based payments, basic skills remediation, English as a second language, and supportive services.
- Ensure education and training delivered through the workforce system results in education and workforce skills of demonstrated value, and focus assessments and certifications towards the next level of education and employment.
- Strategically use youth, dislocated worker and adult statewide funds to quickly deliver innovative services.
- Provide targeted work experiences in order to prepare individuals for job opportunities in new industries or occupations, particularly using registered apprenticeship and on-the-job training for all jobseekers, and summer work experience for youth.

- Align workforce activities with education strategies and economic and community development strategies to meet skill needs of jobs and industries important to the local and regional economies and meet the needs of under-skilled adults.

Nevada's Response:

The State of Nevada will achieve the goals of the Recovery Act by leveraging its resources and formatting collaborative relationships with business groups and other organizations involved in workforce development.

In addition to expedited rollout of stimulus funds, the effective use of such funds will include a significant expansion (greater numbers) of service delivery with more clients receiving employment and training services. As quick as practical Requests for Proposals (RFPs) will be published by LWIBs soliciting workforce development service and providers to deliver employment and training services to a projected number of adults and dislocated worker in the area of 5,000—significant higher than service delivery in recent years.

In support of service delivery to an increased number of participants, the State of Nevada and LWIBs have established and scheduled workforce development service delivery staff training sessions to increase the capacity for delivery of quality services. Although much training will be ongoing, significant staff training will take place within 30 days after execution of service providers' contracts for service delivery.

To support the anticipated increased number participants served, procedures are outlined detailing data collection processes, program and fiscal monitoring plans; procurement and contract closeout procedures; policies goals with emphasis on increased numbers of clients served; dual clients' enrollments; policies focused on low income clients to be served; targeted sector industries; green and renewable industries; and supportive and needs related services delivered.

It is important that the workforce system and its ancillary organizations stay focused on providing a demand drive system that is responsive to the needs of the business community and able to react quickly to employment opportunities for its job seeking customers.

The workforce consists of many individuals who have barriers which make their connection to the workplace difficult in a good economy and almost impossible in a recession. These individuals include refugees and immigrants with significant language difficulties. The state will be addressing this issue through a partnership with Catholic Charities Refugee program to insure that refugees will be provided intensive ESL training to prepare them for entry into the workforce or skill training development in an occupation in demand in Nevada. Collaborations such as this will continue to be developed to address the needs of other hard to service groups such as those who have a recent discharge or parole from prison.

Senate Bill 239 mandates the creation of industry sector councils which are made of business representatives of the key industries in Nevada. These industry councils will provide recommendations and direction to the State Workforce Investment Board to insure that Workforce Investment Act planning is focused effectively on meeting the workforce needs and building the workforce of the future for the key industrial sectors in Nevada. Input from these sector councils will be of significant value as the economy begins to rebound. It is anticipated that the sectors will recover at different rates; therefore the input from these councils will be vital to insure that the training of new workers is aligned effectively with the economic recovery. Utilizing the business

leadership from the key sectors as council and advisors to the SWIB will insure that resources available through the workforce investment system achieve the maximum outcomes with the industry sectors in Nevada.

The Industry Sector Councils will also assist in the identification of workforce deficiencies which will drive the allocation of training resources and insure that the skill sets of the workforce are being developed to meet the current demands of each sector as well as the future workforce needs of each sector. In some cases this may include specific technical training, occupational training, remedial academic skills or language skill development. Every effort will be made to insure that training pathways developed include career ladders and skill attainment which is portable and pays a living wage.

The Nevada JobConnect offices will continue to utilize their organizational relationships with non profit and faith based organizations to insure that service is accessible to all populations and that resources are effectively leveraged with other organizations to maximize the level of services available to the various communities in Nevada.

Section II. Service Delivery

State Governance and Collaboration

Question III.A.2. Describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority. (§112(b)(8)(A).)

In responding to this question, the state should describe how the Governor is ensuring cross agency collaboration so that workforce investments are fully tied to other investments funded by the Recovery Act outside of workforce development.

Nevada's Response:

The State of the Nevada stood-up a new unit under DETR called workforce solutions. The newly established unit is charged with helping meet the needs and issues of Nevada's workforce, i.e., working with economic development and education agencies and institutions. Specifically, Nevada's workforce solutions unit has the responsibility for the following:

Using research and analysis data and information, supply solutions in the area of Nevada's workforce growth, e.g., sector initiatives focusing on residents' training and skill-sets needed for employment opportunities.

This newly established unit is to focus on enhance productivity and grant application/proposals competitiveness by developing and responding to appropriate solicitations released for workforce development initiatives. **The following highlights the unit's core mission and active work plan:**

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

Mission: Facilitate the use of conceptual workforce development initiatives and practical applications to meet Nevada's workforce needs.

Goals:

1. Strengthen and broaden partnerships between agencies and educational institutions to meet the demands of the existing and emerging industry sectors.
2. Identify training initiatives for jobs and skills needed for industry/ regional sectors and assist with establishing job training and educational programs.
3. Support Governor's Workforce Investment Board and local Workforce Investment Boards to align development strategies to improve the quality of the workforce in Nevada.
4. Assist with the establishment of industry sector councils that will address skill gap issues and implement solutions in key sectors of the economy.
5. Identify strategic partners that will address the emerging workforce needs and skill sets that support a demand driven economy.
6. Facilitate the use of apprenticeship trades to meet the workforce needs of the industry sectors.
7. Identify, seek and secure new funding streams through public and private partners.

Through recently enacted legislation, i.e., State Senate Bill 152 and State Senate Bill 239, state agencies, i.e., workforce development, economic development and education are required to interact and collaborate resources in delivering comprehensive, quality services.

Question III.C.1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)

In responding to this question, states should describe how collaboration will be supported and sustained between state agencies, particularly between the organizational entities responsible for WIA, Wagner-Peyser Act, Unemployment Insurance, Trade Act services, and Registered Apprenticeship.

Nevada's Response:

Nevada's newly formed workforce solutions unit shall engage its attention on formulating the following:

- **Strengthen and broaden partnerships between agencies and higher education to meet the demands of existing and emerging industry sectors.**
- **Support Governor's Workforce Investments Boards and local Workforce Investment Boards to improve the quality of the workforce in Nevada.**
- **Identify stakeholders to support our industry sector initiatives.**
- **Identify new strategic partnerships that will serve the workforce needs.**
- **Utilize the apprenticeships programs to meet the workforce needs of industry sectors.**
- **Identify new funding streams through public and private grant programs.**

The Governor's Workforce Investment Board will serve as the catalyst in forging partnerships among WIA and state and local agencies with focus on leveraging allocated resources in support of comprehensive workforce development activities. At least annually \$100,000 shall be allocated to workforce CONNECTIONS for the purpose of statewide alignment of workforce development initiatives. Develop and implement robust workforce development solutions that address the existing and long term economic survival of business and industry and their human capital resources.

Reemployment Services and Wagner-Peyser Act Services

Question IX.C.4.b. Describe the reemployment services the state provides to Unemployment Insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their Unemployment Insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act. (§112(b)(17)(A)(iv).)

In responding to this question, states should describe:

- The Governor's vision for Reemployment Services (RES), including how they differ from Wagner-Peyser core services.
- How RES will be coordinated with other services provided at the One-Stop Career Center under WIA.
- How UI claimants will be identified quickly and RES provided as early as possible following initial receipt of UI benefits or referrals through UI profiling systems.
- The services that will be provided under RES, including in-depth services such as skill assessment, career guidance, individual service plans, and labor market information.
- The specific population among UI claimants (e.g., those most likely to exhaust benefits) that the state intends to target with Recovery Act funds for RES.
- How the state intends to integrate information technology into its RES program to better identify and serve UI claimants, including the percentage of funds that will be used for integrating ES and UI technology requirements to identify and serve the needs of UI claimants
- Any labor market information tools that will be funded and integrated into RES.

Nevada's Response:

Nevada is committed to insuring that Reemployment Services (RES) continues to provide the bridge between employment services and the Unemployment Insurance program.

The Governor's vision includes the commitment that one stop services are available to all workers in Nevada and that the one stop system make a concerted effort to intervene with unemployment insurance claimant to insure that they are provided reemployment services prior to their exhausting their UI benefit **exhaustion**.

The RES program in Nevada is for many UI claimants the entry point into the public workforce system. While RES services may include Labor Exchange services, RES service are much more comprehensive and include a broad range of employment and training services, both internal and external to the Nevada JobConnect offices.

UI claimants are selected and called in to the Nevada JobConnect offices by the Worker Profiling and Reemployment Services ~~program~~ **(WPRS) system** and the Reemployment and Eligibility Assistance (REA)/**Reemployment Services (RES) stimulus initiatives program**. A primary component of each **one** of these **initiatives programs** is to provide the claimant **information an orientation to on** the workforce system so the claimants are knowledgeable of the employment and training services that are available to assist in returning to **his/her** work. **This The orientation REA/RES initial interview, is a one-on-one interview and includes a skill assessment, labor market information and referral to intensive services or short-term training if such services are needed or desired. WPRS** orientations are conducted in ~~both individual and~~ a group format. The orientation provides detailed information on Workforce Investment Services, Labor Exchange Services, State employment and training resources and Career Information Services. It ~~will~~ also includes ~~information on~~ **reemployment** opportunities available through the Recovery Act.

WPRS services ~~will~~ continue to be driven by the statistical model which profiles claimants most likely to exhaust unemployment insurance benefits. These individuals will receive interventions that ~~will~~ provide access to immediate services to enhance employability and remediate the likelihood **that they will exhaust their unemployment benefits before they obtain new employment. of exhausting unemployment insurance benefits.** These selectees are also identified as Dislocated Worker (DW) eligible and are offered additional DW services, if desired.

RES services, such as those provided by the REA ~~program~~ **initiative and the RES Stimulus Act** are demand driven in that UI claimants are strategically selected in response to employment or training opportunities that are available. The REA ~~program~~ **initiative has software a selection system** that allows the UI claimant population to be selected and sorted by such factors as occupational title, zip code, duration of benefits etc. This provides the REA/**RES initiatives program with** the ability to quickly respond to employment or training opportunities by locating and calling in claimants whose interests, knowledge, skills and abilities align with job vacancies or training opportunities that are available, including employment and training opportunities that will be created by the Recovery Act.

Nevada has **developed integrated information technology that interfaces with the Labor Exchange and Unemployment Insurance systems to ensure that the information on REA/RES selected claimants is shared into the RES programs and particularly the REA program.** The ability to select and sort claimants by occupational title, zip code and duration of benefits will provide Nevada the opportunity to respond effectively to the economic recovery.

It is anticipated that all sectors of the economy will not recover at the same rate or enjoy the same degree of recovery. The current ~~software~~ **selection process utilized** by Nevada's REA/**RES**

initiatives program allows the State to target those claimants with skills in certain sectors to insure that the public workforce system can effectively respond to the recovery in any sector by having a workforce ready and prepared to fill any job vacancies that are created. This ability to respond strategically to the labor market improvements maximizes the effectiveness of Nevada's staff resources and insures that the system is both responsive and effective in meeting the needs of the unemployed as well as the business community.

Nevada is ~~definitely planning to use~~ **combined the REA/RES ARRA Stimulus funds** ~~with the REA initiative and has implemented a~~ ~~and has developed~~ strategy to enhance services to a designated segment of the UI claimant population to address reemployment needs during this flagging economy.

Nevada is devoting a total of fifteen **REA/RES** positions to provide the following reemployment services using stimulus funds:

- In-person assessment interviews;
- Conducting job match;
- Making suitable job referrals;
- Referring to other NJC services/programs;
- Scheduling follow-up appointments;
- Updating employment service automated records;
- Job Development contacts;
- Conduct reemployment skills workshops, job clubs, etc., that offer tools to UI claimants on how to improve/increase reemployment efforts.

The one-on-one assessment interviews also include:

- Verifying the claimant's identification;
- Reviewing the Eligibility Review form;
- Ensuring that there are no potential barriers to reemployment;
- Reviewing the existing work search records;
- Developing an agreed upon work search and reemployment plan, and;
- Updating unemployment insurance automated records.

Nevada **has hired** ~~is proposing to hire~~ a UI Program Specialist to ensure that the reporting/tracking of **REA/RES** Stimulus related funding and reporting is transparent and used within the requirements of the law. This position will provide Unemployment Insurance (UI) program training and technical assistance, maintain tracking, review performance measurements, and assist with development of the reporting tools that will specifically report on the Stimulus funded RES program.

An ARRA - RES activity has been programmed into Nevada's JobConnect One-Stop Operating System (NJCOS) to track RES Stimulus specific activity, and will be used to measure **REA/RES** Stimulus related activity/outcomes.

Nevada has a number of proposed **REA/RES** Stimulus funded Information Technology projects planned to increase/improve service delivery to UI Claimants, some of which include:

1. Upgrade The Worker Profiling Statistical Model **has been upgraded** and **will be** merged with the Department's **RES/REA** ~~other UI~~ claimant reemployment program selection systems;
2. Upgrade the Division's Interactive Voice Response (IVR) system to increase the call capacity and improve

the system functionality and reporting capability; 3. Create a mechanism for the Unemployment Insurance system (GUIDE) to provide JobConnect staff with potential job openings; 4. Develop and implement a statewide advertising campaign specifically to promote Nevada's labor exchange services (with an emphasis on stimulus related job openings) to the business community, and; 5. Purchase or develop other labor market tools to assist the job seeker community, such as, Job Seeker Resource Guides, Reemployment Planners and Nevada JobConnect service orientations videos.

Question IX.C.1.b. Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff assisted service, and is accessible and available to all customers at the local level. (§112(b)(17)(a)(i).)

In order to ensure that jobs generated through the Recovery Act are accessible and available to all customers, describe how the state will facilitate the listing of such jobs on the State Job Bank.

Nevada's Response:

In reference to the America Recovery and Reinvestment Act (ARRA) initiatives, the Governor has required that all state agencies post job vacancies and hires on the state's central website. In fact a statewide appointed ARRA oversight manager has been assigned to ensure all state agencies as well as contracted subrecipients post all ARRA jobs and on the state website. This website is updated at least weekly. In addition to a central state job/hiring posting all ARRA funded activities are reflected on Nevada's ARRA activity website.

The State of Nevada JobConnect offices allow their business customers two means of listing their job vacancies with the Nevada JobConnect Job Bank. The first is to list the position as suppressed. The second is to list the position as unsuppressed.

Job vacancies which are listed as unsuppressed include on the listing for public access information regarding the position including the name and address of the business. This allows job seekers to both self screen and self refer themselves to the employer after obtaining the information regarding the job on-line **in a self-service mode or via facilitated or staff assisted self-service in a Nevada JobConnect** ~~or in a~~ resource center. Because individuals can self-refer themselves to unsuppressed job listings the Nevada JobConnect offices do not have the benefit of being able to ascertain the number of individuals who responded to the unsuppressed job listing or their individual characteristics.

Job vacancies which are listed as suppressed require some means of mediated assistance for the individual to obtain a referral to the position. Suppressed job vacancies like the unsuppressed vacancies are accessible on-line or in the Nevada JobConnect offices or one of its affiliated partner organizations, however, the name of the business listing the vacancy and the business address is only provided after the individual is screened to insure he/she meets the businesses requirements for experience, education and skills. The advantage of the suppressed job listing is that the Nevada JobConnect offices acquire information on the number of individuals referred to the vacancies and the characteristics of the individuals referred.

Positions listed with JobConnect as a result of the Recovery Act will be listed with the Job Bank in a suppressed format. This will insure that the Division has the ability to collect data on the referrals

to these vacancies, including the number of individuals referred and their individual characteristics as documented on their Nevada JobConnect Operating System (NJCOS) registration.

This information will be used to ascertain how effectively the JobConnect system is at making these opportunities available community wide as well as to the various target groups who are to be provided priority of services with Recovery Act funds.

Accessibility to Wagner Peyser services will be assured due to the commitment of the Nevada JobConnect system to continue its strategy of insuring that services are available in a variety of venues including self service, staff assisted self service, and mediated or staff assisted. Accessibility is also enhanced by virtue of labor exchange services being available at a variety of affiliate partner locations which include WIA service providers, community college sites and certain offices of the State of Nevada Welfare Division.

Adult and Dislocated Worker Services

Question IX.C.1.a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).

In its response, the state should address core services for adults, dislocated workers, and target populations, especially those given preference in the WIA Adult program in the Recovery Act – recipients of public assistance and other low-income individuals.

Nevada's Response:

Nevada's strategy for delivery of **staff assisted** core services to adults, dislocated workers, and special populations is through **LWIBs WIA Service Providers** in its comprehensive One-Stop Career Centers (Nevada JobConnect Offices) and affiliate sites located throughout the state. Universal access will be assured with clients being offered WIA core, intensive and training services as appropriate. Self-Help core services in the form of workforce development information will be made available to any and all jobseekers either directly in Nevada's One-Stop Centers, affiliate sites or via internet connection. Available employment and training services are indicated on LWIBs' websites as well as the state's JobConnect partners' affiliate site web pages.

LWIBs statewide have established policies in line with WIA that offer assurance for universal access to **staff assisted** core employment and training services. LWIBs policies also include needs-related payments/services as outlined in ARRA implementation requirement for support of low income adults and/or those receiving public assistance.

Question IX.C.1.c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services. (§112(b)(17)(a)(i).)

In its response, the state should address how it will integrate resources provided under the Recovery Act, the Wagner-Peyser Act, and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs. For example, how will the state use these resources to provide significant funding for low-income and low-skilled workers that help them access the services and training needed to pursue family-supporting jobs.

Nevada's Response:

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April, 2010

Established MOUs outline One-Stop WIA partners programs to be leveraged with Wagner-Peyser Act programs and services for comprehensive service delivery.

The Nevada JobConnect One-Stop Centers shall strive to achieve the following standards of quality service for its businesses, jobseekers, employees and partners:

All businesses shall receive:

- 1. Prompt and courteous service from staff;**
- 2. Help with labor exchange services to include recruitment and placement;**
- 3. Access to training resources;**
- 4. Access to business incentives.**

All jobseekers shall receive:

- 1. Prompt and courteous service from staff;**
- 2. The services designed to assist both jobseekers and employers in understanding the Nevada JobConnect System and achieving their employment goals.**

All employees can expect:

- 1. To work in a safe and professional environment;**
- 2. Receive the best tools to achieve the desired outcome for their businesses and jobseekers.**

All partners shall:

- 1. Deliver high quality services through Nevada JobConnect One-Stop Centers and LWIBs WIA title I Adult/Dislocated Worker Service Provider's programs;**
- 2. Work cooperatively to assist each partner program in attaining program specific performance standards;**

Seek to attain site-specific performance standards as established by Nevada JobConnect One-Stop partners for the measurement of customer satisfaction, program delivery, jobseeker and employer service levels.

Question IX.C.3.a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(a)(i).)

In its response, the state should describe how the state will increase training access and opportunities for individuals, including the investment of WIA Title I funds and Recovery Act funds, and the leveraging of other funds and resources. How will the state use contracts with institutions of higher education and other training providers (as described in Section 6 of this TEG) to maximize funds to the greatest benefit?

Nevada's Response:

In addition to expedited rollout of stimulus funds, the effective use of such funds includes a significant expansion (greater numbers) of service delivery with more clients receiving employment and training services. Increased capacity through contracting with more training and service providers will allow the state residents more access to public employment and training services than

ever before. Also, by using private funding and resources to help leverage WIA funds will allow services to be expanded to reach far greater numbers of participants who otherwise would not have access to such services.

Additional funding from the Department of Labor (\$6 Million) has been granted to DETR for job training in energy efficiency, renewable energy and other green industries. This program will partner with both clients seeking employment and needing to upgrade their skills and businesses who are seeking to hire skilled workers.

The goals of the strategic plan will be achieved through a comprehensive training strategy via Nevada's System of Higher Education, including universities, colleges, and community colleges; selected high schools; strategically located training facilities; apprenticeship programs; and industry partners throughout State, to develop and implement curricula and program; specifically designed for workers to gain the skills and licensure necessary to secure jobs in emerging green markets.

Employment and training services contracts will be let to community colleges and higher education institutions using normal procurement processes, i.e., Request for Proposals methods, with the exception of Governor's discretionary funds which will be used for targeted special, statewide activities.

Policies and procedures are in work, outlining data collection processes, program and fiscal monitoring plans; procurement and contract closeout procedures; policies goals with emphasis on increased numbers of clients served; dual clients' enrollments; policies focused on low income clients to be served; targeted sector industries; green and renewable industries; and supportive and needs related services delivered.

In line with transparency and accountability, Nevada's Workforce Investment Act (WIA) and Wagner-Peyser (WP) state plan is modified (submission to U.S. DOL by June 30, 2009) to include the usage and work plan initiatives with the infusion of stimulus funds.

Question IX.A.5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Career Centers? For example, do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Career Center? Are all One-Stop Career Centers required to have a resource center that is open to anyone? (§§112(b)(2) and 111(d)(2).)

In its response, the state should describe its models/templates/approaches for service delivery in the One-Stop Career Centers, particularly whether the state is adjusting its approach to deliver increased levels of services with funds received under the Recovery Act.

- Do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers?

Nevada's Response:

The service delivery model for business customers in the State operated JobConnect offices is one that has evolved over the years and has proven to be effective during previous economic recessions in the 1980s and 1990s, as well as during the periods that Nevada **was the fastest growing state in the nation.** ~~the economic growth that Nevada has experienced prior to the current recession.~~ Since

1998 the public workforce system and the Nevada JobConnect offices has utilized the Nevada JobConnect Operating System (NJCOS) as the common intake, assessment and case management instrument for both job seeking and business customers.

Nevada has **taken** a hybrid approach to organizing their delivery of services to the business customers. In the urban areas of Northern Nevada and Southern Nevada the delivery of services to business is built partially around the traditional model of outreach from Wagner Peyser funded Business Services offices. This outreach is performed primarily by Wagner Peyser funded staff who have the responsibility to market the Labor Exchange and Nevada JobConnect services to the business community and to promote the use of the Nevada JobConnect as the businesses first choice for recruitment services.

In addition to this traditional model of having the marketing being directed from a traditional business service office, the Nevada JobConnect offices also have Business Services Representatives (BSR's) assigned to the offices. These are State funded positions which have the dual responsibility of providing job development and case management services for the State funded Career Enhancement Program and also promoting the use of Nevada JobConnect offices by the business community. These positions provide connectivity to businesses which often have never been customers of the public workforce system.

The Nevada JobConnect has a no-wrong -door approach to serving the business customer and providing businesses access to the "system" to list their job vacancies and communicate their recruitment or workforce needs. Currently a business desiring to recruit new employees through a Nevada JobConnect office can list their position with the Nevada JobConnect job bank on-line or utilize any of a number of Workforce Investment Act partner organizations to list the position for them, these include the Nevada JobConnect office, State Welfare Division, Community Colleges and the Workforce Investment Act sub grantee organizations.

Businesses have the option of choosing how to list their job openings with the Nevada JobConnect system. Vacancies can be listed in the Job Bank as either suppressed or unsuppressed, depending on the degree of screening that the business chooses the Nevada JobConnect system to perform.

- Is there a common individual assessment process utilized in every One-Stop Career Center?

Nevada's Response:

Each Nevada JobConnect office, and as well as the Workforce Investment Act sub grantees utilize Nevada JobConnect Operating System as a common intake, assessment and case management system. This system is also used by some of the States community college workforce development offices and State of Nevada Welfare Division Workforce Services Representatives. Having a common intake method which is used throughout the workforce system maximizes the information sharing and creates system service delivery efficiencies that would not otherwise be possible.

- What approaches will be used to ensure funds are targeted to those most in need, including low-income, public assistance recipients, persons with disabilities, etc.?

Nevada's Response:

The State of Nevada JobConnect offices are easily accessible and well known to the various populations in the communities in which they are located. These offices have nurtured dynamic relationships and partnerships with faith based and non profit organization which serve specific populations. These partnerships and relationships ~~will be~~ **are** leveraged to ensure that services available as a result of the Recovery Act are made available to the various groups most in need of services, including low income, public assistance recipients, persons with disabilities.

The Nevada JobConnect offices have created working relationships with the State of Nevada Welfare Division and have collaborated on service delivery projects with **this organization** in the past. In addition, the Nevada JobConnect offices have faith based collaborations which are ongoing. It is anticipated that Nevada JobConnect will continue building collaborative relationships with the faith based community to insure that funds made available to Nevada JobConnect are leveraged with the faith based services to maximize the benefits those in need of services. The State of Nevada Bureau of Vocational Rehabilitation is co-located in each Nevada JobConnect office. This co-location creates significant opportunities to insure that the disabled community has ready access to opportunities made available by the receipt of Recovery Act Funds.

The Nevada JobConnect has also initiated a special project in which two staff members are performing weekly outreach to parents at a Title I elementary school which has a very high percentage of homeless children. This project intended to provide employment and training related services to the parents of these children who are unlikely to access JobConnect services through the traditional service delivery locations.

- How will states streamline the sequence of service to facilitate individual access to needed services and training?

Nevada's Response:

The Nevada JobConnect offices' mainstream programs which consist of the Wagner Peyser Program and State funded Career Enhancement Program are not subject to the Workforce Investment Act requirements to maintain a sequence of services prior to receiving training services. As a result, an individual seeking training at a Nevada JobConnect office can move from initial intake directly into training without the intermediate services required by other WIA service providers. This provides significant flexibility in the use of training funds to respond quickly to the needs of both the business and the job seeking customer.

All Recovery Act positions will be listed with the Nevada JobConnect Job Bank along with other vacancies listed by business customers. These vacancies will be accessible via the Internet or by visiting with a Nevada JobConnect office or a community partner affiliated with the Nevada JobConnect system.

Youth Services

Question IX.E.1. Describe the state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need. (§112(b)(18).)

Nevada's Response:

The establishment of the Governor’s Youth Council Task Force Committee offers the Governor’s Workforce Investment Board a unique opportunity to effectively oversee the preparation of future leaders to fill occupational demands, while achieving new heights in their chosen professions. With the addition of ARRA funds, and the Committee’s alignment with the Local Workforce Investment Boards, the state will be able to facilitate strong, stand alone summer youth employment and training components for the first time under WIA—since its implementation in 1998. Employers will be recruited for providing meaningful jobs and functions exposing youth to real-life professional work activities. Such activities shall include academic learning with mentoring components for career guidance. ARRA funds will also be utilized for year round youth activities and services as well. Utilizing ARRA funds, the State of Nevada plans to far exceed the number of youth previously served using WIA funds. At this time, it is anticipated that the number of total youth served will exceed 2,500.

In responding to this question, the state should include the following:

- Describe the anticipated program design for the WIA Youth funds provided under the Recovery Act. Include in this description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with Recovery Act funds).

Nevada’s Response:

Youth program design for using Recovery Act funds will be much similar to those activities identified in WIA formula grants with a couple of exceptions. For example, using ARRA funds a stand alone summer youth employment and training component will be provided with services ending no later than September 30, 2009. However, for older youth 22 to 24 who are seeking work readiness and employment services, such programs will be designed to accommodate clients to improve their work skills and could run through March 31, 2010 with an approved waiver.

- Will the state use the Recovery Act funds to fund only a 2009 summer youth program or some combination of 2009 and 2010?

Nevada’s Response:

There will be a combination of summer youth as well as year around youth employment and training services delivered; however, approximately 80% of ARRA funds will be used to delivery summer youth only services.

- If using the funds over two summers, what percentage of funds does the state anticipate using for the first summer?

Nevada’s Response:

Approximately 80 percent.

- If using the funds for summer employment opportunities, describe how the state will deliver summer youth employment opportunities. Will the state operate the program or allocate the funds?

Nevada's Response:

Funds will be allocated to LWIBs who in-turn out-source youth employment and training services to local area service providers.

- Describe the types of worksites that will be developed for summer employment, including a mix of public and private sector work experiences, and how the state will ensure that meaningful work experiences will be developed.

Nevada's Response:

Worksites for summer youth will range from professional services to faith-based sites, with a mix of public and private worksites. Through on-site monitoring and participant interviews, the state will ensure that meaningful work experiences are developed for youth participants.

- Describe the state's policy for developing the mix of classroom versus worksite time in a summer employment opportunity. Describe the state's policy for determining that summer employment opportunities are connected to academic and/or occupational learning and the types of connections that will be utilized.

Nevada's Response

The state has developed policies to specially address ARRA summer youth activities. For example, Program Design; Defined Work Experience; Work Readiness Skill Attainment; Tracking and Reporting; Work Opportunity Tax Credit; Required Data Entries into Nevada JobConnect Operating System (OSOS); Records Retention and Available Resources.

- Describe any policies or strategies that the state is implementing to ensure that local areas implement activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.

Nevada's Response:

Out of School youth will received special attention—particularly for summer employment and training program to which encouraged youth work ethics. Thirty-eight percent of the youth participating during the summer months were out of school youth. Supportive services will be were made available as necessary during summer and/or non-summer months, including but not limited to bus passes, uniforms, tuition for summer school.

- Provide the anticipated number of youth to be served with Recovery Act funds, including the anticipated number of summer employment opportunities created with Recovery Act funds.

Nevada's Response:

~~Approximately 2,500 youth are anticipated to be served using ARRA funds.~~ As of April 2010, 1,647 youth have been served using ARRA funds.

Veterans' Priority of Service

Question IX.C.5.b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?

In answering this question, the state should outline the changes to state and local policies and strategies that make them sufficient to meet the requirements of 20 CFR 1010.230, published at 73 Fed. Reg. 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008 implementing priority of service for veterans and eligible spouses in Department of Labor job training programs. This includes providing the following information and/or attachments to the State Plan modification:

- A description of the changes to policies for the delivery of priority of service by the State Workforce Agency or Agencies, Local Workforce Investment Boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The description must include how:
 1. The state policies ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service.
 2. The state policies ensure that covered persons are aware of:
 - a. Their entitlement to priority of service;
 - b. The full array of employment, training, and placement services available under priority of service; and
 - c. Any applicable eligibility requirements for those programs and/ or services.
- A description or copy of the state's policy requiring Local Workforce Investment Boards to develop and include policies in their Local Plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.

Nevada's Response:

1. The state policies ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service.

- **The State of Nevada has implemented the following policy to be followed at all One Stop centers and WIA providers.**
 - a. **All recipients of WIA funds for employment and training programs are required to identify covered persons at the point of entry to programs and/or services so the covered person can take full advantage of the priority of service.**
 - **Screening: This is accomplished at the *point of entry* to programs and/or services. Point of entry includes physical locations, such as One-Stop Career Centers, as well as web sites and other virtual service delivery resources. A screening process at each Nevada JobConnect intake point will be implemented. Nevada will post signs that ask the client to self identify as a Veteran or Other Eligible status. After identification in one of the categories, the client will be given a questionnaire that will act as a screening process to identify those clients that are eligible to receive priority of service. Nevada**

will use the attached (Attachment 3) questionnaire to gather the information used for the screening process.

- **Self Identification signs:** Nevada has developed a standardized series of signs that will be posted and prominently displayed at the One-Stop points of entry and WIA partners offices' points of entry. (Attachment 5) The signs will state:

Veteran's Priority of Service

The US Department of Labor (DOL) has mandated Veteran's Priority of Service in DOL funded programs. Eligibility Requirement: U.S. Veteran, Other eligible person (eligible spouse). Ask the reception desk for a questionnaire to see if you meet the qualification requirements for this preference.

2. The state policies ensure that covered persons are aware of:

- a. The entitlement to priority of service;
 - A review the Veterans Priority of Service Eligibility form will determine the applicant's status. This will determine if the applicant qualifies for of priority of service and which category of entitlement.
 - b. The full array of employment, training, and placement services available under priority of service; and
 - Once the client has self identified as a qualified applicant under the above guidelines, the client will be provided with a list of all of the services for which the client may qualify. Provide contact information on the specific program.
 - c. Any applicable eligibility requirements for those programs and/ or services.
 - At the initial screening, if the client appears to meet the program qualifications, the qualified participant is provided with **contact information for the specific program** a referral slip identifying the client as an initially qualified client. ~~The client is provided with program contact information and the referral sheet, which states the client, may have priority of service if the client meets the qualifications of the program.~~
- A description or copy of the state's policy requiring Local Workforce Investment Boards to develop and include policies in their Local Plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers. (Attachment 2).

Service Delivery to Targeted Populations

Question IX.C.4.a. Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)

In responding to this question, the state should:

- Describe the strategy the state will use to effectively implement the Recovery Act priority of service for low-income individuals and recipients of public assistance under the WIA Adult program.

Nevada's Response:

Through MOUs, **memorandums of understanding** the State of Nevada JobConnect offices have established partnerships with WIA service providers who deliver WIA Adult Programs.

The Southern Nevada Workforce Investment Board (SNWIB) requires their ARRA Adult Service Providers to denote in their Project's Description the procedures by which they will serve the referenced "targeted populations" that are hardest to employ and most in need of employment and training services. This initiative is monitored and reported to the SNWIB on a quarterly basis for review and assurance of compliance.

With the amount of ARRA funds received, at this point Nevada sees no need to establish a priority of services to ensure low income individuals are served. If at some point in time, funding shortfalls are anticipated, priority of services will surely be implemented.

- Indicate how the state will use Wagner-Peyser resources to support individuals with disabilities, such as funding disability program navigators in One-Stop Career Centers, or assisting other targeted populations.

Nevada's Response:

~~The State of Nevada JobConnect offices will be~~ **Department is** funding two disability program navigators in the urban areas of Reno **Sparks** and Las Vegas. ~~These~~ **The** navigators ~~will be~~ **are** responsible for assisting persons with disabilities access the full range of services available in the public workforce system and collaborating with program managers and staff to insure that the programs and services are accessible and responsive to the needs of individuals with disabilities.

In addition, the Nevada JobConnect offices operate Team One which is **a** collaboration between the Bureau of Vocational Rehabilitation and the Employment Security Division. The purpose of the Team One initiative is to target **intensive** reemployment service and resource toward disabled clients to maximize their ability to obtain gainful employment and shorten their duration of unemployment. Team One is currently in each Nevada JobConnect office in Southern Nevada and is in the process of being expanded statewide. Once in place, twenty five percent of the Team One staffing will be staff funded by Wagner Peyser. Each Team One consists of a Bureau of Vocation Rehabilitation staff member, two State funded Career Enhancement Program staff and a staff member funded by Wagner Peyser, **and where possible, the local Disability Program Navigator.**

~~The Nevada JobConnect offices will use~~ is using strategic relationships with community based organizations, faith based communities and other governmental entities to insure that hard to serve individuals and those with significant barriers have access to resources provided by the Recovery Act and Wagner Peyser and are given the appropriate priority of service required by act. Nevada JobConnect maintains on-going service delivery relationships with organizations that advocate and provide services for specific target groups. These include veterans, disabled veterans, disabled, homeless individuals, refugees, public assistance recipients, incarcerated individuals and individuals recently released from incarceration, and individuals in substance abuse programs.

The Nevada JobConnect offices' alliances and collaborations with programs that serve the aforementioned groups insure that Wagner Peyser services are both accessible and available to these targeted groups. In addition, the on-going collaboration with these entities in providing services provides system efficiencies and the leveraging of funds that improve program effectiveness.

Section III. Operations

Transparency and Public Comment

Instruction from Section II of State Planning Guidance Plan Development Process: Include a description of the process the state used to make the Plan available to the public and the outcome of the state's review of the resulting public comments. (§§111(g) and 112(b)(9).)

The Recovery Act places a high priority on transparency. The state should describe:

- State efforts to promote transparency.
- The process used to make the Plan modification available to the public and the outcome of the state's review of resulting public comments.

Nevada's Response:

In support of the America Recovery and Reinvestment Act (ARRA) Nevada's Workforce Development Implementation Plan with key features and action objectives are as follows:

- **Transparency and Accountability, i.e., complement openness in all we do with full accountability of ARRA programs and service delivery with corresponding outcomes throughout the state with website posting**
- **Performance and employment development activity reports submitted to the Governor's Workforce Investment Board and Nevada's Legislative Interim Finance Committee highlighting the following:**
 - **Increase capacity to deliver workforce development services to greater numbers of clients**
 - **Access options with expanded service delivery capacity, to include the institution of WIA include needs related services by Local Workforce Investment Boards**
 - **Expedited and Effective Use of Funds Leveraged with Regular Formula Funds--the state's Board of Examiners have agreed to scheduled out-of-cycle meetings to approve ARRA workforce development contracts**
 - **Coordination and ongoing meetings with Local Workforce Investment Boards are in place to assure service delivery aligned for high impact, high growth occupations within green and renewable energy sectors**
 - **Policies and procedures are in work and many have been established, outlining data collection processes, program and fiscal monitoring plans; procurement and contract closeout procedures; policies goals with emphasis on increased numbers of clients served; dual clients' enrollments; policies focused on low income clients to be served; targeted sector industries; green and renewable industries; and supportive and needs related services delivered**
 - **While holding administrative costs to a minimum, Nevada's workforce development service delivery strategies emphasize fulfilling today's workforce demands, including**

laying the framework of developing worker skills for green and renewable energy industries

- Sure-footed efforts are targeted to aligned with economic development, education, including Nevada's colleges, business and labor/trade organizations to join forces with established partnerships to meet Nevada's workforce needs

The plan modification was made available to the public by posting on DETR's statewide website and as of May 13, 2010 no comments were received

Increasing Services for Universal Access

Question VI.C. What state policies are in place to promote universal access and consistency of service statewide? (§112(b)(2).)

In its response, the state should explain how it will efficiently and effectively use its Wagner-Peyser Recovery Act funds to support the hiring of sufficient levels of staff in the limited time period available for state One-Stop Career Centers to provide universal access and services required to meet the needs of increased numbers of customers in the economic downturn.

Nevada's Response:

The State of Nevada has a JobConnect office in Las Vegas and an office in Reno which have been designated the comprehensive One Stop Centers for their respective service delivery areas. operates two comprehensive Nevada JobConnect One Stop Offices and three Affiliate offices in the major urban areas of Reno and Las Vegas. In addition, the State manages and operates affiliate site Nevada JobConnect offices in the following Balance of State (BOS) communities, Fallon, Carson City, Elko, Ely and Winnemucca. The State also has a part time presence in the Board operated office in a non-state operated affiliate site located in Pahrump, Nevada. Urban Nevada JobConnect offices are strategically located in their geographic areas and most are in proximity to disadvantaged populations and accessible by public transportation.

Wagner Peyser Act staff hired with Recovery Act funding will be assigned to the Nevada JobConnect offices with the greatest demand for reemployment and/or training services. This demand can very accurately be determined using data from the Nevada JobConnect One Stop Operating System and also the Client Front Office Management System which is in place in each urban office. The Client Front Desk Management System provides reports which can ascertain the number of clients that visit each office for reemployment or training services. It will also provide reports that can be used to determine the wait times for customers to access services. Data provided by these two systems will be used to determine the assignment of staff hired using Recovery Act funding.

Each of the State operated Nevada JobConnect offices and the Southern Nevada Workforce Investment Board operated Nevada JobConnect office the affiliate office operated by the Great Basin Community College in Pahrump utilize the Nevada JobConnect Operating System (NJCOS) as the common intake and initial assessment instrument. This common intake and assessment instrument is also utilized by Workforce Investment Act Title I sub grantees, State of Nevada Welfare Employment Specialists and Community College Workforce Development Staff. This common intake and assessment instrument promotes universal access to services and provides transparency of intake in the various organizations workforce programs and allows all partner

organizations to access information on the employment opportunities available in the Nevada JobConnect system.

State operated Nevada JobConnect offices are also built around a common service delivery structure whereby the customer can choose the means by which reemployment services are accessed. The available venues include the following:

On Line

Individuals can register on line with Nevada JobConnect and obtain a referral to any **non-suppressed** openings listed with the Nevada JobConnect system. In addition information on training opportunities and labor market information are also accessible on line.

Self Help

Each Nevada JobConnect office has a state of the industry resource center which provides personal computers, fax machines, copy machines and information and software useful to individuals seeking employment and/or training. Labor exchange services are fully accessible to the individual who chooses to seek services through this self service mode.

In addition, the resources centers include adaptive technology which allows visually impaired individuals access all services.

Staff Assisted Self Help

These services include **orientations for individuals selected for Worker Profiling Reemployment Services (WPRS) customers and non WPRS customers.** Staff assistance is also available to all customers requiring assistance utilizing the resource center technologies. Offices also provide job search workshops on a regular basis to assist individuals develop job search strategies, interviewing skills and to enhance their employability. ~~both general and WPRS orientations, assistance by resource center specialists in utilizing software in the resource center and accessing sites for reemployment services, Worker Profiling and Reemployment Services orientations, and job search workshops. Assistance by staff in improving work search skills and strategies, overcoming barriers and advise on available community resources.~~

Mediated Services

Mediated services are available at each Nevada JobConnect office. These services include labor exchange services, resume development, employment counseling and job development as well as referral to training opportunities including Workforce Investment Act training.

These four ~~means~~ **venues** outlined above which describe the various methods which customers can access services, insure that customers ~~by which services can be accessed insures that services are available through out the state and that a customer with any level of expertise can~~ **are able to access a full range of services in a manner that best matches their capabilities** ~~he/she finds most suitable for their needs.~~

Local Planning Process

Question VIII.D. Describe the state-mandated requirements for local areas' strategic planning, and the assistance the state provides to local areas to facilitate this process. ((§112(b)(2) and 20 CFR 661.350(a)(13).)

In responding to this question, states should describe how they are facilitating the use of the local planning process to ensure that local areas are able to update their Local Plans and still quickly and efficiently deliver increased levels of services as intended under the Recovery Act.

Nevada's Response:

The State of Nevada has established a strategic workforce development alliance, whereby the Governor's Workforce Investment Board works in tandem with Local Workforce Investment Boards in formulating employment and training services and activities. Such an alignment has proven to be most beneficial in allocating and leveraging resources where most needed. As the Governor's Board plan is being developed, LWIBs plans will also be incorporated and integrated as in-work-as modifications/revisions are made to match or align local activities with those established by the State Board. LWIBs provide inputs to the State Board plan to assure alignment. During the modification of LWIBs, the states offers technical assistance to make sure plans meet established state and DOL requirements.

Procurement

Question VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).) (Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.)

In answering this question, the state should describe:

- How providers of all youth services will be procured under the Recovery Act. If using funds for summer employment opportunities and the fiscal agent or the state is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities.
- How the state will implement the Recovery Act provision that a Local Workforce Investment Board may award a contract to an institution of higher education or other eligible training provider if the local board determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.

Nevada's Response:

Service providers at the local level are notified by LWIBs of competitive awards via RFP newspaper publishing announcements, state and local agencies website postings, local media announcements via TV and radio, and direct post card mailings. This includes both summer youth ARRA activities as well as year round and adult and dislocated worker activities.

With the exception of Governor's discretionary ARRA funds, all ARRA contract are awarded via RFP competitive procurement process.

Technical Assistance

Question VIII.G.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided. (§112(b)(14).)

In answering this question, the state should describe its strategy for providing training and technical assistance to local areas for all programs funded by the Recovery Act, including whether Recovery Act funds will be used for technical assistance and training to local areas. The state should also address training to be provided to new staff and technical assistance on the creation of a summer employment program.

Nevada's Response:

Through its strategic alliance with Local Workforce Investment Boards (LWIBs), routine business meetings take place with discussions centered around local areas workforce needs. Based on feedback inputs from LWIBs through Nevada's strategic alliance team, resources are allocated to fulfill identified areas; workforce needs, i.e., technical assistance, policy guidance and training assistance.

There is little doubt that the challenge to meet Nevada's workforce needs is enormous. However, with thorough, comprehensive planning to address the state's workforce development issues during this economic downturn, such a challenge is achievable. In preparation to lay the framework to meet the demand side of the workforce equation, the Governor's Workforce Investment Board has established guidance to bring all partners and resources to bear. This will be done with the initial formation of a strategic alliance team made up of key stakeholders throughout the state to ensure that all local workforce investment areas are identified and provided appropriate technical assistance.

In response to the infusion of Recovery Act funds, the need for service delivery training is essential—particular in the area of summer youth employment programs. New staff will be required to build a supportive capacity to serve the abundance of youth participating in summer employment and training. Such new staff members will also require intense training in almost all areas associated with workforce development service delivery, e.g., case management, input data and reporting activities.

Through technical assistance and routine statewide ARRA conference meetings, training opportunities and resource sharing are discussed and addressed. LWIBs make all of their training needs known and coordinated training schedules are developed.

Responsibility for the technical assistance and training function has been delegated to the state workforce agency's Workforce Investment Support Services (WISS) Unit for all DOL funded programs including WIA, Wagner-Peyser, Reemployment Services (RES), Veterans, TAA and MSFW.

Technical assistance/training needs for NJC offices, LWIBs/service providers and partner agencies are identified in a variety of ways including, but not limited to:

- **Provide specific Stimulus related procedural training to LWIBs management and supervisory staff**
- **TA Response and training to specific** requests from LWIBs or Nevada JobConnect offices
- **Oversight of** Corrective action as a result of a finding during **State and/or DOL** an on-site compliance review
- **Training Needs Assessment**
- **Regularly scheduled monthly and quarterly training.**

Technical assistance delivery will vary depending on the request or issue and may include (but not limited to) the following:

- One on one either by phone, e-mail, or in person
- Comprehensive training and informational sessions conducted by internal and external subject experts.

Examples of technical assistance provided to Nevada JobConnect, LWIB, and service provider staff are:

- Financial management,
- Performance management,
- Trade Act Program,
- NJCOS training,
- Managing the job service complaint system,
- Outreach to MSFWs,
- WIA Common Measures,
- Targeted NJCOS training for WIA case manager,
- Worker Profiling,
- Veteran's Priority of Service,
- Reemployment Services to UI claimants,
- **Approval and Distribution of the State's Approved WIA Eligible Training Lists**

To ensure timely implementation of ARRA activities at the LWIB/service provider level, WISS and Audit Team staff developed and distributed six Workforce Stimulus Directives (WSD) to the LWIBs for distribution to their service providers:

- WSD-01 Programmatic – Adults/Dislocated Workers (Attachment)
- WSD-02 Programmatic – Year-Round Youth (Attachment)
- WSD-03 Programmatic – Summer Youth Employment Opportunities Only
- WSD-04 Financial Requirements Under ARRA – WIA (Attachment)
- WSD-05 Local Plan Modification (Attachment)
- WSD-06 NJCOS Data Entry Requirements (Attachment)
- **WSD-07 Needs Related Payments**
- **WSD-08 Reporting Requirements for Section 1512 of ARRA**

In addition to the Workforce Stimulus Directives for ARRA, Nevada JobConnect One Stop Operating System (NJCOS) changes/enhancements ~~are being~~ **were** implemented in order to collect data for reporting purposes. Procedural instructions and training ~~are being~~ **were** developed for Wagner Peyser and **REA/RES** staff.

Monitoring and Oversight

Question VIII.H. Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)

In responding to this question, the state should demonstrate, through a monitoring plan or

otherwise, that the state monitoring system meets the requirement of 20 CFR 667.410(b)(2) and that the state's plan includes monitoring and oversight of the additional funds provided under the Recovery Act, particularly plans to monitor reemployment services and summer employment, including summer employment worksites.

Nevada's Response:

Background

Recently, due to the growing recession and increasing demands of the American public, (ie, the unemployed, etc.), it became increasingly evident to the President, Congress and Federal /State Governments that additional and immediate financial assistance to the American public /citizens had to occur immediately and with the utmost priority, hence, the development of the American Recovery and Reinvestment Act (ARRA) of 2009. However, with the advent of the ARRA program, the Federal Government, in heeding the voices of the American people, included stringent accountability and reporting guidelines to ensure overall transparency in the use of ARRA funding. This audit /monitoring plan will ensure that this transparency requirement is adhered to by all parties involved. The Governor and Legislature of the State of Nevada, upon review of the ARRA Program, agreed to accept the additional Stimulus funding along with its new requirements.

The Nevada Department of Employment, Training and Rehabilitation (DETR), **Audits—Fiscal Monitoring** Unit performs internal reviews of DETR's Workforce Investment Act and ARRA Programs as well as external reviews of Nevada's Local Workforce Investment Boards' (LWIB) fiscal procedures /operations. Plus, DETR's monitoring efforts will also include reviewing operations /procedures at the Service Provider (subcontractor /subgrantee) level as well.

On an ongoing basis, DETR **Fiscal Monitoring Audits** performs its oversight /monitoring efforts, in conjunction, with DETR's Workforce Investment Support Services (WISS) Section. WISS' efforts focus primarily on programmatic compliance areas while **Fiscal Monitoring Audits**' efforts focus primarily on financial related areas, thereby, providing extensive coverage over both programmatic and fiscal issues.

Relevant References and Authority.

SEC. 3. of the American Recovery and Reinvestment Act of 2009 States PURPOSES AND PRINCIPLES.

(a) STATEMENT OF PURPOSES.—The purposes of this Act include the following:

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- (1) To preserve and create jobs and promote economic recovery.**
- (2) To assist those most impacted by the recession.**
- (3) To provide investments needed to increase economic efficiency by spurring technological advances in science and health.**
- (4) To invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits.**
- (5) To stabilize State and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.**

(b) GENERAL PRINCIPLES CONCERNING USE OF FUNDS.—The President and the heads of Federal departments and agencies shall manage and expend the funds made available in this Act so as to achieve the purposes specified in subsection (a), including commencing expenditures and activities as quickly as possible consistent with prudent management.

SEC. 106. of the Workforce Investment Act of 1998

The purpose of this subtitle is to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation

Per Section 117 of Workforce Investment Act of 1998 Public law 105-220

There shall be established in each local area of a State, and certified by the Governor of the State, a local workforce investment board, to set policy for the portion of the statewide workforce investment system within the local area (referred to in this title as a “local workforce investment system”)

The governor of the state designates a lead agency to manage the program and in the State of Nevada. The Department of Employment, Training and Rehabilitation is the Governor’s lead agency.

Per SEC. 184 of the Workforce Investment Act of 1998 on fiscal control and sanctions

Each State shall establish such fiscal control and fund accounting procedures as may be necessary to assure the proper disbursement of, and accounting for, Federal Funds allocated to local areas under subtitle B. Such procedures shall ensure that all financial transactions carried out under 29 USC 2934. and 29 USC 2933.

Per PUBLIC LAW 105–220—AUG. 7, 1998 112 STAT. 1043 (curtailed version)

Each State (including the Governor of the State), local area (including the chief elected official for the area), and provider receiving funds under this title shall comply with the applicable uniform cost principles included in the appropriate circulars of the Office of Management and Budget for the type of entity receiving the funds.

Each State (including the Governor of the State), local area (including the chief elected official for the area), and provider receiving funds under this title shall comply with the appropriate uniform administrative requirements for grants and agreements applicable for the type of entity receiving the funds, as promulgated in circulars or rules of the Office of Management and Budget.

Each Governor of a State shall conduct on an annual basis onsite monitoring of each local area within the State to ensure compliance with the uniform administrative requirements...

If the Governor determines that a local area is not in compliance with the uniform administrative requirements referred to in paragraph (3), the Governor Shall—

(A) Require corrective action to secure prompt compliance;

And

(B) Impose the sanctions provided under subsection (b) in the event of failure to take the required corrective action.

20 CFR 667.410(b)(2) states ..The State monitoring system must:

- (i) Provide for annual on-site monitoring reviews of local areas' compliance with DOL uniform administrative requirements, as required by WIA section 184(a)(4);
- (ii) Ensure that established policies to achieve program quality and outcomes meet the objectives of the Act and the WIA regulations, including policies relating to: the provision of services by One-Stop Centers; eligible providers of training services; and eligible providers of youth activities;
- (iii) Enable the Governor to determine if sub recipients and contractors have demonstrated substantial compliance with WIA requirements; and
- (iv) Enable the Governor to determine whether a local plan will be disapproved For failure to make acceptable progress in addressing deficiencies, as required in WIA section 118(d)(1).
- (v) Enable the Governor to ensure compliance with the nondiscrimination and equal opportunity requirements of WIA section 188 and 29 CFR part 37. Requirements for these aspects of the monitoring system are set forth in 29 CFR 37.54(d)(2)(ii).

DOL's Training and Employment Guidance Letter 14-08 pertaining to ARRA- WIA Grants states;

Pursuant to WIA regulations at 20 CFR 667.410, each state recipient and Sub recipient of Recovery Act funds must conduct regular oversight and monitoring of its WIA and Wagner-Peyser Employment Services activities and those of its sub recipients and contractors in order to determine that expenditures have been made against the appropriate cost categories and within the cost limitations. Oversight and monitoring should determine whether or not, there is compliance with programmatic, accountability, and transparency provisions of the Recovery Act and this TEGL, as well as the regular provisions of WIA and the Wagner-Peyser Act, as amended by WIA, and their regulations and other applicable laws and regulations. States are also required to provide technical assistance as necessary and appropriate. In the State Plan modification described in Section 18 and Attachment A, the Governor must be able to demonstrate, through a monitoring plan or otherwise, that the state monitoring system meets the Requirements of 20 CFR 667.410(b)(2) and that the state's plan includes monitoring and oversight of the additional funds provided under the Recovery Act.

Objectives/Goals

DETR **Fiscal Monitoring Audits** determines through onsite reviews (i.e., process reviews /evaluations, observations, interviews, sample testing and other monitoring techniques), whether or not, 1) DETR and 2) Nevada's LWIB's and their sub recipients comply with the financial requirements of the American Recovery and Reinvestment Act of 2009, Workforce Investment Act of 1998 and other related state /federal laws and regulations. In addition, the review also ensures that DETR's oversight responsibilities are fulfilled, especially as it relates to the direct oversight of the LWIB's.

DETR **Fiscal Monitoring Audits** will ensure that the required oversight /monitoring efforts will be performed and will also ensure the required accountability of the Federal Programs will, in fact, occur via the systems that are in place.

Financial management systems are part of the overall organizational administrative systems that support grant functions or are those activities necessary for the operation of a project but not

related to the direct provision of services. The standards for financial management systems are in 29 CFR 95.21 and 29 CFR 97.20. ARRA Program fiscal related guidelines will be incorporated once they become available, however, there is no expectation that major changes will be made to already existing standards.

Plus, this review will also evaluate a grantees /sub grantees' capacity to perform the financial management functions that are required when operating federally funded workforce development grants and assure the proper safeguards are in place to protect grant assets. During this phase of monitoring, our focus specifically will be on the financial management systems that relate to budgets, cash management, program income, cost allocation, allowable costs, internal controls, and financial reporting, etc (see below for further details).

These are the major categories for the monitoring scope.

1. **Audit and Audit Resolution system:** The organization has a system in place for an audit of financial activity in accordance with the provisions of OMB Circular A-133, if applicable. The organization maintains an audit and audit resolution process, including debt collection in accordance with Federal grant requirements [29 CFR 99.200; 29 CFR Part 96; 29 CFR 95.20; 29 CFR 97.20].

Organization-wide or program-specific audits must be conducted under the auspices of OMB Circular A-133, which implements the Single Audit Act, when total Federal expenditures are \$500,000 or more for an organizational fiscal year ending after December 31, 2003. Interview appropriate staff and document their response. Review documentation that would support the answers below (tracking system, audit reports, contract requirements).

Also, the following questions needs to be answered for all sub grantees.

- How does the organization determine the need for audits of sub-recipients?
 - What processes are followed to resolve sub-recipient audit findings?
 - Does the organization have a tracking system in place to ensure that all required sub-recipient audits are received in a timely manner and resolved in accordance with audit requirements?
2. **Reporting Systems:** The organization maintains data collection and reporting systems to fulfill external financial reporting requirements, [29 CFR 95.21(b) (1); 29 CFR 97.20(2) (b) (1); 29 CFR 97.40; 29 CFR 97.41; 29 CFR 95.51; 29 CFR 95.52].
 3. **Monitoring /Oversight:** The organization ensures that sufficient /timely monitoring of its ARRA Program operations /processes are performed along with those ARRA operations /processes of its related sub-recipients and sub-sub-recipients (see related item #1 above).
 4. **Budget Controls:** The organization has a method for tracking planned expenditures that allows it to compare actual expenditures or outlays to planned or estimated expenditures [29 CFR 97.20(b) (4); 29 CFR 95.21(b) (4)].
 5. **Internal Controls:** Effective control, integrity, and accountability are maintained for all grant and sub-recipient cash, personal property, and other grant assets [29 CFR 97.20 (a) (2) (b) (3); 29 CFR 95.21(3)].

6. **Cash Management:** The organization's cash draws are necessary and reasonable, and the timing and amount of such draws appear to be as close as possible to the actual disbursement of grant funds for the payment of allowable and allocable costs incurred by the grant [29 CFR 97.20(b)(3) & (7); 29 CFR 95.20(b)(3) & 95.22].
7. **Program Income:** The organization is aware of the requirements for earning, spending, and reporting program income [29 CFR 97.25; 29 CFR 95.24].
8. **Cost Allocation:** The organization only allocates costs to the grant to the extent that a benefit was received [OMB Circular A-87 Attachment A; A-122 Attachment A; A-21 Section J].
9. **Allowable Costs:** The organization has a system in place to ensure the program is incurring necessary and reasonable costs and is only charging allowable and allocable costs to the grant [OMB Circular A-87 Attachment A; A-122 Attachment A; A-21 Section C].
10. **Financial Reporting:** The organization has an accounting system that allows it to maintain accurate and complete disclosure of the financial results of its grant activities and those of its sub-recipients according to the financial reporting requirements of the grant [29 CFR 95.21(b)(1); 29 CFR 97.20(2)(b)(1)].
11. **Fund Availability:** The organization has a method for distributing and expending grant funds in accordance with legislative or grant funding requirements
12. **Cost Classification:** The organization maintains a system to ensure that grant costs are charged to the appropriate cost category. [TEGL 14-08, OMB Circulars A-87 -WIA 20 CFR 667.220]
13. **Administrative Controls:** Administrative Controls are sufficient to ensure grant integrity [29 CFR 97.40; 29 CFR Part 95].
14. **Procurement:** All procurement actions are conducted in a manner that provides for "full and open competition" [29 CFR 97.36; 29 CFR 95.40-48].
15. **Facilities and other capital assets, including SESA Real Property:** Grantees who pay facilities costs and other capital assets costs with grant funds have a system in place to ensure that costs are reasonable and allowable under the cost principles, and are charged to grants based on benefit received; that cost of operations and maintenance and space costs billed to the program are equitable, based upon usage/occupancy; that idle space is not billed to the program; that only depreciation or use allowance costs are charged if capital leases are used, or if property is owned by the entity or related parties.[29 CFR 97.31, 29 CFR 95.32, TEGL 7-04
16. **Grant Closeouts:** Review the closeout documents and process to ensure that all applicable administrative actions and all required work of the award have been completed by the recipient and the awarding agency. [29 CFR 95.2] [29 CFR 97.3]

Monitoring Scope /Methodology

Here are the steps leading to the accomplishment of this initiative.

1. Develop approved audit/fiscal monitoring plan based on the requirements under ARRA and WIA.
2. Obtain and then follow Department of Labor's Core Monitoring Guide for review questions.
3. Setup Appointment for onsite reviews. Explain the scope of the review in the Entrance Letter to the **local boards** auditee.
4. Ask for the required information from the specific departmental Division and /or LWIB, whatever is appropriate for the particular review.
5. Once a preliminary risk assessment has been performed and the overall risk determined, develop the extent of audit testing to be done.
6. Validate information received by sample audit of data received.
7. Wherever discrepancies exist, perform field work and/or other steps to determine the reasons and clarify.
8. Based on latest information, modify audit plan, as needed.
9. Based on current /new assessment, perform any additional audit steps, as needed.
10. Identify areas of improvement.
11. Confer issues with Supervisor.
12. Discuss issues with **the boards** auditee.
13. Finalize /complete audit / site visit working papers.
14. Develop /issue a summary report on results of the audit /monitoring visit.
15. Repeat the cycle semi-annually (for the more serious concerns, follow-up on an ongoing basis).

Monitoring Timelines

Audits

PY 2008/09 PY 2009/10

PY 2008/09/10 Performed follow-up review of Department of Labor's prior audit findings of the Southern Board's operations with respect to Federal Workforce Investment Act (WIA) Programs, etc.

Early 2009 Performed **ed** review of the Southern Board's fiscal operations with respect to the Federal Workforce Investment Act (WIA) Programs, etc.

Mid 2009 Performed **ed** **reviews** of the Southern and Northern Board's fiscal operations with respect to the Federal Stimulus Programs (ie, ARRA). This **will** included oversight of Reemployment Services and various Summer Employment Programs. Also performed **ed** limited reviews of the higher risk (ie, typically the newer providers or those providers with known problems) LWIB's providers, etc.

On-going: Coordinate Audits' Oversight

Responsibility for the programmatic monitoring and oversight function has been delegated to the state workforce agency's Workforce Investment Support Services Unit. WIA State Compliance Policy Section 5.7 – Oversight and Monitoring outlines the role and responsibilities of the state and the local workforce investment boards. In addition, WISS utilizes a Compliance Assurance Guide developed in 2000 and updated on an annual basis for conducting oversight of federal and state programs.

The roles and responsibilities related to oversight and monitoring include, but are not limited to:

- **Developing an annual on-site monitoring schedule**
- **Conducting annual on-site reviews at the LWIBs, their WIA service providers, and all Nevada JobConnect offices to ensure compliance with DOL requirements for all DOL funded programs including: WIA; Wagner-Peyser, Veterans, MSFW, and TAA**
- **Taking prompt corrective action for any substantial violation of an Act, its regulations, and state compliance policies**
- **Conducting follow-up as required**
- **Ensuring compliance with nondiscrimination and equal opportunity requirements of WIA Section 188 and 29 CFR Part 37**

As part of the oversight responsibilities, WISS staff conduct a quarterly analysis of programmatic reports to determine the level to which the local boards are meeting their performance measures.

~~During late summer of 2009,~~ WISS staff ~~will~~ **conducted** on-site reviews for the ARRA summer youth employment component at the service provider level, in addition to the worksites. In preparation for these on-site reviews WISS staff ~~have~~ **modified** the existing youth compliance instrument for reviewing youth client files at the service provider level. Participant and supervisor questionnaires ~~have~~ **were** also ~~been~~ developed, which ~~will be~~ **were** used to interview participants and their immediate supervisors during the worksite visits. Due to the limited timeframe for the summer program, WISS staff ~~will~~ **coordinated** reviews with LWIB staff to determine:

- **Number of service providers to visit**
- **Number of work sites to visit**
- **Number of participants to interview including the immediate supervisor.**

WISS staff ~~will~~ **utilized** the Compliance Assurance Guide, which provides an overview of the process including scheduling, pre on-site reviews, reports and follow-up.

Accountability and Performance

Question X.C.1. Describe the state’s performance accountability system, including any state-system measures and the state’s performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. (§§112(b)(3) and 136(b)(3).)

- The Recovery Act emphasizes the importance of accountability. Describe the state’s overall efforts to hold the state and its local areas accountable for the results of activities funded by the Recovery Act, and how the state will measure whether it has achieved the state’s goals for implementation as described in Questions I.C. and I.E. under “State Vision and Priorities.”
- The Recovery Act requires states to report on work readiness to assess the effectiveness of summer employment opportunities for youth. The state should identify its methodology for determining whether a measurable increase in work readiness skills has occurred, and what tools will be used for this determination.

Nevada’s Response:

Even though ARRA guidelines allowed states to streamline the reporting of summer youth employment and training activities, and waives routine, required performance outcomes, their still lies a challenge. While holding administrative costs to a minimum, workforce development service

delivery strategies will emphasize fulfilling today's workforce demands, including laying the framework of developing worker skills for green and renewable energy industries. Priority emphasis will also be placed on delivering services to those most in need of employment and training assistance—the hard-to-serve populations and authorized supportive and needs-related payments as necessary.

To ensure reporting requirements are met, special data collection and reporting tools have been designed to streamline monthly ARRA report **for improved workforce development data collection and reporting**. ~~For example, a locally designed data interface has been developed to collect LWIBs performance and reporting data for merging into the statewide One-Stop Operating System. Other data collection and reporting tools are being reviewed and tested to determine their benefit for improved workforce development data collection and reporting.~~

In regards to training components for service delivery, in addition to WIA-WP current services delivery network, extra efforts ~~will be~~ **were** made to build effective training and service delivery capacities by funding workforce development investments connected to economic growth objectives via regional sector strategies. Sure-footed efforts ~~will be~~ **were** made to align with economic development, education, including Nevada's colleges, business and labor/trade organizations to join forces with established partnerships to meet Nevada's workforce needs.

~~The most significant planning efforts are in the area of summer youth employment and training activities:~~

- ~~• Not since the Program Year 1999 has separate funding allocations been made specific for summer youth employment and training~~
- ~~• Great emphasis with comprehensive work plans are in work to ensure youth in significant number throughout Nevada have the opportunity to participant in summer youth employment and training services. Work readiness and work experience with be the primary focus for summer youth services~~
- ~~• Studies have shown that youth who attain employment experience during young adulthood gain multiple benefits that serve them for their entire life~~
 - ~~• Youth with employment experience are also more likely to see and understand the connection between school and career success as well as increase their employability skills~~
 - ~~• Research indicates that the more teenagers work in one year, the more likely they are to work the following year~~
 - ~~• Among low-income teenagers, higher employment rates have been associated with higher rates of high school graduation and lower teen pregnancy rates.~~
- ~~• The primary period for youth summer employment and training is June 1, 2009 through September 30, 2009, with receipt of work certification certificates upon completion~~
- ~~• Stimulus (ARRA) youth employment and training funds will be utilized beyond September 30th, but different performance measures shall apply through the funding sunset on June 30, 2011.~~

The summer employment and training program was extremely successful with close to 1,600 Nevada youth served during the months of June – September, 2009. With the waiver to extend the summer program beyond September 30, 2009, one hundred and ninety-one (191) participated in work experience beyond the summer months. As of the April 2010 ARRA monthly report, the rate for work readiness attainment was 83.6% and 79.2% of the youth completed summer employment.

- Because of our proactive planning initiatives, the stage and framework have been set for our workforce needs during this economy recovery period (providing workforce development services to prepare our jobseekers for 21st century workforce requirements)
- The state recently implemented FutureWorks—as WIA case management tool that allows management to see and scope out real-time data and information impacting clients success or lack thereof as they are processed through Nevada’s workforce development system.
- Our planning initiatives included executive level business men and women, i.e., major corporate vice presidents, CEOs and heads of education institutions, as well as labor organizations, state and local government senior level directors and/or their deputies—our focus on transparency and accountability is deeply planted in our workforce strategies to:
 - Meet our workforce needs during these trying times, and to do that, some of our goals are as follows:
 - Build and maintain a 21st Century Workforce Development System
 - Educate the business community about the value of Nevada’s Public Workforce Development System
 - Establish Local Business Partnerships
 - Target Demand-Driven Industry Sectors—green and renewable energy and high growth industries
 - With receipt of federal (ARRA) stimulus funding we (Nevada) will be in a position to focus on identifying renewable/green energy businesses and establish friendly workforce setting with matching human capital skills—even for ex-offenders who are released from incarceration
 - Finally, through our efforts, we feel confident that with the alignment of Nevada’s two workforce investment boards with the state or Governor’s Workforce Investment Board, our workforce development ARRA (stimulus) implementation plan will meet both the letter and spirit of the law and help fulfill Nevada’s workforce needs achieve established performance measures.

Major State Policies Developed to Support Workforce Development: In an effort to improve youth performance measures, a Performance Improvement Plan (PIP) was developed to address the state’s youth performance shortfalls. After researching and analyzing youth performance data and program delivery processes, the following PIP was developed for implemented:

The State’s performance relative to other states

~~During program year 2005, Nevada had the lowest retention rate not only in Region 6 but also nationally according to the PY 2005 WIA Younger Youth Performance Measures by State [Source: Federal Research & Evaluation Database (FRED)]. Hawaii and Mississippi were the only two other states below the 50% retention rate for the same period. Though currently access through FRED~~

and the State Annual Report data as of 5/17/07 provides data on PY2005, PY2006 is not available as of this writing.

Current improvement efforts

~~The Department of Employment, Training & Rehabilitation (DETR) has appointed an Administrative Manager to assist Local Workforce Investment Boards (LWIB) staff statewide in the development and implementation of procedures to standardize processes necessary to ensure accurate data entry and timely follow-up action by their respective contracted providers. The Administrative Manager will also assist LWIBs in the development and implementation of strategies that target performance improvement.~~

~~Since the LWIBs' transition from their individual legacy systems to the Nevada JobConnect One Stop System (NJCOS) July 1, 2006, the state has continuously facilitated technical assistance through on-site training specific to data entries impacting performance and reporting. A technical assistance log was developed to document LWIBs training needs as well as training conducted by WISS throughout the calendar year.~~

~~To assist both LWIBs in improving their performance, particularly the youth common measures, reports have been created to provide real-time data on youth participants who will be part of the calculation of performance measures for future quarters.~~

~~A list of participants for the Attainment of a Degree/Certificate and Placement in Education/Employment is provided to the LWIBs for the each quarter. The intent of this process is to provide information and an earlier opportunity for the LWIBs to take a proactive approach to update specific records requiring critical outcome data entries. Records for participants who have not yet achieved a positive outcome will be reviewed by assigned case managers to ensure all outcome information has been entered, in addition to determining if any of the exited youth can be excluded from the measure.~~

~~Previously, prior to NJCOS, state staff was unable to perform early analysis of performance data because LWIBs were authorized to utilize their individual legacy data control systems. All LWIBs legacy records were transferred into the state NJCOS system in July 2006. Now that the transfer of records is complete, state staff has the capacity to analyze the data and provide LWIBs early notification of identified anomalies in their clients' data. This early notification provides additional time for LWIBs to review, correct and/or update records to ensure accurate and up-to-date data is used for reporting and calculation of performance. In addition, LWIBs and service provider staff have access to a real-time data reporting tool. The Local WIA Management Report (LWIAMR), which provides a number of case managers' reports can also be used by LWIBs to review NJCOS records and ensure their accuracy.~~

Examples of reports from LWIAMR are:

- ~~• Participants with no termination date: This report identifies records in which a case manager has not entered an actual end date, which will prevent the participant from being exited.~~
- ~~• Exited with no outcomes reported: This report is a tool for program managers to determine causes related to lack of positive outcomes for participants.~~
- ~~• Query Builder: This report is created by the user. It includes 30 data items to select that includes registration date, educational levels, age, school status and employment status at~~

~~registration. The users can select one or all of the items for active clients, new registrations, exiters during a specified time frame, the funding source, and by individual service provider.~~

- ~~• In support of the LWIBs, WISS staff conducts on-going random reviews of NJCOS records. When issues are identified, LWIBs staff members are notified of the necessary corrections or updates that need to be completed. This process assists in identifying additional technical assistance and/or training needs of their service providers. The LWIBs are strongly encouraged to embrace as a core value, capturing complete and accurate data. Such data will have a positive impact on performance reporting and future funding availability. The state supports the LWIBs in moving towards performance based contracts and having the ability to capture and report accurate data included as a performance outcome expected of providers. The State recognizes and embraces continuous improvement strategies.~~

During program year 2008, Nevada achieved 23.4% in Attainment of Degree or Certificate according to the PY08 State Annual Report released 10/2009. The national average for this measure was 57.7%.

Improvement Efforts Underway

The LWIBs management staff has demonstrated a commitment and recognizes that the implementation of the WIA Common Measures represents a business change that values positive performance through quality service delivery. The Southern Nevada Workforce Investment area is the largest in the state, *workforceConnections* covers four counties. Workforce Investment areas have undergone a thorough changes of action. The attached Nevada's Performance Improvement plan submitted to DOL on February 22, 2010 of *workforceCONNECTIONS* details our efforts to continue improving Nevada's performance numbers. (Attachment - 19)

To assist both LWIBs in improving their performance, particularly the youth common measures; a report matrix has been developed. Implementing the report matrix will assist the LWIBs in receiving reports needed in order to track performance. This process will ensure all outcome information has been entered correctly prior to reports being submitted to DOL. (Attachment 19– A2)

Timeframes have been established to ensure that real-time reports are being distributed timely. The intent of this approach is to provide information and an earlier opportunity for LWIBs to take a proactive approach to update specific records requiring critical outcome data entries. (Attachment 19 – A3)

Incremental Improvement on the Performance Measures

The performance analysis presented to DOL November, 2009 summarizes factors and outline steps that have been taken to improve the youth performance. (Attachment 19 - A4)

At the end of PY2008-4th quarter, the state showed a failing performance in Attainment of Degree/Certificate, 17.1%. Since that period the State has improved performance in PY2009-2nd quarter by achieving 57.1% for that measure.

The Northern Nevada Workforce Investment area, Nevadaworks which services the thirteen northern Nevada counties, have exceeded and met all measures consistently. They have excellent performance

outcomes and have met their benchmarks for PY2008 4th quarter at 75.7% and PY2009 2nd quarter at 83.3% for Attainment of Degree/Certificate. Nevadaworks best practices have been emulated by *workforceConnections*.

workforceConnections for PY 2008-4th quarter showed a failing performance for Attainment of Degree and Certificate Measure. Since that period *workforceConnections* have improved in PY 2009-2nd quarter.

Technical Assistance Previously Provided

Through the support from the Regional Department of Labor, the Southern WIB has and will continue to receive Technical Assistance from Social Policy Researchers Associates (SPRA). This performance enhancement project identified training and support based on the needs and priorities determined by the LWIBs.

Phase II of the performance enhancement project will begin March of 2010. The purpose is to provide service providers/contractors with information and clarification regarding common measures and performance. The goal is to train the service providers/contractors to be knowledgeable regarding how to establish performance management systems and calculate performance that will lead to successful performance outcomes. Expected objectives are that upon the completion of the training session and meetings with SPRA representative, service providers/contractors will be able to establish:

- Common Measures' performance management systems that will (a) determine their current, real-time performance, and (b) forecast and project any future problems and implement solutions to avoid poor performance (including making appropriate P selections, placing/assigning Ps into proper activities that lead to success (inc. performing proper monitoring and support of Ps), what to do at the point of exiting Ps, and
- Familiarity with techniques of how to effectively and accurately calculate Common Measures performance.

Phase I of the performance enhancement project in 2009 was completed. Training and support from SPRA consultants included developing strategies and performance tools to collect and use information to make decisions about intake, enrollment, and program services. SPRA'S provided "coaching" to individual contractors for support with performance management strategies based upon their individual program design. In-depth training on Literacy-Numeracy Measure focused on understanding Educational Functioning Levels (EFLs) and timeframes, as well as multiple year client enrollments. Finally, training was provided in developing strategies and tools for client exit, follow-up services and retention tracking practices. *(Please refer to Attachment A4-pg 5)*

With the support of the Department of Employment, Training and Rehabilitation, FutureWorks Systems, L.L.C., was procured and launched on February 10, 2009. FutureWorks Systems, L.L.C., provides a web-based Decision Support System for the state and the two LWIBs. FutureWorks is designed to enhance performance management of various workforce development programs. Training was held for the LWIBs throughout 2009. *(Attachment 19 – A4)*

Since the LWIBs transition from their individual legacy systems to the Nevada JobConnect Operating System (OSOS) July 1, 2006, the state has continuously facilitated technical assistance through on-site training specific to data entries impacting performance and reporting. The attached document is the Workforce Investment Support Services (WISS) On-Site Training calendar year 2009 for the LWIBs. (Attachment 19 - A5).

The WISS 2010 Training calendar will be developed as training is identified and requested by the LWIBs.

Changes in Economic Conditions and Program Design

All metropolitan areas of the state lost jobs in December. In Las Vegas, employers reported 9,900 fewer jobs in December than in November. Since December 2008, the area has lost 66,700 jobs or 7.4 percent. In December, the unemployment rate jumped seven-tenths of a percent to 13 percent, nearly matching the highest rate on record, September's 13.3 percent. An estimated 176,000 Nevadans were unemployed during 2009. Changes in the unemployment rates in Nevada's regional labor markets followed suit in December 2009. The unemployment rate in Las Vegas jumped a full percentage point to 13.1 percent, second highest in the nation. *Source: State of Nevada, Department of Employment Training and Rehabilitation Unemployment Figures: January 2010*

LWIBs youth program designs have been aligned with WIA common measures. *workforceConnections* issued new youth multi-year contracts on October 1, 2008. There will be no more forced exit or enrollments in youth system. Also, there will be an increased emphasis on training older and out of school youth. *(Please refer to Attachment)*

VI. The Characteristics of participants served compared to the participant characteristics described in the State Plan

Nevada's underperformance in educating its young population could limit Nevada's access to competitive workforce and weaken its economy over time. Nevada's diverse young population does not appear to be prepared educationally to maintain or enhance the state's position in a global economy.

- The chance of Nevada high school students enrolling in college by age 19 is very low, because few students graduate from high school and enroll in college. Nevada's high school students who graduate within four years are among the smallest in the country. (Nevada's percentage is 23% compared to 57% for the top states in 2008). *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- Nevada's performance for preparing students to succeed in college remains low when compared to other states and received a grade of C for the preparation measure. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- Nevada remains one of the poorest performing states in the percentage of young adults earning a high school diploma or General Education Development (GED) by age 24. The affordability of higher education in Nevada has declined. Year 2008 Nevada was one of many states to receive an F in education affordability. Net college costs for low and middle-income students to attend public two and four-year college represents about 38% of Nevada's annual family income. Nevada's investment in needs-based financial aid is very low when compared to top-performing states, and Nevada does not offer low-priced college opportunities. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*

- There is a 16% gap between whites and all minorities in the percentage of 18 to 24 year-olds with a high school credential, which is one of the largest gaps in the United States. Among the same population, 88% of blacks and 68% of Hispanics, two of the largest minority populations in Nevada, have a high school credential compared with 91% of whites. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- Eighty-four percent, 84%, of young adults in Nevada earn a high school diploma or General Education Development (GED) diploma by age 24, placing Nevada among the lowest-performing states in this measure. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- Approximately 20,700 students did not graduate from Nevada’s high schools in 2009. *Source: Alliance for Excellent Education*
- Nevada has an overall rank of 39 for percent of teen high school dropouts. *Source: 2007-KidsCount Annie Casey Foundation*

Waivers:

Nevada is requesting approval of the following waivers, which will assist in further developing its workforce system:

- **Transfer of Workforce Investment Act (WIA) Title IB Funds Between the Adult and Dislocated Worker Funding Streams (Attachment 14)**
- **Employer Reimbursement Rate for On-The-Job Training (Attachment 15)**
- **WIA Youth ITA for Older and Out-of School Youth (Attachment 16)**
- ~~WIA Youth Performance Measures (Attachment 14)~~
- **Employer Match for Customized Training (Attachment 17)**
- **Seventeen Statutory WIA Performance Measures (Attachment 18)**

GOVERNOR'S WORKFORCE INVESTMENT BOARD

MEMBER NAME	REPRESENTS:
<u>Andriola, Clara</u>	Business – Northern Nevada – Construction
Brown, Mary-Ann	Youth – Northern Nevada
Carlton, Senator Maggie	Nevada State Senate – Southern Nevada
Cato, Jo	Business – Southern Nevada
Chavis, Jim	Business – Southern Nevada
Christensen, Assemblyman Chad	Nevada State Assembly – Southern Nevada
Copening, Senator Allison	Nevada State Senate – Southern Nevada
Egan, Pamela	Nevada State AFL/CIO/Southern Nevada Culinary Union
<u>Fordham, David</u>	Business – Southern Nevada – Real Estate
<u>Geinzer, Douglas</u>	Business – Southern Nevada
Grost, Kathy	Business – Northern Nevada
James, Eric	Business – Southern Nevada
Kramer, Alvin	LEO – Northern Nevada Local Workforce Investment Board
Lee, Richard (Vice- Chair)	Business – Statewide – Real Estate
<u>Martin, Leslie</u>	Business – Rural Nevada
<u>Meter, Veronica</u>	Business – Southern Nevada Las Vegas Chamber of Commerce
<u>Mosley, Larry</u>	Director, Department of Employment, Training and Rehabilitation
Nguyen, Charlie	University of Phoenix
Ohrenschall, Assemblyman James	Nevada State Assembly – Northern Nevada
Palmer, Cass (Chair)	Business – Southern Nevada – Gaming
Peyton, Jean	Persons with Disabilities Small Business – Southern Nevada – Disability Mediation and Consulting
Rheault, Keith	Nevada's Department of Education, Superintendent of Public Instruction

<u>Salazar, Maria</u>	Business – Southern Nevada – Graphic Design
<u>Sheehan, Dr. Maria</u>	Nevada System of Higher Education
Willden, Mike	Director, Department of Human Resources
<u>Wilson, Geoffrey</u>	Chair – Northern Nevada Workforce Investment Board Business – Northern Nevada
Woodbury, Stacy	Office of the Governor

GOVERNOR’S WORKFORCE INVESTMENT BOARD

YOUTH COUNCIL

STRATEGIC PLAN

VISION

*All Nevada youth are connected to education and/or productive employment by the age of 25.**

MISSION

To convene and coordinate a statewide workforce development system that ensures youth are educated, prepared for lifelong careers, and able to transition to productive adulthood.

* While WIA services will be funded according to eligibility requirements (typically through age 24), the language “by age 25” is used throughout this document to align with and support “connected by 25” efforts in Nevada and nationally, based on Stanford University research by Michael Wald and Tia Martinez.

OVERVIEW

The establishment of the State Youth Council (the Council), offers the Governor's Workforce Investment Board (GWIB) a unique opportunity to provide policy direction and leadership for the development of future workers through access to opportunities in education, productive employment, and career development.

STRATEGIC PRIORITIES

End Goal: All Nevada youth graduate from high school prepared for postsecondary education or training.

Over the next three years, through 2013, the Council has adopted the following priorities:

- *Support a system that creates pipelines to employment for youth, including demand-driven occupations.*
- *Increase Nevada's high school graduation rate 10% by 2013.*

The following initiatives will be undertaken during the next three years:

- I. **Long-Term Goal:** Provide statewide leadership that facilitates the implementation of a comprehensive statewide system of workforce development programs and services for youth.
 - a. **Short-Term Goal:** Assess overall effectiveness and capacity of the current system of services and recommend necessary improvements.
 - (7) **Objective Initiative:** Identify "best practices" among Local Workforce Investment Boards and service providers' and programs, and facilitate performance recognition.
 - (8) **Objective Initiative:** Utilize existing data to set benchmarks and measure success.
 - (9) **Objective Initiative:** Analyze data and information system infrastructure at the state and local levels and determine the most effective methods for collecting, compiling, and reporting data and explore possibilities for data sharing across systems.
 - (10) **Objective Initiative:** Determine how successful programs and services can be expanded, developed, and/or leveraged.
 - (11) **Objective Initiative:** Serve as a "clearinghouse" for Local Workforce Investment Board (WIB) youth councils and training services information,

and disseminate information via DETR's website and other communication means.

- (12) **Objective Initiative:** Increase awareness of community resources and services available to families and youth, including promoting the expansion of the Ready for Life Resource Map and its connection to Nevada 211.

II. **Long-Term Goal:** Support local boards and other non-WIA youth service providers in their specific goals to engage disconnected youth (out of school, at-risk of dropping out, disabled, foster, juvenile justice involved, pregnant and parenting, and limited English) with work based learning, educational attainment and career path development opportunities.

- a. **Short-Term Goal:** Utilize WIA Governor's Reserve Funds to prepare disconnected youth for successful entry into employment.

- 6) **Objective Initiative:** Increase leadership and life skills development opportunities for all youth and families.

- 7) **Objective Initiative:** Ensure youth development approach in all funded services to engage and retain youth.

- 8) **Objective Initiative:** Utilize data to target resources in the high schools in the state with the lowest educational attainment rates and highest dropout rates.

- 9) **Objective Initiative:** Conduct outreach to the most disconnected youth and families.

- 10) **Objective Initiative:** Ensure in-school youth receive targeted career guidance services emphasizing secondary and post-secondary career and technical education opportunities.

III. **Long-Term Goal:** Strengthen connections with key stakeholders throughout the state including businesses.

- c) **Short-Term Goal:** Develop a communications plan and media campaign to build a community ethic that values education and promotes the importance of a high school diploma.

- 4) **Objective Initiative:** Determine the needs and expectations of the various key stakeholder groups.

- 5) **Objective Initiative:** Based on needs and expectations, expand business partnerships by informing and recruiting employers to increase the number of student internships and mentorships.

- 6) **Objective Initiative:** Encourage businesses to support employee and family education.
 - d) **Short-Term Goal:** In partnership with Nevada Public Education Foundation, integrate the goals of Ready for Life® Nevada with the GWIB State Youth Council to provide leadership for the following areas:
 - 7) **Objective Initiative:** Facilitate progress on statewide goals and actions identified in this strategic plan and the Ready for Life® Action Plan.
 - 8) **Objective Initiative:** Address related policy issues.
 - 9) **Objective Initiative:** Measure and report progress annually on employment and education statewide goals.
 - 10) **Objective Initiative:** Develop a statewide communications plan to build a community ethic that values education.
 - 11) **Objective Initiative:** Facilitate statewide Ready for Life® networking, communication, and collaboration.
 - 12) **Objective Initiative:** Support and seed strong local collaborative Ready for Life® activities.
- IV. **Long-Term Goal:** Ensure the sustainability of a coordinated system to effectively serve youth who are most in need.
- c) **Short-Term Goal:** Increase communication and information sharing between youth-serving agencies and organizations from all sectors to improve collaboration and more effectively reach and serve targeted youth.
 - d) **Short-Term Goal:** Scan for and develop relationships that lead to leveraged funding opportunities.
 - (1) **Objective Initiative:** Submit collaborative statewide and/or regional proposals in response to federal, state, private sector funding opportunities. (including the Department of Education, OJJDP, U.S. Department of Labor, HUD solicitations).

WHAT IS THE STATE YOUTH COUNCIL?

The Council is a collaboration of GWIB members with partnerships among businesses, educators, governmental agencies, labor organizations, youth and the nonprofit community. The Council reports to the GWIB, and is the primary body for statewide

youth issues as they pertain to workforce initiatives under the Workforce Investment Act (WIA).

The Council will assist the GWIB by developing a statewide youth workforce blueprint, championing initiatives, and spearheading statewide coordination activities. To achieve its goals, the Council has partnered with Ready for Life® Nevada and supports a statewide movement to connect all Nevada youth to education or productive employment by age 25.

GUIDING PRINCIPLES AND VALUES

The Council values:

Youth involvement	Education	Employability
Self-empowerment of youth	Employer-driven	Technology literacy
Community involvement	Positive approach	Career planning
Economic awareness	Career exploration	Workforce connection
Workforce preparation	Lifelong learning	Training

MEMBERSHIP ROLES AND RESPONSIBILITIES

Membership

The GWIB State Youth Council will be comprised as follows, with a maximum of 11 voting members (other members can be invited to participate in an advisory capacity only):

- 2 Members of the GWIB, to include a chair appointed by the GWIB chair
- 2 Chairs and/or designees for each Local WIB Youth Council (North / South)
- 1 Member from DETR
- 1 Business Industry Council
- 1 Representative from Ready for Life® Nevada (non-voting member)
- 1 Representative Nevada System Higher Education
- 1 Representative Department of Education K-12
- 1 Representative Department of Health & Human Services
- 1 Representative / Advocate for Foster Youth Population
- 1 Representative / Advocate for Juvenile Justice Population

Voting & Quorum

Each Youth Council member shall have one vote. A simple majority of members shall constitute a quorum for the purpose of transacting business and less than a majority may adjourn. Proxy votes will not be allowed in accordance with the GWIB bylaws with regard to State Workforce Investment Board Committees.

Roles and Responsibilities

- To further the objectives of the GWIB as they pertain to the statewide workforce investment act system and Nevada’s youth.
- To collaborate with the Ready for Life® Nevada Statewide Initiative in the management and implementation of the Ready for Life Movement and Shared Youth Vision. (See Attachment A)
- To collaborate with the Local WIB Youth Councils.
- To report to GWIB with pertinent information related to the local and statewide collaborative initiatives, services, measurements, progress, and future plans.
- To facilitate productive utilization of GWIB Youth discretionary funds.
- To foster, and help develop plans, initiatives and statewide activities focusing on youth job skills training leading to long-term gainful employment and career progression.
- To continuously identify potential sources of partners, resources, and best practices.
- To meet at least quarterly, with extraordinary sessions to be called when necessary.
- To meet with enough lead time so that necessary reporting and actions can be presented at the GWIB Meetings.

TARGET AUDIENCE

The WIA and Department of Labor Youth Vision specify the age groups and economic populations to be served. Accordingly, the Council will focus on the neediest “disconnected” youth, ages 14-21, with the following characteristics:

- Out-of-school
- Most at risk of dropping out
- In or aging out of foster care
- Disabled
- Homeless and/or have runaway
- Indian and Native American
- Migrant
- Incarcerated parents
- Court-involved
- At risk of court involvement
- Skill Deficient —Low reading and math levels including those who have a high school certificate, but have not passed the State of Nevada High School Graduate Proficiency Examination.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

The Council recognizes the workforce system is demand-driven. With the Council's oversight, Local Workforce Investment Boards (LWIBs) will continue to collaborate with employers to promote and develop programming of statewide youth employment and training activities. By focusing on the human capital needs of employers and businesses, the Council can more effectively facilitate the delivery of statewide youth employment and training activities. This will assist LWIBs in preparing the neediest youth for relevant lifelong careers that yield the greatest and broadest workforce opportunities.

Strengths

For the youth who are most in need of services, a vast array of innovative services are offered by service providers throughout the state. Currently, youth have access to many quality programs. Utilizing Governor's Reserve Funds, at-risk, out-of-school youth who traditionally have been disconnected from mainstream services, can be given a high priority under the WIA. This allows the Council to put forth its greatest effort to make a difference by overseeing the formulation of comprehensive Requests for Proposals (RFPs) for service delivery to our future leaders and workforce.

Another potential strength lies in coordinating and collaborating with faith and community-based organizations for matching resources to help deliver more and better youth employment and training services. The Council is poised to build upon the significant work already completed and underway by groups such as school to careers partnerships; local area colleges; technical and vocational schools; boys and girls clubs; and other partnerships or establishments that serve youth.

A further significant strength is our newly initiated strategic partnership with the Nevada Public Education Foundation's Ready for Life movement. With several hundred partners across the state already working together to more effectively serve Nevada's youth and connect them to education or employment through age 24, the Council is well-positioned to "hit the ground running" with powerful collaborative relationships and systemic efforts to accomplish our goals for youth workforce development.

Weaknesses

The paramount weakness facing the Council is a lack of available resources. Due to the large number of youth throughout the state who either are economically disadvantaged, out of work, out of school and/or on the streets; the Council has an uphill battle—as funds and other resources are in short supply.

Other challenges include overcoming "turf" issues among agencies and concerns such as: program sustainability; coordinating or mapping the existing services offered by service providers; and marketing youth service plans to employers who are confused about where to go to access youth workers or have lost hope in hiring youth due to inadequate job

skills and/or poor work ethics. Another serious weakness is that many basic skills fall far below the norm and improvement efforts are only slowly being implemented.

Opportunities

The Council is well-positioned to make changes that positively affect the future of our youth. Multiple opportunities exist for the Council including:

- Sponsoring statewide and regional area youth summits and/or conferences to organize an array of youth service providers toward building an integrated, seamless workforce development system that includes youth, while being responsive to businesses needs, i.e., focusing on demand-driven occupations;
- Ensuring in-school youth receive career guidance and counseling, with an emphasis on awareness of secondary and postsecondary career and technical education opportunities;
- Facilitating and providing guidance as to how federal and state funds are used in order to create the most complete menu of services for our youth;
- Improving dialogue among and between state agencies, external organizations and youth service providers;
- Promoting the improvement of quality and quantity of workplace learning, and experiences for youth of all ages and backgrounds;
- Working with the Department of Employment, Training and Rehabilitation (DETR) in developing meaningful performance indicators that highlight effective goal achievement accountability for Local WIBs; and
- Encouraging Local WIBs to offer a system network of services that instill our future leaders' growth in confidence, commitment, competence, and connected citizenship.
- Leveraging partnerships and resources through unity of effort with Nevada Public Education Foundation's Ready for Life movement and statewide action plan.

Threats

The biggest threat to the success of the Council is the continued loss/reduction of allocated WIA funding, followed by the potential lack of buy-in and support for the Council's plan from key business stakeholders. As such, it is imperative for Committee members to engage with businesses and GWIB members, and to be responsive to their employment needs. It also is critical that the Council work collaboratively with Local WIBs; youth service agencies; faith and community-based organizations; local area schools; and other youth advisory groups. Failure to assume such initiatives risks alienating support that is vital to implementing the Council's vision.

NEVADA Shared Youth Vision

READY FOR LIFE®

The priorities in this strategic plan are supported by NEVADA SHARED YOUTH VISION, a unification of the federal Shared Youth Vision Partnership led by the Nevada Department of Employment, Training, and Rehabilitation with Nevada Public Education Foundation's Ready for Life statewide movement.

The mission of the Shared Youth Vision Partnership is to serve as a catalyst at the national, state, and local levels to strengthen coordination, communication, and collaboration among youth-serving agencies. The partnership will support the neediest youth and their healthy transition to successful adult roles and responsibilities.

READY FOR LIFE® VALUES

- ◆ All youth are educated and ready to learn.
- ◆ All youth are experienced and ready for careers.
- ◆ All youth are connected to adults, peers, and services.
- ◆ All youth are confident and ready for life.
- ◆ A connected, operational infrastructure that supports youth success.

Ready for Life® is a collaborative effort to improve Nevada's success in engaging and graduating "ready for life" students and re-engaging those who left school prematurely. A statewide movement convened by Nevada Public Education Foundation, Ready for Life is neither a specific program nor intervention but rather a systemic effort to support youth by facilitating collaboration among youth-serving organizations, with the end goal of connecting Nevada youth to education or employment by age 25.

Statewide Ready for Life collaborative work includes:

- **Action plan, network, and communication**
- **Ready for Life Nevada: Our Shared Youth Vision** state-level leadership
- **Local and regional community collaboratives**
- **Ready for Life® Resource Map:** searchable, map-based, statewide database of services for youth at www.readyforlifenv.org

**Workforce Investment Act
State Compliance Policies**

Section: 1.18

Priority of Services to Veterans

March 2009

I. Introduction:

The “Jobs for Veterans Act” (Public Law 107-288 section 2(a) of Title 38 USC 4215(a) created a priority of services for veterans and some spouses, who otherwise meet the eligibility requirements for participation in Workforce Investment Act programs. The JVA calls for priority of service to be implemented by all “qualified job training programs,” defined as “any workforce preparation, development or delivery program or service that is directly funded, in whole or in part, by the Department of Labor.”

II. Key Definitions:

A. Covered persons: Eligible Veterans or their eligible spouses.

B. Eligible Veteran: The definition for *veteran* specified at 38 U.S.C. 101(2) applies across all qualified job training programs for the purpose of priority of service. That definition includes two key criteria:

1. Service in the active military, naval, or air service; and,
2. Discharge under conditions other than dishonorable.

C. Veteran eligibility requirements to receive LVER and DVOP services:

The term “Eligible Veteran” in paragraph 4 of 38 USC 4211 means a person who:

1. Served on active duty for a period of more than 180 days and was discharged or released with other than a dishonorable discharge;
2. Was discharged or released from active duty because of a service-connected disability; or
3. As a member of a reserve component under an order to active duty pursuant to section 672 (a), (d), or (g), 673, or 673b of title 10, served on active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and was discharged or released from such duty with other than a dishonorable discharge. (See the list of wars, campaigns, and expeditions that qualify for Veterans’ priority of service at <http://www.opm.gov/Veterans/html/vgmedal2.asp>)

D. Eligible Persons (Non-Veterans who are dependents of Veterans):

1. The spouse of any person who died of a service-connected disability.

2. The spouse of any member of the Armed Forces serving on active duty who, at the time of application for assisted is listed in one or more of the following categories for more than ninety (90) days:
 - a. Missing in action;
 - b. Captured in the line of duty by a hostile force
 - c. Forcibly detained or interned in line of duty by a foreign government or power;
3. The spouse of any person who has total permanent disability resulting from a service-connected disability or a spouse of a veteran who dies while a disability so evaluated was in existence.

E. Non-Covered Persons: Non-Veterans.

F. Point of Entry: The point at which customers first come into contact with DOL-funded employment and training programs.

III. Identifying Covered Persons at Point of Entry [20 CFR 1010 (8/15/08) – §1010.300]:

- A. All recipients of WIA funds for employment and training programs are required to identify covered persons at the point of entry to programs and/or services so they can take full advantage of the priority of service.
- B. To ensure covered persons understand their entitlement to priority of service and the full array of employment and training services available and any eligibility requirements the covered person must meet in order to gain entry into the program or to be provided services by the program.

IV. Implementing Priority of Services [20 CFR 1010 (8/15/08) – §1010.220 & §1010.310]: Priority of Service means the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining services. Taking precedence may mean:

- A. The covered person receives access to the service or resource earlier in time than the non-covered person; or
- B. If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.
- C. Priority of Services for Veterans will be provided in this order [**VETS SCP Section 3 (2/04)**]:
 1. Special Disabled Veterans,
 2. Disabled Veterans,
 3. All other Veterans,
 4. Eligible persons,
 5. Non-Veterans.
- D. Eligibility for WIA Adult and Dislocated Worker programs are not affected by the Veterans' priority. Priority of services for WIA programs is only to Veterans/eligible persons who meet the program's eligibility requirements.

V. Responsibilities of States and Local Workforce Investment Boards [20 CFR 1010 (8/15/08) – §1010.220] :

W.

- A.** Policies for the delivery of priority of services must be developed by the State Workforce Agency (Department of Employment, Training and Rehabilitation).
- B.** The State's policy must require the LWIBs to develop policies for the delivery of priority of service for local One-Stop Centers and contracted service providers. It is the State's responsibility to ensure local policies are in place to fulfill these requirements.
- C.** The State and LWIBs are required to address priority of services in the State strategic plan and the LWIB local workforce investment plan.
- D.** When data collection and reporting requirements are finalized, both the State and LWIBs will be required to collect and report on specific required data to the Department of Labor to enable DOL to evaluate the effectiveness of priority of services for covered persons.
- E.** It is the responsibility of the State to ensure that any sub-recipients of funds implement priority of services. Funding recipients should include priority of services and its associated data collection (when available) and reporting requirements (when available) in:
 - 1. All requests for proposals,
 - 4. Solicitations for grant awards,
 - 5. Sub-grants,
 - 6. Sub-contracts, or
 - 7. Other mechanisms utilized to define service delivery strategies, including memoranda of understanding or other service delivery agreements.

VI. Compliance with Priority of Services [20 CFR 1010 (8/15/08) – §1010.240]:

- A.** Recipients of funds for employment and training programs will be monitored by DOL to ensure covered persons are made aware of and provided priority of services.
- B.** Monitoring will be performed jointly by the Veterans' Employment and Training Service (VETS) and the DOL Employment and Training Administration.
- C.** If monitoring identifies non-compliance with priority of service, the results of the monitoring:
 - 1. Will be handled in accord with each program's compliance review procedures; and
 - 2. May lead to imposition of a corrective action plan.

2) Seeking services for: Mark all that apply

- Registering for employment services Need questions answered
 Applying for Unemployment Insurance Seeking job referrals to job openings
 Seeking labor market information Other

3) Additional services needed: Mark all that apply

- Career guidance assistance Retraining assistance and information
 Shelter/housing referral & information Request for military documents
 Job development assistance Referral to community assistance

Place the completed form in the designated collection point at the reception desk.

~~1. Did you serve on active duty for a period of more than 180 days and where you discharged or released with other than a dishonorable discharge; or where you discharged or released from active duty because of a service-connected disability; or as a member of a reserve component under an order to active duty pursuant to section 672 (a), (d), or (g), 673, or 673b of title 10, served on active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and was discharged or released from such duty with other than a dishonorable discharge. 4/10~~
 ~~Yes (You are eligible for priority of service with a DVOP or LVER. Veterans representative, please skip to Item 6.)~~
 ~~No (Go to Item 2.)~~

~~2. Did you serve on active duty in the U.S. military and receive a discharge that was under conditions other than dishonorable?~~
 ~~Yes (You are eligible for priority of service; please skip to Item 5.)~~
 ~~No (Go to Item 3.)~~

~~2. Are you the spouse of a veteran who: a) has a total, service-connected disability; OR b) has for more than 90 days been missing in action, captured by a hostile force, or forcibly detained by a foreign government?~~
 ~~Yes (You are eligible for priority of service; please skip to Item 5.)~~
 ~~No (Go to Item 4.)~~

~~4. Are you the widow of a veteran who: a) died of a service-connected disability; OR b) died of any cause after being determined to have a total, service-connected disability?~~
 ~~Yes (You are eligible for priority of service; please skip to Item 5.)~~
 ~~No (You are not eligible for priority of service; thank you for your time!)~~

~~5. Point of Entry Date: _____
Month Day Year~~

~~6. Dates of Active Duty: From: _____ to _____
Month Day Year Month Day Year~~

~~7. Name: _____
Last First~~

~~**Please Note:** Your cooperation in answering the questions that follow is requested but not required; a refusal to provide this information will not affect your eligibility for services or your eligibility for priority of service. (This information is requested by the Department of Labor (DOL) for its use in monitoring equal opportunity requirements, and for the use of DOL and the organization responsible for operating this program to improve outreach activities to members of diverse populations.)~~


8. ~~Date of Birth:~~ _____
_____ Month _____ Day _____ Year

9. ~~Sex/Gender~~
_____ Male
_____ Female

10. ~~Do you consider yourself to have a disability, that is, a physical or mental impairment that limits one or more of your major life activities?~~
_____ Yes
_____ No

11. ~~Do you consider yourself to belong to a Latino or Hispanic ethnic group?~~
_____ Hispanic or Latino
_____ Not Hispanic or Latino

12. ~~Please indicate which of the racial groups below you consider yourself to be a member of. If you consider yourself to be a member of more than one group, please select all the groups that apply.~~
_____ American Indian or Alaska Native
_____ Asian
_____ Black or African American
_____ Native Hawaiian or other Pacific Islander
_____ White



UNITED STATES DEPARTMENT OF LABOR

Veterans' Priority of Service

The U. S. Department of Labor (DOL) has mandated Veterans' Priority of Service in DOL funded programs. Eligibility Requirements: U. S. Veteran, or Other Eligible Person (eligible spouse). Ask the reception desk for a questionnaire to see if you meet the qualification requirements for this preference.

**WIA Title I and Wagner-Peyser
Levels of Performance for Program Year 2009**

Performance Measures	Levels of Performance
WIA Adults	
Entered Employment Rate	63%%
Retention Rate after Six Months	70%%
Average Earnings Gain	\$11,500
WIA Dislocated Workers	
Entered Employment Rate	66%
Retention Rate after Six Months	80%
Average Earnings Gain	\$14,000
WIA Youth	
Placement in Education/Employment	40%
Attainment of Degree/Certificate	40%
Literacy/Numeracy Gain	29%
Wagner-Peyser	
Entered Employment Rate	45%
Retention Rate after Six Months	65%
Average Earnings Gain	\$10,131

Proposed Negotiated Levels for PY 2010:

Workforce Investment Act:

	2010 GPRA	<u>Nevada's Proposed Levels – PY 2010</u>
<u>Adult:</u>		
Entered employment rate	65.8%	63%
Retention Rate	81.9%	70%
Earnings Gain	\$13,848	\$11,500

Dislocated Worker:

Entered employment rate	66.5%	66%
Retention Rate	84.2%	80%
Average Earnings Gain	\$15,618	\$14,000

Youth:

Placement in Education/Employment	58.3%	40%
Attainment of Degree/Certificate	48.5%	40%
Literacy/Numeracy Gain	29.5%	29%

Wagner-Peyser:

Entered Employment Rate	56.9%	45%
Employment Retention	77%	65%
Average Six Month Earnings	\$10,131	\$10,131

Justification for WIA Adults/Dislocated Workers and Wagner-Peyser:

- Nevada’s unemployment rate for March 2010 rises to 13.4 percent, which is the highest on record. Nevada’s unemployment rate is 3.7 percentage points higher than the national rate of 9.7 percent. Since early 2007, Nevada’s jobless rate has exceeded the national average. (<https://www.nevadaworkforce.com> – Economy in Brief –February 2010)
- The unemployment rate in each of Nevada’s three metropolitan areas changed little. The Las Vegas unemployment rate decreased from 13.9 to 13.8 in March. The Reno-Sparks area pulled back two-tenths from an all time high in February to 13.2 percent in March and Carson City fell from 13.7 to 13.3 percent for the same period. (<https://www.nevadaworkforce.com> – Economy in Brief – March 2010)
- In March 2010, 186,900 Nevadans were unemployed and looking for work. On the employment side, February’s positive employment reading proved to be unsustainable. Employers shed 4,300 jobs in March, with most of the losses coming from the construction sector and the professional/business services. Job growth rates fell from 8.8 percentage points in March 2009 to 4.3 percentage points in March 2010
- On a State by State comparison, no State’s economy has reversed as severely as Nevada’s during the recession. From 2006 to 2009 Nevada’s unemployment rate increased by 7.5 percentage points, the most of any state. In 2006 Nevada had the 22nd highest unemployment rate at just 4.3%. By 2009, Nevada’s ranking fell 27 spots to 49th, second only to Michigan. (<https://www.nevadaworkforce.com> – Economy in Brief – February 2010)
- Due to national indicators that signs of economic improvement are improving, the prospects for rapid growth this year remain tenuous at best. The longer it takes for the national economy to rebound, the longer it will take Nevada’s leisure and hospitality dependent economy to recover. Leisure and hospitality makes up 28 percent of Nevada’s industry base, compared to just 10 percent nationally. (<https://www.nevadaworkforce.com> – Economy in Brief – February 2010)
- The construction industry continues to be one of the hardest hit industries in Nevada. During calendar year 2009 the industry lost over a quarter of its workers, approximately 24,000 jobs. Since construction peaked in June 2006, the industry has lost 81,900 jobs or 55 percent. It is anticipated that the Federal stimulus dollars for road improvements will provide much needed job opportunities for the State’s construction workers. (<https://www.nevadaworkforce.com> – Economy in Brief –February 2010)
- Housing analyst Larry Murphy of Las Vegas based SalesTraq said he’s talking to people in the industry who believe Las Vegas has yet to see the crest of the foreclosure wave. Nevada leads the nation with one in 119 house holds receiving a foreclosure filing in November 2009. (Las Vegas Review Journal – December 16, 2009)
- Job orders within the Nevada JobConnect Operating System have decreased by 17 percent, due to lack of job openings statewide for the period 7/1/09 to 3/31/10 as compared to 7/1/08 to 3/31/09. In addition, there was a 4 percent decrease in the number of job openings for quarter ending March 2010 as compared to the previous year. [Labor Exchange – 9002E Quarterly Reports for Nevada (quarter ending 3/31/09 & 3/31/10)]
- It is anticipated that the adult and dislocated worker entered employment rate will continue to decline due to reporting time periods from 1/1/09 – 9/30/10, the period hardest hit by the economic downturn in Nevada and nationally.

- After reviewing the reporting time periods for PY 2010 annual report (7/1/08 - 3/31/10), it is anticipated that the both the adult and dislocated worker retention rate and earnings gain performance levels will decrease, therefore the proposed levels are lower than PY 2009 approved levels of performance.

Justification for WIA Youth:

- Nevada's youngest workers are bearing the brunt of the recession worse than any other age group. At 21.3 percent, the unemployment rate for workers age 16 – 24 is nearly twice the rate of other groups. (<https://www.nevadaworkforce.com> – Economy in Brief – February 2010)
- The high unemployment rate will continue to affect the future levels of performance for the Placement in Employment/Education measure, as the majority of participants with positive outcomes for the measure come from youth entering employment and not the education component.
- As our economy and job prospects diminish, there is a negative relationship between unemployment rates and the attainment of a degree or certificate.
- During PY 2009, the two local board are seeing slight improvement in the levels of performance for the three youth common measures, although not to an acceptable level due to the student characteristics and economic environment in Nevada compared to other states:
 - In 2008-09, 10.8 percent of Nevada students were with Individualized Education Programs, 17.6 percent in limited-English proficiency programs, and 40 percent were eligible for free/reduced lunch. (<http://nevadareportcard.com/>)
 - Nevada has a graduation rate 68.7 percent, which is a slight improvement over the previous period. (<http://nevadareportcard.com/>)
 - Nevada ranked 44-46 on National Assessment of Educational Progress (NAEP) scores. http://www.alec.org/AM/Template.cfm?Section=Report_Card_on_American_Education&Template=/CM/HTMLDisplay.cfm&ContentID=5824
 - Nevada is ranked second highest at number 49 in percentage of children in immigrant families (34 percent). <http://datacenter.kidscount.org/data/acrossstates/Rankings.aspx?loct=2&by=v&order=a&ind=115&dtm=446&tf=35>
 - Nevada is ranked second highest in teens not attending school and not working. <http://datacenter.kidscount.org/data/acrossstates/Rankings.aspx?loct=2&by=v&order=a&ind=5062&dtm=11483&tf=35>
 - Nevada ranked 8 in the resident population under 18 years old. <http://www.census.gov/compendia/statab/2010/ranks/rank03.html>
 - http://www.alec.org/am/pdf/education/2008_report_card/ReportCard_StateSnapshots.pdf
 - Nevada received \$980 per capita federal aid for state and local governments in 2007, which ranked 50 among states. <http://www.census.gov/compendia/statab/2010/ranks/rank22.html>
 - Nevada ranks number 48 in the nation for expenditure per pupil. http://www.alec.org/am/pdf/education/2008_report_card/ReportCard_StateSnapshots.pdf
 - In the class of 2008, 5.2 percent of students did not pass the Nevada High School Proficiency Exam, which resulted in these students only receiving a Certificate of Attendance. <http://nevadareportcard.com/>
 - For the youth expecting to graduate in the class of 2010, 7.6 percent are currently credit deficient. The high unemployment rate will affect the future levels of performance for the Placement in Employment/Education measure, as the majority of participants with positive outcomes for the measure come from youth entering employment and not the education component.

- 27.3 percent of Nevadans speak a language other than English at home as compared to the national percentage of 19.6 percent.
- Nevada continues to rank very low for youth enrolled in college. On 27.6% of 18 to 24 year olds are enrolled in college. (U.S. Census)

State of Nevada
Department of Employment, Training and Rehabilitation
Employment Security Division/Workforce Investment Support Services

**WORKFORCE STIMULUS DIRECTIVE (WDS)
PROGRAMMATIC – ADULTS/DISLOCATED WORKERS – WSD - 01**

I. Eligibility:

- (A) Eligibility requirements for ARRA adults and dislocated workers remain the same as for the
- (B)
- (C) WIA formula program [Refer to attached WIA State Compliance Policy (SCP) Section 1.8 for eligibility requirements for core, intensive and training services].
- (D) Priority use of adult ARRA funds shall be for services to recipients of public assistance and other low-income individuals.

II. Co-Enrollment:

All adults and dislocated workers may be co-enrolled in both WIA formula and ARRA funded programs.

III. Support Services/Needs-Related Payments (§663.840):

- (A) WIA SCP 1.15 Supportive Services and Needs Related Payments, which is attached, remains in effect for the clients served with ARRA funds.
- (B) LWIBs may establish levels for supportive services, including a maximum amount of funding and maximum length of time for supportive services to be available to participants. LWIBs are required to establish levels for needs-related payments for eligible adults and dislocated workers.
- (C) There are specific requirements for dislocated workers receiving needs-related payments as outlined in WIA SCP 1.15 – Section II B.

IV. Record Retention (29 CFR §37.37, §95.53, §97.42, Nevada Revised Statute 239.080, Nevada Administrative Code 239.155, 239.710 to 239.720 and WIA SCP 5.4 Record Requirements)

- (A) LWIBs must ensure all subrecipients are aware of record retention requirements and must ensure compliance through oversight and monitoring.
- (B) In the event a contract is terminated with a subrecipient, the LWIB shall be responsible for the maintenance and retention of the subrecipient records.

V. Required Entries in the Nevada JobConnect Operating System (NJCOS):

(A) All entries required for WIA formula funded adults and dislocated workers are also required for ARRA funded adults and dislocated workers.

(B) New service provider training is available through the Workforce Investment Support Services unit, and request for training for new providers should be made by the LWIB.

VI. Reporting and Tracking: Refer to TEGL 24-08

VII. Searching for UI claimants in the Local Area:

(A) In the Nevada JobConnect Operating System (NJCOS):

1. Select **Customer Search** on the menu bar.
2. Go to the **General Information** tab.
3. Select **Legacy** from the Origin drop down box and enter the from and through dates in the **Registered From and Thru** date fields.

Notes: From the **Geographic** tab, you can enter single or multiple **Counties** or **Zip Codes** in the larger counties, when appropriate.

(B) This will give you the new registrants that have filed for unemployment claims in your area. These registrants may or may not be eligible for Unemployment benefits.

(C) DO NOT use your office to search, as Unemployment Registrants are not yet associated with an office. Be sure to change registrants to your office after providing a service.

VIII. Work Opportunity Tax Credit (WOTC):

(A) The goal of the WOTC program is to reward employers who hire individuals who may have a difficult time finding employment.

(B) With minimal paperwork on the employer's part, employers who hire people from certain target groups can earn the tax credit.

(C) Target groups to qualify for the tax credit include but are not limited to short-term/long-term family assistance recipients; veterans receiving food stamps or unemployment insurance benefits; food stamp recipient, ex-felons.

(D) Rural Renewal Community residents ages 18 – 39 living in Lander, Esmeralda and Mineral counties also qualify for the tax credit.

Note: For additional information on WOTC, you may contact Vivian Miltenberger, WOTC Coordinator, at 775-684-0321 or via email at vemiltenberger@nvdestr.org.

IX. Available Resources:

(A) WIA State Compliance Policies – <http://nvdeetr.org> – Click on Workforce Investment on Quick Links

Sections 1.1 – 1.18

Sections 3.1 – 3.13

Sections 4.1 – 4.7

Sections 5.1 – 5.8

(B) Office of Management and Budget (OMB) Circulars – <http://whitehouse.gov/omb/circulars>

**(C) One-Stop Comprehensive Financial Management Technical Assistance Guide
http://www.doleta.gov/sga/pdf/FinalTAG_August_.02.pdf**

(D) U.S. Department of Labor Home Page – <http://www.doleta.gov>

(E) Training and Employment Guidance Letters - <http://wdr.doleta.gov/directives>

State of Nevada
Department of Employment, Training and Rehabilitation
Employment Security Division/Workforce Investment Support Services

WORKFORCE STIMULUS DIRECTIVE (WSD)

PROGRAMATIC - YEAR-ROUND YOUTH – WSD - 02

I. Co-Enrollment with WIA Youth Formula Funds:

(A) All ARRA youth ages 14 – 17 may be co-enrolled with WIA the youth program.

(B) Youth ages 18 – 24 may be co-enrolled in the Adult program or the Dislocated Worker program, if applicable.

II. Program Design:

(A) All ten youth program elements are already available through existing WIA youth formula funds; therefore, the LWIBs have the flexibility to determine which program elements to focus on using ARRA funds.

(B) A comprehensive objective assessment must be conducted for each youth participant including a review of the academic and occupational skill levels, as well as the service needs of each youth.

(C) An Individual Service Strategy (ISS) must be developed for each youth participant identifying age-appropriate career and educational goals taking into consideration the results of the assessment.

(D) Older/out-of-school youth, ages 16 – 24, experience among the highest rates of unemployment due to lack of education and work experience. LWIBs and their service providers are encouraged to develop strategies to engage this population.

(E) Section 1604 of the Recovery Act states none of the funds appropriated or otherwise made available in this Act shall be used for any casino or other gambling establishment, aquarium, zoo, golf course or swimming pool. Therefore Recovery Act funds shall not be used to place youth in work experience outside the summer months in any of these facilities.

III. Work Opportunity Tax Credit (WOTC):

(A) The goal of the WOTC program is to reward employers who hire individuals who may have a difficult time finding employment.

(B) With minimal paperwork on the employer's part, employers who hire people from certain target groups can earn the tax credit.

- (C) For older and out-of-school youth, the WOTC program may be an incentive for employers to hire disconnected youth ages 16-24 who are not regularly attending school, not readily employed and lacking basic skills.
- (D) Rural Renewal Community residents ages 18 – 24 living in Lander, Esmeralda and Mineral counties also qualify for the tax credit.

Note: For additional information on WOTC, you may contact Vivian Miltenberger, WOTC Coordinator, at 775-684-0321 or via email at yemiltenberger@nvdetr.org.

IV. Tracking and Reporting: Refer to TEGL 24-08

V. Required Entries in the Nevada JobConnect Operating System (NJCOS):

- (C) All entries required for WIA formula funded youth are required for ARRA year-round youth.
- (D) For new service providers, training is available through the Workforce Investment Support Services unit, and requests for training for new providers should be made by the LWIB.

VI. Record Retention (29 CFR §37.37, §95.53, §97.42, Nevada Revised Statute 239.080, Nevada Administrative Code 239.155, 239.710 to 239.720 and WIA SCP 5.4 Record Requirements)

- (A) LWIBs must ensure all subrecipients are aware of record retention requirements and must ensure compliance through oversight and monitoring.
- (B) In the event a contract is terminated with a subrecipient, the LWIB shall be responsible for the maintenance and retention of the subrecipient records.

VII. Available Resources:

- (A) WIA State Compliance Policies – <http://nvdetr.org> – Click on Workforce Investment on Quick Links

- Sections 2.1 – 2.3
- Sections 3.1 – 3.13
- Sections 4.1 – 4.7
- Sections 5.1 – 5.7

- (B) Office of Management and Budget (OMB) Circulars – <http://whitehouse.gov/omb/circulars>

- (C) One-Stop Comprehensive Financial Management Technical Assistance Guide
http://www.doleta.gov/sga/pdf/FinalTAG_August_02.pdf

- (D) U.S. Department of Labor Home Page – <http://www.doleta.gov>

- (E) Training and Employment Guidance Letters - <http://wdr.doleta.gov/directives>

- (F) Child Labor Laws:

The Department of Labor has an excellent resource for federal child labor law located at (<http://youthrules.dol.gov>).

This site has a power point (<http://youthrules.dol.gov/ca.htm>), along with fact sheets such as (<http://www.dol.gov/esa/whd/regs/compliance/whdfs43.pdf>).

Another page on the site features a self assessment for employers (http://youthrules.dol.gov/selfassess_nonAgri.htm).

Nevada law on employment of minors is located at <http://www.leg.state.nv.us/NRS/NRS-609.html>.

DOL site for safety,

<http://www.dol.gov/dol/topic/youthlabor/safetyhealth.htm>

CDC site for youth at work:

<http://www.cdc.gov/niosh/topics/youth/>

<http://www.cdc.gov/niosh/talkingsafety/states/nv/>

<http://www.cdc.gov/niosh/topics/youth/#overview>

Wages for youth labor

<http://www.dol.gov/dol/topic/youthlabor/wages.htm>

State of Nevada
 Department of Employment, Training and Rehabilitation
 Employment Security Division/Workforce Investment Support Services

**WORKFORCE STIMULUS DIRECTIVE (WSD)
 PROGRAMMATIC - SUMMER YOUTH EMPLOYMENT OPPORTUNITIES ONLY
 WSD - 03**

I. Program Design:

(A) The summer program will run from May 1, 2009 – September 30, 2009.

(B) LWIBs have the flexibility to determine:

- 1. What other age appropriate activities, in addition to summer employment opportunities, will be provided during the summer months for youth ages 14 – 24.**
- 2. Whether to link summer employment to academic learning for summer employment participants who do not have a high school diploma or GED.**
- 3. If a 12 month follow-up will be required for youth served during this period.**
- 4. The type and level of assessment and Individual Service Strategy (ISS) for summer youth only.**
- 5. What, if any, academic needs will be addressed for the summer only participants.**

(C) Assessment for basic skills for out-of-school youth participating only in the summer will not be required as part of the objective assessment. This is due to the basic skills portion of the skill attainment rate and the literacy/numeracy gains measure not being used for summer youth participants.

II. Work Experience Defined:

(A) Work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid (§664.460).

- 1. Work experience workplaces may be in the private- for-profit sector, the non-profit sector, or the public sector.**
- 2. Work experiences are designed to enable youth to gain exposure to the working world and its requirements. Work experiences should help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the youth participant with the opportunities for career exploration and skill development and is not to benefit the employer, although the employer may, in fact, benefit from the activities performed by the youth. Work experiences may be subsidized or unsubsidized and may include the following elements:**
 - a. Instruction in employability skills or generic workplace skills such as those identified by the Secretary’s Commission on Achieving Necessary Skills (SCANS);**
 - b. Exposure to various aspects of an industry;**
 - c. Progressively more complex tasks;**
 - d. Internships and job shadowing;**
 - e. Integration of basic academic skills into work activities;**
 - f. Supported work, work adjustment, and other transition activities;**

- g. Entrepreneurship; and**
- h. Other elements designed to achieve the goals of work experience.**

(B) Section 1604 of the Recovery Act states “none of the funds appropriated or otherwise made available in this Act may be used for any casino or other gambling establishment, aquarium, zoo, golf course or swimming pool.” Therefore, Recovery Act funds may not be used to place youth in summer employment activities in any of these facilities.

Note: In most cases, on-the-job training is not an appropriate work experience activity for younger youth participants. Local program operators may choose, however, to use this service strategy for eligible older youth, when appropriate, based on the needs identified by the objective assessment of an individual youth participant [Section 129(c)(2)(D)].

III. Work Readiness Skill Attainment:

This will be the only performance indicator used for youth who participate in summer employment only.

(A) Work Readiness Defined: A measurable increase in work readiness skills including:

- 1. World-of-work awareness;**
- 2. Labor market knowledge;**
- 3. Occupational information;**
- 4. Values clarification and personal understanding;**
- 5. Career planning and decision making, and Job search techniques (resumes, interviews, applications, and follow-up letters).**
- 6. Survival/daily living skills such as using the phone, telling time, shopping, renting an apartment, opening a bank account, and using public transportation;**
- 7. Positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job. This category also includes developing motivation and adaptability, obtaining effective coping and problem-solving skills, and acquiring an improved self image.**

(B) LWIBs will be required to establish guidelines for service providers to determine the methodology to be used to determine if a measurable increase in work readiness has occurred as a result of the summer program.

IV. Tracking and Reporting:

(A) A separate Youth Recovery Act report will be required for summer youth only participants and will include at a minimum:

- 1. The number of participants enrolled in summer employment and the completion rate of those in summer employment (the number of youth who complete their summer employment work experience divided by the total number enrolled x 100%).**
- 2. Skill attainment rate for the work readiness goal.**

Note: Any youth participating in the summer employment who require services beyond September 30, 2009, will need to be registered and will be included in the regular WIA reporting (WIASRD, quarterly and annual reports) and be included in the calculation of the youth common measures, if applicable.

Older and out-of-school youth who are not returning to school following the summer months and wish to continue their participation in work experience beyond September 30, 2009 will only be included in the work readiness attainment indicator as long as they complete by March 31, 2010.

- (B) **Reporting Requirements under Section 1512 of the ARRA 2009 for Jobs Created/Job Retained:** As outlined in Training and Guidance Letter No. 1-09 dated August 14, 2009, ETA Recovery Act prime recipient (DETR) must provide an estimate of jobs created or retained on projects or activities funded by Recovery Act funds. Recipients must collect specific data from sub-recipients and vendors in order to generate the most comprehensive and complete job impact data available for reporting purposes. Jobs created/jobs retained are to be reported to the Workforce Investment Support Services Unit, five days after the end of each quarter.
- (C) **Quarterly Financial Status Report (ETA 9130):** Local boards will be required to submit the ETA 9130 financial status report for ARRA youth funds along with the financial status report for the youth formula funds, which are due thirty days after the end of each quarter. Financial reporting for summer youth is not a separate report, but will be included in the ARRA youth financial status report.

V. **Work Opportunity Tax Credit (WOTC):**

- (A) The goal of the WOTC program is to reward employers who hire individuals who may have a difficult time finding employment.
- (B) With minimal paperwork on the employer's part, employers who hire people from certain target groups can earn the tax credit.
- (C) For older and out-of-school youth transitioning to the workplace following work experiences, the WOTC program may be an incentive for employers to hire disconnected youth ages 16-24 who are not regularly attending school, not readily employed and lacking basic skills.
- (D) Rural Renewal Community residents ages 18 – 24 living in Lander, Esmeralda and Mineral counties also qualify for the tax credit.

Note: For additional information on WOTC, you may contact Vivian Miltenberger, WOTC Coordinator, at 775-684-0321 or via email at yemiltenberger@nvdeetr.org.

~~VI. **Required Entries in the Nevada JobConnect Operating System (NJCOS):** ~~Guidance will be coming in the next couple of weeks.~~ Delete since there is a separate WSD on required entries~~

VII. **Record Retention (29 CFR §37.37, §95.53, §97.42, Nevada Revised Statute 239.080, Nevada Administrative Code 239.155, 239.710 to 239.720 and WIA SCP 5.4 Record Requirements)**

- (A) LWIBs must ensure all subrecipients are aware of record retention requirements and must ensure compliance through oversight and monitoring.
- (B) In the event a contract is terminated with a subrecipient, the LWIB shall be responsible for the maintenance and retention of the subrecipient records.

VIII. Available Resources:

- (A) WIA State Compliance Policies – <http://nvdetr.org> – Click on Workforce Investment on Quick Links

Sections 2.1 – 2.3

Sections 3.1 – 3.13

Sections 4.1 – 4.7

Sections 5.1 – 5.7

- (B) Office of Management and Budget (OMB) Circulars – <http://whitehouse.gov/omb/circulars>

- (C) One-Stop Comprehensive Financial Management Technical Assistance Guide
http://www.doleta.gov/sga/pdf/FinalTAG_August_02.pdf

- (D) U.S. Department of Labor Home Page – <http://www.doleta.gov>

- (E) Training and Employment Guidance Letters - <http://wdr.doleta.gov/directives>

- (F) Child Labor Laws:

The Department of Labor has an excellent resource for federal child labor law located at (<http://youthrules.dol.gov>).

This site has a power point (<http://youthrules.dol.gov/ca.htm>), along with fact sheets such as (<http://www.dol.gov/esa/whd/regs/compliance/whdfs43.pdf>).

Another page on the site features a self assessment for employers (http://youthrules.dol.gov/selfassess_nonAgri.htm).

DOL site for safety,
<http://www.dol.gov/dol/topic/youthlabor/safetyhealth.htm>

CDC site for youth at work:
<http://www.cdc.gov/niosh/topics/youth/>
<http://www.cdc.gov/niosh/talkingsafety/states/nv/>
<http://www.cdc.gov/niosh/topics/youth/#overview>

Wages for youth labor
<http://www.dol.gov/dol/topic/youthlabor/wages.htm>

STATE OF NEVADA
Department of Employment, Training and Rehabilitation
Employment Security Division/Workforce Investment Support Services

WORKFORCE STIMULUS DIRECTIVE (WSD)
FINANCIAL REQUIREMENTS UNDER ARRA –WIA. WSD -04

Training and Employment Guidance Letter - TEGL 14-08 dated March 18, 2009 relating to “The American Recovery and Reinvestment Act of 2009 (ARRA)” states.....

.....These funds must be used to supplement annual [Workforce Investment Act] WIA /Wagner-Peyser appropriations and must only be used for activities that are in addition to those otherwise available in the local area (WIA sec. 195(2)). To that end, Recovery Act funding is to be spent concurrently with other WIA and Wagner-Peyser funding, and should not be used to replace state or local funding currently dedicated to workforce development and summer jobs. While the law requires states to track and spend Recovery Act funds separately from other WIA and Wagner-Peyser formula funds, ETA encourages states to strategically align all of their resources to meet both short- and long-term state and regional workforce development needs.

Pursuant to WIA regulations at 20 [Code of Federal Regulations] CFR 667.410, each state recipient and sub-recipient of Recovery Act funds must conduct regular oversight and monitoring of its WIA and Wagner-Peyser Employment Services activities and those of its sub-recipients and contractors in order to determine that expenditures have been made against the appropriate cost categories and within the cost limitations.

Oversight and monitoring should determine whether or not there is compliance with programmatic, accountability, and transparency provisions of the Recovery Act and this TEGL, as well as the regular provisions of WIA and the Wagner-Peyser Act, as amended by WIA, and their regulations and other applicable laws and regulations.

In keeping with the objectives under ARRA, below appended are some basic financial directives to the grant recipients. Please note that these directives are not all-inclusive but are provided with the intent of creating awareness on the additional requirements under ARRA-WIA. It is the responsibility of the LWIB’s to provide routine technical assistance, monitoring and oversight for its grants and that of its sub-recipients, to ensure all federal and State requirements are being met.

I. Cost Principles, Allowable Costs and Financial Management Systems:

All grant funding recipients must adhere to Cost Principles for Federal Programs in accordance with the applicable OMB Circular. Accurate, complete, and timely financial information must be provided in accordance with the Federal fiscal reporting requirements. The Local Workforce Investment Board’s (LWIB’s) and their service providers /contractors are required to account for, track, monitor and report on ARRA grants and expenses separately from regular formula grants and expenses.

All federal grants, cooperative agreements, cost reimbursement awards/contracts (ie, grants, sub grants, subcontracts, etc) are subject to Federal cost principles applicable to the type of organization involved (i.e., non-profit, for-profit, governmental, etc). These cost principles are defined in various Office of Management and Budget (OMB) Circulars and Federal Regulations as follows:

- OMB Circular A-21 – Cost Principles for Educational Institutions,

- OMB Circular A-87 – Cost Principles for State, Local and Indian Tribal Governments, and
- OMB Circular A-122 – Cost Principles for Non-Profit Organizations, and
- Code of Federal Regulations (CFR), Title 48, Parts 6, 15, 30 & 31 (applicable to commercial type entities).

II. Cost Allocation Plans:

Recipients of Stimulus (ARRA) and Regular Formula funds are required to prepare/revise their Cost Allocation Plans (CAP). The CAP identifies all allowable direct and indirect costs to be shared, and establishes the allocation method used for distributing the costs. The CAP must conform to WIA /ARRA regulations, applicable OMB Circulars, federal regulations and State Policies.

Additionally, the CAP identifies allowable indirect and direct costs and is used to accumulate and distribute the expenditures identified. The Cost Allocation should show a separate allocation of expenses relating to ARRA and regular formula funding activities based on an equitable distribution basis. The Cost allocation should result in an equitable distribution of costs for the various Programs/Funding sources used by the grant recipient, including all federal and non-federal sources.

III. Life of the Funds:

LWIB's and service providers will have until the end of PY 2010 (June 30, 2011) to obligate *and expend* the ARRA funds. Contract closeout requirements apply to both ARRA and formula funds as outlined in WIA SCP 3.5 – Contract Closeout. Funds must be fully liquidated within sixty (60) days after the end of the contract.

IV. Out-of-School Youth Expenditure Rate:

At a minimum, 30 percent of both youth formula and ARRA funds expended in the local area must be used to provide activities for out-of-school youth (WIA Section 129 ©(4)(A), §664.310 and WIA SCP 3.6 – Cost Limitations).

V. Inter-title Transfer between Adult and Dislocated Worker Programs (ARRA only):

Although Nevada has a waiver to transfer 100% of regular formula funds between the Adult and Dislocated Worker programs, ARRA funds are specifically limited to a 30 % transfer per TEGL 14-08, Change 1, dated April 15, 2009.

VI. A-133 Single Audit:

New service providers receiving either formula and/or ARRA funds must be made aware of the single audit requirement as implemented in Office of Management and Budget (OMB) Circular A-133 for entities expending \$500,000 or more in federal funds in a program year. It is important to note that this \$500,000 threshold applies to all federal funding (i.e., other federal programs) and not just ARRA funding received by the entity. Budgets may need to be adjusted to capture the expense of the required audit.

Additional fiscal monitoring efforts (beyond that done by the Single Audit, if applicable) will also occur at the Local Board and Service Provider levels. These reviews will be performed by LWIB staff and/or State/Federal monitoring /audit staff on an ongoing basis.

VII. Procurement:

New service providers receiving either Formula and/or ARRA funds must be provided guidance on the methods of procurement for goods and services as required by 29 CFR 97.36 (state and local governmental grantees) or 29 CFR 95.40-48 (non-governmental grantees) or 48 CFR, Part 6 (for-profit /commercial entities). The regulations require that procurement be conducted in a manner designed to provide full and open competition. Refer to WIA SCP Section 3.9 for additional information.

VIII. Record Retention (29 CFR §37.37, §95.53, §97.42, Nevada Revised Statute 239.080, Nevada Administrative Code 239.155, 239.710 to 239.720 and WIA SCP 5.4 Record Requirements:

LWIB's must ensure all sub-recipients are aware of record retention requirements and must ensure compliance through oversight and monitoring. In the event a contract is terminated with a sub-recipient, the LWIB shall be responsible for the maintenance and retention of the sub-recipient records.

IX. Financial Reporting Requirements:

Financial reports for ARRA funds will be submitted in accordance with current Federal and State reporting requirement for regular WIA formula funds. ARRA funds will be tracked and reported separately from WIA formula funds for all three funding streams – Adult, Dislocated Worker and Youth.

A critical element necessary for adhering to federal cost principles is having an adequate “financial management system” which accounts for and reports on the required informational data elements (both programmatic and fiscal). The financial management systems must permit the preparation of the “required” reports and permit the tracing of funds to levels sufficient to show that such funds were not used for purposes other than for the specific Federal Programs, Grants, etc.

X. Available Resources:

WIA State Compliance Policies – Visit www.nvdetr.org - Click on Workforce Investment on Quick Links Sections 3.1 – 3.13 and Sections 5.1 – 5.7

Office of Management and Budget (OMB) Circulars - <http://whitehouse.gov/omb/circulars>

One-Stop Comprehensive Financial Management Technical Assistance Guide
http://www.doleta.gov/sga/pdf/FinalTAG_August_02.pdf

U.S. Department of Labor Home Page – <http://www.doleta.gov>

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State of Nevada
 Department of Employment, Training and Rehabilitation
 Employment Security Division/Workforce Investment Support Services

**WORKFORCE STIMULUS DIRECTIVE (WSD)
 LOCAL PLAN MODIFICATION – WSD - 05**

I. Local Plan Modification through June 30, 2010:

(A) U.S. Department of Labor is allowing states and local areas to modify their existing plans for Program Year 2009, which expire on June 30, 2009.

(B) Although WIA State Compliance Policy (SCP) 1.2 – Local Workforce Investment Plan – Elements of the Plan outlines the entire elements for a local plan, this directive outlines the elements, which at a minimum, need to be updated. LWIB staff may choose to modify other elements of the local plan, which will be a decision of the LWIB and local elected officials.

(C) Outline of the Local Workforce Investment Board Plan:

1. Local Workforce Investment Plan Signature Sheet – **Will require new signatures**
2. Table of Contents
3. Assurances and Certifications – **Requires an update and new signatures**
4. Document List – **Will need updated documents**
5. General Plan Information
 - a) Goals and Objectives Local Workforce Investment Board
 - b) Economic Development/Local Labor Area – **Will need to modify local labor area conditions; affects of the economic downturn.**
 - c) Performance Management – **Once proposed performance levels for Program Year 2010 are approved by U.S. Department of Labor, and information is received for performance levels for any ARRA funds, LWIBs will need to submit local area performance levels.**
 - d) One Stop System – **Will require an update.**
 - e) Coordination
 - f) Public Comments/Process – **Update if applicable.**
6. Organizational Structure – **Requires an update.**
 - a) Organization Chart
7. Program Management
 - a) Program Design
 - Priority and Special Populations – **TEGL 14-08 increases age of youth to age 24 for ARRA funds.**
 - Assessment – **Describe the type and level of assessment for ARRA summer youth only. (TEGL 14-08 p 26)**
 - Employment and Training Needs
 - Adult/Dislocated Worker – **Describe the specific guidelines established for maximum amount of funds and maximum length of time for both**

supportive services and needs-related payments. (TEGL 13-08 p 7)

- Youth – **Update the design framework to include ARRA summer youth only and update, if needed, the framework for year round ARRA youth clients.**
- Rapid Response
- Training Providers
- Individual Training Accounts – **Waiver being submitted on April 15, 2009 to allow older and out of school youth to access the eligible training provider list.**
- Data Collection/Reporting Process
- Monitoring – **Update to include oversight and monitoring activities planned for the summer youth only service providers.**

8. Financial

9. Incentive Grant

Note: The modified local plan and all required documents must be submitted to the Workforce Investment Support Services office on or before May 29, 2009 to ensure an approved plan is in place beginning July 1, 2009.

State of Nevada
 Department of Employment, Training and Rehabilitation
 Employment Security Division/Workforce Investment Support Services

**WORKFORCE STIMULUS DIRECTIVE (WSD)
 NJCOS DATA ENTRY REQUIREMENTS – WSD - 06**

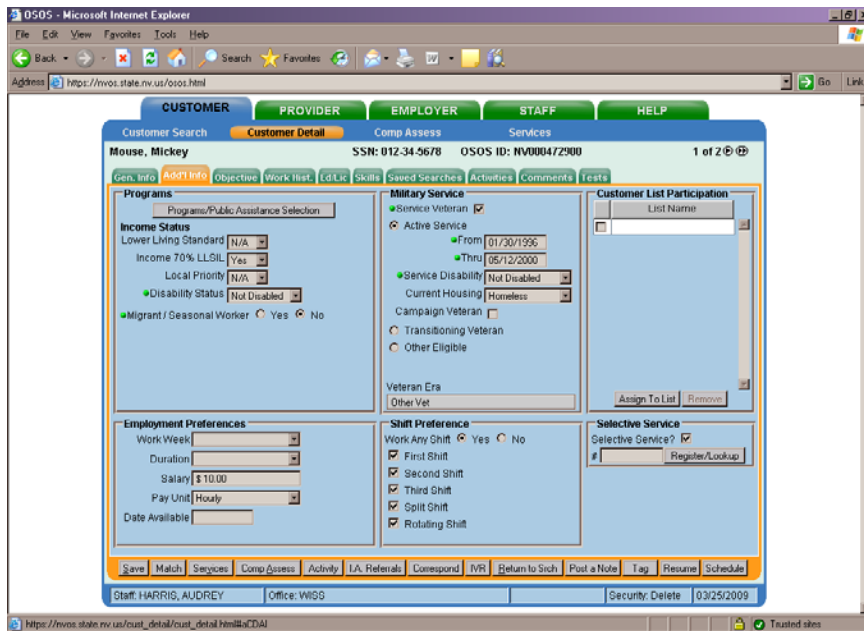
I. Program Registration:

Complete all data entry for stimulus program participants as required for WIA Adult, Dislocated Worker or Youth program participants on Customer Detail and Comprehensive Assessment tabs (for complete instructions use NJCOS Basic Plus Manual):

A. Customer Detail Module, General Info Tab

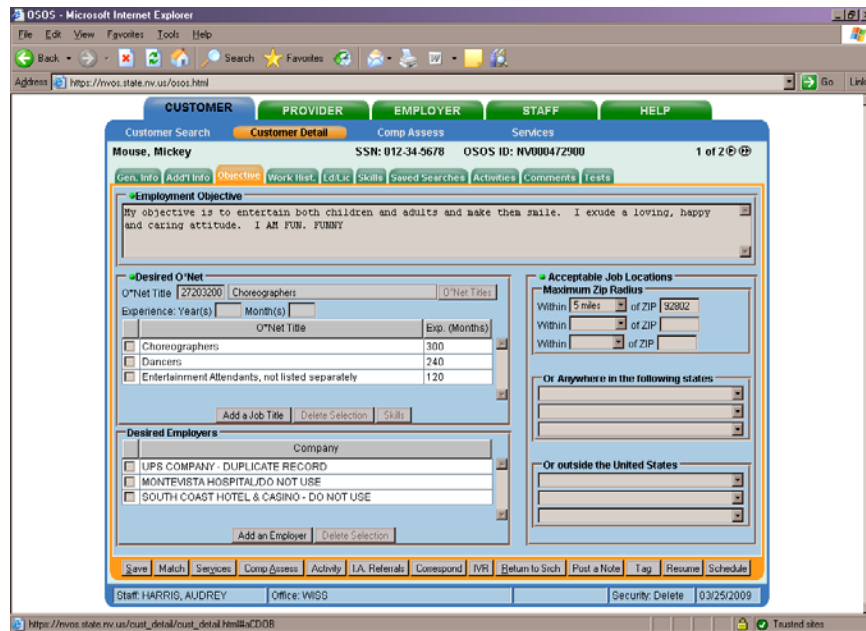
- (C) SSN/Name/UserID/Password/Address
- (D) Status: Must be changed to Active prior to saving any updates
- (E) Job Seeker Status
- (F) Date of birth (Required for all WIA)
- (G) Gender (Required for all WIA)
- (H) U.S. Citizen (Required for WIA)
- (I) Ethnic Heritage (Required for all WIA)
- (J) Race (Required for all WIA)
- (K) Customer Assignment – Staff Assigned: The default is the staff who registered the client originally.
- (L) UI Claimant: Do not update
- (M) Education Level (Required for all WIA Youth; for Adults and Dislocated Workers receiving intensive or training services)
- (N) School Status (Required for WIA Youth)
- (O) Employment Status (Required for all WIA)
- (P) Contact Preference

The screenshot displays the NJCOS Customer Detail module in a Microsoft Internet Explorer browser window. The page title is "OSOS - Microsoft Internet Explorer" and the address bar shows "https://nvos.state.nv.us/osos.html". The main content area is titled "CUSTOMER" and includes tabs for "CUSTOMER", "PROVIDER", "EMPLOYER", "STAFF", and "HELP". The "CUSTOMER" tab is active, and the "Customer Detail" sub-tab is selected. The customer information is displayed for "Mouse, Mickey" with SSN: 012-34-5678 and OSOS ID: NV000472900. The "Gen. Info" tab is selected, showing fields for "Customer Data", "Ethnic Heritage", "Race", "Education & Employment", and "Contact Preferences". The "Customer Data" section includes fields for SSN (012-34-5678), Username (mickey), Last Name (Mouse), Date of Birth (12/03/1972), Address (Disney Lane), City (Anaheim), State (California), Zip Code (92802), Country (United States), Phone (775-284-1332), Email (mjtclair@nvdet.org), and U.S. Citizen (checked). The "Ethnic Heritage" section has "None Selected" selected. The "Race" section has "White" selected. The "Education & Employment" section has "Masters Degree" selected for Education Level and "Not attending school; U.S. Graduate" for School Status. The "Contact Preferences" section has "Use Postal", "Email", and "Alt Phone" checked. The "Customer Assignment" section shows "ST CLAIR, NANCY" as the assigned staff, with "NEVADAWDRKS" as the Agency and Office. The "Registered" date is 04/02/2003 and the "Origin" is "Self Service". The "UI Claimant" field is empty. The "Internet Resume" and "Confidential" checkboxes are unchecked. The "Save" button is highlighted in orange. The footer shows "Staff: HARRIS, AUDREY" and "Office: WIGD".



B. Customer Detail Module, Additional Info Tab

1. Income Status Section: Used to record income status and will default to N/A.
 - a. Lower Living Standard: Used to record Low Income Priority eligibility based on whether the Local Workforce Investment Area has a Low Income Priority of service in effect, and will default to N/A. (Required for WIA Adult and Youth)
 - β. Income 70% LLSIL (lower living standard income level): Used to record income eligibility for those customers who meet the 70% LLSIL income requirement, and will default to N/A. (Required for WIA Adult and Youth)
 - c. Local Priority: to record that a customer meets a local workforce area's priority criteria and is approved by the Department of Labor. (Only required for WIA if the local area has a priority of service criteria)
2. Customer Disability Status: Click on drop down arrow to select if a customer is disabled. If "yes" then select a Disability Type from the drop down choices. (Required for all WIA)
3. Migrant / Seasonal Worker: Select yes if customer is a migrant or seasonal farm worker.
4. Military Service: Click Service Veteran box if customer is a service veteran, which activates additional "Service Date" fields with disability and housing info. (Only required for WIA if the applicant is a service veteran).
5. Selective Service: Enter if customer is a male; the field will automatically appear. Use the Register/Lookup button to connect to Selective Service Administration to verify information and obtain the selective service number. (Required for WIA)

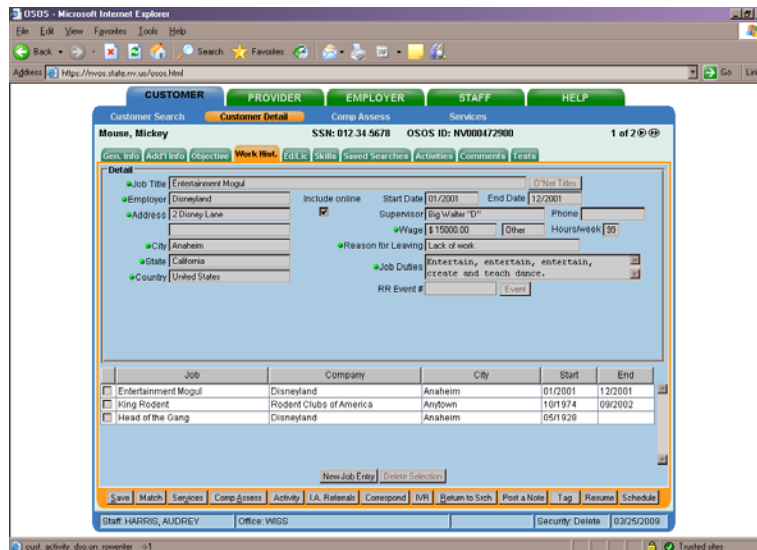


C. Customer Detail Module, Objective Tab

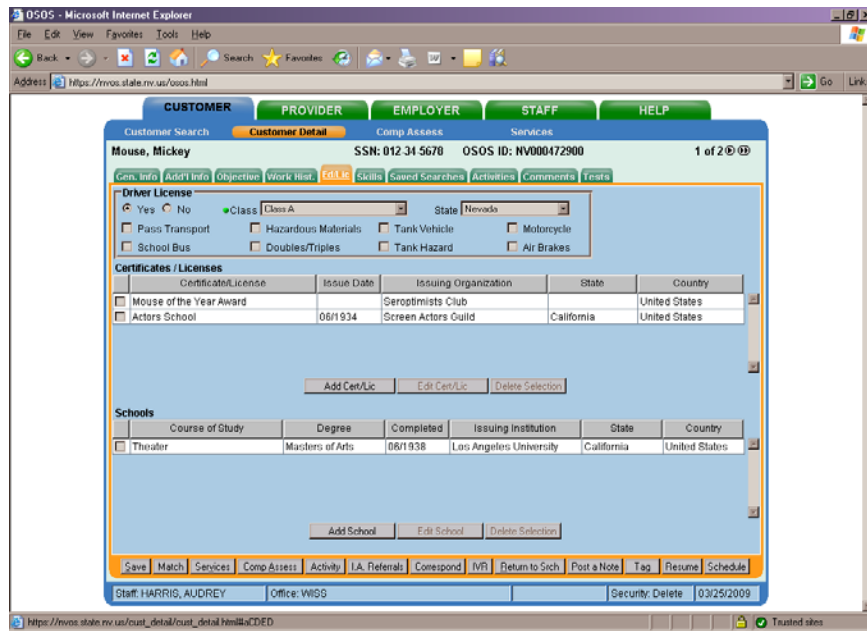
1. Employment Objective
2. Desired O*Net
3. Acceptable Job Location: Enter the geographic distance the customer is willing to travel for a job from a zip code. If customer is seeking work in another state or country, select the information from the drop down arrows.

D. Customer Detail Module, Work History Tab

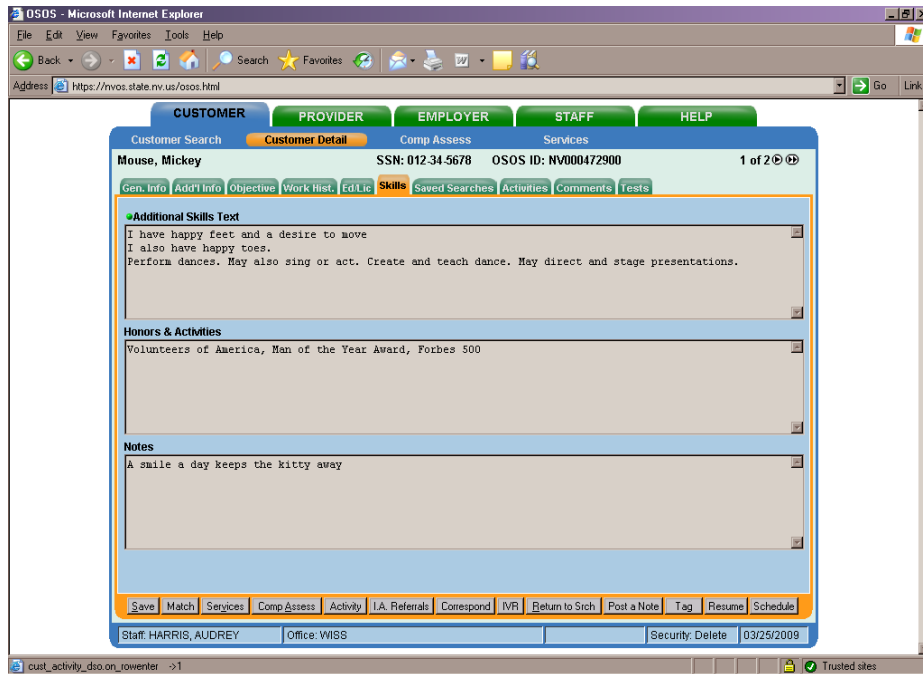
Enter information on TAA and dislocation as needed for eligibility.



E. Customer Detail Module, Ed/License Tab



F. Customer Detail Module, Skills Tab



G. Comprehensive Assessment Module, Employment Tab

1. Youth Needing Additional Assistance (Required for WIA Youth)
2. Serious Barriers to Employment

H. Comprehensive Assessment Module, Education Tab

1. Does Customer Have Basic Math and Reading Skills (Required for Out of School WIA youth, not Summer Employment Youth)
2. Limited English (Required for WIA Adults, Dislocated Workers and Youth)
3. Pell Grant Recipient (Required for WIA Adults, Dislocated Workers and Youth)

I. Comprehensive Assessment Module, Family Tab

The screenshot shows the OSOS Comprehensive Assessment Module in a Microsoft Internet Explorer browser. The main window displays the 'Family' tab for a customer named Mickey Mouse. The interface includes a navigation bar with tabs for CUSTOMER, PROVIDER, EMPLOYER, STAFF, and HELP. Below this, there are sub-tabs for Customer Search, Customer Detail, Comp Assess (selected), and Services. The customer's name is Mickey Mouse, with SSN: 012-34-5678 and OSOS ID: NV000472900. The Family tab contains several sections: Personal Information (Marital Status: Single, Victim of domestic violence? Yes/No), Family Status (dropdown), Members of Household (table with columns Name, Relationship, Birth Date, Dep.), Family Needs (Special needs of household members, Child care arrangements, Support from family & friends), and Child Protective Services (Has child protective services ever contacted customer regarding his/her child or children?). At the bottom, there are buttons for Save, Customer Detail, Services, Activity, Correspond, WIA Eligibility, Summary, and Post a Note. The staff member is HARRIS, AUDREY, Office: WISS, and the date is 03/25/2009.

1. Family Status (Required for WIA Adults, Dislocated Workers and Youth)
2. Is customer pregnant? (Required for female WIA youth)
3. Is Customer a parenting youth? (Required for WIA youth)

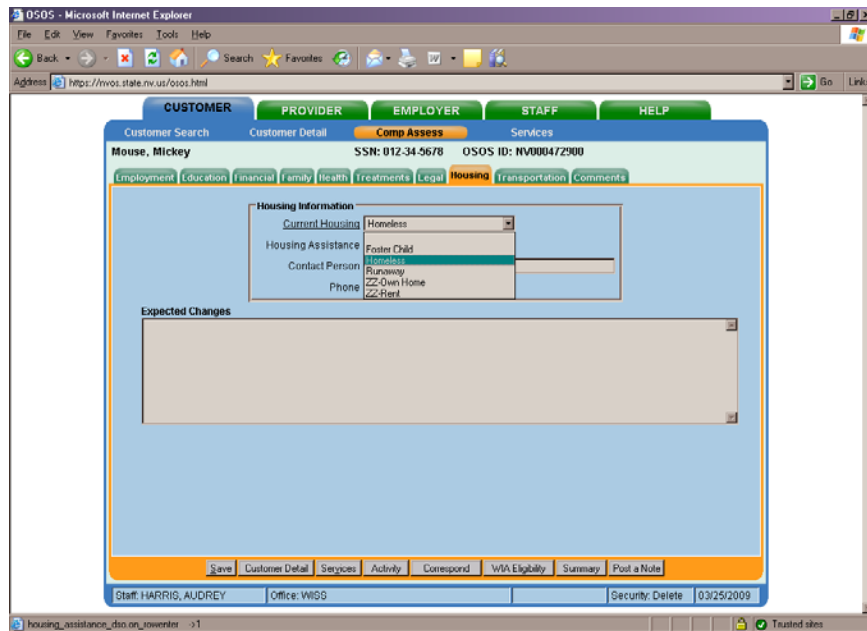
J. Comprehensive Assessment Module, Legal Tab

1. Offender Status (Required for WIA Adults and Youth)

The screenshot shows the OSOS Comprehensive Assessment Module in a Microsoft Internet Explorer browser, displaying the 'Legal' tab for Mickey Mouse. The interface includes the same navigation bar as the previous screenshot. The Legal tab contains a section for Legal Information with fields for Offender Status (Not Applicable), Probation Office (with Phone and Ext. fields), and Current Legal Issues (a large text area). At the bottom, there are buttons for Save, Customer Detail, Services, Activity, Correspond, WIA Eligibility, Summary, and Post a Note. The staff member is HARRIS, AUDREY, Office: WISS, and the date is 03/25/2009.

K. Comprehensive Assessment Module, Housing Tab

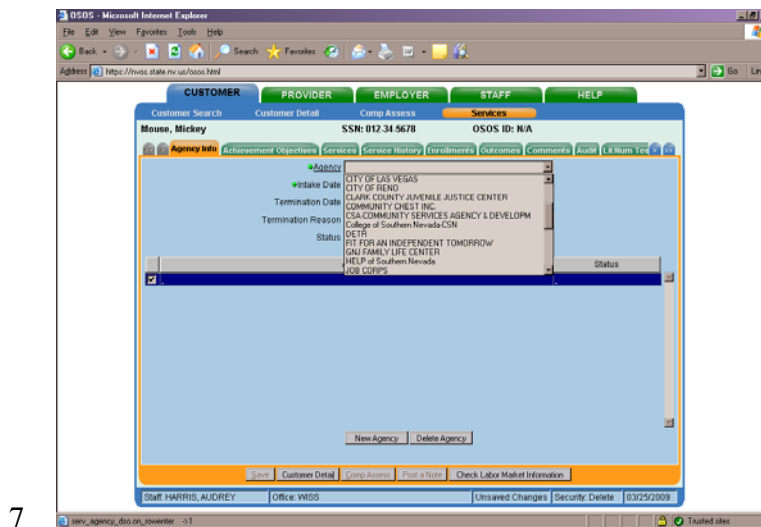
1. Current Housing (Required for WIA Adults and Youth)



II. Program Enrollment:

Complete Services Module to enroll a client in WIA formula- and/or WIA Stimulus- funded services. Adult, Dislocated Worker and Youth can be co-enrolled by assigning both funds to a service at 50%, or by providing two or more services using WIA formula and WIA Stimulus funds. The Summer Related Employment service must be funded 100% with Stimulus Summer Youth funds.

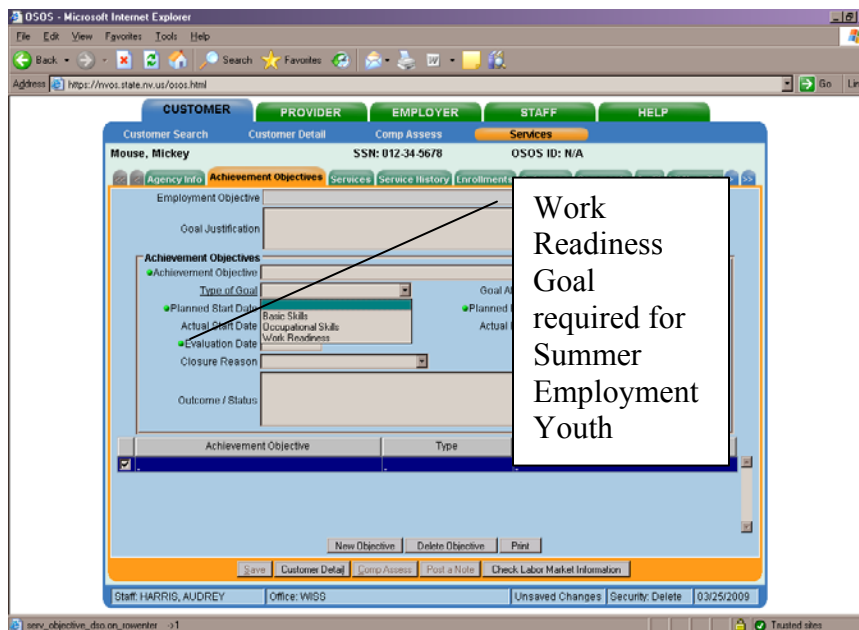
- A. Services Module, Agency Tab- In order to associate a WIA service with an agency/provider, the participant must be enrolled with an agency/provider.
 1. Agency
 2. Intake date
 3. Enrollment date
 4. Termination date
 5. Termination Reason
 6. Status

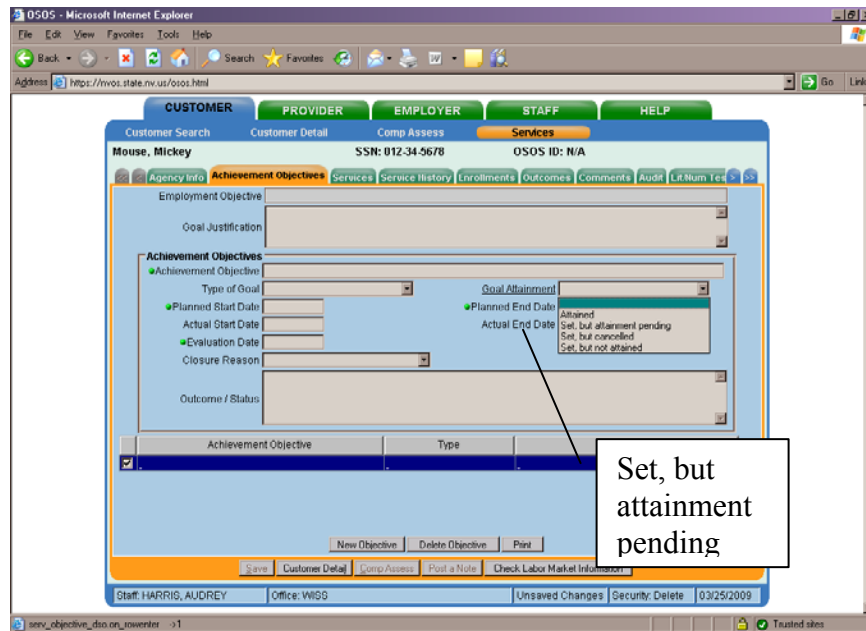


7.

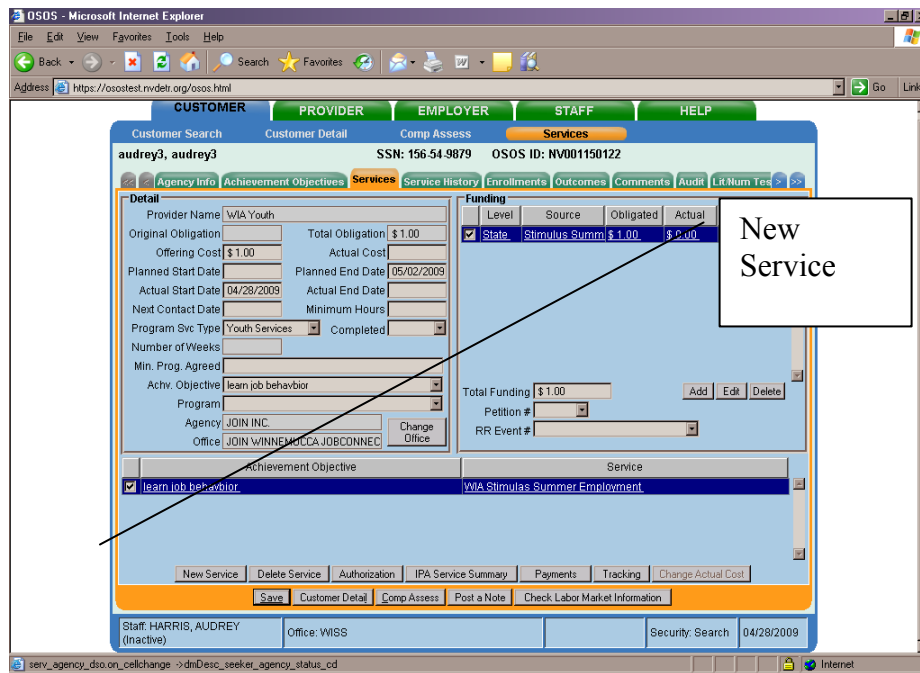
B. Services Module, Achievement Objectives Tab- WIA Youth must have an achievement objective.

1. Achievement Objective
2. Type of Goal: **Summer Employment Youth must have a Work Readiness Goal type**
3. Goal Attainment (set/pending at enrollment, status at exit)
4. Planned Start Date
5. Planned End Date
6. Actual Start Date
7. Evaluation Date
8. Actual End Date
9. To show an objective has ended, click on the objective to highlight, add the Actual End Date and choose a Goal Attained status.

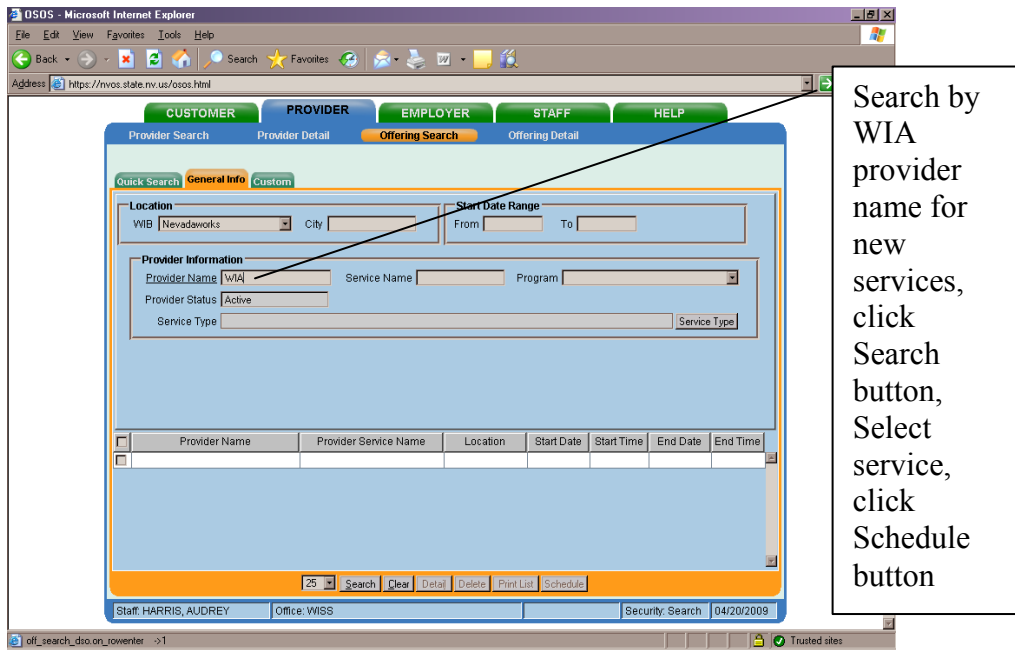




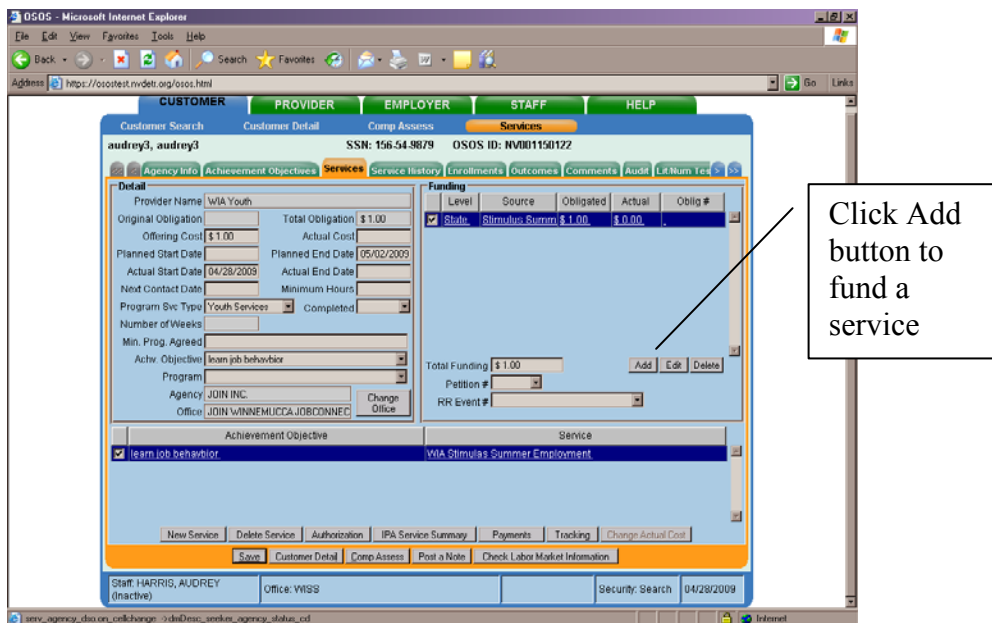
C. Services Module, Services Tab - The Services Tab is used to assign, track and fund WIA Stimulus services for Youth, Adult and Dislocated Worker participants



1. Click New button, select appropriate service (**all Summer Employment Youth must be provided service type “Summer-Related Employment Opportunity”**). Go to General Info Tab.



2. Enter the Offering Cost (\$1.00)
3. Actual Start Date
4. Planned End Date
5. Program Service Type (Save)
6. Total Funding: Select the service to be funded. Enter \$1.00 in Total Funding field. Click Add. Highlight the appropriate funding source, determined by program, and add the desired percentage (such as 50%) to the Obligated Percentage field. Click on the OK button. SAVE. **Repeat to add a second fund to the service.**



Funding -- Web Page Dialog

Funding

	Level	Funding Source	Year	Remaining
<input type="checkbox"/>	State	WIA Adult Local	2008	\$ 559100.00
<input type="checkbox"/>	State	WIA Dislocated Worker	2008	\$ 999844696.23

Obligated Amount OR Obligated Percentage

OK Cancel

WIA formula fund for Dislocated Worker

Funding -- Web Page Dialog

Funding

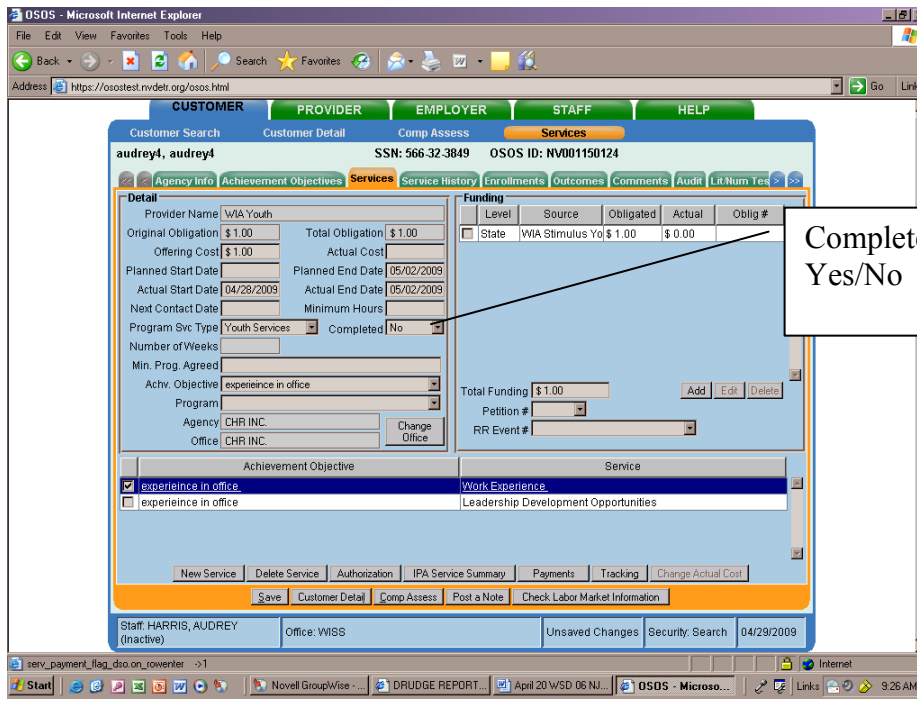
	Level	Funding Source	Year	Remaining
<input type="checkbox"/>	State	WIA Adult Local	2008	\$ 894281.50
<input type="checkbox"/>	State	WIA Dislocated Worker	2008	\$ 999947995.00
<input type="checkbox"/>	State	Stimulus Summer Yo	2008	\$ 1000000.00
<input type="checkbox"/>	State	WIA Stimulus Adult Lc	2008	\$ 1000000000.00
<input type="checkbox"/>	State	WIA Stimulus Disloca	2008	\$ 100000000.00
<input type="checkbox"/>	State	WIA Stimulus Youth L	2008	\$ 100000000.00
<input type="checkbox"/>	State	ARRA	2008	\$ 1000000.00

Obligated Amount OR Obligated Percentage

OK Cancel

WIA Stimulus Dislocated Worker fund

https://osostest.nvdetr.org/serv_detail/serv_fund Internet



- To show a service has ended, click on the service to highlight, in the detail section, add the Actual End Date and choose Yes or No from the Completed drop-down field.

Note: Each WIA Stimulus program participant must receive WIA Stimulus- funded services in NJCOS to enroll. Each Summer Employment Youth service must be funded 100% with Stimulus Summer Youth funds to enroll.

Completed example of a service with two different funds: WIA Adult and WIA Stimulus Adult.

The screenshot shows the OSOS web application interface. The main window displays the 'Services' tab for a customer named 'audrey1, audrey'. The 'Funding' section contains a table with the following data:

Level	Source	Obligated	Actual	Oblig #
<input type="checkbox"/>	State WIA Adult Local	\$ 2832.50	\$ 0.00	
<input type="checkbox"/>	State WIA Stimulus Ad	\$ 2832.50	\$ 0.00	

Below the table, the 'Total Funding' is displayed as \$ 5665.00. A callout box with the text 'Enter Total Funding' points to this field. The 'Detail' section on the left shows 'Provider Name: Buffalo City School District' and 'Offering Cost: \$ 5665.00'. The 'Service' list at the bottom includes 'Practical Nursing' which is checked.

Example of 100% Stimulus Summer Youth funding.

State of Nevada
 Department of Employment, Training and Rehabilitation
 Employment Security Division/Workforce Investment Support Services

**WORKFORCE STIMULUS DIRECTIVE (WSD)
 NEEDS RELATED PAYMENTS NJCOS DATA ENTRIES– WSD - 07**

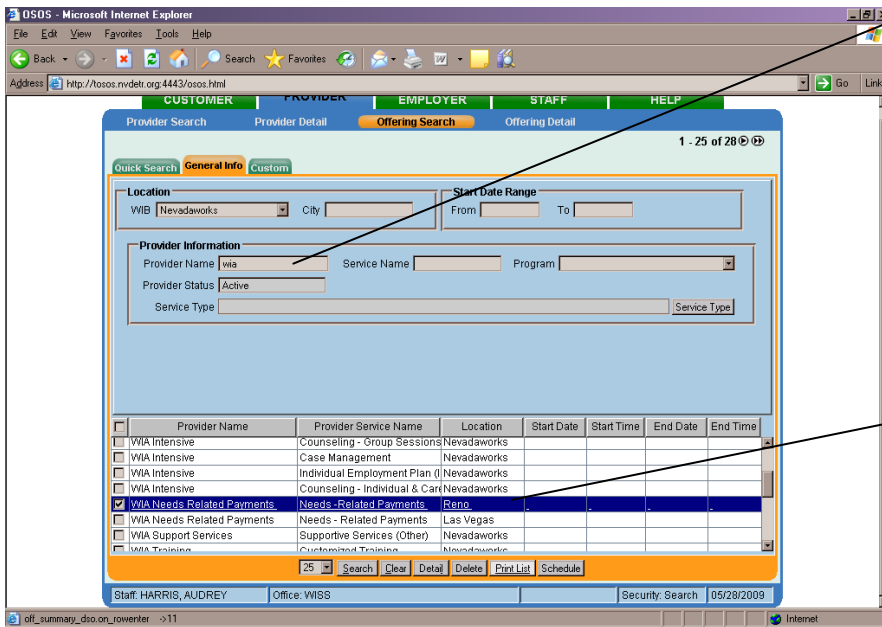
Needs-related payments may be provided to Adults who are unemployed and do not qualify for or have ceased to qualify for unemployment compensation for the purpose of enabling such individuals to participate in programs of training services. The provision of supportive services and needs-related payments should also be a focus for the Recovery Act Dislocated Worker and formula funds. (Training and Employment Guidance Letter 14-08, WIA SCP 1.15, and WSD-01)

Training and Employment Guidance Letter 24-08 requires states to report monthly the number of participants who receive needs-related payments. Record needs-related payments in the NJCOS Services Module. (Refer to NJCOS Basic Plus manual for complete instructions.)

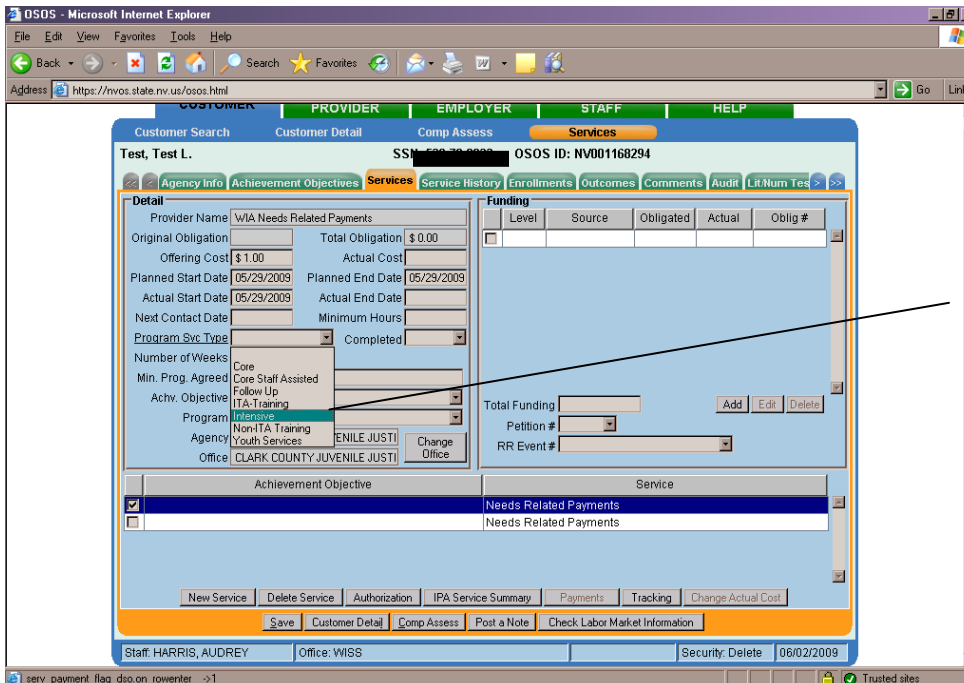
- A. Services Module, Services Tab - The Services Tab is used to track needs-related payment services for Adult and Dislocated Worker participants.

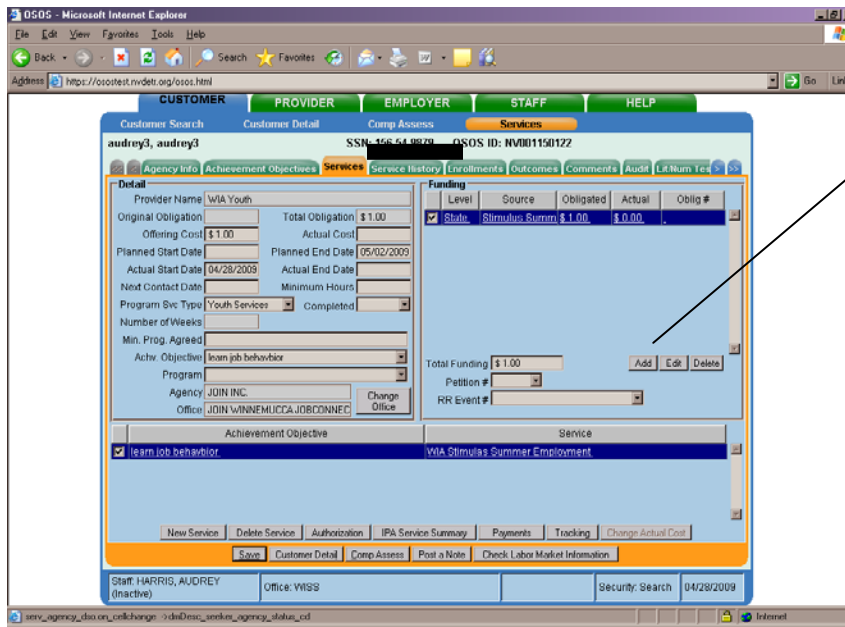
The screenshot shows the OSOS Services Module interface. The 'Services' tab is active, displaying a form for a service entry. The form includes fields for Provider Name (WIA Needs Related Payments), Original Obligation, Offering Cost (\$1.00), Planned Start Date (05/28/2009), Actual Start Date (05/28/2009), Next Contact Date, Program Svc Type, Number of Weeks, Min. Prog. Agreed, Achv. Objective, Program, Agency (AARP), and Office (AARP). A 'Funding' table is also visible, with columns for Level, Source, Obligated, Actual, and Oblig #. At the bottom of the form, there is a 'New Service' button, along with other buttons like 'Delete Service', 'Authorization', 'IPA Service Summary', 'Payments', 'Tracking', and 'Change Actual Cost'. A callout box labeled 'New Service' points to the 'New Service' button.

8. Click New Service button, go to General Info Tab



9. Enter the Offering Cost
10. Actual Start Date
11. Planned End Date
12. Program Service Type: Intensive
13. SAVE





7. Select the service to be funded
8. Enter \$1.00 in Total Funding field
9. Click Add
10. Highlight the appropriate funding source, determined by program, and add the desired percentage (such as 50%) to the Obligated Percentage field
11. Click on the OK button
12. SAVE

B. Services Module, Comments Tab- Enter information for the needs-related payment.

1. Amount of payment
2. Justification for need
3. Purpose of payment

C. Supporting documents such as receipts and family income information must be kept in the participant file.

State of Nevada
 Department of Employment, Training and Rehabilitation
 Employment Security Division/Workforce Investment Support Services

**WORKFORCE STIMULUS DIRECTIVE (WSD)
 REPORTING REQUIREMENTS FOR SECTION 1512 OF ARRA – WSD -08**

I. Introduction:

Section 1512 of the American Recovery and Reinvestment Act of 2009 (Recovery Act) requires recipients and sub recipients to report on the use of Recovery Act funding, and provide detailed information, such as: total amount of funds received; the amount spent on projects and activities; a list of those projects and activities funded, including name, description, completion status and details on sub-awards and other payments.

Section 1512 recipient reports are an Office of Management and Budget (OMB) requirement and must be submitted separately from the ETA 9130 financial reports. In addition to reports submitted to federalreporting.gov, the reports will be posted on www.recovery.gov to maximize transparency and the public's access to information about Recovery Act funded activities and projects.

II. Definitions:

Prime Recipient: are non-Federal entities that receive Recovery Act funding as Federal awards in the form of grants, loans or cooperative agreements directly from the Federal government. Payments made by prime recipients of Federal award dollars can be classified into two categories – (i) payments to sub-recipients and (ii) payments to vendors. The prime recipient is responsible for reporting data on payments made to both sub-recipients and vendors.

Sub-Recipient: is a non-Federal entity that expends Federal awards received from another entity to carry out a Federal program but does not include an individual who is a beneficiary of the program.

Specifically, sub-recipients are non-Federal entities that are awarded Recovery funding through a legal instrument from the prime recipient to support the performance of any portion of the substantive project or program for which the prime recipient received the Recovery funding. Additionally the terms and conditions of the Federal award are carried forward to the sub-recipient.

Vendor: is defined as a dealer, distributor, merchant or other seller providing goods or services that are required for the conduct of a Federal program. Prime recipients or sub-recipients may purchase goods or services needed to carry out the project or program from vendors. Vendors are not awarded funds by the same means as sub-recipients and are not subject to the terms and conditions of the Federal financial assistance award.

A vendor:

1. Provides the goods and services within normal business operations;
2. Provides similar goods or services to many different purchasers;
3. Operates in a competitive environment;

4. Provides goods or services that are ancillary to the operation of the Federal program; and
5. Is not subject to compliance requirements of the Federal program.

III. Report Due Dates: Reports are due to Department of Labor on or before the 10th day after the end of each quarter, therefore reports to DETR/Financial Management will be due five days after the end of each quarter:

1. October 5, 2009
2. January 5, 2010
3. April 5, 2010
4. July 5, 2010
5. October 5, 2010
6. January 5, 2011
7. April 5, 2011
8. July 5, 2011

IV. Jobs Created/Retained: the following data should be emailed to Connie Williams, c-williams@nvdestr.org and Donna Romo, deromo@nvdestr.org on or before the dates listed in Section III above.

1. Name of Staff
2. Job Title
3. Funding Stream – Adult, Dislocated Worker and Youth
4. Number of hours charged to ARRA for the quarter

**STATE OF NEVADA
WAIVER REQUEST**

**TRANSFER OF WORKFORCE INVESTMENT ACT (WIA) TITLE 1B FUNDS BETWEEN THE
ADULT AND DISLOCATED WORKER FUNDING STREAMS**

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title IB programs, request an extension to this waiver, approved by USDOL in June 2005, of the legislative provisions calling for the transfer of no more than 30 percent of the program year's allocation between the Adult and Dislocated Worker funding streams. The waiver would grant individual LWIBs, with the Governor's approval, the ability to transfer up to 50 percent of each program year allocation between the Adult and Dislocated Worker funding streams, to continue thru Program Years 2009 with the exception of ARRA fund, which only allows for a 30 percent transfer .

Waiver Duration: July 1, 2010, through June 30, 2011, or upon re-authorization of the Workforce Investment Act, whichever occurs later.

This waiver request follows guidelines identified in WIA Section 189(i)(4)(B) and WIA Final Rules at 20 CFR Section §661.420(c).

Statutory and Regulatory Sections to be Waived:

Statute: P.L. 105-220, WIA Section 133(b)(4) and Regulations: 20 CFR, WIA Final Rules Section §667.140(a); and Training and Employment Guidance Letter 23-02 provide that with the approval of the Governor, Local Workforce Investment Boards (LWIBs) may transfer up to 30% of a program year's allocation for adult employment and training activities, and up to 30% of a program year's allocation for dislocated worker employment and training activities between the two programs.

In Nevada, the two Local Workforce Investment Areas (LWIAs) are comprised of diverse economic and cultural communities that present unique challenges to the provision of WIA services. In addition, a disproportion of Nevadan's reside in the Las Vegas MSA (i.e. Clark County) which accounts for 70% of the state's population, versus those who reside in the balance of the sixteen (16) Nevada counties, necessitates the need for maximum flexibility in the transfer of funds.

The Governor's Workforce Investment Board has consistently advocated for local alliances through the establishment of the statewide Nevada JobConnect system that strengthen the level and mix of services to job seekers, as well as streamlining service delivery. However, local decisions have been constrained by Federal funding rules that limit funding and, thus, services to adults or dislocated workers seeking assistance to obtain or retain employment through the Nevada JobConnect system. Maximum flexibility in the transfer of funds would help ensure that services to both adults and dislocated workers would be maintained at levels sufficient to meet the distinct needs of each group. This flexibility would also help support local service plans that must integrate the cultural, educational, and employment-related needs unique to each local workforce community, both urban and rural.

State or Local Statutory Regulatory Barriers:

There are no state or local statutory or regulatory barriers to implementing the waiver. The Governor's Workforce Investment Board state policies are in compliance with current Federal guidelines. Upon notification of approval of this waiver request, WIA State Compliance policy Section 3.8 will be updated to comply with the revised timeframe of the waiver. The state policy outlines specific actions each LWIB must take in requesting the Governor's approval to modify or revise the LWIB's transfer rate (%) between the Adult and Dislocated Worker funding streams. Specific actions include, but are not limited to, a formal request to be submitted by the LWIA to the State for review and action, and formal modification of the LWIB's Local Plan upon approval of an increased transfer rate, if applicable.

Goals and Programmatic Outcomes to be Achieved by the Waiver:

- Enhance the ability of the local boards to respond to workforce and economic dynamics within their local areas.
- Increase local flexibility in the design and delivery of adult and dislocated worker services through the Nevada JobConnect system.
- Improve performance outcomes as a result of increased ability to provide needed services.
- Improve the ability of local boards to provide targeted assistance in response to the demands of the workforce, businesses and local communities.
- Increase business and individual customer satisfaction with the JobConnect system.

The responsibility of LWIBs is to plan, oversee, and evaluate the delivery of WIA employment and training programs in their respective areas through the One-Stop service delivery system, in Nevada, the Nevada JobConnect system. Because of Nevada's size, its population distribution, its cultural diversity, and the remoteness of many of its communities, customer needs vary greatly from one local workforce investment area to the other and within the respective areas. The flexibility to transfer funds between the adult and dislocated worker programs allows LWIBs to respond more effectively to their individual communities.

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

Individuals Impacted by the Waiver:

The waiver is expected to benefit LWIBs, Nevada JobConnect partner programs, employers, service providers, and WIA customers overall.

- LWIBs will have the flexibility to design and implement programs based on local needs and priorities.
- Nevada JobConnect partner programs will be able to better align their service offerings with those of the local WIA Programs.
- Employers will be better served through job-seekers that acquire skills specific to each employer's needs.
- WIA program participants will receive appropriate services based on client needs.
- Funding will be utilized effectively and efficiently, resulting in an increase in the number of individuals to be served in the aggregate.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation, Workforce Investment Support Services Unit is charged with monitoring compliance with WIA requirements. Nevada's statewide performance tracking system, Nevada JobConnect Operating System, has the capability of continually assessing the effectiveness of the WIA programs. Waivers will not be granted to local workforce areas until appropriate policies and guidelines have been reviewed and approved by the Governor's Workforce Investment Board. These policies and guidelines will ensure that appropriate funding levels remain allocated to the needs of both adults and dislocated workers in the State of Nevada.

Process for Notice to Public and Local Boards and the Opportunity to Comment:

Nevada's two LWIBs will be notified via electronic submittal of this waiver request to afford them the opportunity to comment prior to formal submittal to USDOL-ETA. Preliminary endorsement of this waiver request has been received from both LWIBs. No comments were received during the public comment period.

**STATE OF NEVADA
WAIVER REQUEST****EMPLOYER REIMBURSEMENT RATE FOR ON-THE-JOB TRAINING**

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title I B programs, requests a waiver of the reimbursement rate of 50 percent to employers for providing on-the-job training opportunities for adults, dislocated worker and older youth to a match based on a sliding scale ranging from 10 to 35 percent for the employer match.

Specifically the Governor shall establish or may authorize the Local Workforce Investment Boards (LWIBs) to establish the sliding scale, which shall be not less than 10 percent of the costs for employers with 50 or fewer employees; 25 percent of the costs for employers with 51 to 100 employees; 35 percent for employers with 101 – 250 and 50 percent of the costs for employers with more than 251 employees.

It is in the best interest of Nevada and its citizens to seek a waiver of the required 50 percent or less of the wage reimbursement rate due to the continued economic downturn in Nevada and reaching the highest unemployment rate since 1983 in the month of March 2009.

Waiver Duration: Through June 30, 2011 and subsequent years.

This waiver request follows guidelines identified in WIA Section 189(i)(4)(B) and WIA Final Rules at 20 CFR Section §661.420(c).

Statutory and Regulatory Sections to be Waived:

Section 101 (31)(B) of the Workforce Investment Act and §663.710(b).

State or Local Statutory Regulatory Barriers:

There are no known state or local statutory or regulatory barriers to implementing the waiver. The only known barriers are federal in nature as described above.

Goals and Programmatic Outcomes to be Achieved by the Waiver:

- By removing the requirement for a 50 percent employer match toward the cost of on-the-job training, LWIBs and their service providers will be able to more effectively market on-the-job to the private sector and building or expanding relationships with employers in demand/high growth industries.
- The proposed waiver will increase the responsiveness of the LWIBs in dealing with the increased number of unemployed Nevadans during this economic downturn.
- The proposed sliding scale will provide the LWIBs with greater flexibility for responding to changes in their local labor markets.

- The sliding scale will allow local areas to serve those businesses that demonstrate the greatest need for financial assistance to support economic development.
- Will ensure that WIA funds allocated to each local area are being utilized in a way that will meet the needs of the business community.
- The proposed sliding scale will provide the required match at a level more suited to their size and should increase participation in the on-the-job training program at the local level.
- The waiver will increase the number of employers using on-the-job training as a means to hire and retain skilled workers.

Individuals Impacted by the Waiver:

The waiver is expected to benefit both Nevada employers and the large number of unemployed Nevadans. Employers will benefit from the waiver due to the reduced match requirement. This will make on-the-job training a more attractive option for acquiring workers trained to their specifications. The waiver will also have a positive impact on unemployed Nevadans eligible for services under WIA.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation, Workforce Investment Support Services unit will monitor the implementation and impact of the waiver through annual on-site reviews.

Process for Notice to Public and Local Boards and the Opportunity to Comment:

The waiver was posted to the home page of the Department of Employment, Training and Rehabilitation (DETR) for public comment. Both Local Workforce Investment Boards (LWIBs) were notified via electronic submittal of this waiver request to afford them the opportunity to comment prior to the formal submission to USDOL-ETA. Endorsement of this waiver request has been received from both LWIBs.

**STATE OF NEVADA
WIA WAIVER REQUEST**

WIA Youth ITA For Older and Out-of-School Youth

Statutory and Regulatory Sections to be Waived:

The Governor's Workforce Investment Board and the State of Nevada Department of Employment, Training and Rehabilitation (DETR), Nevada's administrative entity for Workforce Investment Act (WIA) Title I-B programs, request a waiver for WIA Section 123 and §664.510, which excludes the use of Individual Training Accounts (ITAs) for older and out-of-school youth. Approval of this waiver would allow youth to select training providers from the eligible training provider (ETP) list.

Waiver Duration: Date approved by the Employment and Training Administration through June 30, 2011 or upon re-authorization of the Workforce Investment Act.

This waiver request follows guidelines identified in WIA Section 189(i)(4)(B) and WIA Final Rules at 20 CFR Section 661.420(c).

State or Local Statutory Regulatory Barriers:

There are no known state or local statutory or regulatory barriers to implementing this waiver. The only known barriers are federal in nature as described above.

Goals to be Achieved by the Waiver:

This waiver will expand the service delivery options for older and out-of-school youth. It will allow youth, who are not following an academic track, but are more employment-focused, the same access to ITAs for training services as adults and dislocated workers.

Eliminate the need for co-enrollment in either the adult or dislocated worker program, and streamline the process for youth assessed to be in need of training services.

To increase efficiency and customer choice for the older and out-of-school youth, while reducing some of the administrative costs of procuring training providers for youth.

Charging the ITA cost to the youth program instead of adult or dislocated worker program would reduce the dependence on the limited adult/dislocated worker funds and would increase the funds applied to the 30 percent out-of-school expenditure rate, which is a requirement for youth funds.

Individuals Impacted by the Waiver:

- Older and out-of-school youth will benefit because they will be able to select from a list of certified training providers and will receive services more quickly.
- Local areas will benefit because they will not have to direct their resources to costly and time-consuming, competitive procurements.
- Training providers will benefit because they will not have to follow two separate procedures to provide training for adults and dislocated workers, which require certification, and for older and out-of-school youth, which require competitive bidding.

Process Used to Monitor Progress in Implementing the Waiver:

Once the waiver is approved, the WIA State Compliance Policy Section 1.9 – Individual Training Accounts, will be revised to reflect the use of ITAs for both older and out-of-school youth.

The compliance instrument for on-going review of youth records in the Nevada JobConnect Operating System will be changed to include which training provider was selected and to ensure provider is on the current ETP list.

Process for Notice to the Public and Local Boards and the Opportunity to Comment:

The waiver was posted to the home page of the Department of Employment, Training and Rehabilitation (DETR) for public comment. The Southern Nevada Workforce Investment Board requested the waiver, and both Local Workforce Investment Boards (LWIB) discussed and approved the waiver at the March 10 Workforce Development Coordination Meeting, a meeting between DETR and LWIB staff.

**STATE OF NEVADA
WAIVER REQUEST**

EMPLOYER MATCH FOR CUSTOMIZED TRAINING

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title I B programs, request a waiver for the required 50 percent employer match for customized training at WIA 101(8) to a match based on a sliding scale, ranging from 10 to 50 percent for the employer match.

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

It is in the best interest of Nevada and its citizens to seek a waiver of the required 50 percent employer match for customized training due to the continued economic downturn in Nevada and reaching the highest unemployment rate since 1983 in the month of September 2009.

Waiver Duration: Program Year 2010 and subsequent years.

This waiver request follows guidelines identified in WIA Section 189(i)(4)(B) and WIA Final Rules at 20 CFR Section §661.420(c).

Statutory and Regulatory Sections to be Waived:

Section 101 (8) (C) of the Workforce Investment Act and §663.715 (c).

State or Local Statutory Regulatory Barriers:

There are no known state or local statutory or regulatory barriers to implementing the waiver. The only known barriers are federal in nature as described above.

Goals and Programmatic Outcomes to be Achieved by the Waiver:

- By removing the requirement for a 50 percent employer match toward the cost of customized training, LWIBs and their service providers will be able to more effectively market customized training to the private sector and build or expand relationships with employers in demand/high growth industries.
- The proposed sliding scale will provide the LWIBs with greater flexibility for responding to changes in their local labor markets and other demand-driven needs of the business community.
- The sliding scale will allow local areas to serve those businesses that demonstrate the greatest need for financial assistance to support economic development.

- The proposed sliding scale will provide the required match at a level more suited to business size and should increase participation in the customized training program at the local level.
- The waiver will increase the number of employers using customized training as a means to train/retrain their workers for higher paid/higher skilled positions.

Individuals Impacted by the Waiver:

The waiver is expected to benefit both Nevada employers and the large number of under- employed and lower skilled Nevadans. Employers will benefit from the waiver due to the reduced match requirement. This will make customized training a more attractive option for training workers to their unique specifications.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation, Workforce Investment Support Services unit will monitor the implementation and impact of the waiver through annual on-site reviews.

Process for Notice to Public and Local Boards and the Opportunity to Comment:

The waiver was posted to the home page of the Department of Employment, Training and Rehabilitation for public comment. Both LWIBs were notified via electronic submittal of this waiver request to afford them the opportunity to comment prior to the formal submission to USDOL-ETA. Endorsement of this waiver request has been received from both LWIBs.

**STATE OF NEVADA
WAIVER REQUEST**

SEVENTEEN STATUTORY WIA PERFORMANCE MEASURES

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title IB programs, requests a waiver of the 17 (15 core and 2 customer satisfaction) performance indicators. This waiver request will enable Nevada's Workforce Investment Act programs to implement the six (three adult and three youth) common performance measures as presented by the U.S. Department of Labor in Training and Employment Guidance Letter 17-05 beginning July 1, 2007.

Waiver Duration: July 1, 2010 through June 30, 2011 or upon re-authorization of the Workforce Investment Act, whichever occurs later.

This waiver request follows guidelines identified in WIA Section 189(i)(4)(B) and WIA Final Rules at 20 CFR Section 661.420(c).

Statutory and Regulatory Sections to be Waived:

Section 136 of the Workforce Investment Act.

Nevada is requesting this waiver to implement common measures in order to simplify and streamline the statewide performance accountability system, which we believe is crucial to the seamless delivery of services.

It is in the best interest of Nevada and its citizens to seek a waiver of the current statutory performance measures for WIA Title 1B programs. This will allow the state to adopt the common measures developed by USDOL, which we believe will ultimately yield improved case management and coordination across multiple programs, as well as resulting in improved performance and enhanced customer service.

State or Local Statutory Regulatory Barriers:

There are no known state or local statutory or regulatory barriers to implementing the waiver. The only known barriers are federal in nature as described above.

Goals and Programmatic Outcomes to be Achieved by the Waiver:

With the shift to the six standards under common measures, Nevada would achieve the following goals:

- 1) Eliminate duplicative administrative systems, which will reduce paperwork and labor costs associated with redundant data collection. Examples include:
 - Eliminate the tracking and performance for –
 - a. the credential measure for Adults and Dislocated Worker clients
 - b. the skill attainment measure for Younger Youth; and
 - c. the current Customer Satisfaction measurement system required by the USDOL;

- 2) Enhance integration of the Nevada JobConnect System by use of a single measurement system to test performance for all employment and training programs within.
- 3) Better implementation the USDOL's Strategic Vision for Services to Youth, with emphasis on out-of-school populations with increased accountability for employment and/or increased secondary and post-secondary education outcomes.
- 4) Cost Savings through streamlining. A simplified and streamlined performance measurement system is more cost effective. With consistent direction, program resources can be directed to a single set of goals, rather than competing goals and costly processes.

USDOL requires states to report on the current 17 measures in addition to the six common measures. By requesting a waiver to remove Nevada from the original measures, the state avoids a duplication of efforts in reporting and is able to apply its diminishing resources where they are most needed.

Individuals Impacted by the Waiver:

The waiver is expected to benefit the LWIBs, their service providers and our WIA customers. Customers from any program that become a part of the common measures process will be impacted. However, approval of this waiver will positively impact all customers by providing accountability while improving program management and performance.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation, Workforce Investment Support Services unit will monitor the implementation and impact of the waiver through a combination of performance reporting and local level input. Nevada's statewide performance tracking system, Nevada JobConnect Operating System, has the capability to continually assess the performance levels of both LWIBs and the performance results achieved following the adoption of common measures.

Service provider case management staff and others will be looked to for feedback and asked to discuss issues related to the common measures process and to address issues as they arise.

Process for Notice to Public and Local Boards and the Opportunity to Comment:

Nevada's two LWIBs were notified via electronic submittal of this waiver request to afford them the opportunity to comment prior to formal submittal to USDOL-ETA. Preliminary endorsement of this waiver request has been received from both LWIBs.

JIM GIBBONS
Governor



LARRY J. MOSLEY
Director

OFFICE OF THE DIRECTOR

February 22, 2010

Richard C. Trigg, Regional Administrator
U.S. Department of Labor, Region 6
90 7th Street, Suite 17-300
San Francisco, CA 94103-1515

RE: Modification of Nevada's Existing State Plan

Dear Mr. Trigg:

Thank you and your staff so much for your ongoing technical assistance and support of Nevada's workforce development initiatives. We are indeed grateful. As outlined in TEGL 9-07 we find it necessary to revise the State's Performance Improvement Plan, which you will find attached.

Please feel free to contact Ardell Galbreth at 702-486-7980 or Odalys Carmona at 702-486-7978 if you have any questions.

Respectfully,

A handwritten signature in black ink, appearing to read "Larry J. Mosley", is written over a horizontal line.

Larry J. Mosley
Director

Nevada's Performance Improvement Plan

I. The State's performance relative to other states

During program year 2007, Nevada had 37.5% in Attainment of Degree or Certificate for states with waivers to report common performance measures outcomes, according to the *State Annual Report* data, 10/07/08. Connecticut, New Mexico and Vermont were the only three other states below the 50% retention rate for the same period.

II. Improvement Efforts Underway

The LWIBs management staff has demonstrated a commitment and recognizes that the implementation of the WIA Common Measures represents a business change that values positive performance through quality service delivery. The Southern Nevada Workforce Investment area is the largest in the state, *workforceConnections* covers four counties. Workforce Investment areas have undergone a thorough changes of action. The attached action plan of *workforceCONNECTIONS* details our efforts to continue improving Nevada's performance numbers. *(Please refer to Attachment A1)*

To assist both LWIBs in improving their performance, particularly the youth common measures; a report matrix has been developed. Implementing the report matrix will assist the LWIBs in receiving reports needed in order to track performance. This process will ensure all outcome information has been entered correctly prior to reports being submitted to DoL. *(Please Refer to Attachment A2)*

Timeframes have been established to ensure that real-time reports are being distributed timely. The intent of this approach is to provide information and an earlier opportunity for LWIBs to take a proactive approach to update specific records requiring critical outcome data entries. *(Please refer to Attachment A3)*

III. Incremental Improvement on the Performance Measures

The performance analysis presented to DoL November, 2009 summarizes factors and outline steps that have been taken to improve the youth performance. *(Please refer to Attachment A4)*

At the end of PY2008-4th quarter, the state showed a failing performance in Attainment of Degree/Certificate, 17.1%. Since that period the State has improved performance in PY2009-2nd quarter by achieving 57.1% for that measure.

The Northern Nevada Workforce Investment area, Nevadaworks which services the thirteen northern Nevada counties, have exceeded and met all measures consistently. They have excellent performance outcomes and have met their benchmarks for PY2008 4th quarter at 75.7% and PY2009 2nd quarter at 83.3% for Attainment of

Degree/Certificate. Nevadaworks best practices have been emulated by *workforceConnections*.

workforceConnections for PY2008-4th quarter showed a failing performance for Attainment of Degree and Certificate Measure. Since that period *workforceConnections* have improved in PY2009-2nd quarter. *(Please refer to Attachment 5)*

IV. Technical Assistance Previously Provided

Through the support from the Regional Department of Labor, the Southern WIB has and will continue to receive Technical Assistance from Social Policy Researchers Associates (SPRA). This performance enhancement project identified training and support based on the needs and priorities determined by the LWIBs.

Phase II of the performance enhancement project will begin March of 2010. The purpose is to provide service providers/contractors with information and clarification regarding common measures and performance. The goal is to train the service providers/contractors to be knowledgeable regarding how to establish performance management systems and calculate performance that will lead to successful performance outcomes. Expected objectives are that upon the completion of the training session and meetings with SPRA representative, service providers/contractors will be able to establish:

- Establish Common Measures' performance management systems that will (a) determine their current, real-time performance, and (b) forecast and project any future problems and implement solutions to avoid poor performance (including making appropriate P selections, placing/assigning Ps into proper activities that lead to success (inc. performing proper monitoring and support of Ps), what to do at the point of exiting Ps, and
- Familiarity with techniques of how to effectively and accurately calculate Common Measures performance.

Phase I of the performance enhancement project in 2009 was completed. Training and support from SPRA consultants included developing strategies and performance tools to collect and use information to make decisions about intake, enrollment, and program services. SPRA'S provided "coaching" to individual contractors for support with performance management strategies based upon their individual program design. In-depth training on Literacy-Numeracy Measure focused on understanding Educational Functioning Levels (EFLs) and timeframes, as well as multiple year client enrollments. Finally, training was provided in developing strategies and tools for client exit, follow-up services and retention tracking practices. *(Please refer to Attachment A4-pg 5)*

With the support of the Department of Employment, Training and Rehabilitation, FutureWork Systems, L.L.C., was procured and launched on February 10, 2009.

FutureWork Systems, L.L.C., provides a web-based Decision Support System for the state and the two LWIBs. FutureWorks is designed to enhance performance management of various workforce development programs in partnership with the United States Department of Labor (DoL). Training was held for the LWIBs throughout 2009. *(Please refer to Attachment A4-pg 6)*

Since the LWIBs transition from their individual legacy systems to the Nevada JobConnect Operating System (OSOS) July 1, 2006. The state has continuously facilitated technical assistance through on-site training specific to data entries impacting performance and reporting. The attached document is the Workforce Investment Support Services (WISS) On-Site Training calendar year 2009 for the LWIBs. *(Please refer to Attachment 5).*

The WISS 2010 Training calendar will be developed as training is identified and requested by the LWIBs.

V. Changes in Economic Conditions and Program Design

All metropolitan areas of the state lost jobs in December. In Las Vegas, employers reported 9,900 fewer jobs in December than in November. Since December 2008, the area has lost 66,700 jobs or 7.4 percent. In December, the unemployment rate jumped seven-tenths of a percent to 13 percent, nearly matching the highest rate on record, September's 13.3 percent. An estimated 176,000 Nevadans were unemployed during 2009. Changes in the unemployment rates in Nevada's regional labor markets followed suit in December 2009. The unemployment rate in Las Vegas jumped a full percentage point to 13.1 percent, second highest in the nation. *Source: State of Nevada, Department of Employment Training and Rehabilitation Unemployment Figures: January 2010*

LWIBs youth program designs have been aligned with WIA common measures. *workforceConnections* issued new youth multi-year contracts on October 1, 2008. There will be no more forced exit or enrollments in youth system. Also, there will be an increased emphasis on training older and out of school youth. *(Please refer to Attachment A4)*

VI. The Characteristics of participants served compared to the participant characteristics described in the State Plan

Nevada's underperformance in educating its young population could limit Nevada's access to competitive workforce and weaken its economy over time. Nevada's diverse young population does not appear to be prepared educationally to maintain or enhance the state's position in a global economy.

- The chance of Nevada high school students enrolling in college by age 19 is very low, because few students graduate from high school and enroll in college. Nevada's high school students who graduate within four years are among the smallest in the country. (Nevada's percentage is 23% compared to 57% for the top

states in 2008). *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*

- Nevada’s performance for preparing students to succeed in college remains low when compared to other states and received a grade of C for the preparation measure. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- Nevada remains one of the poorest performing states in the percentage of young adults earning a high school diploma or General Education Development (GED) by age 24. The affordability of higher education in Nevada has declined. Year 2008 Nevada was one of many states to receive an F in education affordability. Net college costs for low and middle-income students to attend public two and four-year college represents about 38% of Nevada’s annual family income. Nevada’s investment in needs-based financial aid is very low when compared to top-performing states, and Nevada does not offer low-priced college opportunities. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- There is a 16% gap between whites and all minorities in the percentage of 18 to 24 year-olds with a high school credential, which is one of the largest gaps in the United States. Among the same population, 88% of blacks and 68% of Hispanics, two of the largest minority populations in Nevada, have a high school credential compared with 91% of whites. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- Eighty-four percent, 84%, of young adults in Nevada earn a high school diploma or General Education Development (GED) diploma by age 24, placing Nevada among the lowest-performing states in this measure. *Source: The National Center for Public Policy and Higher Education – Measuring Up 2008: The Nevada Report Card on Higher Education*
- Approximately 20,700 students did not graduate from Nevada’s high schools in 2009. *Source: Alliance for Excellent Education*
- Nevada has an overall rank of 39 for percent of teen high school dropouts. *Source: 2007-KidsCount Annie Casey Foundation*



Performance Improvement Plan – Youth Common Measures
Attachment A1

Legend: Red COMPLETED; Blue ON-GOING; Green UPDATE

ISSUE	ACTION/ACTIVITIES/CONTACT PERSON	TIMELINE FOR COMPLETION
WIA Youth Program designs are aligned with Common Measures	<ul style="list-style-type: none"> • New youth RFP/contracts issued • No more forced exit or enrollments in youth system. • Increased emphasis on older, out of school youth • Targeted WIA services to specific geographic and schools as indicated a youth mapping report produced by the Youth Council <p><i>Contact: Workforce CONNECTIONS: Kelly Hemwood</i></p>	Completed - contracts executed 10/1/08
Change in contractors created disruption of services	<ul style="list-style-type: none"> • Ensure annual contracts are procured for a period of up to 3 years • Transition process facilitated with two contractors to determine which youth should be continued in WIA system based upon a set criteria: <p><i>Contact: Workforce CONNECTIONS: Kelly Hemwood</i></p>	<p>Completed - new contract cycle started in Fall of 2008 with a procurement cycle through 6/30/2011</p> <p><i>Most of the negative performance associated with this process has been recorded by in Q1/Q2 of PY 2009 (ending 12/31/09), however because of the cumulative "rolling quarter" this will continue to impact annual cumulative through Q1 of PY2010.</i></p>
Too many inactive/non-participating youth in the system	<ul style="list-style-type: none"> • A review, in partnership with service providers, of all youth enrolled in the WIA system to determine how many have not been actively participating. 	<p>Completed as of 12/31/08</p> <p><i>Most of the negative performance associated with this process has been</i></p>

	<ul style="list-style-type: none"> Reviewed how many have met performance and should be exited, any youth who met exclusion criteria, those who are unable to be located and/or who refuse to participate, these youth were exited Data was reviewed and youth were exited as part of the transition of GNJ contract and the re-design of NPI's contract. As a result of the above approximately 400 youth were exited from the system between September and December 2008. <p><i>Contact: Workforce CONNECTIONS: Kelly Hemwood</i></p> <ul style="list-style-type: none"> Development of strategies and tools to collect and use information to inform decisions about intake, enrollment, and program services. (Ongoing) Development of performance management tools including checklists at entrance and exit to assist with determining which youth fall into which measure at entrance as well as data entry procedures for exits (Completed Spring 2009) Includes checklists above, as well as new enrollment and exits reports listed on attached reporting matrix. (Target Date: March 2010) See Reporting Matrix below Conduct monthly contractor meetings where performance reports are reviewed at each meeting. (First Tuesdays of each month, began in January 2010) Conduct onsite meetings with each contractor individually where performance reports and NJCOS data are reviewed. (Monthly began January 2010) 	<p>recorded by in Q1/Q2 of PY 2009 (ending 12/31/09), however because of the cumulative "rolling quarter" this will continue to impact annual cumulative through Q1 of PY2010.</p>
<p>Youth Service Provider Training and Technical Assistance</p>		<p>Entrance and Exit checklists completed (Spring 2009)</p> <p>Set up a schedule to review all new enrollments and exits with board staff and contractors on a monthly basis (by March 2010)</p> <p>During monthly contractor meetings. Will include onsite contractor meetings to begin in March 2010.</p> <p>Monthly Meeting Calendar has been created and Providers are attending the meetings. Current month meeting schedule for: May 4, 2010 at 10:00 am</p> <p>SPR training is scheduled in March,</p>

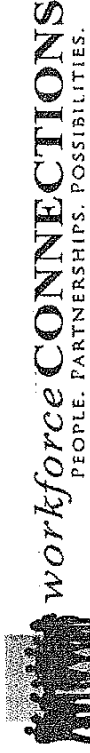
	<ul style="list-style-type: none"> • Further TA will be sought from Social Policy Researchers. ✓ Providing “coaching” to individual contractors for support on performance management strategies based upon individual program design and adjustments that may be needed. ✓ SPR conducted coaching sessions with WIA year round providers (Phase I conducted in Spring 2009, training to take place on March 2&3, 2010, with additional dates to follow) ✓ Utilizing SPR tools, provide training on Common Measures for new board and new contractor staff or those wishing further information. (March 2 & 3, 2010) ✓ Assist with reviewing the specifications for regularly produced canned reports to assist board staff and contractors to manage performance. (March 2 & 3, 2010) <p><i>Contact: Workforce CONNECTIONS: Sylvia Spencer, wC IT staff with support from SPR</i></p>	<p>2010. (SPR will conduct training (with Group of Contractors) and coaching (with Contractors on March 2 -3, 2010) SPR Training Scheduled:</p> <p>Wednesday, May 19, 2010 ½ Day Only @ WorkforceCONNECTIONS Thursday, May 20, 2010:</p> <p>10:00 am HELP of So. Nevada 1:00 pm Nevada Partners</p> <p>SPR will conduct training with Group Contractors and Coaching w/Contractors on March 2-3, 2010</p>
<p>Lack of management reports for board staff and contractors</p>	<ul style="list-style-type: none"> • Develop a set of reports to be used by board staff and contractors (completed outline of reporting needs – see reporting matrix – December 2009) • Producing some of these reports is possible in Discoverer Reports however, it has been determined that wC needs access to raw data housed in NJCOS. (Requested by local areas, waiting on DETR 	<p>5/4/2010 Training schedule in progress. Jeff Marsh only wCONNECTIONS Staff to receive FutureWorks Training. WISS Staff sent Roster Reports for April 2010 to LWIB's.</p> <p>Access to Discoverer will not be accessible to Service Providers. Jeff Marsh to continue creating reports that</p>

	<p>response)</p> <ul style="list-style-type: none"> ● Access to reporting tools by contractors (Requested by local areas pending VPN Viewer access given by DETR. Additional access forms need to be completed by contractors – projected for March 2010) ● Looking at staffing of performance reports and data analysis. Provide wC data support staff in-depth training in report tools, such as Discoverer, so that local board has more staff able to produce reports. ● Develop canned reports and produce these on a monthly, quarterly, annual basis (March/April 2010) ● Implementation of Future Works reports is anticipated. However again, the wC has explored this tool and determined that appropriate and needed reports will only be produced when wC has access to its own data. (see above) ● Release of data warehouse to provide the LWIA with access to all of NJCOS data. ● See <i>Reporting Matrix</i> outline of report needs including: <ul style="list-style-type: none"> ✓ “true” real-time roster reports available on a monthly basis to describe which individual youth did and who did not make a 	<p>will be sent to service providers.</p> <p>Access to Discoverer will not be accessible to Service Providers. Jeff Marsh to continue creating reports that will be sent to service providers.</p> <p>Access to Discoverer will not be accessible to Service Providers. Jeff Marsh to continue creating reports that will be sent to service providers.</p> <p>WISS – First report given to wCONNECTIONS in the 90/90 WISS supplied Roster reports in April 2010.</p> <p>FutureWorks reports will be abandoned in July 2010. WCONNECTIONS will be purchasing PRO ACCESS.</p> <p>wCONNECTIONS Staff are in the process of setting up a meeting with IT in Carson City to develop real-time rosters.</p>
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<p>Data Entry (see issues with NJCOS data entry system in report)</p>	<p>certain measure.</p> <ul style="list-style-type: none"> ✓ case management roster that shows participants who are currently active in the program and that shows their status regarding specific performance outcomes for which they are included in the denominator. <p><i>Contact: wC IT staff with support from DETR.</i></p>	
	<ul style="list-style-type: none"> • Conduct NJCOS training with contractors. • Determine whether the local board will move to a new performance management system. Several systems have been explored including the itrac system, an off the shelf system which contracts out to local WIBs. Regardless of the above the following will occur: <ul style="list-style-type: none"> ✓ Determine feasibility of centralized data entry for the youth system ✓ Development of NJCOS (OSOS) data entry mapping “cheat sheet”, to assist with accurate and sufficient data entry to track performance. 	<p>April 2010 wCONNECTIONS staff are coordinating training schedule with WISS</p> <p>Demonstration for I-TRACK system scheduled for Wednesday, April 26, 2010 at wCONNECTIONS.</p> <p>April 2010 wCONNECTIONS creating database on-line for service providers to enter data.</p>

<i>Contact: wC IT staff with support from DETR.</i>	
Performance Measurements	
Common Measures	<p>Target date: 3/30/10</p> <ul style="list-style-type: none"> • A Performance Plan with common measures goals, demographics and activities goals have been implemented as part of each WIA year round contract. (October 2008) • This plan will be assessed once reports can be produced to compare plan vs. actual. (April 2010) • Develop a local system <i>performance policy</i> that provides guidance on measures, data entry requirements as well as sanctions policy. (March 2010) • Develop ways of tracking interim progress through these measures. This will include such things as contractor self-reports submitted monthly or quarterly that would include a roster of interim outcomes and activities that show progress towards meeting outcomes. <p><i>Contact: Kelly Henwood and Sylvia Spencer</i></p>
Literacy Numeracy Measure	<p>In Progress</p> <ul style="list-style-type: none"> • Provide board and contractors reminders for upcoming post test scores to ensure that the measure is being accurately tracked. These reminders are being sent to local contractors. (ongoing, started in January of 2009). • Provide an in-depth training on literacy/numeracy EFL and timeframes as well as multiple year enrollments. Include a focus on low level learners including those with special needs and who may have disabilities. Provide capacity regarding reasonable testing strategies and expectations for gains. (Completed as part of SPR <p>Completed with support from state by March 1, 2010.</p>

	<p>training – Spring 2009)</p> <ul style="list-style-type: none"> • Provide in-depth training on Literacy Numeracy and changes in measurements based on 17-05c2 issued on May 20, 2009. This is an areas that DETR at the state will need to provide support as the impact on data reporting of this measure is unclear. • Produce a regular dedicated roster report be that tracks the performance outcomes of the Literacy/Numeracy measure with detailed content <p><i>Contact: Kelly Henwood and Sylvia Spencer, with support from DETR</i></p>	<p>In Progress- Conference Call March 4, 2010 to discuss training dates.</p> <p>WISS Staff provided monthly rosters with: “Who’s in or out of Measure)</p>
<p>Attainment of a degree</p>	<ul style="list-style-type: none"> • Conduct training in strategies and tools for follow-up and retention including tracking mechanisms and practices. <p><i>Contact: Kelly Henwood and Sylvia Spencer, with support from DETR</i></p>	<p>1st Tuesday of every Month Service Provider meetings identifying problems, TA Assistance</p>
<p>Placement in Employment, Post-Secondary Education/Training</p>	<ul style="list-style-type: none"> • Determine a real time way of tracking placement, vs. waiting for UI wages. Currently there is no way to track interim progress towards this measure. <p><i>Contact: Kelly Henwood and Sylvia Spencer, with support from DETR</i></p>	<p>wCONNECTIONS created website for provider to enter data. In Progress</p>



REPORT MATRIX
Attachment A2

Report	Description of Report/Purpose	Who	Drill level/Notes	Frequency/Responsible
State Preliminary Quarterly Performance	Shows the performance rate (%) with numerator/denominator (#) <ul style="list-style-type: none"> ✓ Includes numbers and rates for each of the three common measures during the quarterly timeframes per DOL. ✓ This report was being produced by the state as a preliminary to Qtrly (9090) Report. ✓ An analysis accompanied the Discover Report <p><i>To make best use of this report, it should accompany a roster of names of youth.</i></p> <p>Show preliminary quarterly (9090 report) prior to DOL submission.</p>	All active or exited youth that effect each measure. Based on DOL report timeframes.	Currently we receive a cumulative rate (%) and denominator/nominator (#) but need a roster of names for each of the three measures. Each of the rosters (three total, one for each measure) should show: <ul style="list-style-type: none"> • Contractor • Case manager • Youth name • School status • Enrollment date • Birth date • Exit date or date of last activity (if no longer active) • Met or did not met measure - Y/N <p><i>Requested that this be provided in Excel.</i></p>	Twice per quarter. <ul style="list-style-type: none"> ✓ Once mid-quarter ✓ Once with at least 3 weeks lead time to reconcile any data. <p>By State: Connie Williams</p>
Real Time "Pipeline" Reports	Shows all youth who "would be" in each of the denominators for each of the three common measures in any given quarter (regardless of exit). Provided in: <ul style="list-style-type: none"> ✓ Real time, for the current quarter, and including all active enrollments <p>Used as a predictor report. Should</p>	All-youth (active as well as those who have been exited but have not gotten to measurement quarter)	Reports by WIA Contractor. Indicates by measure, a roster of names of those that are in the measure (prior to exit). Each of the rosters (three total, one for each measure) should show: <ul style="list-style-type: none"> • Contractor • Case manager • Youth name • School status • Enrollment date • Birth date 	Quarterly and Monthly? By wC Staff: Peter Bagliachi and Jeff Marsh with support from State staff: Odalys Carmona State Contact: Connie Williams



<p>not be according to DOL timeframes but for current quarter of who is in the pipeline for each measure.</p>	<p>AND</p> <p>For Lit/Num:</p> <ul style="list-style-type: none"> • Pre Test date • EFL level • Post test date • EFL level • Increase Y/N <p>AND</p> <p>For Attainment:</p> <ul style="list-style-type: none"> • Type of attainment (GED, diploma, or other certificate= not sure of categories) • In educational activity Y/N • Which type of educational activities they are enrolled from activity list or a NA • Whether they have met attainment (pre exit or prior to measurement quarter) Y/N <p>AND</p> <p>For Placement</p> <ul style="list-style-type: none"> • Type of placement (job, post secondary, etc) prior to exit • Location of placement (job or post-secondary) • Met measure Y/N • Currently working (pre-exit) Y/N • Which type of indicator activities they are enrolled from activity list or a NA 	
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<p>Activity Report</p>	<p>Shows a roster of all active youth, their activity levels, and by contractor.</p> <p>Shows which are or have been in key activities and allows board staff and contractor manager to monitor if youth are not in significant indicator activities that would allow them to attain outcomes.</p>	<p>Active youth</p>	<p>Top of report will have the total number of active youth by contractor and a cumulative % in each significant activities* (those indicated on the contract performance plan template*) as well as a roster of the following:</p> <ul style="list-style-type: none">• Case manager• Youth name• School status• Enrollment date• Birth date <p><i>*Significant Activities:</i></p> <p>Placement Activities/Indicators:</p> <ol style="list-style-type: none">1. Work Experience/Internships (both sub/unsup as well as summer work experience)2. Work Readiness Training (Job Readiness/Pre-Employment)3. Job Shadow4. Occupational Skills Training <p>Attainment Activities/Indicators:</p> <ol style="list-style-type: none">1. Basic Skills/Literacy/Numeracy Instruction2. GED prep3. Alt Secondary education4. Preparation for Post-Secondary Education5. Tutoring <p>Other Activities/Indicators</p> <ol style="list-style-type: none">1. Computer literacy2. Financial literacy3. Leadership Development	<p>Monthly</p> <p>By WC Staff: Peter Bagliachi and Jeff Marsh with support from State staff: Odalys Carmona State Contact: Connie Williams</p>
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<p>New Enrollment Report</p>	<p>To review all new enrollments by month in order to utilize new enrollment check list(s) and decision making process about interventions and services needed..</p> <p>For contract managers and board staff to review and discuss all new enrollments and plan the services needed with an understanding of outcomes.</p>	<p>New enrollments</p>	<p>By contractor, a roster that shows:</p> <ul style="list-style-type: none"> • Case manager • Youth name • School status • Enrollment date • Birth date • School attending/last school 	<p>Monthly</p> <p>By wC Staff: Peter Bagliachi and Jeff Marsh</p>
<p>Exit Report</p>	<p>To review all new exits within last 60 days by month in order to utilize exit check list(s) and decision making process about outcome attainment</p>	<p>All "upcoming" exits</p>	<p>By contractor, a roster that shows:</p> <ul style="list-style-type: none"> • Case manager • Youth name • School status • Enrollment date • Birth date • Any exit information or indicators 	<p>Monthly</p> <p>By wC Staff: Peter Bagliachi and Jeff Marsh</p>
<p>Barrier Report</p>	<p>To reconcile barriers and characteristics of youth in order to have an accurate picture of who is being served in the WIA system.</p> <p>Produced for each contractor and reviewed and reconciled with board staff.</p> <p>Any new barriers (not those for eligibility purposes) will be update in the NJCOS system</p>	<p>All youth served during the program year (whether active or not)</p>	<p>By contractor:</p> <ul style="list-style-type: none"> • Case manager • Youth name • School status • Enrollment date • All key barriers with a Y or N 	<p>Produce 2 times a year</p>

YOUTH REPORTING TIMEFRAMES

Attachment A3

Type of Report	Who Produces	Date Due	Distributed To	How Utilized
State Preliminary Quarterly Performance	WISS-Connie Williams	Appx. 3 weeks prior to submission to DOL	workforce CONNECTIONS-Sylvia Spencer	Provide information early to update specific records
Real Time "Pipeline" Reports: Common Measures	Jeff Marsh/wC	15th of each month	All Contractors/Youth Staff	Via Email Monthly Contractor meeting Individual Contractor Meeting
Activity Report	Jeff Marsh/wC	Mid-Quarter: 20th of each month February, May, August, November	All Contractors/Youth Staff	Via Email Monthly Contractor meeting Individual Contractor Meeting
New Enrollment Report	Jeff Marsh/wC	15th of each month	All Contractors/Youth Staff	Via Email Monthly Contractor meeting Individual Contractor Meeting
Exit Report	Jeff Marsh/wC	15th of each month	All Contractors/Youth Staff	Via Email Monthly Contractor meeting Individual Contractor Meeting
Barrier Report	Jeff Marsh/wC	Bi-Annually: October and March	All Contractors/Youth Staff	Via Email Monthly Contractor meeting Individual Contractor Meeting
Youth Council Report	Jeff Marsh/wC	5th of each month	Youth Council Members/Youth Staff	Youth Council Meeting 2nd Wednesdays

Attachment A4

Analysis of Performance Measures for the Southern Workforce Region

Provided by:

John Ball

Odalys Carmona

Kelly Henwood

Background

This report provides an analysis of the DOL Common Measures performance for the Southern Nevada Local Workforce Investment Area's (LWIA) youth programs. The Southern LWIA, now known as workforce CONNECTIONS, has been in the process of identifying and addressing programmatic and administrative factors that have hindered youth system performance for several years.

This analysis provides a summary of those factors as well as an outline of steps that have been taken to improve the local system youth performance.

Youth Performance 2006-2008

Program Year	Youth Common Measures					
	Placement in Employment or Education		Attainment of Degree or Certificate		Literacy and Numeracy Gains	
	Negotiated	Actual	Negotiated	Actual	Negotiated	Actual
2006	n/a	44.3%	n/a	61.4%	n/a	50.0%
2007*	46%	37%	45.0%	24.8%	35%	26.0%
2008*	49%	35%	46%	5%	36%	28%

*In Program Year 2007, Southern LWIA served 867 youth and exited 206 and in Program Year 2008 897 youth were served and 416 exited.

Exit Cohorts for PY 2008 Performance

Placement in Employment or Education	Attainment of Degree or Certificate	Literacy and Numeracy Gains
Exit Cohort	Exit Cohort	Exit Cohort
10/1/07-9/30/08	10/1/07-9/30/08	7/1/08-6/30/09

History of Performance

Implementing Common Measures accountability in the local area was confused by a lack of clear guidance with the LWIA. The State received a waiver from DOL for Common Measures accountability as of July 1, 2007; however the LWIA did not institute this requirement in service provider contracts until January 1, 2008. This occurred in the midst of the PY 2008 performance period for 2 of the 3 measures¹.

¹ Placement and Attainment measures included youth who exited between 10/1/07 and 9/30/08, while Literacy and Numeracy Measure including youth who exited during the period of the Program Year.

There was a historical trend in the LWIA funded programs that forced contractors to enroll youth in anticipation of summer which was detrimental to meeting DOL outcomes. In Program Year 2007 performance numbers reflect contracts that were written for summer only work experience services. Contracts limited service providers' ability to continue providing services to youth after the period of summer. Approximately 100 youth participants were exited in August and September 2007 that negatively impacted performance in PY 2007.

Changing service providers has shown to have a negative effect on the Southern LWIA to meet performance. Three major events have occurred in recent years. One was in July of 2007 when Nevada Business Services essentially "went out of business". Of approximately 700 youth, 600 youth had been without active contact and were eventually exited out of the system regardless of outcomes. At that time, approximately 70 youth were transferred to other providers and those 70 youth appeared to be successfully engaged in programming.

The second major event was when Greater New Jerusalem (GNJ) did not apply for WIA funds as part of the competitive procurement which issued a new RFP in summer of 2008. At the time GNJ served more than half of the youth in the local system. When a transition analysis was conducted in the fall and winter of 2008, approximately 175 youth were found to be stagnant in terms of their active participation in programs and were exited by quarter ending 9/30/08. A transition contract was executed that allowed some youth to continue to be served by GNJ for a limited amount of time, from October 1, 2008 through June 30, 2009. The goal of the transition contract was to provide selected youth with services in order to assist them to meet the applicable performance outcomes within the stated period of the contract.

The third major event was with Nevada Partners. Approximately 175 youth were exited for quarter ending 12/31/08 due to stagnant in terms of their active participation.

An overall assessment on the history of youth programs in the area shows that there has been a lack of clear guidance on program design strategies, a lack of emphasis on targeting youth most able to benefit from WIA services, little to no LWIA requirements for "suitability screening" prior to WIA enrollment, minimal focus on programmatic tools to ensure an understanding of individual participant performance management and finally a lack of reports needed for performance management.

Performance/Data Reporting

Poor data-entry of outcomes and activities in the NJCOS (OSOS) has consistently challenged the local system. Although this is the current system that is being used to report information up to the State, there is a low level of confidence by LWIA and local service providers. Training has been conducted by both State and LWIA staff with youth service providers over the last year and a half. The LWIA is

currently considering a “centralized” data entry approach because of the steep learning curve for new providers in using the system.

Specifically, a problematic area with data entry has been in the entry of literacy/numeracy pre and post test scores. The current analysis of data shows a marked improvement in this area². Data entry of attainment of a degree in the 3rd quarter after exit has been an issue as well. The error rate in recording outcomes and other relevant data elements has been high in the past. See recommendations on the generation and review of real-time rosters.

Transition to Common Measures

As part of the transition to DOL Common Measures the following activities have taken place:

A new WIA Youth RFP was issued by the Southern LWIA that resulted in new contracts October 1, 2008. These contracts are in place for a three year procurement cycle and require program designs to meet Common Measures outcomes. The new program designs place a greater focus on out of school youth, targeted interventions at high need zip codes and high schools, as well as a greater emphasis on new enrollments of youth ages 16 and above. Performance goals were explicitly incorporated into the contract along with targets for activity levels.

Data shows us that youth most often do not transfer well to new case managers let alone new service providers. Minimizing the change in contractors is key to consistent programming and keeping youth engaged. This is part of the rationale for the three year procurement cycle that has been instituted by the LWIA.

Because of the change in program design under the new RFP, transition contracts were executed with GNJ and Nevada Partners, Inc. (NPI). In an effort to move the design of the system to be better in-line with Common Measures, a deep level of analysis of those youth currently enrolled was conducted by both contractors and LWIA staff. This arduous process included the following individual level analysis and inquiry: which youth were actively engaged, which youth could be reasonably be transferred to another provider, which youth could meet outcomes within the period of a transition contract, and finally which youth should be exited. To determine whether a youth should be exited LWIA and contractors together looked at the following indicators: youth who have already met positive performance, youth who were too young to meet common measures (14 & 15 year olds), youth who were not able to be located, or youth would be excluded from performance measures.

² PY 09 preliminary performance report shows the local area at 46%.

This system wide transition process, guided by the Southern LWIA, resulted in almost 400 youth being exited from the local program in the 1st and 2nd quarter of PY 2008 (ending September 30, 2008 and December 30, 2008). While some of these exits were positive, the overwhelming majority were not. With the exception of Literacy Numeracy measure, it is anticipated that the remaining impact of these negative “performance hits” will be felt in the 1st and 2nd quarter of PY 2009 performance³.

Southern Nevada Performance Enhancement Project (PEP)

Through the support from the Regional Department of Labor, the Southern LWIA was able to receive Technical Assistance from Social Policy Researchers (SPR). This Performance Enhancement Project identified training and support based on the needs and priorities determined by the LWIA. These included strategies to assist the board staff and program managers with performance management tools as well as direct service provider training and supports:

Training and support from SPR consultants included developing strategies and tools to collect and use information to inform decisions about intake, enrollment, and program services. SPR provided “coaching” to individual contractors for support on performance management strategies based upon their individual program design and advise on any adjustments that may be needed. SPR provided an in-depth training on Literacy Numeracy focused on understanding of Educational Functioning Levels (EFLs) and timeframes, as well as multiple year enrollments. Finally, training was provided for strategies and tools for exit, follow-up and retention tracking practices.

Performance Management Tools Developed

Because of the lack of clear criteria on which youth are appropriate to enroll and “able to benefit” from WIA services, LWIA and contractors are now placing greater emphasis on youth engagement and gaining an upfront commitment from youth to participate in the services. To help ensure a better understanding of which youth fall into which measure, two tools have been developed. *See Attachments:*

- A. Performance Guidance Enrollment Checklist- Attachment 1*
- B. Four Key Questions Related to Youth Common Measures – Attachment 2*

To make sure that a full understanding and review of performance at exit and that appropriate data entry occurred, two tools have been developed: *See Attachments:*

- C. Performance Guidance Exit Checklist – Attachment 3*
- D. Guidance regarding Contract Transition Process and Exiting Participants – Attachment 4*

³ PY 2009 Placement and Attainment Performance Measures are reported for those youth exiting the program between 10/1/08 and 9/30/09.

Reporting Tools – Next Steps

As part of the ongoing performance improvement, it is recommended that a series of roster reports are developed including a program management tool for the Attainment of a Certificate and the Placement in Employment/Education Measure. The Southern LWIA as well as the State has the capacity to use the Discoverer reporting tool to produce such reports. However, access to service providers has not been granted to date. Rosters should be available in “true” real-time versus a backward look on real time which is what is currently being produced by the State. These should be available on a monthly basis to describe which individual youth did and who did not make a certain measure.

Another type of roster report that is needed is on a case management roster that shows participants who are currently active in the program and that shows their status regarding specific performance outcomes for which they are included in the denominator. It is recommended that a dedicated roster be developed that tracks the performance outcomes of the Literacy/Numeracy measure with detailed content to be determined in partnership with the Southern LWIA and the State.

- The implementation of FutureWork Systems/Nevada Performs contract term is February 10, 2009 to July 31, 2010 for FutureWorks to provide a web-based Decision Support System for the state and the LWIB's. *Attachment 5*
- Training for FuturesWorks:

Training Session #1: Feb 25 and Feb 26, Venues: Carson City & Las Vegas - Platform: In-person

Participants: Ted Watkins, Jeff Marsh, John Thurman, Connie Williams, Susie Giurlani, Scott McIver, Jonathan Begley

Training Session #2: September 9, 2009 - Platform: Webinar

Participants: Ted Watkins, Jeff Marsh, John Thurman, Connie Williams, Lynda Parven, Susie Giurlani, Nancy St. Clair

Training Session #3: October 14, 2009 - Venue: Carson City Platform: In-person

Participants: Jeff Marsh, John Thurman, Susie Giurlani, Connie Williams, Audrey Harris, Claudia Crawford-Smith

Conclusion

The above analysis provides an overview of Southern LWIA past and present, with recommendations for the future. Further work is needed most specifically in the area of data, reporting and analysis. The Southern LWIA continues to focus on capacity building in the local area and to work with local service providers to meet DOL Common Measures performance. With the re-negotiated performance levels⁴ for PY 2009 along with the ongoing efforts to transform the local youth system, it is anticipated that PY 2009 may see some residual effects on performance on the first two quarters of the year but a marked turnaround is expected during the second half of the year.

⁴ PY 2009 Negotiated Performance levels are: Placement Measure 40%, Attainment Measure 32% and Literacy/Numeracy Measure 30%

Performance Guidance Enrollment Checklist

This checklist is designed to assist program staff in making enrollment decisions based on consideration of program suitability.

For a good match for the WIA youth program, candidate should include at least one "yes" response in each of the three Common Measure Outcome areas below. In the absence of such responses, staff should consider referring the youth to a more suitable program.

1. Literacy and Numeracy Outcome Goal

			Notes
In School Youth (ISY)? <i>If youth is currently out of school, administer CASAS/TABE within 60 days of enrollment.</i>	Yes <i>Exempt from Measure</i>	No	
a. Is youth found to be basic skills deficient based on test results?	Yes <i>In Measure</i>	No	
b. Is an Out of School Youth who is found to be basic skills deficient AND is willing to participate in a program to improve basic reading and math skills?	Yes	No	

2. Attainment of Diploma, Degree/Certificate Outcome Goal

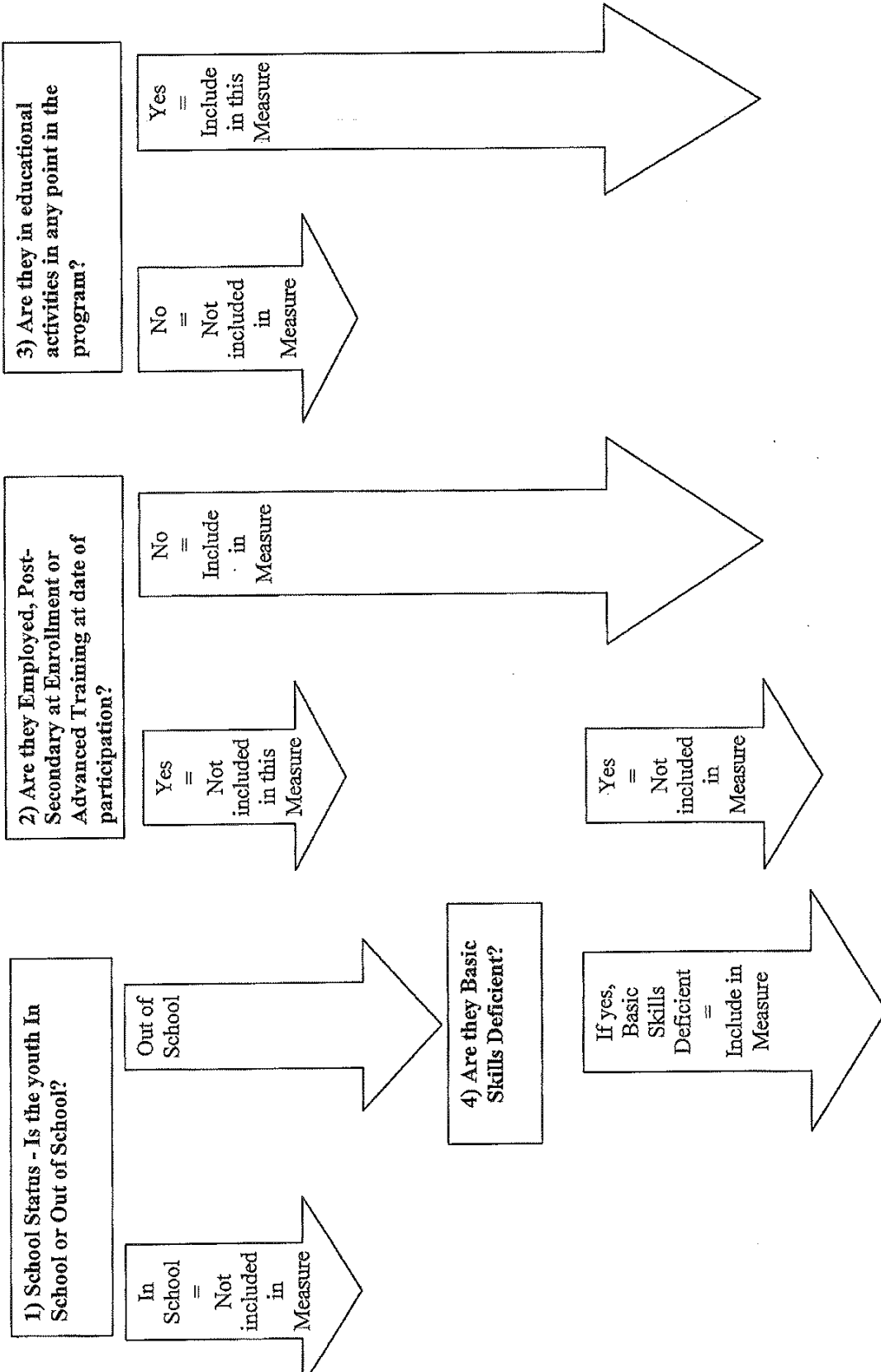
			Notes
a. Youth is enrolled in educational services at the date of participation or any point during the program? <i>If no, participant is not subject to this measure.</i>	Yes <i>In Measure</i>	No	
b. Youth is/will be enrolled in a program that leads to degree or certificate.	Yes <i>In Measure</i>	No	
If yes above, appropriate diploma/ degree or certificate goal is being set and pursued? <input type="checkbox"/> HS Diploma <input type="checkbox"/> Certificate <input type="checkbox"/> GED <input type="checkbox"/> Degree	Yes	No	

2. Entered Employment, Post-Secondary Education, or Advanced Training Outcome Goal

1. Literacy and Numeracy Outcome Goal

		Notes		
1.	Youth is employed or in post-secondary education at date of participation? <i>If yes, youth is not subject to this measure.</i>	Yes <i>Exempt from Measure</i>	No	
c.	Youth is not employed or in post-secondary education and has appropriate employment/educational goals? Employment goals: _____ Post-secondary education/Advanced training goals: _____	Yes	No	

Four Key Questions Related to Youth Common Measures



Performance Guidance Exit Checklist

- ✓ If you have checked “no” to any of the below questions, please continue serving the participant.
- ✓ If you have checked “yes” or exempt to all the below questions and the youth is no longer in need of in-program services, please schedule an exit interview with the participant. During the exit interview, explain to the participant that he/she is now ready to transition to the follow-up period of the program.
- ✓ No more in-program services are planned. However, the youth will still be able to receive follow-up services. If, within 90 days of the last in-program service, it is found that the participant needs further in-program services, enrollment is still possible.

Global Exclusions

<p>a. Did the participant drop out of the program for any of the following reasons? (Please check as many as apply.)</p> <ul style="list-style-type: none"> i. Institutionalized ii. Incarcerated iii. Relocated to a mandated residential program iv. Receiving medical treatment or caring for a family member v. Reservist called up for active duty vi. Deceased 	<p>Yes <i>Excluded from denominator.</i></p>	<p>No</p>
<p>Literacy and Numeracy Goal Attainment</p>		
<p>a. Has the basic skills deficient out of school youth participant advanced at least one Educational Functioning Level within a year of the date of participation? <i>(Youth is exempt if he or she was in school or tested basic skills proficient at the date of participation.)</i></p>	<p>Yes <i>Positive Outcome</i></p>	<p>No</p>
<p>2. Attainment of Diploma, Degree, or Certificate Goal Attainment</p>		
<p>a. Has the participant attained a nationally recognized diploma, certificate, or degree? (Mark all that apply.)</p> <ul style="list-style-type: none"> i. High School Diploma ii. GED iii. Nationally recognized degree or certificate (Please describe.) 	<p>Yes <i>Positive Outcome</i></p>	<p>No</p>

Global Exclusions

3. Entered Employment, Post-Sec Education, Advanced Training Goal Attainment		
<p>a. Has the participant entered post-secondary education, advanced training, or employment? Please describe:</p> <p>_____</p>	<p>Yes <i>Positive Outcome, if the placement occurs within the first quarter after exit quarter</i></p>	<p>No ...</p>

MEMO

Date: February 19, 2009
To: WIA Youth Providers
From: Southern Nevada Workforce Investment Board
Re: Guidance regarding Contract Transition Process and Exiting Participants

This memo is to provide a general overview to the process for exiting youth enrolled in WIA Title I Youth Contracts. This guidance does not supersede specific detail regarding NJCOS data entry provided in the most recent NJCOS user manual.

Exit Process

For each individual youth participant that is being "exited", review the following areas in NJCOS:

1. Close-Out Services - Go into *Services tab* and ensure that end dates have been provided for each open activity. e.g. close all services with the exception of any follow-up services that may be provided.
2. Case Notes - Under the *Comments tab* in the *Services section* indicate in a case note provide the reason for the exit.
 - a. In the case of the PY 2008 Transition Process (for NPI and GNJ only) please make sure that comments include why these youth were exited based on the analysis conducted (e.g. "could not locate", "youth did not want to continue in the program", "was not actively participating", "moved out of state", "successfully completed program - achieved GED" "successfully completed program - graduated and is now in training", "was determined to not be part of new program design due to school attending", "would not be able to achieve outcomes during contract timeframe"). These are examples only - Make sure that there is sufficient information related to details of exit and any additional pertinent information such as number of attempts to contact, new contact information, etc.
3. Performance Exclusions - for any youth that meets requirements for an exclusion from the performance measures make sure that this is documented in the case note in NJCOS as well as under the Exit Information in the Enrollment Tab of NJCOS. This information can also be added at the time of exit and up until the 3rd quarter after exit in the Exclusion box under Exit info in the Enrollment Tab. You do not ever need to mark both boxes, if you marked it at exit, this will suffice.
4. Outcomes - If a youth is determined to be included in the denominator of any of the three Common Measures make sure that the outcome information is entered in NJCOS. Include a case note indicating the results towards that measure whether positively or negatively impacting measure.

Outcomes - The following Performance Measures are recorded in the *Youth Outcomes tab* of the *Services Module* - listed under the *WIA 14-21*.

- a. Attainment of Degree of Certificate - this measure is recorded in the *Outcome tab* of the *Services Module*. Make sure that if the participant was enrolled in education at any time during the enrollment, that the activity box is checked in the *Enrollment tabs* of the *Services Module* is checked.
- b. Attainment of GED/High School Diploma - this measure is recorded in the *Outcome tab* of the *Services Module* - listed under the *WIA 14-21*. Make sure that enrolled in education is checked (as described in the above paragraph).

- c. Placement in Employment – this measure is automatically recorded in the *Outcome tab* of the *Services Module* from State UI data/wage match.
 - d. Placement in Post-Secondary – this measure is recorded in the *Outcome tab* of the *Services Module*– listed under the *WIA 14-21*.
5. Outcomes - Literacy/Numeracy for Out of School Youth ONLY – to record this measure go to *Lit/Num tab* in *Services Module* make sure ALL the test scores are entered (both pre-and post-tests). In this case only tests are entered under the *WIA enrollment tab*.
- a. For post-tests make sure to review the timeframes for when test(s) were taken and the timeframes for this measure. The first post-test must be at least within the first 364 days from the date of enrollment or at exit if before this timeframe AND again on that anniversary of their enrollment date or at exit if they continue into multiple years of service AND continue to be basic skill deficient. Multiple post-tests can be entered.
6. Follow-up – In the Third Quarter after exit you need to go to the *Follow-up tab* in the *WIA 14-21 section* and enter, where applicable, which of the “entered” fields, they are still active in the 3rd Quarter.
7. Outcomes - For the PY 2008 Transition Process (NPI and GNJ only) the final Master List that was completed in partnership with your program should be used as a guide regarding which outcome measure each youth will be included in. Please contact SNWIB staff if you need further guidance.

Review Individual Participant Case File

The case files should be in alignment with the activities and outcomes indicated in NJCOS. Those outcomes indicated in NJCOS should be backed up by documents as applicable and case notes in the case file.

1. Case notes - indicate the disposition, reason and result of last contact or attempt at contact.
2. Documentation in file of any outcomes (should match with what is recorded in NJCOS):
 - a. Attainment of a Degree or Certificate: include case notes and copy of diploma, certificate or GED.
 - b. For Placement in Employment: include case notes and proof of paystub if available.
 - c. For Placement in Post-Secondary or Advanced Training: include case notes and proof of enrollment.
 - d. For Literacy/Numeracy: (OSY that were basic skills deficient only) include case notes and copies of pre and all post-test scores/results.
3. Documentation of any Supportive Services provided including supportive services log and any backup documents as applicable.
4. Documentation of any payments provided for activities such as incentives, stipends or work experience wages.
5. Activities (services): Any activities where monetary or non-monetary wages, stipends or incentives were provided should be documented in the case file (should match with services recorded in NJCOS).
6. Follow-up contact should be maintained or attempted for at least 12 months. It is critical that this be done especially in the first quarter and third quarter after exit to determine if they have achieved any further outcomes.
 - a. Attainment of a Degree or Certificate is a third quarter after exit measure and can be added up until the end of the third quarter after the exit quarter. Remember that the exit quarter occurs 90 days after all services are closed, so you essentially have up to 12 months after you close out services to enter this outcome.
 - a. Placement in Employment, Post-Secondary or Advanced Training is an outcome that is recorded during the first quarter after the exit quarter. This means during the quarter AFTER all services

are closed. For placement in employment, UI wage records are pulled from DETR database during this quarter. For placement in post-secondary education or Advanced Training, you need to go to the *Outcome tab* of the *Services Module*-- listed under the *WIA 14-21*.

7. Please make sure that the case file is put together in an organized and orderly fashion. *See draft revised policy for guidance* on case file documentation.
8. Individual participant case files must be retained for a minimum of three years by contractor.

SNWIB PERFORMANCE MEASURES QUARTERLY: PY08 QTR 3 thru PY09 QTR 2 (4 Quarterly reports by Quarters) - Attachment A5

	2008				2009				
	3rd Quarter		4th Quarter		1st Quarter		2nd Quarter		
	Date Range	Num/Den	Percent	Date Range	Num/Den	Percent	Date Range	Num/Den	Percent
ADULT									
Entered Employment (exitors)	04/01/08 to 06/30/08	133 / 196	67.9%	07/01/08 to 09/30/08	94 / 156		10/01/08 to 12/31/08	119 / 178	66.9%
Retention (exitors)	10/01/07 to 12/31/07	95 / 112	84.8%	01/01/08 to 03/31/08	99 / 134	73.9%	04/01/08 to 06/30/08	144 / 189	76.2%
Average Earnings (exitors)	10/01/07 to 12/31/07	1113356 / 95	\$ 11,720	01/01/08 to 03/31/08	1140051 / 99	\$ 11,516	04/01/08 to 06/30/08	1649406 / 144	\$ 11,454
DISLOCATED WORKER									
Entered Employment (exitors)	04/01/08 to 06/30/08	43 / 65		07/01/08 to 09/30/08	39 / 50	78.0%	10/01/08 to 12/31/08	26 / 36	72.2%
Retention (exitors)	10/01/07 to 12/31/07	64 / 74	86.5%	01/01/08 to 03/31/08	56 / 71	78.9%	04/01/08 to 06/30/08	47 / 55	85.5%
Average Earnings (exitors)	10/01/07 to 12/31/07	862003 / 64	\$ 13,469	01/01/08 to 03/31/08	788626 / 56	\$ 13,725	04/01/08 to 06/30/08	717043 / 47	\$ 15,256
YOUTH									
Placement (exitors)	04/01/08 to 06/30/08	4 / 7	57.1%	07/01/08 to 09/30/08	65 / 265		10/01/08 to 12/31/08	51 / 94	54.3%
Attainment (exitors)	04/01/08 to 06/30/08	0 / 2		07/01/08 to 09/30/08	7 / 168		10/01/08 to 12/31/08	24 / 58	41.4%
Literacy and Numeracy (active clients)	01/01/09 to 03/31/09	5 / 32		04/01/09 to 06/30/09	8 / 36		07/01/09 to 09/30/09	4 / 17	
							01/01/09 to 12/31/09	1 / 3	33.3%

Tan = Meeting Performance

Green = Exceeding Performance

The denominator is either the number of exitors or active clients in the reporting period.

Attachment A6

workforce CONNECTIONS 2010 SPR Training Calendar

Tuesday, March 2nd

Youth Contractor Meeting - Group training at wC 9am - 12noon
Nye Community Coalition - coaching session at wC 12:30 - 2pm
HELP -coaching session at HELP - 1640 E. Flamingo 3pm- 5pm

Wednesday, March 3rd

NPI - coaching session at NPI - 710 West Lake Mead- 9am - 11am
workforce CONNECTIONS meeting -regarding reports and data systems: Peter, Wendy,
Jeff, Sylvia youth staff -at wC - 11:30-1pm

Tuesday, March 2

SPR Training dates:

1st Tuesday, 9:00a - 12:00p, which will include the first 1/2 hour for general information,
followed by group instruction, discussion and clarification regarding Common Measures
(2 1/2 hours)

1:30p - 3:00p: Nye County Communities Coalition (in our office)

3:30p - 5:00p: HELP (at site)

Wednesday, March 3

9:00a - 11:00: NPI (at site)

workforce CONNECTIONS 2009-2010 Training Calendar

WIA: 12/17/2009, 1/11/2009, 2/3/2010, 2/16/2010

NJCOS (coaching): 2/5/2010, 2/16/2010

FutureWorks Training Session #1: Feb 25 and Feb 26 2009, Venues: Carson City &
Las Vegas - Platform: In-person

FutureWorks Training Session #2: September 9, 2009 - Platform: Webinar

FutureWorks Training Session #3: October 14, 2009 - Venue: Carson City Platform:
In-person