



# *State of Nevada*

Strategic 2-Year Plan  
Modification for Title I of the  
Workforce Investment Act of 1998

**And the Wagner-Peyser Act**

**For the Period of  
July 1, 2007 – June 30, 2009**

# TABLE OF CONTENTS

<b><i>NEVADA’S PLANNING PROCESS</i></b>	<b>4</b>
<b><i>I. State’s Vision</i></b>	
STATE’S ECONOMIC DEVELOPMENT GOALS	5
MAXIMIZING AND LEVERAGING RESOURCES	6
CONTINUUM OF EDUCATION AND TRAINING OPPORTUNITIES	7
VISION FOR BRINGING TOGETHER THE KEY PLAYERS	9
STATE’S VISION FOR YOUTH OPPORTUNITY	10
<b><i>II. GOVERNOR’S KEY WORKFORCE INVESTMENT PRIORITIES</i></b>	<b>10</b>
<b><i>III. STATE GOVERNANCE STRUCTURE</i></b>	
ORGANIZATION OF STATE AGENCIES	12
STATE WORKFORCE INVESTMENT BOARD	13
STRUCTURE/PROCESS FOR STATE AGENCIES AND STATE BOARD TO COLLABORATE AND COMMUNICATE	15
<b><i>IV. ECONOMIC AND LABOR MARKET ANALYSIS</i></b>	
MAKEUP OF STATE’S ECONOMIC BASE	21
SHORT TERM AND LONG TERM INDUSTRY GROWTH AND DECLINE	22
INDUSTRY AND DEMAND FOR SKILLED WORKERS AND AVAILABLE JOBS	25
STATE’S CRITICAL JOBS/OCCUPATIONS	27
SKILL NEEDS FOR AVAILABLE, CRITICAL AND PROJECTED JOBS	27
CURRENT AND PROJECTED DEMOGRAPHICS OF AVAILABLE LABOR POOL	28
IN MIGRATION/OUT MIGRATION OF AVAILABLE WORKERS	28
STATE’S SKILL GAPS	29
STATE’S WORKFORCE DEVELOPMENT ISSUES	30
STATE’S WORKFORCE DEVELOPMENT ISSUES CRITICAL TO ECONOMIC HEALTH AND GROWTH	32
<b><i>V. OVERARCHING STATE STRATEGIES</i></b>	
USE OF WIA TITLE I FUNDS TO LEVERAGE FEDERAL, STATE, LOCAL AND PRIVATE RESOURCES	32
STRATEGIES TO ADDRESS NATIONAL AND STATE DIRECTION	33
STRATEGIES TO IDENTIFY AND TARGET HIGH GROWTH INDUSTRIES AND OCCUPATIONS	34
STRATEGIES TO PROMOTE AND DEVELOP STRATEGIC PARTNERSHIPS	35
STRATEGIES TO ENSURE SUFFICIENT SYSTEM RESOURCES FOR SUPPORT TRAINING	35
STRATEGIES TO SUPPORT GROWTH AND WORKFORCE NEEDS OF SMALL BUSINESSES	36
USE OF FUNDS RESERVE TO INCENT THE WORKFORCE SYSTEM	37
COLLABORATION STRATEGIES TO BETTER SERVE YOUTH	38
STATE LAWS, REGULATIONS, POLICIES THAT IMPEDE ACHIEVEMENT OF GOALS	38
USE OF FLEXIBILITY AND WAIVERS	39
<b><i>VI. MAJOR STATE POLICIES DEVELOPED TO SUPPORT WORKFORCE DEVELOPMENT</i></b>	
STATE POLICIES THAT SUPPORT PERFORMANCE, REPORTING AND MIS FUNCTIONS	39
STATE SYSTEMS THAT PROMOTE EFFICIENT USE OF ADMINISTRATIVE RESOURCES	40
POLICIES TO PROMOTE UNIVERSAL ACCESS AND CONSISTENCY OF STATEWIDE SERVICE	40
POLICIES TO SUPPORT A DEMAND-DRIVEN APPROACH	41
INTEGRATION OF STATE APPRENTICESHIPS AND JOB CORPS IN THE ONE-STOP	41

<b>VII. Statewide Integrated One-Stop System</b>	
PROCEDURES TO ENSURE QUALITY OF SERVICE	42
MAXIMUM INTEGRATION FOR BUSINESS CUSTOMERS AND INDIVIDUAL CUSTOMERS	43
ONE-STOP INFRASTRUCTURE COSTS	45
USE OF STATEWIDE FUNDS FOR ONE-STOP DELIVERY	45
ONE-STOP SYSTEM SUPPORT OF HUMAN CAPITAL SOLUTIONS	46
<b>VIII. ADMINISTRATION AND OVERSIGHT OF LOCAL WORKFORCE INVESTMENT SYSTEM</b>	
LOCAL AREA DESIGNATION	46
LOCAL WORKFORCE INVESTMENT BOARDS	46
LOCAL BOARD CAPACITY BUILDING	47
LOCAL PLANNING PROCESS	48
REGIONAL PLANNING	49
ALLOCATION FORMULAS	49
PROVIDER SELECTION POLICIES	50
ONE-STOP POLICIES	52
OVERSIGHT/MONITORING PROCESS	57
GRIEVANCE PROCEDURES	57
STATE POLICIES TO FACILITATE EFFECTIVE LOCAL WORKFORCE SYSTEMS	58
<b>IX. SERVICE DELIVERY</b>	
ONE-STOP SERVICE DELIVERY STRATEGIES	60
WORKFORCE INFORMATION	66
ADULTS AND DISLOCATED WORKERS	68
RAPID RESPONSE	87
YOUTH	92
BUSINESS SERVICES	95
INNOVATIVE SERVICE DELIVERY STRATEGIES	98
STRATEGIES FOR FAITH-BASED AND COMMUNITY ORGANIZATIONS	99
<b>X. STATE ADMINISTRATION</b>	
STATE AND LOCAL WORKFORCE TECHNOLOGY AND MIS	100
USE OF STATEWIDE ACTIVITY FUNDS	101
USE OF WAIVERS AND/OR WORK FLEX AUTHORITY	101
PERFORMANCE MANAGEMENT AND ACCOUNTABILITY	102
ADMINISTRATIVE PROVISIONS	106
<b>XI. ASSURANCES</b>	<b>107</b>
<b>XII. ATTACHMENTS</b>	
A. BUSINESS SERVICES	111
B. ALLOCATION PLANNING DOCUMENT	138
C. WAIVER	145
D. PERFORMANCE LEVELS	151
E. STATE COMPLIANCE POLICIES	152
F. ACRONYM LIST	195
G. PUBLIC COMMENT	

## ***Plan Development Process***

Describe, *in one page or less*, the process for developing the state plan.

1. Include (a) a discussion of the involvement of the Governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the state plan. (§ 112(b)(1).)
2. 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), 112(b)(9).)

**Nevada's 2-year state plan was developed through the collaborative efforts of writing teams representing the Governor, the Governor's Workforce Investment Board, the state's two local workforce investment boards, the Commission on Economic Development, the Department of Education, the Employment Security Division which administers the Wagner-Peyser program, and other workforce development stakeholders facilitated by the Department of Employment, Training and Rehabilitation as the state workforce agency. The planning process focused on the Governor's vision of a prosperous Nevada with a responsive workforce investment system that supports economic diversification and the state's educational goals.**

**A key component of the state's workforce investment system – Nevada JobConnect – is its customized business services, which provide a forum for interaction between the system and the employer community. Since its inception, Nevada JobConnect has been committed to building a demand-driven system by actively marketing and delivering workforce solutions to Nevada's businesses. In order to accomplish this objective, the system collaborates with state and local economic development agencies, the University and Community College System of Nevada, and the business community to create industry specific focus groups including health care, hospitality and manufacturing sectors. This strategic plan also incorporates feedback obtained through this forum.**

## ***Public Comments***

**Nevada began requesting public comment when the planning guidance was received from the U.S. Department of Labor in January 2007. Included on the plan's writing teams were the Executive Director of the Commission on Economic Development, the Superintendent of Public Instruction and the chairs of Nevada's two local workforce boards. The draft of Nevada's 2-Year Strategic State Plan was distributed electronically to the participating agencies and Governor's Workforce Investment Board members and placed on the DETR and Nevada JobConnect websites on May 30, 2007 requesting comments from the public. Any public comments, as well as comments from state and local board members are to be assembled and incorporated into the final draft and are attached as an appendix to this plan.**

- I. Describe the Governor's vision for a statewide workforce investment system. Provide a **summary** articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)

**In regards to workforce investment Governor Gibbon states “Nevada remains one of the best places in the world to relocate or grow a business. I believe it is my job to foster a business climate that encourages investment in our state and to have government help when necessary and get out of the way where possible.”**

**The Governor envisions a workforce investment system that is responsible, accountable and transparent. It is expected that the system is to be flexible and able to respond to fluctuations in the economy; whether it be minor changes as a result of the normal business cycle or ballot initiatives or major economic shocks that can occur as the result of national disasters.**

**Further, Governor Gibbons expects the efficient and effective use declining workforce investment system resources. As funding continues to decline, it is incumbent upon all partners in the state's workforce investment system to streamline operations in order to maximize direct services to Nevada's citizens and the business community.**

**Over the past biennium, Nevada has once again exceeded the nation in economic growth. While Arizona has moved ahead of Nevada as the fastest growing state in the U.S., Nevada has added more than 100,000 residents annually since 2004. Both personal income and employment have continued to grow at rates far above the national average. The total number of jobs in Nevada grew by 58,000 between November 2005 and 2006 and job gains in Nevada continue to outpace the nation as a whole.**

**In order to sustain this economic strength, the Governor believes Nevada needs to form a new kind of government; one that is leaner, more responsive, a combine for new ideas, and most of all, a government that gives Nevadans the tools they need to make the most of their lives.**

- A. What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)

***Unlocking Nevada's Future: A state strategy for economic diversification* was developed by the Nevada Commission on Economic Development in coordination with a number of state and local governmental agencies to provide a straightforward discussion of areas critical to successful diversification of the state's economy. In creating the strategy, the Commission recognized the goals and needs of Nevada's communities in relation to diversification and creation of wealth and prosperity, and views the primary role of state government to be the continual fostering of a healthy climate for business and entrepreneurship.**

**The intent of the plan is to bring high-wage primary jobs to Nevada by attracting new companies, subsidiaries, corporate start-ups and investment, as well as supporting the expansion and retention of Nevada companies that already provide primary jobs in the state.**

**The eight state-level objectives are:**

- 1. Position Nevada globally as an attractive location for company or corporate headquarters relocation, company incorporation, subsidiary location, foreign investment or a corporate**

- start-up;
2. Establish the expansion of current Nevada companies as a significant aspect of successful state economic diversification;
  3. Provide the business environment and support services necessary to facilitate the attraction and retention of advanced technology companies and research and development firms;
  4. Support Nevada's strategic State Workforce Investment plan prepared by the Department of Employment, Training and Rehabilitation and the Governor's Workforce Investment Board;
  5. Identify and evaluate existing venture capital sources;
  6. Expand traditional funding sources to fill financing gaps in Nevada's business sector;
  7. Develop a tax structure that is equitable and meets revenue requirements of the state; and
  8. Establish state government responsiveness to customer/business needs.

To address the economic challenges facing Nevada's rural communities, the Commission also developed a comprehensive strategic plan entitled *Building Prosperity: An action plan for rural Nevada*. The plan focuses on positioning rural Nevada communities to be competitive in the 21<sup>st</sup> century by identifying goals and activities that will help to ensure these communities are places where current and future generations can choose to live healthy, productive and prosperous lives.

The cornerstones to *Building Prosperity* include elements that allow a community to sustain itself over time, including economic diversity, basic infrastructure, community attributes and local leadership.

Plan goals related to economic development include:

1. Diversify rural Nevada's economy so that employment and incomes are distributed across a greater variety of economic sectors including mining, agriculture, manufacturing, commercial, retail, service, tourism and government;
2. Retain and grow existing business and industry in rural Nevada;
3. Improve the quality of rural business plans to strengthen their financial feasibility;
4. Encourage organization and capitalization of local development corporations;
5. Increase the availability of capital to fund rural business expansions and start-ups viewed as higher risk than similar projects in urban areas; and
6. Identify and/or create new sources of infrastructure funding.

The plan also includes the following goals to address access to educational and workforce development opportunities that are essential to business attraction:

1. Extend distance-learning capacity provided by the Nevada System of Higher Education (NSHE) to all rural communities;
  2. Expand lifelong learning opportunities through local school and NSHE teaching centers;
  3. Provide students with entrepreneurial skills; and
  4. Diversify and expand training and educational opportunities to meet demands of new and growing industries.
- B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)

Nevada's State Strategic Plan envisions a state government that is steadfast in its values and accountable to its people. To that end, it will be responsive to the public, prudent with its money, and protective of its interest. The Governor's vision for responsible government is echoed throughout the strategic plans of his cabinet level agencies. It is the responsibility of each agency to effectively manage the federal and state resources within their purview. In doing so, department heads work closely with governing boards and state and local partners to ensure funds are directed consistent with the Governor's priorities.

The business-led Governor's Workforce Investment Board in partnership with Nevada's two local workforce boards guides the allocation of the lion's share of federal and state dollars flowing into the state for workforce development activities. Nevada is in a unique position to maximize these resources because a majority of employment and training programs are concentrated in the state workforce agency, the Department of Employment, Training and Rehabilitation (DETR), which also serves as staff to the Governor's Board. As a result, Nevada has been successful in creating an integrated one-stop employment and training service delivery system envisioned by the Workforce Investment Act of 1998. This system known, as *Nevada JobConnect*, seeks to be the first choice for Nevada employers in meeting their current and future workforce needs. Based on a demand-driven philosophy that incorporates business requirements for skilled workers and the state's economic development and educational goals, the system will continue its effective leveraging of state and federal resources to develop workforce solutions that bridge the gap between supply and demand.

Examples of effective leveraging of state and federal funds linking workforce programs with education and economic development include DETR's Career Enhancement Program and the Train Employees Now Program administered by the Commission on Economic Development. These two programs discussed in more detail in the following section of the plan provide a combination of state general funds and employer-paid training taxes to leverage private sector funding to meet the training needs of high-growth, high-wage industries expanding in or relocating to Nevada. The customized training developed in support of this public-private partnership is provided by Nevada's community colleges.

The Career Enhancement Program, which generates nearly \$11 million annually from funds paid by Nevada employers in support of the state's workforce investment system, serves as an essential tool for ensuring a continuum of employment and training services during periods of fluctuating federal revenues. These versatile funds are utilized to provide core services in the one-stop career centers, conduct worker-profiling seminars, support Nevada's Career Information System, fund youth certification opportunities, provide matching funds for federal grants and incumbent worker training initiatives.

C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, 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)(A-C).)

There are a number of initiatives endorsed by the Governor that promote the maintenance of a skilled workforce for Nevada's diverse economy.

**Guinn Millennium Scholarship** – Nevada's commitment to education and lifelong learning is evidenced in the Millennium Scholarship program. Enacted in 1999, the purpose of the program is to support postsecondary educational opportunities for Nevada's high achieving high school graduates while increasing the number of Nevada students who attend and graduate from the state's institutions of higher learning. The Millennium Scholarship program will forever change the future of Nevada's youth allowing record levels to enroll in college. More than 40,000

students had already qualified since the inception of the program and thousands more will be arriving on Nevada campuses in the future. By placing a new emphasis on higher education and giving working families an economic boost, the Millennium Scholarship program provides an enormous incentive for companies to continue to relocate to and remain in Nevada.

**Incumbent Worker and Pilot Projects** - Workforce Investment Act Governor's Reserve Fund are used in part to establish and implement innovative worker training programs that enhance workforce investment in the state. To date, sixteen projects totaling \$2 million have been supported by the Governor's Board through this initiative, resulting in training opportunities for high-growth/high-demand jobs for nearly 800 Nevadans. One of the most creative projects was a fast-track nursing program that provided 24 new registered nurses in Nevada in 18 months. A new project that was recently approved by the Board addresses the shortage of skilled construction workers in the state. This program is expected to provide 4,000 referrals to building trade apprenticeship programs during the next two years.

**Career Enhancement Program (CEP)** - The Career Enhancement Program was created by the 1989 Nevada Legislature to provide funding for short-term skills training to expedite the return of unemployed Nevadans to gainful employment. The program is financed by a .05% employer contribution of taxable wages paid, which yields nearly \$11 million annually for employment and training services funded directly by Nevada employers. The program continues to serve as an early intervention tool, as well as a key resource for the state's workforce investment system to meet the ongoing demands of Nevada's businesses for a skilled and productive workforce. Approximately \$1 million of the annual budget is reserved for matching funds for qualifying Nevada employers and other organizations to provide incumbent worker and specialized training opportunities that will enhance the skills of their employees to help them maintain a competitive edge.

**Train Employees Now** - The Train Employees Now program was created by the Nevada Commission on Economic Development as a state-funded matching program designed to assist new and expanding firms to quickly attain a high level of productivity through intensive short-term, customized skills-based training provided by Nevada's community colleges and other certified post-secondary programs. Funding for the program is a combination of state general fund appropriation and funds set aside through the employer-funded Career Enhancement Program in support of economic development training incentives.

**Center for Entrepreneurship and Technology** - The Center for Entrepreneurship and Technology is a comprehensive resource center dedicated to accelerating economic growth in Nevada. The center was founded in August 2003 through a partnership with the Nevada CED and the TechAlliance. The center's training and education committee works closely with educators throughout the state to build awareness of current educational business opportunities, training programs and business practices that will benefit students and positively impact teacher curriculum.

1. **Career & Technical Education: Skills for Employment and Lifelong Learning** - Nevada's Career and Technical Education plan, adopted by the State Board of Education in January 2004, provides for a variety of skilled training opportunities for both secondary and post-secondary students. The plan establishes state skill standards that integrate academics and industry-approved competencies to provide programs that prepare and train students for meaningful employment, lifelong learning and community involvement. A key component of the plan is Tech Prep education designed to begin building technical skills during the last two years of high school that will help students make a successful transition from school to work after



**graduation. The Board encourages state and local officials to maintain support for Career and Technical programs, which play a crucial role in fulfilling the demand for skilled workers especially in high-demand industries such as health care and constructions adult education infrastructure.**

**In order to meet today's workforce needs, the Nevada Statewide 18-24 Year Old Credential Initiative was inaugurated. The purpose of the Initiative was to increase the high school completion rate of Nevada's 18-24 year old population. In fiscal year 2005-2006 the Initiative was renamed Nevada GED Online. The Initiative still relies on reaching its target population through community-based strategies and building partnerships among state and local government leadership, business/industry and labor, and educational institutions. Collaboration is a key component and numerous agencies, businesses, and individuals support the purpose of the Initiative.**

**A statewide license was purchased by adult education from McGraw Hill Contemporary *Integrated Solutions*, an internet-based GED instructional program. GED Online is a Leadership project through adult education for youth who wish to study on their own in order to take their GED tests. Candidates sign up at an Enrollment Center and receive a CD for independent study on a computer in their own home or wherever they have Internet access. Help is available academically through an online virtual teacher and in southern Nevada through a bi-monthly workshop. Marketing materials are geared toward dropouts, as Nevada's rate of youth who did not complete high school is one of the highest in the nation.**

**Current sponsors that are hosting Nevada GED Online are:**

- **Las Vegas-Clark County Library**
- **North Las Vegas Library**
- **Henderson Library**
- **Washoe County Library (serving referrals from neighboring Reno JobConnect)**
- **Sparks JobConnect**
- **8 Adult Basic Education programs**
- **14 Adult High School programs**
- **Job Corps**
- **Urban League of Southern Nevada**

**Discussions are currently underway with the Department of Employment, Training and Rehabilitation (DETR) to establish Nevada GED Online in all 11 JobConnect Resource Centers in the State.**

D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)

**The Governor's Workforce Investment Board is charged with shaping the strategies that best meet the workforce needs of Nevada's business and industry to foster a healthy and growing economy. To fulfill this mission, Board members will work collectively to:**

1. **Promote a system of workforce development that responds to the lifelong learning needs of Nevada's workforce**
2. **Advise the Governor and Nevada Legislature on the state's workforce development policy**

3. Encourage public/private partnerships that facilitate innovations in workforce development policy and practices, and
4. Ensure a quality workforce system by evaluating results and supporting high standards and continuous improvement.

In addition to decision makers from the state's key industries that represent the majority of membership, Board members include four state legislators, the Governor's Deputy Chief of Staff, the Executive Director of the Nevada Commission on Economic Development, the Superintendent of Public Instruction, the Directors of the Departments of Human Resources and Employment, Training and Rehabilitation, and representatives of Nevada's System of Higher Education.

- 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, 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 farm worker youth, and other youth at risk? (§112(b)(18)(A.))

The Governor's Workforce Investment Board's Youth Council Task Force Committee is charged with developing strategies that provide opportunities for Nevada's youth, including those most at risk such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, and migrant and seasonal farm worker youth, to achieve their career goals through education and training coordinated through the state's workforce investment system. Members of the Task Force include the chairs of the youth councils established by Nevada's two local workforce investment boards, as well as three members of the Governor's board with special interests in youth programs. In response to the Employment and Training Administration's new focus on serving youth most in need, additional individuals were recently recruited to participate with the Task Force to ensure representation from the entities responsible for serving youth in transition from the juvenile justice system and foster care.

This state-level Task Force serves as the vehicle for communicating the shared vision for youth published by the U.S. Departments of Labor, Education, Human Services and Justice that encourages a collaborative approach to preparing Nevada's youth, including out-of-school and those most at risk of dropping out, to acquire the skills needed to obtain good jobs.

The Governor also confirmed his commitment to the Guinn Millennium Scholarship program stating during the State of the state address that it "...is one of the most important tools we have to enable the best and the brightest Nevada students to remain in Nevada for their higher education." The Governor requested in the executive budget that that an additional \$5.6 million from unclaimed property receipts to shore up the scholarship fund and secure it for Nevada students far into the future.

- II. Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112(a).)

Governor Gibbon's priorities for the state's workforce investment system are designed to align with his vision seeks to ensure that Nevada remains one of the best places in the world to relocate or grow a business.

1. Form a government that is leaner, more responsive, a combine for new ideas, and most of all, a government that gives Nevadans the tools they need to make the most of their lives;

2. **Increase accountability and transparency of the workforce investment system;**
3. **Maximize utilization of financial resources to the benefit of Nevada’s workers and businesses;**
4. **Develop affordable housing for Nevada’s workforce;**
5. **Transform Nevada’s education system by implementing an innovative plan known as “Empowerment. The program seeks to provide parental choice in selecting schools while education professionals are provided flexibility to design programs that best meets the needs of their students;**
6. **Develop workforce solutions that continue to support Nevada’s diverse business environment through focused collaboration with economic development and education;**
7. **Provide training incentives for the relocation and expansion of businesses that produce high-skill, high-wage jobs through incumbent worker and pilot project initiatives;**
8. **Produce premier labor market information that serves as the foundation for the state’s workforce development strategies;**
9. **Enhance partnerships with the University and Community College System of Nevada to create training opportunities that anticipate and respond to the skill needs of Nevada’s business community;**
10. **Strengthen linkages with the Nevada State Board of Education to ensure the development of a workforce that is prepared for the high-growth, high-demand jobs of today and the future; and**
11. **Ensure a quality workforce investment system by evaluating its effectiveness and supporting high standards and continuous improvement.**

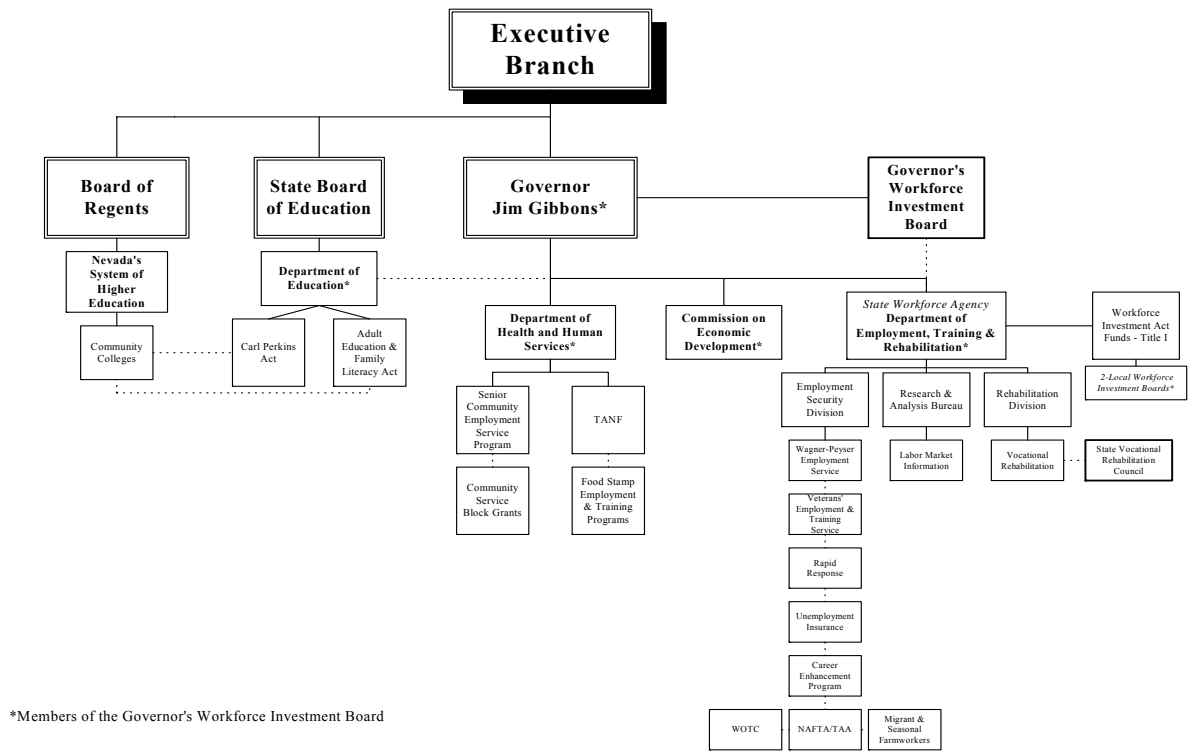
**The Governor’s workforce board serves as the vehicle for actualizing the Governor’s vision for workforce and economic development strategies that support a diverse economy. The Board will focus its efforts on ensuring the state’ workforce investment system is business-driven and regarded as the primary source for Nevada’s workforce solutions.**

III. State Governance Structure (§112(b)(8)(A).)

A. Organization of State agencies in relation to the Governor:

1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.

State of Nevada  
Workforce Investment System



2. In a narrative describe how the agencies involved in the public workforce investment system **interrelate** on workforce and economic development issues and the respective lines of authority.

**The State of Nevada recognizes that vitality, growth and competitiveness are dependent upon a highly skilled workforce and that the quality and preparedness of the state’s workforce are the shared responsibility of many individuals and organizations, both public and private. Nevada’s public workforce functions are located in five Executive Branch agencies: The Department of Employment, Training and Rehabilitation as the lead state agency, the Department of Education, the Department of Human Resources, the Commission on Economic Development, and the Nevada System of Higher Education. These agencies are all represented on the Governor’s Workforce Investment Board by their respective agency head or other high level administrator. The 35-member board is made up of business, education, legislative, and cabinet-level leaders that provide direction and advise the Governor on workforce-related issues to ensure that a common vision guides all organizations involved in the state’s workforce investment system.**

**The mission of the Department of Employment, Training and Rehabilitation (DETR) is to connect Nevada’s businesses with a qualified workforce and to ensure equal employment opportunities. DETR was designated by the Governor as the lead state agency responsible for the administration of the Workforce Investment Act (WIA) in Nevada, including serving as staff to the Governor’s Workforce Investment Board. The department administers most of the federal programs dedicated to providing employment and training services through the state’s workforce investment system including WIA, Unemployment Insurance, Wagner-Peyser, NAFTA/Trade Act Assistance, Veterans’ Employment and Training Service, Vocational Rehabilitation, Worker Opportunity Tax Credits, Migrant and Seasonal Farm Workers, and Rapid Response.**

**The Department of Education (DOE) acts as an advocate and visionary for all children and sets the policy that allows every child equal access to educational services. DOE provides the vision**

for a premier educational system and works in partnership with other stakeholders and workforce agencies to ensure high levels of success for all students in terms of job readiness, graduation, and ability to be lifelong learners, problem solvers, citizens able to adapt to a changing world, and contributing members of society.

The vision of the Nevada System of Higher Education (NSHE) is to advance student learning to the highest level, foster the expansion of knowledge through teaching and research, encourage community service, and enrich the lives of the students, communities, state, and nation. NSHE's Chancellor for Academic and Student Affairs appointed two representatives to actively participate in the development of the state's workforce development policies.

The Department of Health and Human Services promotes the health and well being of Nevadans through the delivery of essential services to ensure families are strengthened, public health is protected, and individuals achieve their highest level of self-sufficiency. This agency manages the Title V Senior Community Service Employment Program and Community Service Block grants and facilitates the coordination of employment and training services for the Temporary Assistance to Needy Families and Food Stamp (TANF) programs.

The purpose of the Commission on Economic Development is to promote a more diversified and prosperous economy enriching the quality of life for Nevada residents by stimulating business expansion and retention, encouraging entrepreneurial enterprises, attracting businesses to create economic growth in Nevada, and assisting with community development. The Commission is also responsible for facilitating partnerships among the state's workforce investment system partners and local economic development agencies.

B. State Workforce Investment Board (§112(b)(1).)

1. Describe the organization and structure of the State Board. (§111.)

Nevada's State Workforce Investment Board, renamed the Governor's Workforce Investment Board, receives its authority by Executive Order of the Governor. The mission of the Board is to bring Nevada business and workers together to shape strategies that best meet the state's workforce needs to foster a healthy and growing economy.

The SWIB's membership reflects the state's demographics and constituent groups complied with the membership requirements of the Workforce Investment Act to include mandated partners and private sector business people representing the majority of members.

There are six standing committees established by the Board to ensure participation and input from members of business, service providers, and community-based organizations. Each committee is chaired by a SWIB member and is tasked to address specific Board actions. These standing committees are:

- Youth Council Task Force Committee
- Governor's Reserve Budget Committee
- Marketing and Business Support Committee
- Individual Training Accounts Workgroup
- Employment of Persons with Disabilities Committee
- Workforce Information Committee

These committees meet on a regular basis between the quarterly Board meetings. Written reports are included in the SWIB meeting packets and the committee chairs are asked to provide additional verbal comments and entertain discussion from the Board members. All board and standing committee meetings are open to the public and posted in accordance with Nevada's

**Open Meeting Law. SWIB meetings are also broadcast over the Internet and are video-conferenced between two or more locations.**

**DETR was designated by the Governor as the state workforce agency and provides technical assistance and staffing to the SWIB and its committees.**

2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)

### GOVERNOR'S WORKFORCE INVESTMENT BOARD

MEMBER NAME	REPRESENTS:
<b>Andriola, Clara</b>	<b>Business</b> – Northern Nevada – Construction
<b>Annis, Jim</b>	Chair – Northern Nevada Workforce Investment Board <b>Business</b> – Northern Nevada – Staffing Firm
<b>Bahn, Michael</b>	<b>Business</b> – Northern Nevada – Information Technology
<b>Branch, Linda</b>	<b>Business</b> – Southern Nevada – Medical Consulting
<b>Brewer, Robert E.</b>	Chair-Southern Nevada Workforce Investment Board <b>Business</b> – Southern Nevada – Utilities
<b>Brown, Mary-Ann</b>	Youth – Northern Nevada
<b>Carlton, Maggie</b>	Nevada State Senate – Southern Nevada
<b>Carpenter, Dr. Richard</b>	Nevada System of Higher Education
<b>Chavis, Jim</b>	<b>Business</b> – Southern Nevada
<b>Cornwall, Dianne</b>	Office of the Governor
<b>Egan, Pamela</b>	Nevada State AFL/CIO
<b>Fordham, David</b>	<b>Business</b> – Southern Nevada – Real Estate
<b>Furman, Marc</b>	Southwest Regional Council of Carpenters
<b>Ghanem, Elizabeth</b>	<b>Business</b> – Southern Nevada – Law
<b>Graham, Robbie</b>	<b>Business</b> – Southern Nevada – Real Estate
<b>Hendrickson, Sidney</b>	Southern Nevada Chamber of Commerce
<b>Johnson, Terry</b>	Director, Department of Employment, Training & Rehabilitation
<b>Kramer, Al</b>	Local Elected Official – Northern Nevada Workforce Investment Board
<b>Lee, Richard</b>	<b>Business</b> – Statewide – Real Estate
<b>Martin, Leslie</b>	<b>Business</b> – Rural Nevada
<b>Mosley, Larry</b>	<b>Education</b>
<b>Palmer, Cass (Chair)</b>	<b>Business</b> – Southern Nevada – Gaming
<b>Vacant</b>	<b>Business</b> – Northern Nevada
<b>Pelty, Michael</b>	<b>Business</b> – Southern Nevada – Gaming
<b>Peyton, Jean</b>	Persons with Disabilities <b>Small Business</b> – Southern Nevada – Disability Mediation and Consulting
<b>Rheault, Keith</b>	Nevada's Department of Education, Superintendent of Public Instruction
<b>Vacant</b>	<b>Business</b> – Northern Nevada
<b>Rubald, Tim</b>	Nevada Commission on Economic Development
<b>Salazar, Maria</b>	<b>Business</b> – Southern Nevada – Graphic Design
<b>Smith, Assemblywoman Debbie</b>	Nevada State Assembly – Northern Nevada
<b>Sorenson, Cameron</b>	<b>Business</b> – Northern Nevada – Manufacturing
<b>Taylor, D.</b>	Culinary Workers Union of Southern Nevada
<b>Townsend, Senator Randolph</b>	Nevada State Senate – Northern Nevada <b>Business</b> – Northern Nevada – Medical
<b>Weber, Assemblywoman Valerie</b>	Nevada State Assembly – Southern Nevada
<b>Willden, Mike</b>	Director, Department of Human Resources

**The Director of DETR is a member of the SWIB. The department is the grant recipient for the following employment and training programs and activities:**

- **WIA Title I-B Youth, Adult, and Dislocated Worker Grants**
- **Wagner-Peyser**
- **Veterans Employment and Training Services**
- **Trade Adjustment Assistance (TAA)**
- **Unemployment Insurance**
- **Vocational Rehabilitation programs authorized under parts A & B of the Rehabilitation Act**
- **Migrant and Seasonal Farmworker**
- **Work Opportunity Tax Credits**

**The State Superintendent of Public Instruction also serves as the Director of Nevada's Department of Education, which is the administrative entity for the following workforce investment programs:**

- **WIA Title II Adult Education and Literacy programs including English as a Second Language**
- **Secondary and Postsecondary vocational education programs through state and federal funds (Carl D. Perkins Vocational and Applied Technology Act)**

**The Director of the Department of Health and Human Services represents the following mandated and optional workforce programs on the SWIB:**

- **Senior Community Service Employment Program funded under Title V of the Older American Workers Act**
- **Community Services Block Grant**
- **Temporary Assistance for Needy Families**
- **Food Stamp Employment and Training**

**The Governor also stipulated by Executive Order that the Executive Director of the Nevada Commission on Economic Development and the Chancellor, or his designee, for the Nevada System of Higher Education serve as participating officials on the Governor's board.**

**The remaining members, the majority, represent business and industry, leisure/hospitality, small business, and construction from the northern, southern, and rural portions of the state to ensure that the SWIB is addressing the unique workforce needs of every part of this diverse state.**

3. Describe the process your State used to identify your State board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200.)

**Nominations are solicited from Nevada's major businesses and labor organizations, such as the chambers of commerce, gaming and banking organizations, and the AFL-CIO. The organizations were requested to nominate individuals with policy-making authority to represent their constituency. The Governor appoints members to the SWIB who reflect Nevada's social and economic diversity, as well as the state's leading industries.**

4. Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)

**The Governor's board is the body responsible for establishing high-level vision and policy for Nevada's workforce investment system. The Governor appoints members who represent the highest levels of decision-making authority within their respective constituent groups and industries. SWIB members are also selected to ensure representation of Nevada's rural**



communities. The Governor also appoints the heads of each of the Executive Branch agencies that play a key role in the state's workforce system to ensure communication and collaboration between all agencies and stakeholders. The SWIB is empowered to recommend to the Governor new or revised policies, procedures, legislation, or regulations, which will move Nevada forward in achieving its vision. The SWIB can best provide the Governor with meaningful policy recommendations by bringing together this broad spectrum of viewpoints, expertise, and knowledge of local labor market demands.

5. Describe how the Board carries out its functions as required in sec. 111(d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111(d) the Board does not perform and explain why.

**The SWIB assists the Governor by performing the functions listed in WIA Sec. 111(d) which include:**

- **Developing and maintaining a state strategic comprehensive plan using a broad collaborative process**
  - **Reviewing and making recommendations to the Governor concerning the operating plans of the agencies that administer programs of the state workforce development system to ensure consistency with the state strategic comprehensive plan**
  - **Developing and implementing a performance management and accountability system for workforce development, including the evaluation and data responsibilities described in P.L. 105-220, in partnership with the operating agencies and LWIBs**
  - **Developing linkages in order to assure coordination and non-duplication among NJC partners and programs**
  - **Reviewing local area plans and recommending local plan approval to the Governor**
  - **Recommending to the Governor the designation of local workforce investment areas**
  - **Recommending to the Governor, through this plan, the allocation formulas for the distribution of funds for WIA Title I-B Youth Activities Grant and Adult Employment and Training Grant**
  - **Preparing an annual WIA Title I-B Program report to the U.S. Secretary of Labor including information on the progress of the state in achieving state performance and customer satisfaction measures**
  - **Assisting the state workforce agency in its work to develop and refine a responsive employment statistics system**
  - **Developing possible future applications for incentive grants available under WIA Sec. 503. Establishing an incentive fund for the workforce investment system and recommending to the Governor criteria for rewarding local workforce investment boards and programs that produce exemplary results**
6. How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205)

**The SWIB held three board meetings in 2006, with three more meetings scheduled for 2007. Additionally, there are six standing committees of the Board, which meet on a more frequent basis. All of these meetings are open to the public at locations that are accessible in accordance with the Americans with Disabilities Act. Meeting notifications are distributed for posting to more than 100 individuals, groups, and public locations. Meeting notices, agendas, and minutes are posted on the DETR and Nevada JobConnect web sites.**

Additionally, the DETR web site provides access to the Board's membership list, WIA State Compliance Policies, the mission and vision of the board, public documents such as agendas and meeting minutes, special reports, and standing committee and Board meeting calendars.

7. Identify the circumstances, which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)

The members of the state and local boards are subject to state law governing conflict of interest [Nevada Revised Statute (NRS) 281.501]. The Nevada Commission on Ethics is charged with the administration and implementation of this law. NRS 281.501 states in part:

**“A public officer or employee shall not approve, disapprove, vote, abstain from voting, or otherwise act upon any matter:**

- (a) Regarding which he has accepted a gift or loan**
- (b) Which would reasonably be affected by his commitment in a private capacity to the interest of others, or**
- (c) In which he or she has a pecuniary interest”**

Pursuant to state law, the SWIB incorporated into its bylaws a Conflict of Interest provision, which states in part:

- No member of the SWIB may cast a vote on any matter that has a direct bearing on the services that are to be provided to that member (or any organization that such member represents) or any matter which would directly benefit the member or organization that the member represents
- The member(s) shall identify any conflict of interest directly related to such matters before discussion and consideration of the matter by the state

In addition, WIA SCP 1.1 – Establishing Local Workforce Investment Boards states in part:

- Each local workforce investment board shall adopt, in its bylaws, conflict of interest standards, which meet the minimum standards, set in this section; these standards shall apply to all board members (voting and non-voting).
- The lead state agency will provide technical assistance upon request from LWIBs concerning conflict of interest standards to avoid compliance violations.
- LWIB members (including One-Stop partners) are:
- Prohibited from entering into discussion or voting on a matter where they have a conflict of interest
- Prohibited from bidding on, casting a vote on, or participating in any decision-making capacity, on the provision of services by themselves or any organization which they directly represent
- Prohibited from receiving any direct financial benefit from any resulting contract which they participated in the development of Invitations for Bid (IFB), Requests for Proposal (RFP), contract specifications/standards; board discussion/decision related to specific terms of a contract; or other bid processes leading to the award of a contract
- Prohibited from participating in selection, or in the award or administration of a contract supported by Federal funds with a real or apparent conflict involving an employee, officer or agent, any member of his or her immediate family, his or her partner, or the organization which employs (or is about to employ) any of the above, or has a financial or other interest in any of the above [29CFR97.36(b)(3)], and
- Required to disclose a potential or actual conflict of interest to the LWIB as soon as the conflict is discovered and, to the extent possible, before the agenda for taking action on

**the matter is prepared. If conflict is discovered during a meeting, members must verbally declare a conflict and such declaration must be clearly noted in the minutes**

- **If a contract is awarded or a purchase is made by the LWIB involving a board member or the entity he/she represents, the board must justify the terms and conditions of the contract or purchase. The LWIB must submit, to the lead state agency, documentation that the award/purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase is fair and reasonable.**

8. What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc.?

**As lead state agency, DETR is responsible for providing technical and staffing assistance to the SWIB and its committees. The director of DETR appointed a Board Liaison to coordinate the activities of the SWIB and its committees and to develop any Board related correspondence for the chair. Various bureaus within DETR provide status reports to the SWIB at the quarterly meetings, including financial, workforce information and management information system updates.**

- C. Structure/Process for State agencies and State board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)
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), 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).)
  2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system and between the State agencies and the State workforce investment board.
  3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)

**The state board, in partnership with Nevada's two local workforce investment boards, guides the allocation of the majority of federal and state dollars flowing into the state for workforce investment activities. Nevada has an advantage to identify opportunities for collaboration and ensure effective sharing of resources among agencies responsible for the public workforce system due to its relatively small size and because the majority of the employment and training programs are concentrated in the state workforce agency, the Department of Employment, Training and Rehabilitation, which also serves as staff to the Governor's board.**

**The Governor appointed the head of each of the cabinet-level agency with responsibility for a component of the state's workforce investment system to the SWIB to ensure timely and effective sharing of information and resources. The Governor expects each of these agencies to manage the federal and state funds within their purview and to work closely with governing boards and state and local partners to ensure the workforce investment system addresses the needs of Nevada's citizens. The Governor looks to the SWIB to provide a system-wide approach to strategic planning and accountability and to foster partnerships among business, education, and training programs.**

**Sharing of information statewide is achieved in a number of ways:**

- **Timely distribution of Department of Labor (DOL) memorandums and directives to all interested parties via electronic mail;**

- **Development and distribution of federal and state program policies and guides to Nevada JobConnect and LWIB staff;**
  - **Access to current information on DETR and Nevada JobConnect websites at [www.nvdetr.org](http://www.nvdetr.org) and [www.nevadajobconnect.com](http://www.nevadajobconnect.com); and**
  - **Monthly Executive Workgroup meetings attended by DETR and LWIB staff.**
4. Describe any crosscutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§ 112(b)(18)(A).)

**The Governor’s Youth Council Taskforce Committee was established in 1999 to assist the local board youth councils to develop and implement strategies for effective delivery of employment and training services to Nevada’s youth.**

**Members of the Youth Council represent the private sector, local youth councils, the Director of the Nevada Department of Health and Human Services as well local board staff. The local youth councils collaborate with the Youth Taskforce to advise the SWIB on youth education; workforce development issues related to Nevada’s youth, and best practices for the youth service providers statewide.**

**Collaborative efforts between the state and local councils began with the development and implementation of Nevada’s strategic five-year plan for youth in 1999. The state and local councils have continued to work together to achieve the strategies aimed at providing youth with a full array of services to prepare them for jobs in the state’s dynamic economy.**

**DOL’s focus on serving the neediest youth through the workforce investment system provides a new challenge for the councils. Special emphasis will be placed on identifying and quantifying the most needy youth populations such as youth with disabilities, youth in foster care, youth in the juvenile justice system, children of incarcerated parents, and migrant youth. Services will be developed and service providers identified to best serve this population.**

- IV. Economic and Labor Market Analysis (§112(b)(4).): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State’s economy, the labor pool, and the labor market context. Elements of the analysis should include the following:
- A. What is the current makeup of the State’s economic base by industry?

**Exhibit 1**  
**NEVADA EMPLOYMENT**  
**by MAJOR INDUSTRY**

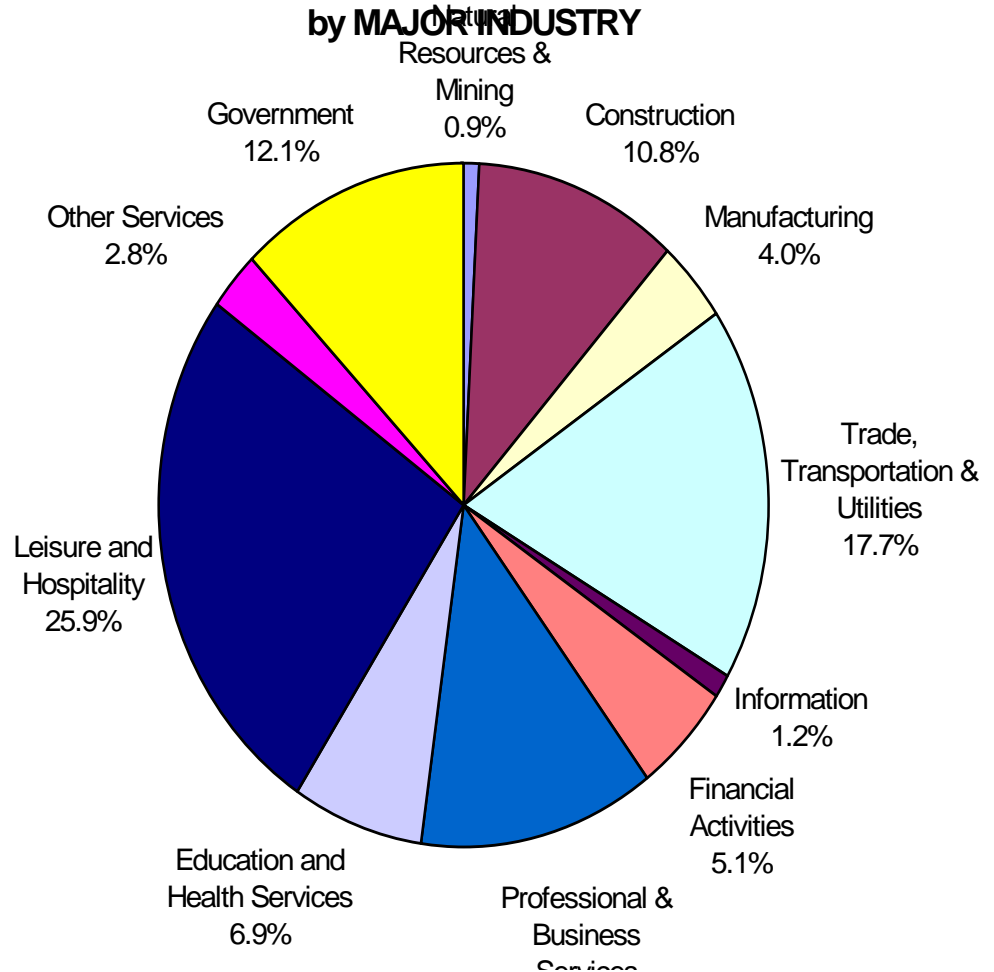


Exhibit 1 reflects that the Nevada economy is dominated by the leisure and hospitality industry. Leisure and hospitality directly provides more than one-fourth of the state’s employment (25.9%). The casino hotels and gaming component of that industry provides about two-thirds of all leisure and hospitality jobs, and its effects are evident in other sectors as well. For example, firms that support the gaming industry dominate Nevada’s relatively small manufacturing sector. A listing of the state’s top ten manufacturers includes several firms that manufacture gaming devices, as well as a company that makes (neon) signs.

Although leisure and hospitality still dominates Nevada’s economy, its proportionate share of employment has declined for many years as the economy has diversified. A decade ago, leisure and hospitality directly provided 30 percent of all jobs.

Nevada’s manufacturing sector, while providing only 4 percent of the state’s total employment, has been an unqualified success story. In the past 10 years, the industry has grown by 34 percent in Nevada. During the same period, the U.S. manufacturing industry has lost 3.2 million jobs, an 18.7% decline in employment. Nevada has benefited from an influx of firms from California and other states due to its favorable business climate, as well as from intrinsic growth of the state’s economy.

Included in trade, transportation & utilities, the retail trade industry also provides significant economic impact to the economy. The more than 40 million tourists who visit the State sustain a large portion of the retail sector. Approximately 11 percent of total employment can be found in the retail trade sector.

The mining industry is the economic engine in many of Nevada's rural counties. Nevada is one of the world's largest gold producers, behind only South Africa, Australia and possibly China. The state produces large quantities of silver and copper as well. Although the metal mining industry provides less than 1 percent of the direct employment in the state, its economic impact is significantly greater. Wages are also significantly higher, as the metal mining industry paid an average annual wage of \$66,505 in 2005, nearly double the all-industry average of \$38,760.

Since the end of the national recession, the construction industry has been the primary driver of Nevada's economic growth. The state recorded double-digit gains in construction employment growth throughout 2004 and 2005. Low interest rates and strong population growth fueled a housing boom in both the Las Vegas and Reno urban areas. The increased mining activity resulting from historically high mineral prices stimulated demand for housing in Nevada's rural areas as well. However, the housing slowdown that began in the first half of 2006 brought the rapid construction growth to a halt. The year 2007 should see relatively slow construction growth compared to the recent past, but the eventual recovery of the housing market, and massive commercial construction projects in Las Vegas and other parts of the state, should provide a resumption of the strong growth pattern in the industry. Despite the recent slowdown, the Nevada construction industry provides approximately 11 percent of the state's total employment, nearly twice the national employment share.

B. What industries and occupations are projected to grow and/or decline in the short term and over the next decade?

Both the short-term and long-term outlooks for Nevada's economy call for robust job growth across nearly all sectors of the economy. The information industry appears to have rebounded after several years of job losses, although growth in that industry is expected to slightly lag the state as a whole. As noted earlier, construction employment may be stagnant in the very near term, but the long-term forecast calls for growth in line with the overall expansion of the state's economy.

Nevada's future economic expansion derives from the expectation of continued strong population growth. Over the past two decades Nevada has led the nation in population growth, on a percentage basis, 18 times and ranked second the other two years. The state should remain among the nation's leaders in population growth over the next decade.

Exhibit 2 shows that through 2014, all but two of the 20 major industry groups expect employment increases of at least 30 percent. This level of growth would be considered as high demand in most states. The projected average annual employment growth through 2014 is 4.3 percent.

Nevada's dominant industries will provide the largest number of jobs through 2014. This includes: accommodation and food service (42 percent job gain over the period), retail trade (37 percent), construction (41 percent), health care and social assistance (54 percent), administrative support and waste management (68 percent), and educational services (46 percent).

The exceptions to the high growth industries in Nevada over the long run are agriculture, forestry, fishing and hunting (2.7 percent growth) and utilities (12.2 percent). No major industry groups are expected to have long-term declining employment. Eight sub-sectors in the

manufacturing (7) and construction (1) industries are expected to lose jobs over the projection period, but the combined job losses in those industries are expected to average only 37 per year.

**Exhibit 2**  
**Nevada Employment Gains and**  
**% Growth by Industry**  
**(2004-2014)**

<b>Industry</b>	<b>2004</b>	<b>2014</b>	<b>New Jobs</b>	<b>% Growth</b>
Accommodation and Food Services	283,952	403,256	<b>119,304</b>	<b>42.0</b>
Retail Trade	126,386	173,321	<b>46,935</b>	<b>37.1</b>
Construction	117,177	165,288	<b>48,111</b>	<b>41.1</b>
Health Care and Social Assistance	82,729	127,697	<b>44,968</b>	<b>54.4</b>
Administrative and Support and Waste Management and Remediation Services	75,840	127,193	<b>51,353</b>	<b>67.7</b>
Government	65,194	87,541	<b>22,347</b>	<b>34.3</b>
Educational Services	62,648	91,697	<b>29,049</b>	<b>46.4</b>
Manufacturing	45,934	61,837	<b>15,903</b>	<b>34.6</b>
Professional, Scientific, and Technical Services	45,183	66,344	<b>21,161</b>	<b>46.8</b>
Transportation and Warehousing	38,552	58,823	<b>20,271</b>	<b>52.6</b>
Finance and Insurance	37,913	54,659	<b>16,746</b>	<b>44.2</b>
Wholesale Trade	33,666	45,507	<b>11,841</b>	<b>35.2</b>
Other Services (Except Government)	31,842	46,810	<b>14,968</b>	<b>47.0</b>
Arts, Entertainment, and Recreation	29,224	38,922	<b>9,698</b>	<b>33.2</b>
Real Estate and Rental and Leasing	23,774	31,906	<b>8,132</b>	<b>34.2</b>
Information	15,510	20,180	<b>4,670</b>	<b>30.1</b>
Management of Companies and Enterprises	9,670	13,512	<b>3,842</b>	<b>39.7</b>
Mining	9,463	12,561	<b>3,098</b>	<b>32.7</b>
Agriculture, Forestry, Fishing and Hunting	8,614	8,846	<b>232</b>	<b>2.7</b>
Utilities	6,198	6,955	<b>757</b>	<b>12.2</b>

Source: DETR/Research and Analysis Bureau.

Because accommodation and food services provides the greatest number of current jobs in the state by a substantial margin, it follows that this industry will provide most of the new jobs as well, both in the short-term and over the next decade. The four other industries at the top of Exhibit 2 (retail trade, construction, health care and social assistance, and administrative/support and waste management/remediation) will also provide significant numbers of new jobs. Recently revised forecasts call for Nevada's employment base to expand by 3.7 percent in 2007, 3.5 percent in 2008 and 3.7 percent in 2009 (see Exhibit 3). Each of these job growth figures should place Nevada among the nation's leaders.

**Exhibit 3**  
***Nevada Employment Growth by Industry***  
**2007-2009**  
***(In Percent)***

**Total Employment Growth**

Industry	<u>2007</u>	<u>2008</u>	<u>2009</u>
Natural Resources and Mining	5.9%	4.5%	8.2%
Professional and Business Services	5.2%	4.6%	4.6%
Manufacturing	4.2%	3.5%	3.5%
Other Services (Except Government)	4.2%	3.4%	3.6%
Financial Activities	4.0%	3.6%	3.9%
Trade, Transportation & Utilities	3.7%	3.5%	3.7%
Education and Health Services	3.7%	3.5%	3.5%
Construction	3.5%	3.6%	4.5%
Leisure and Hospitality	3.2%	3.1%	3.4%
Public Administration	2.8%	2.6%	2.8%
Information	1.5%	1.9%	2.0%
<b>TOTAL ALL INDUSTRY</b>	<b>3.7%</b>	<b>3.5%</b>	<b>3.7%</b>

Source: DETR/Research and Analysis Bureau.

Although Nevada's strong job growth in 2004 and 2005 was driven by residential construction, the commercial construction sector will fuel the next wave of growth. Over the next five years approximately 40,000 new hotel rooms will be constructed in the Las Vegas metropolitan area, increasing the room inventory by 30 percent. The overall employment impact of these projects will be measured in the tens of thousands. The largest of these developments, Project City Center, will provide approximately 7,000 construction jobs and 12,000 permanent jobs. Large gaming properties also create a multiplier effect, generating jobs across a spectrum of related industries. In addition, the large number of permanent workers needed once the new facilities are built will create new demand for housing and help resuscitate the residential construction sector.

Occupational growth in the short and long term will mirror the high-growth industries. Nevada expects very little difference in the occupational demand during the long and short term. The largest number of available jobs will continue to be found in the low- and semi-skilled occupations required by employers in the leisure and hospitality and retail trade industries. These occupations include jobs such as cashier, waiter/waitress, retail sales, gaming dealer, bartender, food server, office clerks, account clerks, hotel desk clerks and laborers (see Exhibit 4).

Some of the fastest growing occupations are not in the two largest industries. Many of these occupations would provide new jobs that require a higher level of preparation and would be higher paying. Although not providing the greatest number of new jobs, these occupations provide new opportunities. They include educators (special education teachers, postsecondary vocational education teachers, adult literacy teachers), health care workers (pharmacists, respiratory therapists, pharmacy technicians, medical assistants), and computer-related occupations (network and data communications analysts, network administrators, computer



software engineers, computer specialists, computer systems and information managers, computer systems analysts).

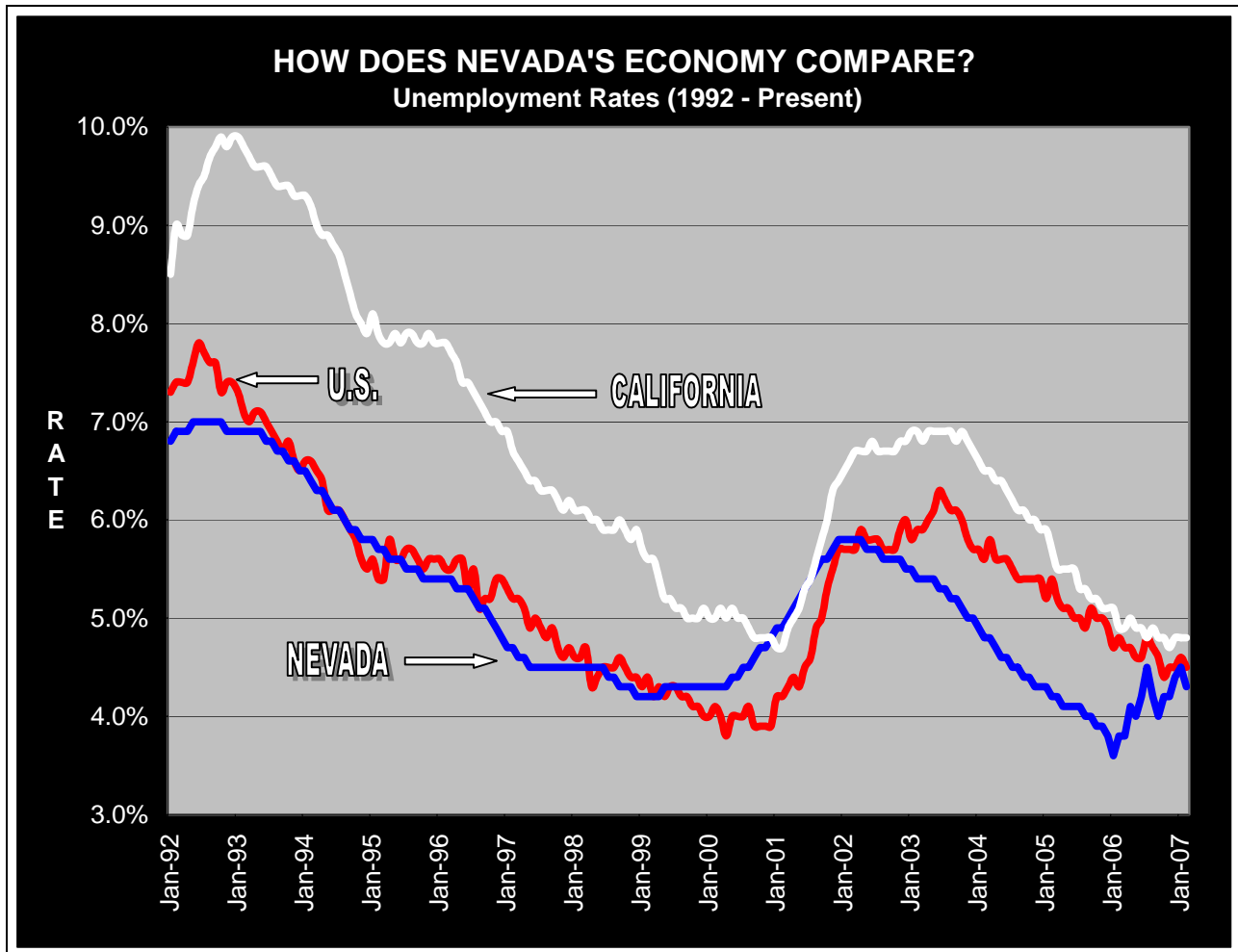
**Exhibit 4:**  
**Nevada Total Annual Openings by Occupation 2006-2014**

Occupation	2006 Emp.	2014 Emp.	Total Annual Openings	Average Annual Growth Rate	2006 Average Hourly Wage
Waiter/Waitress	38,149	49,694	3,258	4.1%	\$8.26
Cashiers	38,971	47,589	2,869	2.9%	\$9.27
Retail Salespersons	36,243	48,633	2,754	4.7%	\$12.07
Freight, Stock, and Material Movers	31,750	42,177	2,256	4.5%	\$11.87
Janitors and Cleaners	29,276	40,263	1,877	5.2%	\$10.70
Gaming Dealers	25,438	34,444	1,858	4.9%	\$6.56
Maids/Housekeepers	26,548	34,990	1,568	4.3%	\$10.68
Carpenters	25,452	34,606	1,521	4.9%	\$20.12
Combined Food Prep/Serving Workers	16,856	22,443	1,368	4.5%	\$7.83
General Office Clerks	23,033	29,134	1,239	3.5%	\$11.68
Landscaping/Groundskeeping Workers	16,984	24,174	1,229	5.9%	\$11.61
Registered Nurses	15,667	22,484	1,144	6.1%	\$29.29
Cooks, Fast Food	14,263	19,153	1,015	4.7%	\$7.24
Elementary School Teachers	14,867	20,325	980	5.1%	\$37,471*
Dining Room Attendants	14,720	18,788	967	3.7%	\$8.46
Customer Service Representatives	14,400	20,484	952	5.9%	\$13.99
Bartenders	12,216	16,138	934	4.4%	\$9.99
Cooks, Restaurant	13,332	17,770	933	4.5%	\$12.22
Security Guards	18,200	22,638	927	3.2%	\$11.28
Bookkeeping/Accounting Clerks	18,176	22,988	919	3.5%	\$14.48
General and Operations Managers	15,083	20,338	917	4.8%	\$51.63
Taxi Drivers and Chauffeurs	12,689	18,217	795	6.1%	\$12.48
Maintenance/Repair Workers	13,285	17,705	786	4.5%	\$17.41
Heavy Truck Drivers	13,833	18,388	777	4.5%	\$18.74
Supervisors of Office Workers	13,998	17,786	754	3.6%	\$20.50
Food Preparation Workers	9,145	12,782	746	5.5%	\$10.41
Supervisors of Retail Sales Workers	15,511	19,333	739	3.3%	\$18.18
Sales Representatives, Wholesale	10,397	14,273	732	5.1%	\$26.63
Receptionists/Information Clerks	10,818	14,495	703	4.6%	\$11.59
Dishwashers	9,949	12,747	662	3.8%	\$9.61

\*Note: Elementary Teacher wage is annual (9 Month). Source: DETR/Research and Analysis Bureau.

C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?

Although there is a demand for both skilled and unskilled labor, the nature of Nevada's economy creates an ongoing need for workers in occupations traditionally classified as low- or semi-skilled, low-paying jobs. During high-growth periods when new hotel-casinos and/or shopping centers are opening, several of these occupations may be in extreme demand. In fact, it can be difficult for employers to find acceptable job applicants to fill vacancies. Nevada's unemployment rate has been consistently lower than the nation and surrounding states (see Exhibit 5). The Nevada unemployment rate for March 2007 was 4.3 percent. This is relatively low and by many economic standards is near the "full employment" level.



Source: DETR/Research and Analysis Bureau.

Of the 13 occupations in Nevada that provide more than 1,000 jobs openings annually (shown in Exhibit 4), only registered nurses, gaming dealers and carpenters require more than short-term on-the-job training. (NOTE: TWO PARAGRAPHS BEING MERGED INTO ONE). However, there is a demand for skilled workers in the Nevada economy. The recent exceptional growth in the construction industry created a need for skilled craftsmen such as carpenters (1,521 annual job openings statewide), electricians (529), plumbers and pipe fitters (432), and painters (365), as well as construction managers (279). Meanwhile, across all industries there is a demand for various high-skilled personal computer/network/systems occupations (935).

The non-depository credit intermediation sector (primarily credit card issuers and mortgage lenders) will continue to be a significant job producer over the next decade. This sector, as well as others in the financial activities industry, provides several high-demand occupations. Many jobs in this industry require at least a bachelor's degree. They include accountants and auditors (484 annual openings statewide), financial managers (301), loan officers (245), property managers (133), and insurance sales agents (151). Bookkeeping and accounting clerks that require somewhat lower job preparation levels are also in demand, with 919 jobs available each year.

Nevada's population boom has also created a shortage of workers in the education and health services industry. The long-term projections indicate that more than 1,200 elementary and secondary teachers will be hired annually and Nevada currently has one of, if not the worst,

nurse-to-patient ratios in the nation. The Nevada State Demographer predicts that the state's population will grow by approximately 100,000 annually over the next decade, exacerbating the nursing shortage. It is anticipated that there will be 1,144 annual openings for registered nurses through 2014. The state also faces a demand for pharmacists (144) and pharmacy technicians (134).

Other moderate to high skilled, in-demand occupations not specific to any industry include: general and operations managers (917), sales representatives (732), heavy truck drivers (777), maintenance and repair workers (786), and automotive mechanics (387).

D. What jobs/occupations are most critical to the State's economy?

As discussed earlier, tourism is the driving force in the Nevada economy. Jobs in leisure and hospitality, coupled with retail trade, are the primary revenue generating industries in Nevada. The predominate occupations in those industries include: gaming workers, housekeepers, food service workers, retail salespersons, janitors and cleaners, retail sales managers/supervisors, and gaming supervisors.

To meet the need of a rapidly growing population, health care occupations are also in-demand and critical. These include registered nurses, respiratory therapists, and pharmacists. To meet the continual inflow of new residents, construction workers have been in high demand. These occupations include carpenters and construction laborers. Education is also expanding rapidly to meet the needs of Nevada's new residents. High-demand educational occupations include teachers at all levels.

The logistics of getting materials to production centers, as well as getting parts and manufactured products tracked and distributed to global marketplaces, are essential to Nevada's warehousing and distribution industry. Top occupations in Nevada's transportation industry include: truck drivers (both heavy and light truck), bus drivers (both school and transit), business operations specialists, general operations managers, cargo and freight agents, dispatchers, customer service representatives, bus and truck mechanics, and diesel engine specialists.

General business operations have also contributed to many occupation demands. These jobs include: general office clerks, security guards, customer service representative, general and operations managers, and bookkeeping/accounting/audit clerks.

E. What are the skill needs for the available, critical and projected jobs?

Nevada's occupational structure has been matched to the O\*NET skills developed by the US DOL/ETA. The skill needs for Nevada's demand occupations, in order of significance, include:

- Reading comprehension
- Active listening
- Speaking
- Critical thinking
- Writing
- Active learning
- Monitoring
- Social perceptiveness
- Learning strategies
- Coordination

If potential employees have mastered these basic skills, they can be further trained to address specific needs within the firm. However, employers have indicated that it is difficult to find job seekers with even the basic skills.

When identifying the high-demand occupations, it becomes apparent that it will be difficult to fill the skills gap for reading comprehension, active listening, speaking, and critical thinking.

**Construction:** Many positions do not require formal education beyond a high school diploma. Some supervisors and managers may require a bachelor's degree. Many of these positions are learned through long-term apprenticeships or On-the-Job Training (OJT).

**Health Care:** Educational requirements vary widely among the health care 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.

**Hospitality Industry (Accommodation and Food Services):** Employers are challenged to continuously recruit employees with the skills most essential to the fast growth hospitality industry occupations.

Communication is a core skill needed by hospitality industry workers. Employers report that English-speaking applicants are often difficult to find.

**Transportation:** Educational requirements vary among the transportation occupations. In many of these positions, skill in dealing with the public is essential. Various supervisory and managerial positions require a bachelor's degree.

- F. What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

Currently the labor force includes more than 1.3 million people. The unemployment rate has ranged between 4 percent and 4.5 percent since April 2006. Labor force growth has been more than 5 percent annually over the past year. According to the 2000 Census, a vast majority of the labor force (69.1 percent) is white, while 16.4 percent are Hispanic, 5.9 percent Black, 4.7 percent Asian and other groups 3.9 percent.

The Nevada State Demographer estimates that the population will grow by approximately 1,000,000 people over the 2006-2016 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 less than one-fourth of the state's population, should account for about 450,000 of the 1,000,000 new residents.

- G. Is the State experiencing any "in migration" or "out migration" of workers that impact the labor pool?

Nevada has led the nation in the cumulative rate of population and employment growth since the 1980s. Therefore, there is clearly a significant net in-migration of workers and potential workers. The previous three periods of strong economic growth (late 1980s, mid-1990s, and late 1990s) were driven by construction of major resorts, and workers came from out-of-state seeking thousands of new jobs in the gaming industry. The rapid expansion of the state's economy in 2004-2005 had a different catalyst.

**Record-setting residential construction to employment growth approaching 20 percent annually in the construction industry during the recent boom. Building contractors often had to import workers from out-of-state to meet demand, but the amount of in-migration is not quantifiable.**

**A similar situation occurred during the last wave of resort building in Las Vegas from 1998 to 2000. Near the end of the construction cycle, some resorts had to recruit workers (including housekeepers) from out-of-state because growth outpaced the available labor pool.**

**For education and training programs, it is important to know the education, skills, and work experience brought by in-migrants. A comparison of 1990 and 2000 Census data shows that the percentage of residents age 25 and over with at least a bachelor's degree rose from 15.3 percent to 18.1 percent over the decade. Conversely, the percentage of residents with less than a high school diploma fell by nearly 2 percent. While the changes cannot be attributed solely to new residents, the data indicates that the overall educational level of Nevada's workforce has improved. However, the large increases in the Hispanic population that have already occurred and are expected in the next decade could make facility with the English language a significant consideration when trying to obtain employment.**

**The minimal out-migration that has been reported has generally been due to individual corporate decisions to consolidate facilities in other states or outsource to another country. There is no specific or predictable industry pattern to this activity.**

- H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?

**It is apparent that the labor force will have difficulty in meeting all of our projected employer skill needs. When reviewing the Knowledge, Skills and Work Activities (KSAs) of the high demand occupations, the most basic of job requirements come to the forefront. The top 10 Knowledge sets of Nevada high-demand occupations ranked by the potential skills gap include:**

- **Customer and personal service**
- **Mathematics**
- **English language**
- **Clerical**
- **Sales and marketing**
- **Education and training**
- **Administration and management**
- **Mechanical**
- **Building and construction**
- **Psychology**

**The top 10 Work Activities that will be important for those in the high-demand area of the labor force include:**

- **Establishing and maintaining interpersonal relationships**
- **Handling and moving objects**
- **Working directly with the public**
- **Communication with other workers**
- **Getting the information to do the job.**
- **Organizing, planning and prioritizing work**
- **Updating and using job-relevant knowledge**

- **Performing general physical activities to do the job**
- **Monitoring processes, materials or surroundings**
- **Making decision and solving problems**

**These knowledge and activities are not surprising given the nature of Nevada's high demand occupations in the tourism, health care, education and construction industries. They are ranked in order of the potential skills gap over the decade.**

- I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?

**In the southern Nevada workforce investment area, the issues associated with the needs of employers and job seekers were identified primarily from statistical data derived from the [Nevada Career Information System \(NCIS\)](#) study of the most demanded occupations. In a study released in April of 2007, the following occupations were deemed the highest demand (based on the degree of training or education needed):**

- **Bachelors degree or higher**
  - **Elementary School teachers**
  - **General and Operations managers**
  - **Accountants and auditors**
  - **Secondary school teachers**
  - **Financial managers**
- **Associate degree or other formal training**
  - **Gaming dealers**
  - **Registered nurses**
  - **Office and administrative managers**
  - **Construction trades managers**
  - **Real estate sales**
- **Moderate to long term OJT**
  - **Carpenters**
  - **Customer Service Representatives**
  - **Cooks**
  - **Bookkeepers**
  - **Maintenance and repair workers**
- **Short term OJT**
  - **Waiters and Waitresses**
  - **Cashiers**
  - **Retail salespeople**
  - **Laborers**
  - **Janitors and cleaners**

**Data suggests that fewer students are graduating from high school and moving on to colleges. Governor Gibbons, while acknowledging the shrinkage in enrollment, restated the commitment to funding the K-20 education of students in Nevada in March of 2007. Issues for the workforce system include:**

- **Will the reduced levels of funding available be sufficient to meet goals and objectives and to activate the strategies necessary to provide connections between students and their potential employers?**
- **What advances in career/vocational/technical education are needed to ensure that Nevada's youth, particularly needy youth, are prepared for the workplace and succeed in their academic and career goals?**

- Can the transition between academic /required basic classes and career/vocational/technical education be made seamless so that all students receive the same basic education yet those who elect to benefit from the career path can more easily transition into the workforce while those who elect to achieve higher levels of academic and/or professional education attain specific/advanced levels of skills in traditional areas?
- How can WIA youth investments be refocused on youth most in need?
- How can development and delivery of workforce information be improved so as to support workforce investment boards in their strategic planning and investments?
- How can tools and products that support business growth and economic development be developed?
- How can One-Stop Career Centers help to provide better quality career guidance directly to students and job seekers and their counselors?
- What career pathways and training opportunities are available for workers to make the transition to higher paying jobs?
- Given that resources are shrinking, what additional efforts and applications of new technology are possible if it is desirable to build stronger relationships among workforce development providers?
- How do we better connect students to employers and employers to sources of students and other potential employees?

Workforce development issues identified in northern Nevada center around the low unemployment levels fueling a need for skilled workers to support the expanding manufacturing and distribution industries in Washoe, Lyon, Storey, Douglas counties and Carson City. The construction industry continues to thrive with the building of new major retail centers and sites, new housing developments, and major infrastructure development to support the expansion of industrial parks in these areas.

Rural Nevada counties are also experiencing substantial growth in population and new business expansions. The mining industry is thriving and remains an important rural area employment opportunity. The northern Nevada LWIB continues to support rural county economies through funding to support 4 rural workforce liaisons initiatives, which provide:

- The northern Nevada LWIB up-to-date information on workforce development challenges
- Economic development efforts and achievements
- Coordination of workforce development activities and NJC services in Mineral, Lander, Pershing and Storey counties.

A major issue that Nevada faces in the coming years is a shortage of workers to fill jobs that are created as a result of our growing economy. Major impacts are being felt in construction (a result of hotel renewal and expansion and the City Center Project in Las Vegas), education where the shortage of qualified K-12 teachers is expected to reach about 3,000 in 2007, and nursing where the shortage of about 3,000 continues. A prime source of new workers is our educational system. Unfortunately, Nevada has experienced a high school dropout rate above 6 percent, which exceeds the national average. Nearly 40 percent of incoming freshmen require at least one remedial class and the drop out rate of college freshmen is above 25 percent. While these dropouts are a source of workers, they would be better prepared for high wage jobs with a high school diploma or postsecondary degree. A contributing factor is the level of wages that can be earned in the gaming industry by relatively unskilled job seekers. This high level discourages younger people from continuing their education, attracts those from elsewhere who would otherwise be candidates for entry level positions and training level positions in industries with critical needs, and tends to require businesses to recruit from out-of-state labor pools.

To address this issue, the SWIB's Youth Council Taskforce Committee sponsored a statewide conference in the fall of 2005 that focused on how to reach and interest youth in the high demand occupations of the future. The outcome of this conference was positive and indicated similar interests in other states. Another youth conference is planned for the summer of 2007. Additionally, Governor Gibbons has investigated youth oriented programs in neighboring states and is working with several organizations to determine the best ways to provide assistance where it is most needed.

NJC offices are also focused on reaching and educating youth about work and career planning and preparation. NJC staff makes presentations at high schools, hold open houses at NJC offices, and perform demonstrations of the Nevada Career Information System at resource centers throughout the state. In addition to working with high schools, the NJC offices also perform outreach at Job Corp Centers and GED sites. NJC managers and staff appear at entrepreneurship and small business meetings sponsored by Nevada Center for Entrepreneurship and Technology (NCET) The Sparks NJC office hosts the first non-school on-line GED site in the Nevada JobConnect system. In addition, the northern Nevada LWIB's Youth Council periodically sponsors a Youth Employment Expo (job fair) bringing northern Nevada employers together with young job seekers.

- J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?

The state places a priority on targeting high growth industries and allocating appropriate resources to develop job seeker and incumbent worker skills to meet the demands of these industries.

Ensuring the continued availability of a qualified workforce for new and expanding businesses will be one of the state's biggest challenges in the next two years. Adequate transportation systems, and availability of affordable housing and medical care will also impact the economic health and growth of the state. The Nevada JobConnect system will be challenged to expand its menu of services beyond the traditional employment and training programs into a strategic approach to workforce development that seeks to bridge the gap between the supply of jobs and the demand for skilled labor.

- V. Overarching State Strategies
- A. Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)

WIA One-Stop System partners' resources have been identified and leveraged to avoid duplication of services as outlined in Memorandums of Understanding (MOU) and the SNWIB policies. Partners' contributions of core services will result in increased services for jobseekers and businesses—while freeing WIA funds and resources to expand greater employer services and identification of demands for workers with appropriate skill-sets. Local employer services advisory groups have been established to provide input and guidance in the type of services needed and desired by the business community. Through MOUs, linkages with partnering agencies may include:

- Employer Access to Information and Services
- Application Screening and Referral
- Application Assessment and Testing
- Training Available to New/Current Employees and Employers



- Assistance to New/Current Employees with Value-Added Services to Employers
- Labor Trends and Wage Information
- Economic and Business Development Assistance
- Customer Service and Performance Accountability
- Outreach and Marketing to Employers

In Nevada, statewide workforce investment activities, both required and allowable are funded through Governor's Reserve funds. The Governor's Workforce Investment Board prioritizes the services and activities supported by the statewide set aside funds annually. National and state directives and initiatives receive priority.

Nevada uses Governor's Reserve dollars, when available, to fund incumbent worker/specialized training programs and pilot projects for Nevada businesses as an incentive to upgrade skills of currently employed or underemployed workers. The funds expand employment and advancement opportunities for workers while simultaneously catalyzing the creation of high-skill, high-wage jobs. Nevada recognizes the need to train and retrain incumbent workers in order to keep pace with technological advances and changes in skill sets for high-demand occupations and industries. However, workforce development is more than training effectively for current job openings; it also must include planning for the workforce needs of tomorrow. A talented workforce is one that will bring new businesses and industries into some of Nevada's rural communities and ensure that the workforce of tomorrow is adequately trained and ready to meet future challenges and opportunities.

By funding innovative incumbent worker pilot projects, Nevada assists businesses or other entities in testing models for future development that will keep Nevada's workforce competitive in a regional and global economy while helping to retain and expand existing businesses and industries within the state.

The SWIB is committed to continuing to fund projects, which not only achieve the Governor's vision for Nevada's workforce system, but also address the national strategic direction for a demand-driven system.

- B. What strategies are in place to address the national strategic direction discussed in Part I 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), 112(a).)

National workforce initiatives partnerships have been forged in both northern and southern workforce investment areas. For example, national partnerships with CitiBank, The Home Depot, UPS, and others allow each local area direct access for jobseeker referrals.

The priorities of NJC are consistent with the national vision of a demand driven system that is focused on more efficient use of employment and training funds and preparing Nevada's human resources to meet the demands of the state's growing businesses. The Governor's goals of encouraging economic development, improving customer service, providing greater access to services, and facilitating the transition from school to work are incorporated in the State Plan. These goals will be attained by facilitating communication between state agencies and integrating programs and facilities where and when possible. These objectives are met by conducting periodic meetings of the principle players at the state, regional, and local levels.

Specific problems or initiatives are addressed by forming local ad hoc teams to formulate plans and work together to resolve customer needs. The business sectors are engaged by representation on the SWIB and LWIBs, specialty industry meetings, and mini job fairs.

**Business Services staff, through contacts and other information sources, determines current and future labor needs in their areas.**

**By monitoring demand skills needed for these occupations, Nevada plans and builds training programs to prepare our workforce. The integration of information and knowledge from the employment and training network and business, results in accurate and automatic analysis of job needs and worker skills. This results in more effective and efficient partnerships to satisfy our economic challenges.**

- C. Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§112(a), 112(b)(4)(A).) The State may want to consider:
1. Industries projected to add a substantial number of new jobs to the economy; or
  2. Industries that have a significant impact on the overall economy; or
  3. Industries that impact the growth of other industries; or
  4. Industries that are being transformed by technology and innovation that require new skill sets for workers; or
  5. Industries that new and emerging and are expected to grow.

**The industries identified by DETR R&A include: accommodation and food service, construction, health care, administrative support and education. Our contact with these industries is multifaceted. Job orders for these occupations are placed in the Nevada Job Bank. Business Service staff and Managers are in contact through chamber meetings, economic development forums, business groups, job fairs, and other means.**

- **The initial means of testing the availability of workers is to code and match job orders against the available labor pool, NJC One-Stop Operating System (NJCOS) registered applicants, using the O\*Net code**
- **Secondly, orders not filled locally are entered on external national job banks. This results in telephone calls and résumés being faxed for interviews. These also generate job search visits and some in-migration**
- **Finally, using new O\*Net “skills matching” software, it is possible to search our NJCOS database of job seekers to find workers with similar skills that could be trained to the high demand vacancies. Training could encompass classroom as well as OJT training contracts utilizing Nevada's CEP.**

**Partnerships with CED, Education, and industry groups at the LWIB and state level will be used to facilitate the identification, training, and placement of workers in these high demand jobs. DETR is also sponsoring an Incumbent Worker Training Program using CEP funds. Identified target groups are those in significant demand occupations.**

**DETR R&A has identified industries and occupations that are projected to grow and significantly impact the State's economy in the coming years. (Refer to Section IV for the process used to identify these industries.) Growth will occur across both new and emerging industries and in existing firms. In response to this growth, jobseekers will continue to find Nevada a source of new employment opportunities. The task for NJC is to identify and meet the needed skill-sets of the growth industries at the same time it provides services to match the skills of the jobseekers to those needs. In many cases, those jobseekers will need additional training to develop the required skills. To accomplish these tasks, NJC's primary mission will be to:**

- **Register new job seekers.**
- **Determine and assign accurate O\*Net codes.**

- **Assess and inventory skills and skill potential.**
- **Work with training providers, and educational institutions to develop curricula for employer skill needs.**

**Please refer to section IX. F. for further information on Nevada’s efforts on targeting these industries.**

**The Department’s comprehensive on-line career planning tool, the Nevada Career Information System (NCIS), Career Enhancement Program (CEP), and the newly developed O\*Net Skills Matrix will play a significant role in accomplishing this transition.**

- D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries’ workforce challenges? (§112(b)(8).)

**Please refer to Attachment A for examples of Nevada’s partnerships with several business and industries.**

**Through LWIBs, focus groups meet frequently to review and discuss economic development and workforce development initiatives. Focus group participants include: businesses, Community-Based Organizations (CBO) and Faith-Based Organizations (FBO), as well as K-12, community college, and university education institutions.**

**The SWIB and LWIBs are structured to include representatives of all the stakeholders referred to in the question. In addition, NJC office partners include representatives of principle stakeholders. The operators (LWIB Consortia) of many NJC offices also include stakeholder representatives. In the course of operating the NJC system, the various Boards, Consortia, and management groups are constantly challenged to satisfy customers’ needs. These may occur as the Commission on Economic Development (CED) brings a new business to NJC’s attention or because members of the workforce need to be trained for new occupations. By state policy, training priority is given to Nevada’s community colleges. Department of Education representatives are also members of SWIB’s Training Providers and Youth Subcommittees. Business members hold majority membership on the Boards at all levels, while the principles of state, regional, and local economic development groups or districts serve in designated slots.**

- E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (§112(b)(17)(A)(i), and 112(b)(4)(A).)

**LWIBs allocate and award service delivery contracts that require service providers to train jobseekers only in demand occupations/high growth industry skills which are verified during state on-site monitoring reviews.**

**Nevada’s Governor, the SWIB, CED, and representatives from business and industry work collaboratively to identify the workforce needs of Nevada’s employers. Data on current and future high growth/high demand industries is analyzed and used to establish the priorities for the use of Governor’s Reserve funds.**

**The goal has been and will continue to be an on-going effort to ensure that use of public and private resources is targeted to areas with the greatest need. Other priorities established are:**

- **Achieving a more efficient use of public and private resources by leveraging of resources**

- Increasing training access and opportunities consistent with the state’s strategy for a demand drive environment
- Stimulating similar investments at the local level

Consideration for the award of these funds to local partnerships requires the applicant(s) to identify in their application that both public and private resources have been leveraged. A 50 percent matching contribution is required of all WIA projects funded and sources must be identified within the budget narrative. These local partnerships must also demonstrate a strong partnership with the LWIBs in the identification, development and delivery of the project.

To consolidate and streamline workforce development services under WIA, the CED and DETR have collaborated through leveraging state resources. CED’s Train Employees Now (TEN) program is funded through state general funds. The CEP, funded through employer contributions, provides \$500,000.00 annually to the CED to supplement funding for the TEN program. This collaboration has provided additional funds for employee skills training and workforce development activities to qualified relocating and expanding companies.

- F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State’s economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)

In Nevada, small business is our primary labor exchange customer. Ultra small businesses, 1-4 employees, represent 6.1 percent of total employment. These "Mom and Pop" operations frequently cannot afford to hire workers outside the family. On the other hand, large operation, casinos, government, and businesses with 100+ employees, generally have their own Human Resource Departments and perform continuous or large-scale recruitments. Their total employment represents 41.4 percent of the total and they rarely use the public labor exchange except in emergencies or when they can derive special benefits. The categories that remain employ 5-99 workers and represent 51.5 percent of total employment. It is in Nevada's primary interest to support this segment of the market and tailor services and marketing to grow and nurture these businesses. Plans focus on identifying these businesses and developing new service strategies and marketing plans.

Nevada has experienced tremendous growth over the past decade but nearly all of that growth has been in Clark and Washoe Counties. The state recommends an action plan for rural Nevada’s small businesses and workforce needs via the working document “Building Prosperity: An Action Plan for Rural Nevada.”

The CED’s strategy for economic diversification “Unlocking Nevada’s Future” compliments the Governor’s vision for Nevada’s economic development activities. CED staff work with counties, development authorities, cities, and other business development/economic diversification entities to provide tax incentives and expansion information to Nevada businesses.

To expand traditional funding sources to fill the financial gaps in Nevada’s business sector, a partnership was established between the following public and private sectors:

- State Co-Leads – Department of Business and Industry (B&I) and CED
- State Partner – Department of Agriculture
- Other Partners:
  - Small Business Administration
  - Local Governments
  - Small Business Development Centers
  - Nevada MicroEnterprise Initiative

**Southern Nevada Enterprise Community Loan Program  
Certified Development Corporations**

The partnership's main goals are:

- To maintain a resource database with information on business financing and capital on the B&I (<http://dbi.state.nv.us>) and CED's ([www.expand2nevada.com](http://www.expand2nevada.com)) websites as well as in the business resource directory and its accompanying rural edition
- To facilitate regular meetings of the Small Business Roundtable
- Cross-train all entities involved in business development and economic diversification on available business financing and capital programs.

CED works closely with the Governor, Executive Branch agencies, Board and Commissions to assure that when new state regulations are formulated consideration is given to the size of the business, their ability to comply, as well as the impact of new legislation on the business climate. They also review existing agency regulations for both necessity and simplicity to eliminate multiple or duplicative regulations, practices, and fees.

LWIBs offer business planning training support to small businesses through their partnership affiliation with professional businesses and trade organizations/associations. No-cost employer services to small businesses as well, i.e., include employment recruitment, employee skills assessments and incumbent worker training to upgrade employees' skills for future business demands.

- G. How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)

In Nevada, statewide workforce investment required and allowable activities are funded through Governor's Reserve funds. Nevada uses a portion, when available of Governor's Reserve dollars to fund incumbent/customized training programs and pilot projects to be awarded to Nevada businesses as an incentive to upgrade skills of currently employed workers.

In today's economy, Nevada recognizes the need to train and retrain incumbent workers to keep pace with technological advances and to take advantage of high performance practices. Customized training can also prevent worker dislocations.

By funding innovative worker pilot projects, Nevada assists businesses or other entities in testing models for future development that will keep Nevada's workforce competitive in a global economy and retain existing businesses.

To eliminate any administrative burdens on the businesses, the LWIBs are the grant recipient and fiscal agent on behalf of the program/project operators. They assist in the preparation of the grant application and provide technical assistance as required throughout the project.

To encourage workforce investment system partners to engage in activities that advance the Governor's vision, upon receipts of State incentive funds, the department awards contracts for innovative at risk youth projects.

1. Truckee Meadows Community College – "C2 (career and College) Leadership Program in collaboration with the Washoe County School District developed and implemented a pilot program in October 2006 utilizing the latest research and effective strategies to ensure that Nevada's at-risk youth achieve their career goals through education and training.

2. **Academy for Career Education (ACE), a charter school in Reno, developed a Diesel Technician training program for their juniors and seniors to meet the need of local employers. To date, the program has surpassed their original goals for number of students enrolled in the beginning and advance courses. Truckee Meadows Community College approved an articulation agreement with ACE, which allows students to earn both high school credit toward graduation and college credits toward a diesel program at the college.**

**The SWIB is committed to continuing to fund projects, which not only achieve the Governor's vision for Nevada's workforce system, but also address the national strategic direction for a demand-driven system. With assistance from both local boards, businesses will be encouraged to apply for funding to make Nevada's current and future workforce more competitive in a global economy.**

- H. Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)

**The LWIBs have established strong partnerships with required workforce system partners such as primary and secondary school districts, as well as post-secondary education institutions and local area juvenile justice departments. Through LWIBs' initiatives youth employment and training barriers are identified and addressed in partnership with associated youth resource agencies. Special emphasis will be placed on serving the youth with the most needs and barriers through those agencies and institutions with experience and expertise in serving this target population.**

**Program design and targeted youth populations to be served will be flexible to meet the specific needs of youth in each community, as funding allows.**

**Please refer to section IX. E. for Nevada's plans to encourage collaboration between stakeholders**

- I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)

**A representative from the Governor's office and two members of each house of the Nevada State Legislature actively participate on the SWIB. Their participation provides the SWIB with information on any pending state legislation related to workforce development issues. The SWIB Chair established a Legislative Committee, which convenes when issues need to be addressed during the biennial legislative session. Nevada has not enacted any state laws or regulations that have impeded the successful implementation of workforce development goals and strategies in the NJC system.**

**The SWIB and LWIBs work collaboratively to identify and address laws, regulations, and policies that facilitate attainment of goals and strategies. State WIA policies are regularly reviewed with input and recommendations from LWIBs. During scheduled WIA implementation meetings, regulations, policies and laws associated with employment and training services are discussed and reviewed with input from LWIBs. LWIBs are afforded the opportunity to serve on state workgroups and committees that formulate policies and strategies regarding WIA delivery services and activities. LWIBs provide input prior to publishing and distributing state policies.**

- J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the

option to obtain approval as a workflex State pursuant to §189(i) and §192.

**The responsibility of LWIBs is to plan, oversee, and evaluate the delivery of WIA employment and training programs in their respective areas through the NJC system. Because of Nevada's size, its population distribution, 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 the LWIBs to respond more effectively to the needs of the respective communities.**

**Nevada's previous two-year plan included a request for waiver to allow the LWIBs, with the Governor's approval, to transfer up to 100% of each program year allocation between the adult and dislocated funding streams, beginning in Program Year 2005. Please refer to Section X.C for more detail. The waiver application is Attachment D to this plan.**

**We are requesting an extension on this waiver for the period of this plan through June 30, 2009 or sooner if a new state plan is required when WIA is reauthorized.**

**In addition, to the above waiver, Nevada is requesting a second waiver of the 17 (15 core and 2 customer satisfaction) performance indicators to implement the six (three adult and three youth) common measures. The Waiver Request (Attachment C) outlines the goals to be achieved by the waiver, individuals impacted and the process used to monitor progress in implementing the waiver.**

- VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)
- A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)

**The Nevada JobConnect Operating System (NJCOS), a partner of the America's One-Stop Operating System consortium of states, is a comprehensive one-stop management information system designed to meet the core business needs of state workforce investment systems. NJCOS allows data to be recorded and shared by state and local partner programs that comprise the Nevada JobConnect system. The system supports both customer self-service and mediated case management services, and contains all necessary components to meet WIA reporting requirements. All programs administered by the state workforce agency have been fully utilizing the system since July 1, 2001. Nevada's two local boards began using NJCOS on July 1, 2005, as their comprehensive WIA database. Once the local boards have transitioned to NJCOS, Nevada will have a single common data collection and reporting process, that facilitates seamless integrated service delivery and performance management.**

**WIA SCP Section 5.5 addresses the quarterly and annual reporting requirements, including results of the customer satisfaction surveys. This policy provides guidance to the LWIBs on the following:**

- **Section I of the policy – Monthly Customer Satisfaction Surveys includes due dates, required information from the LWIBs on a monthly basis, and how to provide updated contact information for exited clients.**
- **Section II – Quarterly Reports provides both LWIBs due dates to R&A and DETR/Financial Management for the quarterly status and financial status reports. Method of delivery of the data, format of the data, and submission requirements are addressed in this section.**

- **Section III provides details for the annual submission of the individual records for all exiters in the WIASRD format.**

**DETR's Workforce Investment Support Services (WISS) unit provides feedback on all reports on a quarterly basis to appraise the LWIBs of their performance levels. This feedback includes analyses of expenditure trends, performance levels for adults, dislocated workers and youth, and a request for plans to correct areas of concern.**

**In the miscellaneous provisions of the MOU entered into by DETR, the LWIBs, and other partners all agree to work cooperatively in the collection and exchange of information and data necessary for management information, data collection, and reporting requirements of WIA.**

- B. **What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)**

**DETR, in collaboration with the two LWIBs and other partners, developed and entered into a MOU to establish the NJC Consortiums (Consortia) as the One-Stop operators.**

**Members of the Consortia are responsible for site operations of comprehensive NJC offices and oversight of the NJC system in their respective areas. They are responsible for ensuring that comprehensive NJC offices are organized and operating to meet the needs and demands of business and individual customers through the provision of seamless services.**

**In addition to the MOU, DETR, the LWIB, and other partners entered into separate Operating Site Agreements for each NJC office.**

**These agreements delineate cost sharing and resource allocation among partners, particularly for infrastructure costs, e.g., rent, equipment, and telecommunications, to eliminate duplicative facility and operational costs.**

- C. **What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)**

**To ensure consistency of service and promote universal access, policies and guides have been developed by DETR and distributed to NJC offices statewide to provide technical assistance and program eligibility requirements. NJC State Compliance Policy Manual provides guidance to NJC staff and partner programs on the following:**

- **Job seeker registration**
- **Job service complaint system**
- **Priority of services to veterans**
- **Labor disputes**
- **Discontinuation of employer services**
- **Federal posting requirements (Equal employment opportunities, fair labor standards and complaint procedures)**

**The three-tiered approach of self-service, facilitated self-service and staff-assisted service also assures universal access. The NJC resource centers, statewide, provide universal access to services and information for their customers and adaptive technology for customers requiring additional assistance. Please refer to section IX. C. 1. b. for further information on Nevada's three-tiered approach.**



- D. What policies support a demand-driven approach, as described in Part 1. “Demand-driven Workforce Investment System”, to workforce development - such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)

**The basis for a demand-driven system is the provision of quality economic analysis and workforce characteristics. But, even with the best information available, its use will be compromised without a commitment from administrators to promote a significant investment in training for all workforce system staff. Nevada has made that commitment.**

**DETR’s R&A has been designated to manage the Nevada Workforce Information System to promote areas of job opportunities by identifying high-growth, high-demand industries and occupations in the Nevada economy. Bureau analysts provide information on potential job opportunities in the short and long-term and identify the skills that are in demand.**

**Staff at the local NJC offices and the state and local workforce investment boards as well as other staff, have the opportunity to participate in training concerning the development and utilization of workforce information on a continuous basis throughout the state. This training focuses on the proper interpretation and utilization of workforce information in their daily jobs. Hands-on training on the web-based Nevada Career Information System, a comprehensive career-planning guide, will allow front-line staff to provide exceptional direction to job seekers and those interested in evaluating their career direction.**

- E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State’s One-Stop delivery system? (§112)(b)(17)(A)(iv)).

**Both the Federal/State apprenticeship programs and Job Corps are fully integrated in the NJC system with representation on the SWIB and LWIBs.**

**Formal partnerships have been established with Job Corps and apprenticeship operators to ensure their resources are leveraged with WIA Title I resources for effective delivery of employment and training services to eligible youth.**

**The SWIB awarded Governor’s Reserve funds to a partnership including northern Nevada’s LWIB, the Western Apprenticeship Coordinators Association, the Academy for Career Education, and the City of Reno. The purpose of this pilot project was to provide marketing and recruitment for 14 building trade apprenticeship programs in both the rural and urban 13 northern Nevada counties. This project is believed to be the first of its kind in the nation to bring together all union building trade apprenticeship programs to address the challenges of recruitment. The initiative supports a demand-driven system and recognition by the DOL of the upcoming shortage of construction workers as evidenced by the DOL “Skills to Build America’s Future” program.**

**Both Job Corps and the apprenticeship programs utilize the NJC offices for recruitment and orientation activities.**

- VII. Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112)(b)(14) and 121).)

**The comprehensive one-stop centers in both of Nevada’s local workforce areas are operated by a Consortium that includes at least three required partners. This consortium of agencies, will embody the quality of customer service and level of efficiency that will be predicated on the following requirements:**

- **Must enter into a MOU with the LWIBs relating to the operation of their One-Stop system that meets the requirements of 662.330 of WIA regulations and section 121 of WIA**
- **Must establish a foundation for integrating the WIA required One-Stop partners into a non-duplicating, collaborative, seamless system of service delivery that will enhance access to the programs' services and improve long-term employment outcomes for individuals receiving assistance**
- **Must establish a system that ensures that a range of workforce development services and programs carried out by One-Stop partners are easily accessible to individuals seeking assistance**
- **Must provide all WIA specified core services to customers**
- **Must have experienced staff that is well versed in all aspects of local labor market information, employment and training programs and WIA regulations**
- **Must have a fiscal accountability system in place that consists of policies and procedures which exemplify integrity, financial competency of Generally Accepted Accounting Practices, and a thorough knowledge of federal monetary regulations**
- **Must have a previous, demonstrated history of salient performance in employment and training programs that address the needs of a diverse population of adults and youth**

**The Department of Employment, Training and Rehabilitation consolidates the employment and training programs administered by the Employment Security Division, Vocational Rehabilitation, and the Research and Analysis Bureau (labor market entity into a single Executive Branch agency. This centralization of funding streams of the majority of publicly funded workforce investment programs within one administrative entity laid the foundation for the development of the Nevada's One-Stop service delivery system, Nevada JobConnect (NJC). Today, the system is comprised of four comprehensive One-Stop career centers in the urban areas of the state, and seven affiliate offices serving the workforce needs of rural Nevada**

**All eleven of the NJC offices throughout the state have well equipped resource centers and a wide range of employment and training services available to the employer and job-seeking customers. The employment and training services available from partner organizations in each comprehensive center include WIA adult, dislocated worker, youth services, and labor market information, as well as Wagner-Peyser, Veterans Employment and Training, Trade Act, Vocational Rehabilitation, Rapid Response, and the employer-funded Career Enhancement Program.**

**As the state and local boards endeavor to meet the changing needs of Nevada's businesses, the roles and responsibilities of the system have been refined to ensure a stronger connection between the needs of employers and the services offered by NJC. It is through enhanced collaboration with state and local economic development entities and the state's educational system that NJC will seek out new opportunities to integrate these partners into Nevada's One-Stop employment and training service delivery system.**

- A. What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)**

**WIA SCP Section 1.4 provides policy guidance on the One-Stop delivery system. To increase program flexibility, significant responsibility has been delegated to the LWIBs. They are responsible for certifying the comprehensive NJC offices and providing compliance monitoring of Title I service and training providers.**

The state considers the NJC branding of the One-Stop offices to be a key factor in serving business customers. The identification of the NJC office as the point-of-contact for employer services is a major goal of the state. Business Service staff conducts outreach and are assigned quotas for business contacts and services. The state has also targeted key industries (hospitality, manufacturing, health care) with emphasis on services to these businesses.

Both LWIBs have established at least one comprehensive One-Stop Office in each local workforce investment area. During on-site monitoring reviews, state and local staff ensure One-Stop Office staff is trained to deliver employment and training services to both businesses and jobseekers.

The WISS unit conducts annual on-site reviews statewide at the NJC offices, both LWIBs, and their service providers. Questionnaires for all programs, including WIA, Wagner-Peyser, and Veterans are completed by NJC and LWIB staff prior to the on-site visits and are part of the review team's pre on-site preparation. Compliance assurance instruments are used on-site to ensure all programs are in compliance with federal regulations, NRS, state and local policies/procedures.

Reports are issued by the review team for each site within one week and include:

- Observations
- Suggestions
- Findings/Corrective Actions
- Commendations to staff
- Documentation collected
- Monitoring certification

The NJC office managers and the LWIBs must address findings requiring corrective action within 30 days of the date of the report. On-site follow-up will be conducted by the review team as required.

A self-appraisal system for the job service operations has been implemented to determine level of success for the NJC system in reaching established goals and to correct deficiencies in performance. The system includes quarterly and annual quantitative and qualitative reviews at the local, regional, and state levels.

- B. What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)

The state has provided policies and guidance to LWIBs regarding maximizing the integration of One-Stop service delivery to both businesses and jobseekers. The state and local boards have been proactive in their efforts to ensure that the NJC offices have integrated programs whose services are of value to business and job-seeking customers by encouraging innovative partnerships. For example, based on state guidance, LWIBs have solicited and forged partnership with the education communities, i.e., community colleges and local universities.

The southern Nevada LWIB has also established a contract agreement with Clark County Department of Juvenile Justice Services to deliver employment and training activities to youth offenders and through its contracted service providers, the LWIB has formed a partnership with the Nevada Youth Parole Bureau to deliver employment and training service in partnership. Additionally, the southern Nevada LWIB provides youth service providers assigned to all NJC offices, as well as vocational training providers in its Rural One-Stop Center, i.e., Western Truck

**Driving School, Excel Drivers' Services, Woodberry Education Pathways and Creative Associates.**

**The Northern Nevada Literacy Council has integrated the GED On-Line program into the Sparks NJC office and provides an instructor and orientation to the program as a partner at the NJC office. Washoe County School District's alternative education school, Washoe High, and Job Corp provide introduction to employment through orientation and registration at the Reno and Sparks NJC offices. Job Opportunities In Nevada, Inc. (JOIN), the WIA Title I service provider, is integrated on site at both NJC offices and provides a full spectrum of youth services through the NJC system, as well as on-site workshops, assessments, life skills training, and computer literacy for the limited English speaker as well as basic computer programs for individuals. The NJC offices also sponsor numerous industry specific job fairs, providing space, interview rooms, and referral assistance.**

**In southern Nevada, DETR and the Department of Corrections, through an MOU, have agreed to collaborate through the Going Home Prepared Program. This program is to assist a select group of felons who were convicted of violent crimes and had served long prison sentences. Specific staff in each NJC office has been selected as reentry team members to assist this program's clients. Staff from the reentry team rotate the responsibility of attending reentry briefings at the Southern Desert Correctional Institution to meet with clients of this program who are due to be paroled within the next thirty days. The purpose of the meeting is to initiate the bridge between the offender and the NJC office, which will assist with reemployment and or training services upon release. A secondary purpose of the meeting is to assist the offender to understand the current labor market conditions and to begin the process of formulating a plan for employment following parole.**

**In addition, the NJC offices in southern Nevada have developed a collaborative relationship with the EVOLVE Program for offenders. This program is operated by the City of Las Vegas and has a target group of felons who are non-violent offenders. NJC staff provide outreach services at the EVOLVE office twice a week to ensure that clients have benefit of the full range of NJC services.**

**The southern Nevada NJC offices have also developed a close working relationship with the Culinary Union Training Academy. The Culinary Union Training Academy is known for its comprehensive training and its ability to move individuals from training to employment with good wages and medical benefits. NJC staff has all attended tours of the Academy and have met with staff to discuss mutual issues. The collaborative relationship that has been developed has increased the number of individuals attending the Academy and has been instrumental in assisting in filling the shortage of trained culinary workers in our largest industry. NJC Business Service staff has initiated an effort to visit Faith Based Organization (FBO)s to share with them the opportunities that exist for individuals trained in the culinary classifications and encourage them to refer their members to NJC if they would be interested in pursuing a career in the hospitality industry. Orientations for the Culinary Academy are held at two of the southern Nevada NJC offices each week. In addition, the NJC staff have teamed with Nevada Partners Inc., a Title I provider, to dual enroll individuals sent to the Academy to insure that training funds are leveraged to the greatest possible extent.**

**Employer services are an integral part of the NJC system. Each comprehensive NJC center has a business office for the exclusive use of employers. This office allows employers to temporarily staff an adjunct to their human resource office at the NJC and interview prospective employees on site. This resource has received a very positive response from business customers, and to date has been utilized by some of the largest hotels in Nevada's gaming industry.**

- C. What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)

**The infrastructure costs related to the NJC system were identified using an appropriate methodology that supports the allocation of costs based on the relative benefits derived by each participating entity. DETR's Chief Financial Officer participates in quarterly SWIB Budget Committee meetings to provide and review quarterly reports with the members for submission to the SWIB.**

**Integration of required and associated partners into each established NJC office has been a priority for state officials. Although challenging, WIA Title I partners and service providers are co-located in one-stop facilities as team members of the NJC One-Stop delivery system.**

**The NJC Consortia have created a solutions-based approach to manage a successful, innovative workforce system that leverages resources, both in human capital and funding.**

**The components of northern Nevada LWIB's "solutions-based approach" to management of the NJC system in northern Nevada include the following:**

- **Establishment of northern Nevada regional NJC managers meetings to identify strengths and weaknesses of the system, differing delivery mechanisms and share successes in overcoming barriers based upon experience and innovative techniques;**
- **Identifying and sharing resources including staff with expertise in specific areas to provide technical assistance and cross-training;**
- **Establishing a regional infrastructure management system to enable shifting of staff and resources to meet the immediate needs of an area, community or business venture;**
- **A management structure which brings a business emphasis and expertise to the system; and**
- **Consortium management staff to ensure consistency in services, coordinates integration of programs, and provide unified marketing, outreach and NJC system services to the public.**

**The Consortia provides the leadership and guidance to support the system, allowing flexibility in design and delivery of services through full integration of resources, while ensuring consistency in policy and service delivery through a fully-integrated, regional strategy that is demand driven.**

**This regional strategy is continued through the adoption of a budgetary methodology, which provides individual infrastructure budgets by location but allocates costs on a regional basis, thereby incorporating the flexibility needed to manage this demand-driven delivery system.**

- D. How does the State use the funds reserved for Statewide activities pursuant to § 129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)

**The dollars set aside for statewide activities support the administrative oversight of Nevada's workforce investment system -- Nevada JobConnect. Reserved funds support programs and administrative functions to include the upgrade and maintenance of Nevada's statewide One-Stop operating system, customer support and training activities, and staff training and development. The reserve funds also support the expenditures associated with the Governor's Workforce Investment Board such as member travel and meeting expenses.**

**The SWIB will continue to approve grants for the purpose of expanding One-Stop service delivery to each LWIB which assist the local boards in improving partner participation, enhancing universal access to customers, and for the establishment, expansion, or upgrade of One-Stop career, and resource centers throughout the state.**

- E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)

**The state has been proactive in ensuring the NJC system has the resources to achieve the goal of being the first choice for employment and training solutions for employers and job seekers. The stakeholders are committed to building a system that is valued and used by the business community, and that is empowered to aid a diverse pool of workers to access training and employment opportunities which lead to continued employment and career advancement.**

**For the vision of the NJC system to be achieved, the state must be responsive to the needs of Nevada business. The SWIB and LWIBs have recruited business leaders to review each developmental stage of the NJC system to ensure the NJC meets the present and future workforce challenges of Nevada business. By meeting the needs of Nevada businesses, opportunities will be created to meet the needs of the diverse group of job seekers.**

**Employer advisory groups have been established for the business sectors identified by the system as the priority industry clusters. Business representatives on these advisory groups meet with NJC managers and business service staff to ensure that the NJC staff understands the workforce issues faced by the various clusters and receives feedback on how the business community feels the system is performing.**

VIII. Administration and Oversight of Local Workforce Investment System  
A. Local Area Designations

1. Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is current\)' redesignating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§§112(b)(5).)

**The two service delivery areas established under the Job Training Partnership Act (JTPA) were re-designated by the Governor as workforce investment areas upon enactment of WIA. Local Elected Officials (LEOs) in each of the local areas must appoint LWIB members in accordance with the criteria in WIA State Compliance Policy 1.1 – Establishing Local Workforce Investment Boards.**

**The northern area includes Washoe, Storey, Carson, Douglas, Lyon, Mineral, Churchill, Pershing, Humboldt, Lander, Elko, Eureka, and White Pine counties. The southern area includes Esmeralda, Nye, Lincoln, and Clark counties. Each of these areas contains one of Nevada's two current areas of urban concentration. The northern area encompasses the cities of Reno, Sparks, and Carson City, while the southern area contains the cities of Las Vegas, North Las Vegas, Boulder City, and Henderson.**

2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)

**In 1999, the Governor designated the two existing Service Delivery Areas under the JTPA as the local workforce investment boards under the Workforce Investment Act. The Governor received and approved requests from both Private Industry Councils for a temporary two-year**

**designation as LWIBs. Both LWIBs have received certification every two years based on the compliance with requirements of Section 117(c) and WIA SCP Section 1.1 – Establishing Local Workforce Investment Boards. For each subsequent certification since 1999, the Governor took into consideration and analyzed labor market trends such as transportation, economic expansion, industry development, and employment opportunities.**

3. Describe the appeals process used by the State to hear appeals of local area designations referred to in § 112 (b)(5) and 116( a)(5).

**A petitioner for local area designation may appeal the action of the SWIB to the Governor by requesting an independent review. Such a request must be in writing from the LEOs to the Governor within 30 days of the date of denial and must include factors the petitioner deems necessary be considered in the review. Upon request by the Governor, the SWIB will appoint an independent review committee comprised of parties without interest in the outcome. The committee will make a recommendation to the Governor regarding the appeal within 60 days from the beginning of the review. The Governor will issue a final decision on the designation.**

- B. Local Workforce Investment Boards—Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)

**Nevada’s Governor, in partnership with the SWIB, established criteria for use by the chief local elected officials in the appointment of members of the LWIBs in accordance with WIA Section 117(b)(3). WIA SCP Section 1.1 – Establishing Local Workforce Investment Boards contains criteria for the appointment of members plus policy on conflict of interest issues.**

**Policy Section 1.1 requires the chief elected officials in the local area to:**

- **Develop a process for soliciting LWIB nominations and for selected LWIB members. Documentation supporting the nomination/selection process, including names of all candidates and their qualifications, must be retained**
- **Ensure representatives from private business and other entities shall be individuals with optimum policy-making authority within the employers community and within the entities they represent**
- **Ensure Chair of the LWIB is from the business community. Ensure an individual, if appointed as a representative of more than one entity, meets all criteria for representation, including the criteria described in §661.315 (c, d and e)**
- **Ensure the minimum number of representatives for each of the required membership categories are met**

- C. How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)

**Through NJC, in tandem with LWIB initiatives, Nevada ensures each LWIB is allocated resources using objective formula methods supported by data trends to award funds for developing and managing local workforce development systems.**

**The LWIB capacity to develop and manage high performing workforce investment systems is dependent upon the ability to provide flexible delivery systems, unique to each community and service areas.**

**The integration, cooperation, and coordination of programs, funding and services, supported by the SWIB, will insure continuous improvement and high performance of the workforce investment system in Nevada.**

With the exception of technical assistance and capacity building activities for failure to meet negotiated levels of performance, the most extensive and effective activities are arranged by the LWIBs. Examples of activities at the local level are:

- Annual LWIB member retreats, which focus on broad policy issues and strategic planning for the local area.
- LWIB members and staff attend regional and national training/planning events sponsored by DOL, other states, and workforce development professionals.
- Guest speakers/presentations at the quarterly LWIB meetings or annual retreat.
- LWIB members and staff also attend the quarterly SWIB meetings.

During annual on-site visits by WISS staff, training needs are identified as a result of discussions with staff or a finding. Training sessions have included:

- Managing performance
- Case management
- Common Measures
- Discoverer and LWIAMR software programs
- Nevada JobConnect Operating System

D. Local Planning Process—Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:

1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?

In 1999, the SWIB established guidelines for the development of the five-year strategic LWIB Plan for WIA Title I B.

The guidelines for plan development are contained in WIA SCP Section 1.2 – Local Workforce Investment Board Plan. The elements of the plan were developed using the requirements outlined in WIA section 118(b) and 20 CFR Part 652 §661.350 (a)(1-13). The standardized format for the plan ensures that the plan conforms to all of the requirements of the Act and the regulations.

Policy Section 1.2 was reviewed and revised in February 2005 by DETR staff to ensure the elements of the plan were consistent with the state's performance goals and strategies. As with all WIA State Compliance Policies (SCPs), the LWIBs have the opportunity to provide input into the state policies prior to submission to the SWIB. Revised policy Section 1.2 was approved by the SWIB at their March 18, 2005 meeting.

In preparation for the negotiation of performance levels for Program Years 2007 and 2008, DETR staff prepared an analysis of state level performance for Program Years 2004 and 2005. This analysis was provided to both LWIBs requesting input on the proposed state performance levels. A conference call between DETR and LWIB staff was held on April 20, 2007, to reach consensus on proposed levels of performance prior to submitting to DOL on May 1, 2007.

The SWIB authorized DETR to negotiate levels of performance with DOL on their behalf. Once state levels of performance have been approved with DOL, DETR administration will work with both LWIBs to finalize negotiations of their performance levels, which will be included in their local plans.

Assistance and guidance will be provided to LWIB staff during the development of their local plans as required.



2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?

**Local plans and subsequent plan modifications are initially reviewed by WISS staff to ensure plans/plan modifications are consistent with state performance goal/strategic direction and elements of the local plan outlined in WIA SCP Section 1.2, including the timelines for public comment.**

**WISS staff will prepare recommendations on approval/rejection/modifications for consideration by the SWIB at their next quarterly meeting.**

E. Regional Planning (§§112(b)(2), 116(c).)

1. Describe any intra-State or inter-State regions and their corresponding performance measures.
2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.
3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.

**The State of Nevada is not a part of any intra or interstate regions and at this time is not considering this option as described in WIA Section 116 (c).**

F. Allocation Formulas (112(b)(12).)

1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§128(b)(3)(B) and 133(b)(3)(B).

**Nevada has designated two local areas: north and south. The state defines the local areas according to the counties that geographically constitute the northern and southern halves of the state. Based on application of the following statistical factors, the north and south each receive a relative share of the total allotment.**

- **33 1/3 percent allotted based on the number of unemployed individuals in areas of substantial unemployment (contiguous geographic areas with populations of at least 10,000 and unemployment rates of 6.5% or higher)**
- **33 1/3 percent allotted based on the number of excess unemployed individuals (unemployment rate exceeding 4.5%)**
- **33 1/3 percent allotted based on the number of economically disadvantaged adult or youth**

**Please refer to Attachment B - Allocation Planning Document.**

2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.

**Allocations based on a *relative* share of individuals meeting the criteria described in VIII.F.1. provides equitable funding between the local areas. DETR applies Hold Harmless in order to maintain consistent funding levels. The Hold Harmless calculation prevents each area's allotment from falling below 90 percent of the average allocation percentage for the two previous years' allocations.**

**Please refer to Attachment B - Allocation Planning Document.**

3. Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).

**In much the same manner described under Question VIII.F.1., DETR allocates dislocated worker funds based on the following:**

- **Insured unemployment – 20 percent**
- **Plant closings and mass layoffs – 30 percent**
- **Farmer-rancher economic hardship – 15 percent**
- **Long-term unemployment – 35 percent**

**Please refer to Attachment B – Allocation Planning Document.**

3. Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.

**The Governor and the SWIB in consultation with the chief local elected official from each local area elected to use the DOL formula method outlined in WIA Sections 128, 133 and §667.130 for the adult, dislocated worker and youth programs. This method will also be used for Program Years' 2007 and 2008 allocations. The responsibility for developing the local allocation was given to DETR's Financial Management section and the Research & Analysis Bureau who work in concert to determine if the local allocations are in accordance with the approved methodology.**

G. Provider Selection Policies (§§ 112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.

**WIA SCP Section 1.12 – Selection of Training Service Providers outlines the requirements for subsequent eligibility determination.**

**The procedure contained in Section 1.12 provides guidance to the LWIB staff on performance measures and the state required minimum levels of performance for subsequent eligibility. In addition, the procedure outlines the roles and responsibilities of the training providers, the LWIBs and DETR/ESD Workforce Investment Support Services unit with responsibility for eligibility determination.**

**On an annual basis, the training provider supplies names and social security numbers of all completers if the number of program participants exceeds the minimum levels established. They must provide information on WIA clients including number of completers, rates of licensure, certification, or degrees.**

**The LWIBs are responsible for collecting and disseminating the information from the training provider to DETR for inclusion on the consumer report.**

2. Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.

**To assure that a significant number of competent providers, offering a wide variety of training programs and occupational choices, are available to customers, the SWIB established the Workgroup. The Workgroup members are representatives from the SWIB, LWIB/their staff,**

state staff and training providers, including representatives from University and Community College System of Nevada.

The purpose of the Workgroup was to review both the federal and state requirements for the selection of training providers and to establish a policy for initial and subsequent eligibility.

3. How will the State maintain the State's eligible training provider list?

In order to maximize customer choice and assure that all significant populations are served, applications from potential training providers are accepted by both LWIBs on a continuous basis.

Once application is approved, the training provider will be included on the State Eligible Training Provider List (ETPL), which is updated monthly or more frequently as required. The ETPL, policy and procedure can be accessed at: [www.nvdetr.org/wia/wia\\_index.htm](http://www.nvdetr.org/wia/wia_index.htm).

4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.

If DETR or the LWIB determines that an approved training provider substantially violates any requirement of the Act or state policy, then DETR or the LWIB will recommend termination of eligibility.

Policy Section 1.13 outlines the termination and appeals process which a training provider may use to appeal the determination of their ineligibility by either the LWIB or DETR. A provider may appeal the action of the DETR or the LWIB by requesting an independent review.

- Such a request must be in writing from the provider to the Governor within 30 days of the date of denial and must include factors the provider deems necessary to be considered in the review
- Upon request by the Governor, the LWIB will appoint an independent review committee composed of parties without interest in the outcome
- The committee will make a recommendation to the Governor regarding the appeal within 60 days of beginning the review
- The Governor will issue a final decision on the appeal

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).)

With the exception of the procurement of an independent auditor to conduct annual on-site financial audits and a marketing firm to promote the NJC system, to date the only other awards at the state level have been for incumbent worker or pilot projects.

The SWIB follows the requirements pertaining to the methods of procurement for all competitive and non-competitive awards as outlined in 29 CFR §97.36, NRS Titles 27, Chapters 332-333, and State Administrative Manual – Chapter 1500 – Purchasing. In addition, WIA SCP Section 3.9 – Procurement, provides guidance to ensure the LWIBs and their service providers are following the same procurement standards as required of the state.

Applications for Governor's Reserve funds for either a pilot or incumbent worker-training project are available on-line at [www.nvdetr.org/wia/wia\\_pol.htm](http://www.nvdetr.org/wia/wia_pol.htm).

The State of Nevada publishes Requests for Proposals to solicit responses for employment and training service delivery. The selection of service providers is based on the proposer's scope of work and demonstrated ability of meeting both the employer and jobseekers needs. The state staff monitors service providers' employment and training programs at least semi-annually, to ensure that services are engineered to meet the needs of the jobseekers and perspective employers. Customer satisfaction surveys, along with SWIB established performance indicators are used to ensure customers' needs are adequately addressed when accessing Nevada JobConnect. In addition, jobseekers, focus groups, and periodic round table discussions with service providers, training providers, and the employment community take place to encourage the agencies and businesses to foster continued improvement of services.

6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)

LWIBs publish RFPs that contain specific service and performance levels based upon criteria necessary to ensure compliance with WIA Title I youth program requirements. The selection of service providers is based on the proposing entities' demonstrated ability to deliver effective youth services. Contractor evaluations of individual program performance, expenditures, and administrative compliance are conducted annually prior to renewal of contracts. Special consideration is given to those entities who can demonstrate experience and expertise in providing services to those youth in the highest risk areas: those with disabilities, in foster care, with incarcerated parents, out-of-school, with migrant families, or in the juvenile system.

The LWIBs publish RFPs for employment and training services that meet compliance guidelines and established performance measures. The criteria and rated information the LWIBs use is:

- Program Design that includes:
- Program goals
- Job placement
- Services to special populations
- Collaborations and partnerships
- Non-WIA resource leveraging
- Experience in delivering WIA services
- Creative and innovative WIA service delivery

Each item is considered a major part in developing respondents' proposals.

H. One-Stop Policies (§112(D)(14).)

1. Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)

Two NJC Consortiums were established to provide oversight of the NJC system in Nevada, and act as the designated operators of most NJC offices. The Consortiums are comprised of at least three mandatory one-stop program partners, as well as business representatives that direct the operations and coordination of resources of the NJC system. Both Wagner-Peyser and WIA funds are managed to ensure operational efficiencies, non-duplication of core services, and leveraging of resources to meet Nevada's workforce needs.

**At a minimum, the following core services are offered at all NJC offices:**

- 1. Outreach, intake and orientation to the information and other services available through the NJC delivery system;**
- 2. Initial assessment of skills levels, aptitudes, abilities, and supportive service needs;**
- 3. Job search and placement assistance, to include rapid response, worker profiling and career counseling, where appropriate;**
- 4. Provision of employment statistics information and labor market information such as job vacancy listing, job skills necessary to obtain employment, local in demand occupations, earnings, and skill requirements;**
- 5. Provision of performance information and program cost information on eligible providers of training;**
- 6. Provision of information regarding local area performance on the local performance measures;**
- 7. Provision of accurate information relating to the availability of supportive services available in the local area;**
- 8. Provision of information regarding filing claims for unemployment insurance via telephone and internet; and**
- 9. Other core services as determined by a partner agency's governing legislation**

**Additionally, job seekers' access to intensive and training services is provided on-site or through referral to appropriate service providers.**

**Nevada currently has four comprehensive NJC centers in the urban areas of the state. A comprehensive office opened in Pahrump in May 2005, which will provide services to the rural areas of southern Nevada. Additionally, the state workforce agency with guidance from the northern one-stop consortium operates affiliate NJC sites at four other rural locations (Elko, Ely, Fallon, and Winnemucca). All Wagner-Peyser funded services are delivered exclusively through these eleven Nevada JobConnect comprehensive offices and affiliate sites, thereby eliminating any potential for duplication of core services.**

**All NJC offices provide services to job seeking customers on a seamless basis. Customers enter the centers through the resource center/reception area where self-service materials and other resources including telephones, photocopiers, fax machines and computers with Internet access are immediately available. Job seekers are encouraged to register for additional services including orientation, initial assessment, and program eligibility determination. These can be provided by any of the partner programs during the initial visit to an NJC office or through appointments scheduled for intensive and other mediated services.**

**Staffing for WIA Title I services is provided by organizations funded through the LWIBs. State employees staff other federal and state programs, including Wagner-Peyser, Veterans Employment and Training, Vocational Rehabilitation, Trade Act and the employer-funded Career Enhancement Program. Customers are not required to search for specific programs to meet their employment and training needs but are served based on eligibility determinations made during the initial assessment interview.**

**Business customers are offered a variety of options for accessing the NJC system. Traditional job banks that can be accessed by telephone or Internet connect employers with qualified job seekers. Additional services include use of NJC facilities for job fairs, interviews, and testing. Four NJC offices have video conferencing capabilities to facilitate multiple location recruitment activities.**

**The Nevada JobConnect Operating System allows for dual enrollment and concurrent case management of all NJC customers registered in the system. Employer contact information is stored to expedite the job listing and referral processes.**

**The Workforce Investment System in Nevada is comprised of two local workforce delivery areas, which were developed to maximize the operational efficiencies of each Local Workforce Investment Board (LWIB), and where possible, to bring together major and minor labor markets and economic areas, which share common interests.**

**The State Workforce Investment Board, recognizing the significant differences in the two local workforce delivery areas has allowed and encouraged the LWIBs to exercise considerable flexibility in the service delivery structure below the LWIB to maximize the effectiveness of area resources and best integrate workforce investment act services into the local communities.**

**The state and local boards have been proactive in their efforts to ensure that the NJC offices have integrated programs whose services are of value to business and job-seeking customers by encouraging innovative partnerships.**

**LWIBs have adopted the Consortia as a means of governance and planning for their area's Board operated Nevada JobConnect offices.**

**Each Consortia is comprised of a combination of mandatory partners, business representatives and individuals with experience in specific sectors who have the expertise and experience to plan, direct and govern the Nevada JobConnect centers in a manner that maximizes the center's effectiveness, leverages the available resources, minimizes the duplication of services and insures that the JobConnect system is demand driven and responsive to the business community's workforce needs.**

**The State and Local Workforce Investment Boards, the Northern and Southern Consortias, as well as the State of Nevada are committed to insuring that Wagner-Peyser and Workforce Investment Act (WIA) funds are managed to maximize their effectiveness, ensure operational efficiencies, and minimize duplication of core services.**

**The following core services, which are the foundation of the one stop delivery system, are available in all designated comprehensive and affiliate Nevada JobConnect sites:**

- Outreach to both job seekers and businesses to provide information on the services available at Nevada JobConnect**
- Initial assessment of aptitudes, abilities, interests and skills, as well as supportive services needs.**
- Placement services in mediated, facilitated or self-service modes.**
- Rapid Response and Worker Profiling services for dislocated or soon to be dislocated workers.**
- Access to current labor market information (LMI), including demand occupations, and future forecasts for labor market needs. Current job listings and employment opportunities are available in both printed and electronic formats.**
- Access to performance information and costs associated with various training providers.**
- Information on the available supportive services including, but not limited to, housing, food stamps, child care, medical assistance, education, protective shelters, employment and training.**
- Information on filing unemployment claims, including both telephone and Internet claim filing.**

- **Other core services as determined by legislation and regulation governing the specific partner programs.**

**WIA Intensive and Training services are provided at each comprehensive one stop site and some affiliate sites. Intensive and training services, if not available on site at a specific Nevada JobConnect affiliate site, are available electronically or through a direct referral to an appropriate service provider.**

**Nevada currently has three comprehensive one stops in northern Nevada (Reno, Sparks, and Carson City) and one comprehensive one stop located in rural Pahrump, Nevada. A fifth comprehensive one stop is in the planning and development stage and will be located in Las Vegas. In addition to the comprehensive sites, Nevada also has three affiliate one-stop offices in Las Vegas and four in rural Northern Nevada (Elko, Ely, Fallon, Winnemucca).**

**All Wagner-Peyser services other than outreach services are delivered exclusively through the above-referenced comprehensive and affiliate Nevada JobConnect offices, thereby eliminating the potential for duplication of core services and leveraging the Wagner-Peyser and WIA resources.**

**All Nevada JobConnect offices continually review and improve their processes to insure that their services are available to customers seamlessly and transparent of either the grantee or funding stream. Customers entering a center are provided the choice of either self directed labor exchange services, facilitated or mediated services. Those choosing self directed services are provided access to state of the art resource centers where they can avail themselves of a wealth of labor market information, information on training opportunities and service providers, supportive services and current job openings throughout the United States. Each resource center also provides the customer the use of other resources including personal computers with Internet access, photocopiers, and fax machines. A variety of written and on line information is available for customers to obtain information on such topics as resume preparation, interviewing skills, etc. TDD devices for the hearing impaired and software to accommodate the visually impaired are also available. Customers are also provided the opportunity to register for a variety of services at their initial intake. These services include, orientation, initial assessment and training orientation. These services can be provided by any of the partner programs at intake, or if requested, by appointment.**

**Title I Workforce Investment Act services are provided by organizations funded by the Local Workforce Investment Boards. State employees staff other federal and state employment and training programs including, Wagner-Peyser, Veterans' Employment and Training, Vocational Rehabilitation, Trade Act, Reemployment Eligibility Assistance (REA) and the employer-funded Career Enhancement Program (CEP). Customers are informed of their eligibility for the various programs at their initial intake, thereby giving them the opportunity to select the program(s) that they believe best meet their needs.**

**Business customers are provided a variety of options for accessing the Nevada JobConnect system. Businesses desiring to list positions and obtain assistance with recruiting employees can list their positions with the traditional job bank; however, they also have the option of listing their position directly onto America's Job Bank. Additional services available to employers include, office space for conducting interviews, space for hiring events and testing. Internet access to current labor market information and products from the State R and A section, which is useful to employers in structuring their recruitments, developing their positions, setting wage rates and performing human resource planning is also available.**

2. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.

**Nevada will apply for DOL technical assistance and training funds as part of our continuous improvement efforts to provide the most effective and efficient services to our employers and job seekers.**

**Technical assistance needs for NJC offices, LWIBs/service providers and partner programs are identified in a variety of ways including:**

- **Requests from NJC offices**
- **Corrective action required as a result of an on-site compliance review**
- **Corrective actions from the results of the NJC office quarterly or annual self-assessments**
- **Training Needs Assessment**

**Technical assistance delivery will vary depending on the request or issue and may include 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 NJC, LWIB, and service provider staff are:**

- **Case management**
- **Financial management**
- **Performance management**
- **Trade Act Program**
- **NJCOS training**
- **Managing the job service complaint system**
- **Outreach to Migrant Seasonal Farm workers**
- **Worker Profiling**
- **WIA Common Measures**
- **Targeted NJCOS training for WIA case managers**

3. Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.

**The goal of the Career Enhancement Program (CEP) is to infuse Nevada businesses with a more skilled and reliable workforce. The program offers employers the opportunity to build their workforce with newly trained employees as well as upgrading skills for their incumbent workers. CEP also assists the unemployed jobseeker to gain the necessary skills to meet the demands of today's changing labor market through training and job search assistance. The program, financed by a .05 percent employer tax on wages, yields nearly \$11 million annually to supplement federal funds to provide core and intensive employment and training services through the Nevada JobConnect system.**

**The program also provides a funding source for the administration of the federally mandated Reemployment Services Program (RSP), which interfaces with the Unemployment Insurance (UI) program to assist claimants in their reemployment efforts. The purpose of RSP is to reduce the number of UI benefit checks received while unemployed. CEP staff also facilitates the federally mandated Worker Profiling and Reemployment Services (WPRS) System (Public Law**



103-152). CEP also serves as an effective economic development tool by providing matching funds for employer-driven training initiatives.

The program collaborates with workforce investment partners through the NJC system, as well as community colleges and economic development entities to create employment and training opportunities that will enhance the skills of Nevada's workforce and ensure the continued viability of the state's workforce development system.

- I. Oversight/Monitoring Process—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).)

Responsibility for the development of the state's monitoring function has been delegated to the state workforce agency's Workforce Investment Support Services Unit. To meet the requirements of WIA, the Governor's Board adopted SCP Policy 5.7 – Oversight and Monitoring. 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 NJC 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 conducts a quarterly analysis of both programmatic and financial reports to determine the level at which the local boards are meeting their performance measures and the recommended expenditure rates. A written response is required from the boards when issues are detected.

In addition, NJC offices prepare quarterly numerical reviews as part of the state's Wagner-Peyser Self-Appraisal System to assess performance against their negotiated levels of performance. If levels are not being met, NJC managers/supervisors are required to submit a corrective action plan including specific actions to be taken to improve performance and the timelines for implementing the plan. NJC Compliance Policy Section 4 – Self Appraisal System provides guidance on how to conduct the quarterly and annual qualitative and quantitative review.

- J. Grievance Procedures. Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)

Nevada's grievance/complaint procedures are defined in the following WIA SCP

- Section 1.13 Termination of Training Service Providers
- Section 4.1 Equal Opportunity Provisions of WIA and Corrective Actions and Sanctions for Non-Compliance
- Section 4.3 Discrimination Grievance/Complaint Procedures
- Section 4.4 Non-Criminal Grievance/Complaint Procedures
- Section 4.5 Sexual Harassment Grievance/Complaint Procedures

K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112(b)(2),):

1. State guidelines for the selection of One-Stop providers by local boards;

**To assure the intent of the Act is being met, staff developed WIA SCP Section 1.4 – One Stop Delivery System, which provides guidance to the LWIBs on the creation and maintenance of a One-Stop delivery system. The policy outlines the requirements for the designation and certification of One-Stop Operators, the required partners and their role and responsibilities.**

**NJC service delivery system integrates numerous training, education and employment programs into a single customer-friendly system in each community. The intent of this integration of programs is to achieve a seamless system of services available to meet the needs of employers and job seekers.**

2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MODs) to ensure full participation of all required partners in the One-Stop delivery system;

**In the event that an impasse should arise regarding the terms and conditions, the performance or administration of this Agreement, the following procedure shall be initiated:**

1. The NJC Consortium shall attempt to resolve the impasse, as well as document the negotiations and efforts that have taken place to resolve the issue
2. If the NJC Consortium cannot resolve the impasse, it shall meet with the LWIB's Executive Committee and/or the partner(s) based on the nature of the impasse to resolve the issue

**If an agreement cannot be reached, the LWIB will refer the impasse to the SWIB and request assistance in resolving the issue.**

**To meet the requirements of §662.310 (b and c), the SWIB approved WIA SCP Section 1.5 – Memorandums of Understanding (MOU) that outlines the responsibilities of the LWIB and other partners when an impasse occurs related to the development and execution of the MOU. It also explains the consequences when an impasse cannot be resolved including the sanctions that may be imposed for failure to comply with the statutory requirements.**

3. Criteria by which the State will determine if local Boards can run programs in-house;

**Although neither LWIB has requested a waiver to directly provide core, intensive or training services, guidance on the criteria under which they could request a waiver is contained in WIA SCP Section 1.3 – Criteria Under Which Local Boards may Provide Core, Intensive, and Training Services.**

4. Performance information that on-the-job training and customized training providers must provide;

**An LWIB service provider case manager writing an OJT contract establishes the expected outcomes for each employer on a case-by-case basis. At the successful completion of an OJT contract, the WIA adult/dislocated worker or older youth client would be counted in the entered employment rate and average earnings gain measures. Contracts will not be written with employers who have exhibited patterns of failing to provide participants continued long-term employment as regular employees with wages, benefits and working conditions at the same level and to the same extent as similarly situated employees.**

Performance on contracts for customized training will also vary depending on the scope of the training to be provided. In all cases, LWIB staff will gather information on the success of the training. For example, retained employment at a higher wage upon successful completion of the training could result in an increase in average earnings gain for clients enrolled in the WIA adult program.

Customized training providers and OJT employers must be informed that their performance will be monitored on a regular basis to ensure adherence to the terms and conditions of the contract. Monitoring shall include the review of financial records relating to the contract and interviews with those directly involved with the services rendered under the contract, including participants.

5. Reallocation policies;

DETR has the responsibility for the reallocation of funds from the prior program year funding stream to another eligible local area. WIA SCP Section 3.3 – Carry Forward Funds, Reallocation, Re-allotment, and Life of Funds provides guidance on reallocation of funds, the Hold Harmless provision, and re-allotment between the state and DOL.

Although the national benchmark for the expenditure rate in the first year of funding is 70 percent, the state elected to set the minimum expenditure rate at 80 percent to assure the DOL required expenditure rate would be met. DETR staff conducts a quarterly analysis of the expenditure rate for both LWIBs and requires a written justification if it appears the LWIB will not meet the state requirements.

6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;

The authorization to transfer funds provides the LWIBs flexibility to design programs and allocate resources to best serve the employment and training needs of adults and dislocated workers in their local areas.

For Program Years 2005 and 2006, the state was granted a waiver to approve transfers up to 100% of the original allocation between the adult and dislocated workers programs. An extension to this waiver is included in this two-year State Plan. State policy requires a justification for the transfer be included in the transfer request. Plan modifications must be submitted within 30 days of the approval of the transfer.

7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;

WIA SCP 1.6 – Eligibility for Adult & Dislocated Worker Employment & Training Activities ensures universal access to all individuals requiring core services. WIA SCP 2.1 – Eligibility for Youth Services ensures that services are provided to low income or disabled youth facing multiple barriers to education, training, and employment. The policy also allows youth who do not meet the income criterion, but face multiple barriers, to be served.

WIA SCP 4.2 – WIA Program Provisions Including Employment Opportunities and Accessibility for Individuals with Disabilities requires LWIBs to have procedures in place to ensure all employment and training decisions are made without discrimination on the basis of a disability in a way that adversely affects their opportunities. In WIA SCP Section 4.1– Equal Opportunity Provisions of WIA and Corrective Actions and Sanctions for Non-Compliance, the LWIBs are required to sign an assurance as part of their local plan. In this assurance, they are agreeing that

**their programs will be conducted in compliance with nondiscrimination and equal opportunity provisions of WIA and 29 CFR §37.20 to ensure they are providing universal access to their programs and services.**

8. If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§112(b)(18)(A) and 20 CFR 664.210.)

**The state has delegated this responsibility to the two LWIBs.**

IX. Service Delivery—Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:

A. One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)

**The one-stop system unifies training, education and employment programs into a single, customer-friendly system that serves as a focal point for service delivery. The state workforce agency collaborated with Nevada's two local boards in establishing four comprehensive one-stop centers and seven affiliate offices throughout the state by committing all resources available to the department to provide the foundation for the Nevada JobConnect system. Each local board designed its one-stop centers to meet the needs of their customers. The State serves as a key partner on the Consortiums charged with operating the Nevada JobConnect system. In addition to providing staffing and infrastructure resources, the State acts as a conduit between the Governor and the state and local boards for communicating strategic priorities for system development and continuous improvement.**

**The LWIBs ensure universal access for businesses and job seekers through the One-Stop service delivery system by providing the following:**

#### **One-Stop Services for Businesses**

- **Recruitment and pre-screening of qualified applicants**
- **Easy access to post job listings through NJCOS, AJB, and LWIB contracted service providers**
- **Job and industry growth trends and forecasts**
- **Wage data and other valuable labor market information**
- **Economic and business development assistance**

**Employers have expressed their satisfaction with the value-added benefits from a single system for finding job-ready, skilled human capital that meet their needs. Through the NJC, employers have a single point of contact to provide information about current and future skills needed by their employees and to list job openings.**

#### **One-Stop Service for Jobseekers**

- **Information about local, state, and national labor markets**
- **Job and career resources (computers, faxes, copy machines, telephones)**
- **Job listings**
- **Hiring/employment requirements**
- **Job referral and placement services**
- **Information on the quality of education and training programs**
- **Initial screening for training eligibility**

- **Testing and assessment**
- **Job search**
- **Assistance in filing Unemployment Insurance claims**
- **Information about the availability of local supportive services, including: childcare, transportation, various aid programs, other agencies and their complementary employment support services**

1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)

**NJC Partner Program Services:**

**Program services are provided through the collaboration of NJC partners that are responsible for the delivery of employment and training services.**

**Each center partner is responsible for providing program specific services, including staffing costs and associated direct program costs applicable to those services.**

**“JobConnect One-Stop Consortium Definition”:** three or more required One-Stop Office Partners bound together and designated by the LWIB as an entity bound by a memorandum of understanding with responsibility for oversight management and operation of NJC office or offices.

**At a minimum, the following core services are provided through NJC partner programs:**

- **Outreach, intake and orientation to information and other services available through the NJC delivery system;**
- **Initial assessment of skills levels, aptitudes, abilities, and supportive service needs;**
- **Job search and placement assistance, to include rapid response, worker profiling, and career counseling, where appropriate;**
- **Provision of employment statistics information and labor market information such as job vacancy listing, job skills necessary to obtain employment, local in demand occupations, earnings, and skill requirements;**
- **Provision of performance information and program cost information on eligible providers of training;**
- **Provision of information regarding local area performance on the local performance measures;**
- **Provision of accurate information relating to the availability of supportive services available in the local area;**
- **Provision of information regarding filing claims for unemployment insurance via telephone and internet; and**
- **Other core services as determined by a partner agency’s governing legislation**

**Services in the Nevada JobConnect system are provided through the collaboration of mandatory and optional partner organizations that are signatory to the Nevada JobConnect Memorandum of Understanding and site operating agreements. These agreements require Nevada JobConnect partners to collaborate on both integration and delivery of services. Specific partners and programs that are covered by these agreements include:**

- **DETR**
- **Vocational Rehabilitation**
- **Veterans programs**
- **Wagner-Peyser**
- **Migrant and Seasonal Farm Workers**

- Unemployment Insurance services
- Trade Adjustment Assistance
- WIA title I
- Carl D. Perkins Vocational and Applied Technology Education Act
- Community Services Block Grant Act
- Department of Housing and Urban Development
- Title V of the Older Americans Act of 1965
- Welfare-to-Work programs
- Adult Education and Literacy
- Job Corps
- Native American programs
- Human Resource program described in Section 121(b)(1)(B)

Each organization in, or electronically connected to, a comprehensive or affiliate Nevada JobConnect office is responsible for providing specific services and are financially responsible for its program's staff and direct costs. Comprehensive One Stop offices are under the governance of the Local Workforce Investment Board Consortia. The Consortia is defined as "three or more required One-Stop Office Partners bound together and designated by the Local Workforce Investment Board as an entity bound by a memorandum of understanding with the responsibility for oversight management and operation of a Nevada JobConnect office or offices."

The Local Workforce Investment Board Consortia has approval authority for all partners locating in the comprehensive One Stop Centers. It is their responsibility to ensure that prospective partners are not duplicating services already available in the center and that their presence will add value to the center by enhancing the range of services.

The One-Stop managers who work under the governance and oversight of the Consortia have been trained in the operational philosophy of One-Stop service delivery strategies and are focused on the need for One-Stop centers to achieve the goals of having seamless services and a no wrong door approach to delivering employment and training services. The offices are designed, operated and managed so as to have high value to both the business customer, as well as the job-seeking customer.

2. How are youth formula programs funded under § 128(b)(2)(A) integrated in the One-Stop system?

The Governor, through the SWIB, has actively encouraged the integration of WIA youth formula programs into the NJC system.

Meeting the requirements of providing universal services through the network of the NJC system is a priority of both the LWIBs and their youth councils. The local youth councils have collaborated with local agencies and service providers to identify new resources to fill gaps in services and to avoid duplication of financial resources.

The integration of youth services in rural Nevada is at various stages due to the geographic and demographic characteristics facing these communities. In an effort to promote diversification in the rural communities, CED, the Rural Economic Development agency, and dozens of interested individuals throughout rural Nevada developed a plan entitled "Building Prosperity: An Action Plan for Rural Nevada."

One of the sixteen goals outlined in the plan concerns access to educational and workforce development opportunities. The goal is to bring additional educational resources to rural

**communities to make them more attractive to new businesses to improve the quality of the local workforce and educational system.**

3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?

**At a minimum, NJC offices must provide the following services and/or referrals:**

- Access to self-assisted services within the NJC office;
- Core services specified in WIA Section 134(d)(2) and §662.240 assure access to other programs and activities carried out by the one-stop partners;
- Intensive services specified in WIA Section 134(d)(3) and §663.210. These services may be provided directly by the NJC offices or through contracts with service providers that are approved by the LWIB; and
- Training services specified in WIA Section 134(d)(4) and §663.300.

**WIA SCP Section 1.8 – Core, Intensive, and Training Services provides guidance on the minimum required core and intensive services to be provided within the NJC system. Both LWIBs established the Nevada JobConnect network for the NJC system statewide. The role of the network is to ensure access to the full range of services to customers who enter the system through a service provider, agency, or business not physically located in a NJC office.**

**Ancillary and affiliate sites are an expansion of the system’s capacity to provide employers and individuals greater access to workforce development services. Services at these sites are accessed and linked by electronic means and through the interaction of service providers. Both LWIBs established criteria for designation as an ancillary or affiliate site. To date, seven affiliate sites have been established in Nevada, which are required to provide one or more partners’ programs, services, and activities at each site.**

4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?

**The Nevada JobConnect system has adopted the Nevada Job Connect Operating System (NJCOS) as the universal intake, case management and reporting application for the Nevada JobConnect system. Having a common intake and case management system is critical to programs truly integrating their services and operating seamlessly in a one-stop system environment. The NJCOS is required to be the platform used by all Nevada JobConnect WIA partners.**

**In addition to the NJCOS universal intake and case management system, the Nevada JobConnect provides a wealth of dynamic and comprehensive information tools for both business and job seeking customers. These tools include, but are not limited to the following:**

**Workforce Informer: Workforce Information: The workforce informer is the gateway to a very comprehensive array of labor market and business information which can be used by both business and job seekers to make informed decisions and for short and long range planning. This information is compiled and/or developed by the Department of Employment, Training & Rehabilitation Research and Analysis section. It is an Internet based program and is available to any individual with Internet access. It also allows users to have an account whereby they can develop their own labor market information page with information they determine meets their needs. Information on that page will automatically update as new information is obtained.**

**Workforce Informer: Nevada Career Information System:** The Nevada Career Information System (NCIS) is a computer-based system that combines a wealth of career, education and labor market information into one comprehensive, easy-to-use career exploration tool. The NCIS is an invaluable resource for job seekers, career counselors, school counselors, students and educators, as well as businesses. This tool is ideal for interest and career exploration and to provide job seekers information that will allow them to make informed decisions regarding employment, training and career paths.

**Workforce Informer: Data Analysis:** The data analysis tool is designed to allow advanced users the ability to create custom data extracts. This tool provides direct access to all data available in the Department of Employment, Training & Rehabilitation core workforce database also known as America's Labor Market Information System (ALMIS). This tool has high value to the business community in their human resource and strategic planning. It also is invaluable in economic and trend analysis.

**America's Job Bank (AJB):** AJB is available to both businesses and job seekers in respective search for employees and jobs. AJB as an Internet based program is available to anyone with a personal computer and Internet access. It is also widely used in the Nevada JobConnect offices by staff and as a self-service tool in the resource centers. Job seekers can review available positions on AJB, post their resumes and access a host of other features.

**Self-Assessment Tools:** A variety of assessment tools are available for customer use in the various comprehensive and affiliate site resource centers. These include *Prove It* an assessment tool that measures and certifies an individual's proficiency on a variety of software including Word, Excel and others. *Typing Tutor* is also available to assist in the development of keyboarding skills. *QWIZ* is available at some centers and is used to measure typing and keyboard proficiency.

**Adaptive Technology for the Disabled:** Nevada JobConnect comprehensive and affiliate site resource centers are all equipped with TDD machines for the hearing impaired and JAWS and Zoom software to assist the visually impaired.

**Unemployment Insurance Claim Filing:** Each Nevada JobConnect office has phones available for customers to use to file new and continued claims for unemployment benefits. In addition, customers who choose to use another venue than phone to file a claim can file a new or continued claim via the Internet.

**Hard Copy Information:** Much of the information mentioned above is available in hard copy form in the JobConnect offices to accommodate those individuals who cannot or choose not to access information on-line. In addition to each office having hard copies of the information previously mentioned, the offices have a wealth of brochures on a wide range of services, including schools, supportive services, rehabilitation programs, public assistance and workshops. Each Nevada JobConnect office also has a library of books and video materials available for check out by customers. These materials include such topics as resume development, interviewing techniques, labor market information, career choices, etc.

**O\*NET Interest Profiler:** This program helps customers identify their work-related interest. This is an excellent resource for those individuals faced with making an occupational choice, change or adjustment.

**O\*NET Work Importance Locator:** Helps clients identify what is important to them in a job and identify occupations that they would find satisfying.



5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop 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 Center? Are all One-Stop Centers required to have a resource center that is open to anyone?

**The State has allowed the one stop centers in Northern Nevada and Southern Nevada considerable flexibility in the design and development of their service delivery approaches and strategies. This flexibility has proven to be very beneficial to the effective development of the one-stop centers and has allowed them to best meet the needs of their individual economies and communities. However, while there are differences in the service delivery design and strategies in the Northern Nevada and Southern Nevada one stop centers, there are in their service delivery systems certain functions that are prescribed. A number of the prescribed or recommended service delivery strategies are:**

- **All one-stop offices are required to utilize the Nevada JobConnect Operating System as their one stop operating system for intake, case management and reporting;**
- **All Nevada JobConnect offices and their staff prescribe to the philosophy “business is our primary customer.” This view recognizes that business participation is essential in order to provide services of value to individuals seeking employment;**
- **Each Nevada JobConnect office is staffed with a greeter/receptionist who is the first employee with whom a customer comes into contact. The greeter is responsible for providing the initial assessment of the customer and assisting them in determining whether their needs can best be served by self service, facilitated service, mediated service, intensive service or training service. Individuals desiring self-service are directed to the resource center. Those seeking one of the higher levels of service are directed to the individual or partner who can best meet their needs;**
- **Both the Northern and Southern Service Delivery Area comprehensive Nevada JobConnect offices are governed by a Consortia operating under the LWIB. The Consortia’s goal is to encourage and insure that offices are effective in their delivery of services, are collaborating effectively with community resources, leveraging their resources and achieving the system wide goals for one stop centers of providing seamless services and a no wrong door operational philosophy;**
- **All Nevada JobConnect One-Stop offices have state of the art resource centers available to all customers. All centers are equipped with adaptive technology for the hearing or visually impaired, as well as personal computers, fax machines, copy machines and a wealth of on-line and print materials on workforce services and labor market information;**
- **All offices have an assessment process that attempts to service the customer in the most cost effective means possible. Customers capable of self-services are encouraged to obtain service in that mode. Customers needing facilitated or mediated services are so identified and provided that level of service;**
- **All Nevada JobConnect centers and staff are dedicated to insuring that our services are demand driven. The system created philosophy that “Business is our Primary Customer,” is reflected in our demand driven services. Each comprehensive metropolitan One-Stop office has a business office available for business to use for interviewing and recruiting. Nevada JobConnect offices, as part of their standardized business service menu, organize and schedule on site job fairs for employers;**
- **Management and staff in all offices are focused on using available state funded training to meet both the future and current needs of the business community. Southern Nevada has advisory groups formed for the manufacturing and hospitality sectors where groups of**

these employers meet quarterly to discuss how Nevada JobConnect can best meet their current and future recruitment needs. These groups also provide feed back on service by the Nevada JobConnect system;

- The former Wagner Peyser JobBank has been transformed into the Nevada JobConnect system job bank and jobs included on it are available to all partners. Transforming the Wagner Peyser Job Bank into a Nevada JobConnect System job bank has provided great benefit to both the Nevada JobConnect partners as well as the employers whose listed positions achieve much wider exposure; and
- Standardized or template services to job seekers throughout the state is achieved by the office utilizing standardized electronic tools, such as Nevada Career Information Service, O'NET, NJCOS, Workforce Informer, etc.

B. Workforce Information - A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)

1. Describe how the State will integrate workforce information into its planning and decision-making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.

**DETR R&A strives to meet the needs of a demand-driven Workforce Information System. Customer needs shape the breadth and depth of the information content. The focus of the information will review the high-demand industries and occupations coupled with high-wages in the state's labor market. Information will focus on the rapidly expanding sectors of the Nevada economy and also investigate the skills required for new jobs. R&A works with the various economic development entities to target areas of potential growth and the employer needs.**

**LWIBs will incorporate high-demand information into their planning process to provide training in targeted industries and occupations. The state NJC offices will be kept up to date with training and skill development in the utilization of workforce information. In the spirit of a demand-driven system, the SWIB will utilize its Workforce Information Committee to review the process and product of the Workforce Information System. Educators on the LWIBs and SWIB will provide direction on the needs of the State's education system.**

**DETR R&A has analysts at LWIB meetings and provides guidance and input when requested. The Chief Economist acts as committee staff to the Workforce Information Committee of the SWIB. R&A analysts provide training for local and state board staff and local NJC office staff.**

2. Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.

**Primary access to workforce information is provided through the Internet. The NJC site at [www.nevadajobconnect.com](http://www.nevadajobconnect.com) provides information for business and job seekers. It also provides information on NJC partners and programs. DETR's Internet site at [www.nvdetr.org/wia/wia\\_index.htm](http://www.nvdetr.org/wia/wia_index.htm) allows customers to access the varied products and services throughout the state. Links to popular national sites including AJB and Career One-Stop are also available.**

A very popular site in Nevada is the Workforce Informer at [www.nevadaworkforce.com](http://www.nevadaworkforce.com). This is the premiere site for workforce information. Also available on the site is the heavily utilized NCIS. In the first quarter of 2006, visits to these sites totaled nearly 115,000, up 24 percent from a year ago.

To enhance its data offerings, R&A has entered into a MOU with the U.S. Department of Commerce, Census Bureau, to participate in the Local Employment Dynamics (LED) Project. The labor market demographic information provided in this venture will add to the wealth of knowledge provided to customers. LED data is available from 1998 forward.

Nevada is committed to a process that provides job seekers, businesses, and workforce professionals the highest quality, most user-friendly Internet information available. A cadre of employees across the workforce spectrum has the responsibility to review and update all information on a regular, systematic basis. A marketing and business support subcommittee of the SWIB selected a marketing firm in the summer of 2005 to develop strategies to drive customers to the websites through promotion in the One-Stop Centers, advertising in print and media, and awareness-building in all workforce investment communications.

3. Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.

The NJC system directly supports the WIA/WP State Plan. It is a component of the social service system that enables, motivates, and rewards self-sufficiency by providing current workforce information to customers. This effort also meets the goal of encouraging and supporting economic development. America's Labor Market Information System (ALMIS) Database and the web delivery of workforce information also address the state goal to maximize the use of the Internet and other technology to make government more accessible and economical. This effort will provide more responsive and efficient services through the use of technology.

DETR's vision is consistent with the Governor and SWIB's vision. The plan stresses the goals of improving the quality of Nevada's workforce, meeting the needs of employers, enhancing Nevada's workforce competitiveness for improvement of economic development, increasing occupational skill attainment of job seekers, and insuring increased self-sufficiency of the workforce. Our main goal is to "make the NJC system the first choice for all employers and job seekers in Nevada."

4. Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.

The premier site for workforce information is the Nevada Workforce Informer. This site is built on the national standards for workforce information and is based on the ALMIS database structure. This allows Nevada to utilize other nationally developed tools, as they are available. DETR's website is linked to the Career Information Network. In addition, we provide annual updates to the ACINet database for occupations.

The NCIS is provided to all Nevadans. It is available in all NJC offices, schools, libraries and other locations. The NCIS is an Internet-based, career guidance system. It contains career, education and workforce information, as well as many career exploration tools. The NCIS is part of a multi-state group headed by Oregon that ensures the highest standards and best customer information tools possible.

C. Adults and Dislocated Workers

1. Core Services. §112(b)(17)(a)(i).

- 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).

**Core services in the one-stop system are available to individual adults and dislocated worker, and are provided by each NJC partner. Core Services include:**

- **Orientation to the full range of available services in the NJC resource centers**
- **Determination of eligibility for WIA, Title I, and other programs**
- **Initial assessment of skill level, aptitudes, and supportive services needs**
- **Job search, placement assistance, and where appropriate, career counseling**
- **Local, regional, and national labor market information and intelligence**
- **Job vacancy listings**
- **Information on skills needed to get various jobs**
- **Local occupations in demand with skill requirements and earnings**
- **Performance and cost information about training providers and schools**
- **Information regarding filing claims for unemployment compensation**
- **Availability of financial aid assistance for training and education**
- **Availability of local supportive services, including:**
- **Childcare**
- **Transportation**
- **Various aid programs**
- **Other agencies and their services**

As previously mentioned in IX. A. 3. above, the individual Operating Site Agreements for each NJC office require that all partners will collaborate on the integrated seamless delivery of workforce investment services, including the provision of core services. The adult and dislocated worker eligibility also ensures universal access to all individuals requesting core services within the NJC system. In the LWIB local plans, they must agree to ensure compliance with nondiscrimination and equal opportunity provisions of the WIA and §37.20 to provide universal access to their programs and services.

Title I providers not located in a NJC office is required to provide core services at their facilities. Veteran program staff conducts outreach at a number of sites in their attempt to ensure that core services are accessible to groups such as the homeless, disabled veterans, and ex-offenders.

By responding to Worker Adjustment and Retraining Notification (WARN) act notices within 24 hours of receipt, the Rapid Response program attempts to engage the potentially dislocated workers prior to their being laid off. The Rapid Response team has been quite effective at ensuring that these workers are provided information regarding employment, training, and supportive services, and are knowledgeable of the opportunities and assistance that is available at NJC.

The state has made a concerted effort to provide a wide range of services and information on-line. The state reviews the information, products, and services available on-line frequently. When appropriate, additional services or information are added to the website.

A few of the information products and services available to adults and dislocated workers on-line are:

- **Information about NJC**
- **What is a JobConnect Center and How Can it Help Me?**
- **Universal application with the NJC system**

- Nevada Job Bank for job seekers (Access to Job Listings)
- Search for jobs
- Resume preparation assistance
- Veteran Services
- Training providers and their performance
- Job search tips and resources
- Labor market/economic information
- Career planning resources
- Child/elder care resources
- Education and training index
- Unemployment and appeals information
- Filing for unemployment benefits or filing an appeal
- Employee rights and laws
- Job seeker stories
- Transportation services
- Wage claim and child labor complaint processes
- Work and family support information

- 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.

**The Wagner-Peyser funds continue to provide the foundation of the service delivery in the NJC system. It is the intention of NJC to provide integrated and seamless delivery of services through its One Stop Centers. This enhanced delivery of services creates increased fiscal and performance accountability. Creating tiers within the service delivery system is critical to the Wagner-Peyser program for three reasons. First, it allows businesses and job seekers the ability to choose the level of services they need. Secondly, due to continuing funding constraints and declining Wagner-Peyser resources, it is critical that businesses and job seekers, who can serve themselves with little or no staff assistance, do so. Thirdly, changes in levels and sources of funding happen with considerable frequency and the tiered service provisions are more adaptable to allowing changes in isolated service areas without rewriting guidelines for other unaffected areas. The state regularly reviews its Wagner-Peyser service tiers to ensure that they are providing the level of services desired by businesses and job seekers and to determine if any services need to be added to any of the tiers.**

**Nevada has taken the following actions to provide the following levels of services:**

### **Self-Service**

**Many businesses and job-seeking customers have the knowledge, skills, and abilities to utilize the self-service tools. However, many may lack personal computer access or information. Job seekers, as well as Nevada businesses, can obtain both computer access and a wide range of information regarding services at NJC offices. Specific information about NJC is available through the website at [www.nevadajobconnect.com](http://www.nevadajobconnect.com). Information about services available to job seekers and employers at the NJC website includes locations of NJC offices, labor market information, economic data, information on training providers, and various business services and resources. In addition, the NJC website provides links for online services through America's Job Bank (AJB). Effective July 1, 2007, AJB will no longer be the Department of Labor's (DOL) national labor exchange portal. The Department of Employment, Training and Rehabilitation**

will be migrating to America's Job Exchange (AJE) for nationwide labor exchange and resume postings. AJE will have the same functionality as AJB and will be hosted by AJB's current host Navisite. This site contains instructions and methods for employers to post job listings and search resumes and for job seekers to search for work on-line, find tips on creating a resume, searching for a job and on how to make the job seeker more employable. A link is also provided to the NJCOS self-service site where job seekers can complete an on-line registration with the NJC. Job seekers are also given information and the option of using a computer to file new, additional, or reopened unemployment claims via the Internet. Unemployment continued claims could be filed without staff interaction both on the Interactive Voice Response Unit or the Internet.

As mentioned earlier, the NJC website is the starting point to access much of the information sources and services in a self-service mode. One challenge to providing services in a self-service environment is educating the customers that (1) services and information are accessible in a self-service mode, and (2) to inform customers where services can be accessed in a self-service mode. To overcome these challenges, Nevada, with the cooperation and assistance of the SWIB, has been engaged in an aggressive marketing campaign to accomplish brand identification of NJC and inform business and job-seeking customers how they can access the various services available through NJC.

The NJC website is monitored and reviewed to make sure the information is current and up to date. Access to the Internet is made available to employers and job seekers in all NJC resource centers, and all other Internet-connected computers with public access at NJC. Nevada routinely reviews its service delivery methods and policies to find new approaches whereby services can be delivered without staff interaction. The purpose is to make job seekers more self-sufficient and to allow staff more time to work with those job seekers who require services only available with staff assistance. In essence, a result of the integration and delivery of services in this manner is an increase in fiscal and performance accountability.

Nevada also has self-services available, which businesses can access. Feedback from employers indicates, to the extent possible, they want services to be easy to access and available without visiting an office. NJC has made a concerted effort to meet those requirements with as many business services as possible. Employers can access an abundance of information from the NJC website: Economic data, industry-based data, labor market information, and NJC business services. It also has links to information which can assist employers improve their business practices.

In addition, employers can obtain assistance in recruiting for positions by telephoning or emailing a job order to the job bank or listing it directly with AJB. Technology is now available which allows employers to register and obtain an employer account number on-line and other confidential services such as online tax reporting and payments. The state will continue to review its service menus and, where appropriate, make other business services available on-line.

### **Facilitated Self-Service**

A significant number of job seekers who utilize NJC require staff assistance. Facilitated self-help normally occurs when staff needs to instruct or assist a customer with use of resource center equipment or software, brief customers on available NJC services, resume assistance, self-service job search, and self-registration. The goal of facilitated self-help is to provide those customers who can, with minimal staff assistance, use self-directed services.

Facilitated self-help services are available through resource rooms located in NJC offices and affiliates. Resource rooms provide access to the NJCOS self-service site, AJB, various other

software for career exploration, resume preparation, skill assessment, aptitude testing, labor market information, and more. NJC facilitators, who have a high degree of expertise in resource center service delivery, staff the resource rooms. They provide limited, individualized assistance to customers. On-site agreements throughout the state require partner organizations to contribute a minimum amount of staff time each week to work in the resource centers. Customers can also use resource rooms to file unemployment claims on-line or may use a telephone to file for unemployment benefits. Facilitated group activities related to job search assistance, resume preparation, skill assessments, interviewing, and other job search preparation activities are also offered.

**Business customers have access to facilitated self-help services such as:**

- Assistance accessing information through the NJC website
- Job description development assistance with job listing through AJB
- Assistance with understanding of the workforce needs
- Assistance using the business offices provided at NJC offices
- Assistance with recruitments on-site

### **Staff-Assisted Services**

Staff-assisted services are available to all customers and may be obtained by customer request or referral. NJC staff assesses the needs of the individual or business customer and either provides the service directly, refers the individual to the appropriate resource, or schedules for additional assistance. NJC offices constantly review service strategies to ensure that we are meeting the needs of our clients who require staff-assisted services. Those clients, who require staff-assisted services are those who lack computer skills or workplace skills, have limited education or language issues, those clients with disabilities, and those requiring training.

NJC offices make a concerted effort to make staff-assisted services available to specific populations, which require this level of service. These efforts include a MOU with the Nevada State Welfare Division for designated staff to have access to our NJCOS so they can provide job-search assistance to their clients. Staff is proactive in performing outreach to special populations such as homeless shelters, veterans' organizations, law offender programs, and schools.

**Business customers can also access staff-assisted services. Staff-assisted services to the business customer include the following:**

- Interviewing and screening applicants
- Developing and writing appropriate job orders
- Assistance in developing recruiting strategies
- Financial assistance in providing new employees work-related items such as health cards, tools, and appropriate work clothes
- Development and facilitation of Workforce Advisory Groups (WAG) within targeted industries. Among the initial groups are construction, hospitality, manufacturing, retail, and medical/technical. These groups meet periodically, have their own slate of officers and set their own agenda. Part of their process is to advise NJC on directions and policies designed to better serve the business community.

- 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.

All NJC partners and their respective LWIBs have signed a MOU and individual Site Operating Agreements, which detail the financial and non-financial responsibilities of the partners. NJC personnel continue to support the concept and intent of the One-Stop delivery system and will be the primary participant in the establishment and operation of new One-Stop centers. In most cases, WIB personnel staff the resource centers in NJC offices and other partner organizations continue to have a presence to serve special classes of job seekers who have special needs.

NJC staff from the various funding sources has been trained to work in a One-Stop delivery system and developing a no wrong door approach for customer access to services. Considerable progress has been made in creating a One-Stop delivery system; however, this is an area in which continuous improvement is critical to achieve the spirit and the vision created by the passage of the WIA. Changes in the delivery process and training in a variety of delivery methods are on going. Efforts to move from a co-located environment to a true One-Stop culture have been successful to a great degree in the majority of the various NJC offices.

Most NJC offices have initiated in-house training, which allows staff from the various funding sources to cross-train one another regarding their services and eligibility requirements. All partner staff have had the opportunity to attend, the Nevada Job Connect Academy, advanced training in the computer operating system (NJCOS), customer service training, job development training, and case management training. Besides being relevant to each program, these joint training opportunities have allowed staff from the various programs and services to develop a better understanding of the services provided by their partner organizations. It has also created opportunities for relationships to form across funding streams, which is the bridge that will expedite the achievement of seamless service delivery in a demand-driven environment.

NJC managers have been empowered to manage the delivery of all services in their offices to ensure that services are delivered efficiently and with a minimum of duplication of effort in order to achieve increased fiscal and performance accountability and to enable increased training investments.

Core services, for the most part, are accessed from either the resource center or the Wagner-Peyser Labor Exchange staff. If it is determined that an individual needs additional services beyond core services, the client will be referred to a staff member who has the resources to provide more comprehensive services. This service delivery model has worked effectively in NJC offices and has provided efficiencies at each level of service delivery.

2. Intensive Services. (§ 112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.

**WIA SCP Section 1.6 – Eligibility for Adult & Dislocated Worker Employment & Training Activities provides guidance on the eligibility requirements for adults and dislocated workers to receive intensive services. Also, WIA SCP Section 1.8 – Core, Intensive and Training Services outlines the available services in the NJC system if an individual is unable to obtain employment through core services.**

3. Training Services. (§112(b)(17)(A)(i).) 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.

**The Governor’s vision for increasing training access and opportunities for Nevada’s citizens will be achieved by:**

- **Targeting resources to local areas with the most economic impact to the state**



- **Effective use of public and private resources and funds**
- **Use of Governor’s Reserve funding for projects in high demand/high wage occupations**

b. Individual Training Accounts:

i. What policy direction has the State provided for ITAs?

**WIA State Compliance Policy Section 1.9 provides guidance to the LWIBs related to establishing an ITA system within the NJC system. An ITA will be established to finance training services for eligible WIA clients who are unable to obtain assistance from other sources to pay for their training.**

**Training must be directly linked to occupations that are in demand in the local area or in another area if the adult or dislocated worker is willing to relocate. Payments may be made in a variety of ways, including electronic transfer of funds through financial institutions, vouchers or other appropriate methods.**

**Limitations on the dollar amount and/or duration may be imposed on their service providers based upon policy established by the LWIB. ITAs are not allowed for youth under the age of 18.**

**The policy outlines other mechanisms for payment when the LWIB has requested and received a waiver for one of the following exceptions:**

- **When the LWIB determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of an ITA system. The local plan must describe the process for selection of providers under a contract for services system. This process must include a public comment period for interested providers of at least thirty (30) days;**
- **When the LWIB determines that there is a training program of demonstrated effectiveness offered in the area by a community-based organization (CBO) or another private organization to service special participant populations that face multiple barriers to employment as described in §663.430 (b). The LWIB must develop criteria to be used in determining demonstrated effectiveness, particularly as it applies to the special participant population to be served. The criteria may include:**
  - **Financial stability of the organization;**
  - **Demonstrated performance in the delivery of services to hard to serve participant populations through such means as program completion rate; attainment of the skills, certificates or degrees the program is designed to provide; placement after training in unsubsidized employment, and retention in employment; and**
  - **How the specific program relates to the workforce investment needs identified in the local plan.**

ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State’s effort to broaden the scope and reach of IT As through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.

**Since 2000, Nevada’s Governor, the SWIB, the Commission, the LWIBs and representatives from business and industry have worked collaboratively to identify the workforce needs of Nevada’s employers to identify and fill the skills gaps of Nevada’s workers. Data on current and future high-growth/high-demand industries is analyzed and is used to establish the priorities for the use of state and federal funds to provide training opportunities.**

**The Governor's vision for increasing training access and opportunities for Nevada's workers will be achieved by:**

- **Targeting resources to local areas with the most economic impact to the state**
- **Effective use of public and private resources and funds**
- **Use of Governor's Reserve funding for projects in high-demand/high-wage occupations**

**Priority for WIA Title I training funds will be for training leveraged with other NJC system partner funding sources in the occupational areas identified as high-growth and high-demand.**

**Funds leveraged to meet the Governor's vision for a demand driven system include:**

- **WIA Title I B formula funds**
- **WIA Governor's Reserve funds**
- **Non-WIA state funds – for example, Train Employees Now (TEN) – state general funds to the Commission; and the Career Enhancement Program (CEP) – employer's UI contributions**
- **Private sector matching funds for pilot and incumbent worker training projects**

- iii. **Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.**

**As indicated in Section V-E of this plan, Nevada is committed to increasing training access and opportunities consistent with the state's strategy for a demand driven environment.**

**All training services provided to WIA clients are required to be in demand occupations vital to Nevada's economy and must be documented by the case manager. This requirement is reviewed for compliance by the review team during the annual on-site review at the LWIBs and their service providers.**

**LWIBs are encouraged to target high-growth, high-demand, and economically vital occupations. Each LWIB outlines its tactics and strategies to partner with businesses in industries creating high-growth, high-demand occupations. The LWIB strategy is to identify high-growth industry clusters and direct its resources accordingly. For example, service providers' contracts are crafted to deliver employment and training services with focus on high-growth clusters identified by the LWIB.**

**Nursing initiatives will continue such as the fast-track youth nursing pilot program established through a coalition of Truckee Meadows Community College and Washoe County School District to provide dual credit to junior and senior high school students who are targeting careers in the nursing field.**

**The LWIBs develop tactics and strategies to deliver employment and training services to those most in need of employment assistance. For example, the southern Nevada LWIB has established contracts for delivery of employment and training services to:**

- **Ex-offenders**
- **Youth with disabilities**
- **Juvenile youth**
- **Adults residing in low income public housing**

**Business and industry members of the LWIB provide accurate, current information on economic development, business expansion and industrial growth and skill sets required for identified occupational needs. Through this network of business partners, in conjunction with the NJC**

system data collection and information, training funds are targeted to meet the high-growth, high demand employment needs.

Nevadaworks has launched a program “Regional Workforce Consultant.” In late 2006 the Economic Development Authority of Western Nevada (EDAWN) and the Northern Nevada Development Authority (NNDAA) completed yearlong, comprehensive economic strategic plans that identified high wage, low environmental impacting business sectors that northern Nevada is interested in expanding. Continued growth in these business sectors insures economic vitality and promotes the quality of life that supports the region’s long-term prosperity.

In order to address the short and long-term skilled workforce requirements for the expansion of these business sectors and to coordinate efforts to address other regional workforce requirements, EDAWN, NNDAA and Nevadaworks established the Workforce Network (WFN). The WFN is a regional partnership designed to focus the region’s considerable resources on identifying and solving workforce issues and challenges.

- iv. Describe the State’s policy for limiting ITAs (e.g., dollar amount or duration).

Nevada has delegated the responsibility of imposing limitations on the dollar amount and/or duration of ITAs to the LWIB based on criteria established by the SWIB. Any limitations established by the LWIB must be described in their local plan, including any exceptions to these limitations.

Although there is no established amount for assigning ITAs, the southern and northern Nevada LWIBs follow the state policy, which allows for training dollars to be expended on demand-driven occupations/jobs.

Each individual who is in need of training to obtain or retain employment is assessed and a training plan is developed specific to the individual’s needs. Limited funding for the adult and dislocated worker programs controls the amount and availability of funding for long-term training opportunities.

- v. Describe the State’s current or planned use of WI A Title I funds for the provision of training through apprenticeship.

The state’s current plan is to allow LWIBs to establish partnerships with training apprenticeship agencies for service delivery through contracted service providers.

Nevadaworks, in partnership with the Western Apprenticeship Coordinators Association, is providing outreach and recruitment activities throughout northern Nevada for all apprenticeship programs. This pilot program was funded with WIA Title I funding in program year 2004 and continued through an award of Governor’s Reserve 15 percent funds through Program year 2005. At this time, the program should be self-sustaining.

- vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)

WIA SCP Section 1.6 – Eligibility for Adults and Dislocated Worker Employment and Training Activities, and Section 1.9 – Individual Training Accounts are not in conflict with changes to WIA Regulations (28 CFR Parts 2, 37, 667 and 670) that permit the use of WIA Title I financial

**assistance to employ or train participants in religious activities when the assistance is provided indirectly, through, for example, an ITA.**

**In WIA SCP Section 4.1 – Equal Opportunity Provisions of WIA, the LWIBs are required to sign an assurance as part of their local plan. By signing the assurance they are agreeing to comply with nondiscrimination and equal opportunity provisions of WIA and 29 CFR §37.20 to ensure they are providing universal access to their programs and services.**

- c. Eligible Training Provider List. Describe the State’s process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)

**The State approved ETPL and the Consumer Report are available on the DETR website. Staff and customers can access the ETPL, which is updated monthly, at [www.nvdetr.org/wia/wia\\_index.htm](http://www.nvdetr.org/wia/wia_index.htm).**

- d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).). Based on the outline below, describe the State’s major directions, policies and requirements related to OJT and customized training.

**WIA SCP Section 1.14 – On the Job Training and Customized Training defines for the LWIBs the requirements and guidance for the provision of these training services. Providers contract with local businesses/employers to deliver OJTs and customized training not to exceed 50 percent of the costs of jobseekers’ training. For customized training, businesses/employers’ cost share may be in the form of in-kind resources. The WISS provides on-going technical assistance to the LWIBs upon request.**

- i. Describe the Governor’s vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.

**Emphasis will be placed on increasing the provision of OJT and customized training services to address the Governor’s vision to diversify and expand training and educational opportunities to meet the demands of new and growing industries.**

**These services will be designed to meet the requirements of employers to provide the knowledge or skills essential to the performance of a job.**

- ii. Describe how the State:
  - Identifies OJT and customized training opportunities;
  - Markets OJT and customized training as an incentive to untapped employer pools including new business to the State, employer groups;
  - Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;
  - Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and
  - Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.

The role of the SWIB in collaboration with other state and local partners will be to identify current job opportunities as well as where the high-growth/high-demand jobs will be in the future. Identification of the workforce needs for Nevada's economically critical industries is essential to ensure a prepared and competitive workforce for Nevada's employers. These training opportunities are identified through the collaboration of the two LWIBs and the SWIB Budget Committee (Committee), which has responsibility making recommendations regarding the use of the Governor's 10 percent statewide activities' funds. Members for this Committee represent the private sector members of the SWIB, the chairs of both LWIBs, and DETR staff. Each year, the SWIB makes recommendations to the Governor for setting priorities for the use of the Governor's set aside funds. Please refer to Attachment A for specific industry information.

The Governor and the SWIB work collaboratively with other partners to market OJT and customized training opportunities consistent with the state's strategy for a demand driven environment in the NJC system. As part of the statewide marketing efforts, one of the goals of CED is to help match educational offerings with the workforce training needs of existing and expanding Nevada businesses, as well as those businesses relocating to Nevada.

CED and other state partners, including the Nevada Department of Education and the Nevada System of Higher Education collaborate to identify workforce needs to assist educational officials in development of policy and curriculum.

To involve the business community and to collect/transmit workforce need assessments to secondary and post-secondary officials, the Workforce Education Team collaborates with the Employer Support Committee of the SWIB.

Please see Attachment A for further information concerning the industries Nevada is partnering with.

One of the priorities for the use of the funds set aside for statewide activities was funding for incumbent worker training and pilot projects. Two of the pilot projects funded addressed the critical healthcare personnel shortage in Nevada. Priority for funding will be given to businesses:

- Whose application identifies a model which may prove to make Nevada's current or future workforce more competitive or
- Whose application addresses a means by which employees will achieve a significant upgrade in skills or
- Whose industries or programs have been targeted by the SWIB or
- Whose application addresses a significant occupational demand and
- Whose strong partnership with the LWIBs in the identification, development and delivery of the project has been demonstrated

The Committee is currently working with the Governor's staff to identify priorities for Program Year 2008.

4. Service to Specific Populations. (§112(b)(17)(A)(iv).)
  - 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 such as migrants and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and

people with disabilities.)

The NJC system is dedicated to ensuring Nevada's business and industry have access to a skilled workforce. They do so by assisting the State's diverse population in preparing for and accessing occupations that are in demand and vital to Nevada's economy.

### **Migrant Seasonal Farm workers**

Nevada has employed a number of strategies to reach migrant and seasonal farmworkers (MSFW). The increased use of the H2-A program in Nevada has decreased the number of MSFWs within the State. Despite this, Nevada remains committed to provide service to this population. NJCOS allows NJC staff to track MSFWs when they register for services. NJC staff receives training on how to identify MSFWs and ensure that these individuals receive the full range of services available. The State Monitor Advocate (SMA) visits community service agencies and organizations throughout the state to explain SMA goals and to distribute English/Spanish brochures that provide MSFWs with information on NJC office locations and a list of available services.

Nevada strives to ensure that Spanish-speaking staff is available in every NJC office to assist clients with limited English proficiency (LEP) to access the available services.

### **Persons with Disabilities**

Nevada has focused on maintaining and expanding One-Stop partnering opportunities to bring vocational rehabilitation services for disabled individuals to convenient and accessible locations. The Vocational Rehabilitation Division is a full partner in the NJC system. The Rehabilitation Division's services are delivered by the Bureau of Vocational Rehabilitation (BVR), the Bureau of Services to the Blind and Visually Impaired (BSBVI) housed in each of the NJC offices. Nevada's Bureau of Vocational Rehabilitation has positioned front-line services in all of the Nevada JobConnect Offices. Of 14 vocational rehabilitation offices in the state, 11 are co-located in NJC offices and one office is in the Southern Nevada Adult Mental Health Services facility.

NJC offices provide collaborative cross training for all NJC partners and are continuing to actively promote the understanding of various program components relative to serving individuals with disabilities. In addition, to enhance collaboration across programs, the Rehabilitation Division's electronic case management system (RAISON) has been designed to interface and utilize the information contained within the NJCOS when appropriate.

Through Nevada's JobConnect system, federal and state funding sources are leveraged to assist persons with disabilities with vocational training and back to work expenses.

All NJC offices are compliant with the Americans with Disabilities Act (ADA) accessibility guidelines. In addition, resource centers within the NJC offices have computers with speakers and speech software (Jaws) to read the screens to the blind and visually impaired. There is also additional software that magnifies the screen (Magic & Zoomtext), and larger monitors (21 inch) are available to assist visually impaired clients in accessing employment resources.

### **At Risk Youth**

Within the special needs population, a sub-set is receiving special attention – youth who are at highest risk. Those youth who have the greatest barriers to employment due to circumstances such as incarceration, disabilities, low-income, or homelessness will be targeted for services by NJC staff and referred to qualified providers.

The NJC offices provide access for all targeted populations listed. Outreach and marketing efforts of the system are non-discriminatory, and are designed to represent the ethnic, cultural, economic and mix of potential recipients of services, both business and individuals.

- b. Describe the reemployment services you will provide 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.

Nevada offers a range of services to individuals receiving unemployment insurance benefits. Claimants who are selected for a work search interview are assisted in understanding the scope of NJC services, resource centers, NCIS, training opportunities from WIA and CEP, as well as being trained to use AJB, Career Infonet, and NJCOS self service websites to do the following:

- Search for jobs that are best suited for their skills, knowledge, and abilities
- Gain access to and learn how to use labor market information
- Learn what transferable skills they possess
- Select appropriate occupations to pursue, and
- Improve their interviewing, resume writing, and other job search skills
- Provide staff assistance and training dollars to upgrade the skill sets of the unemployed.
- Assist with back to work expenses when necessary.

#### **Reemployment Service Program Grant**

Nevada received a Federal Wagner-Peyser supplemental grant to provide personalized reemployment services to unemployment insurance (UI) claimants. The purpose of the grant is to increase the number of UI claimants who receive staff assisted reemployment services and referrals to jobs in an effort to reduce UI duration. The primary performance indicator of Nevada's Reemployment Service Program (RSP) measures the reduction in UI benefit duration of program participants compared to a similar pool of claimants. To facilitate this, Nevada hired staff and developed automation to select and call claimants into the NJC offices for early intervention reemployment services. Programming enhancements to the RSP selection process have enabled VETS staff to provide priority of service to Nevada's veterans receiving UI benefits. The VETS staff receives daily reports of veterans who have filed for unemployment benefits, and regional veterans representatives contact the veterans on the list. NJC staff will also be able to identify and select UI claimants affected by mass layoffs and business closures using the employer's UI account number as the selection criteria. This enables Rapid Response services to be offered to affected employees even when the employer is not required to notify the state through the WARN Act. For program year 2005, RSP participants returned to work approximately .9 weeks sooner than their counterparts. This translated into a UI trust fund savings of \$2,613,743.10. For every dollar spent on the program, the trust fund saved ten dollars.

**Unemployment Insurance-Reemployment Eligibility Assessment Grant** - Nevada was one of twenty-one states selected to receive funds to implement the UI-Reemployment Eligibility Assessment (UI-REA) program. The UI-REA grant proposal was funded by the DOL for \$416,565 to put into operation a pilot model that provides reemployment services and eligibility review to UI claimants by trained NJC staff. The REA is designed to conduct eligibility assessment of UI claimants by reviewing work search activities and techniques, discussing potential and existing barriers to reemployment, and developing work search and reemployment plans. The UI-REA will assess whether reemployment services and eligibility review will expedite an early return to work and reduce UI duration. Under the REA grant, approximately 8,500 UI claimants will be scheduled for an REA. Therefore, the state projects UI benefit duration for FY 2007 of REA participants will be 2.0 weeks less than the general claimant

population. Increasing assessments (7,700 to 8,500) from FY 2006 to FY 2007 is expected to result in an additional savings of \$ 565,800 to the UI Trust fund. Based upon the average weekly benefit amount of \$ 267 (Source: R&A Report: AR10 Economic Data, June 2006), and assessing a minimum of 8,500 UI claimants, UI trust fund savings of \$ 4,539,000 for FY 2007 is expected.

**Worker Profiling and Reemployment Services** - The Worker Profiling and Reemployment Services (WPRS) system selects UI claimants considered most likely to exhaust UI benefits. The program provides early intervention reemployment services to those claimants in a group setting co-facilitated by both Wagner-Peyser and WIA Title I staff in NJC offices. Claimants are offered a variety of skill enhancement, training, and job search and placement services. This collaboration accentuates the commitment and dedication to assist UI claimants in returning to the workforce, and when the opportunity avails, increases the skill set for the WPRS customers. The WPRS statistical model is constantly reviewed to ensure that selected UI claimants are those most likely to exhaust UI benefits and are eligible for dislocated worker services.

- c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.

Nevada's procedures are designed to meet the work test requirements by increasing the provision of reemployment services to UI claimants and improving the linkages between the UI and job service programs. Data from claims is automatically transmitted to the NJCOS system and creates a job registration. All UI claimants, during the claims process, are assigned an appropriate O\*Net code using the Code Connector website. This registration is available to all NJC staff and claimants may be contacted in the course of job matching employer orders. If the claimant is contacted and refuses a referral, does not report for a job interview, or refuses a job without good cause, this information is posted to NJCOS. As a consequence, a stop payment is initiated and an issue is created for an adjudicator to resolve. The issue is investigated and depending on the results, payments may be renewed or the claimant disqualified.

NJC offices administer the UI Work Test, which is a critical component in fostering a client's rapid return to productive employment. Nevada has developed formal procedures for NJC staff to report actions or inactions by UI claimants. By selecting certain activities in NJCOS, an electronic notification report is automatically sent to the UI adjudication unit, via e-mail, when UI Work Test issues are discovered and identified.

Any NJC client, who is also an UI claimant, who cannot remove barriers to seeking or accepting employment, refuses a job referral, fails to report to an interview, or refuses suitable work, will be reported to UI, using the NJCOS Electronic Notification System. All pertinent information regarding the potential issue is noted in NJCOS under customer comments. In addition to negative referrals and job placement results being sent to UI adjudication, Nevada has added several other notifications and potential issues, including when claimants report returning to work, and failing when selected to report to any of Nevada's reemployment service programs (e.g., Worker Profiling, Reemployment Service Program, Reemployment and Eligibility Assessment) which are sent automatically to UI adjudication through the UI Work Test system.

Once UI adjudication receives the electronic notification, the issue is established and the adjudication process begins. Nevada believes that issue identification at the NJC office level remains a critical component in fostering a client's rapid return to productive employment. With a complete interview, some issues may be discovered related to claimant circumstances, such as: transportation, childcare, or requirements related to labor market not being met (i.e.,



**tools, licenses, permits, shift availability and wage requirements). If claimants are unable to remove these barriers to employment, it could result in the denial of unemployment benefits.**

- d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?

**Through full integration of WIA Title I services in the NJC offices and co-locations and proximity of rural WIA Title I providers, integration and aligning of services has been accomplished. WIA Title I providers are active participants in on-site Rapid Response activities, and co-enrollment with TAA is completed when applicable.**

**The State must ensure that Rapid Response assistance and appropriate core and intensive services are made available to those covered by TAA. Under TAA, applicants are assessed to see if they are candidates for training, and if so, they are referred for co-enrollment in the dislocated worker program. The NJC staff and other partners may refer to the Trade Act Assistance Guide for program information. A feedback mechanism has been established between the NJCOS and UI GUIDE system to indicate a TAA registration.**

- e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?

**The NJC system has transformed into a demand-driven system that is not only responsive to individual employers, but collaborates with the educational system, both academic and vocational, to acquire job related skill and certifications for its customers. The strategies include a focus on addressing the literacy barriers of Nevada's workforce, which will require an investment of resources and expertise from both the business and education communities. Nevada has developed an inventory of demand skills for Nevada's most at risk youth and collaborates with educational and business experts to determine how these barriers can be overcome. The JobConnect Business Service Representatives maintain contact with our business customers to assure that the One Stop system is able to provide employees with demand driven skills. Title I providers, in conjunction with Wagner Peyser services, and State of Nevada funding and personnel assets collaborate to assure that business and industry needs are met, but special attention is utilized to assure that those groups listed in paragraph (a) receive every opportunity for training in skill sets defined by the business community. The development of vocational and academic training curriculum and on the job training partnerships with employers is a demand driven enterprise designed to guarantee financial and professional success to those individuals described in paragraph (a).**

- f. Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?

**The SWIB has established the Committee on Employment of Persons with Disabilities to ensure that a complete array of employment and training programs and services are fully accessible to this target group. Services include:**

- **Outreach, intake, and orientation**
- **Initial assessment of skills, aptitudes, abilities and need for support services**
- **Program eligibility determination**
- **Local, regional and national labor market information**

- **Information on filing for unemployment insurance, and**
- **Access to intensive services as needed**

**Vocational Rehabilitation (VR) is a full partner with staff located in all NJC offices. VR professionals facilitate the development of real solutions to the challenges that customers with disabilities, service providers, or the business community may encounter when attempting to access our full array of services. To ensure staff is understanding of and responsive to the barriers to employment that individuals with disabilities face, disability awareness training is provided to all NJC front-line staff. The Bureau of Vocational Rehabilitation and Bureau of Services to the Blind staff also:**

- **Help customers with disabilities navigate through the WIA system**
- **Build strong local partnerships that include community-based organizations that serve people with disabilities,**
- **Work through cooperative agreements with the 17 local school districts, post-secondary and higher educational institutions and juvenile detention facilities in developing transitional training plans for students with disabilities, and**
- **Conduct outreach to employers to inform them of the availability of a skilled and suitably prepared workforce**

**Refer to Section IX. C. 4. a. as to how the State will ensure that the full array of One-Stop services are available to individuals with disabilities.**

- g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§ 112(b)(7), 112(b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120.)

**Nevada has adopted the Disabled Veterans Outreach Program Specialists (DVOPs) and Local Veterans Employment Representatives (LVERs) roles and responsibilities outlined in Veterans Program Letter (VPL) 07-05, dated July 27, 2005.**

**NJC staff, including DVOP specialists and LVER staff, work together to promote employment, training and related services for veterans through the WIA and other DOL funded programs.**

- 1. LVER roles in NJC include: Planning and participating in job fairs.**
- 2. Establishing, maintaining and facilitating regular contact with employers to develop employment and training opportunities for veterans, including federal contractors**
- 3. Coordinating with Business Service staff to facilitate and promote opportunities for veterans who are seeking jobs**
- 4. Encouraging employers and labor unions to employ eligible veterans and eligible persons and conduct on-the-job training and apprenticeship programs for such veterans and eligible persons**
- 5. Planning and participating in job fairs to promote services to veterans**
- 6. Facilitating the provision of labor exchange services to veterans and eligible persons, transitioning service members and their spouses, including:**
  - **Participating in job search workshops**
  - **Rapid Response sessions**
  - **Job development and job referrals**
  - **Vocational guidance**
  - **Workforce Information Services**
  - **Referrals to training**

- Supportive services
7. Providing quarterly reports to local managers, their Regional Director, and the Statewide Veterans Services Coordinator in compliance with federal law and regulations with respect to special services and priority for veterans and eligible persons including transitioning service members and their spouses
  8. Promoting and monitoring the participation of veterans and eligible persons, transitioning service members and their spouses in federally WIA funded employment and training programs

DVOP roles in NJC include:

1. Assisting the needs of disabled veterans and those veterans and eligible persons who have employment barriers that require intensive services in order to obtain and retain employment. Services of the DVOPs, WIA partners and other employment development specialists assigned to the NJC offices are made available to eligible veterans to improve their ability to successfully compete in the local labor market
2. Providing and facilitating the provision of labor exchange services to veterans and eligible persons, transitioning service members and their spouses, including:
  - Participating in job search workshops
  - Rapid Response sessions
  - Job development and job referrals
  - Vocational guidance
  - Workforce Information Services
  - Referrals to training
  - Supportive services

Nevada follows Public Law 107-288, United States Code (USC) Title 38, all Special Grant Provisions, Veterans Program Letters, and DOL/VETS directives. Veteran's performance measures (ETA 9002 & VETS 200 reports) ensure the State Plan is successful, and that veteran and NJC staff are successful in placing veterans in jobs. The Statewide Veterans Services Coordinator monitors all performance measures and reports, and participates in the training of management and veterans' staff to ensure compliance with all policies and regulations.

DETR is committed to ensuring program integration and coordination of employment and training services through the NJC system. This integration of services among the NJC partners and other service providers ensures optimum exposure to the services and activities for veterans and other eligible persons seeking employment and/or training opportunities. Staff will be scheduled for training on an on-going basis regarding program reporting, priority of services, and program requirements.

The Statewide Veteran Services Coordinator supplies the Director of Veterans Employment and Training (DVET) with copies of all manuals, bulletins, memorandums, instructions, performance reports, and other materials relating to local NJC Veteran programs. At the local level, NJC managers, in collaboration with the VETS staff, report performance efforts. Monitoring and reporting of NJC and partner activities is made possible through reporting capabilities of NJCOS. To ensure compliance with U.S.C. Title 38, onsite-monitoring reviews will be conducted annually and compliance reports will be developed reflecting best practices, findings and corrective actions. The statewide coordinator will provide technical assistance and follow-up until the corrective action is closed.

Through the NJC system, veteran customers may elect self-service, facilitated self-help, or staff-assisted service. Most veterans who are able to use self-service will self-identify as veterans to establish their eligibility for veteran's priority. The LVER and DVOP staff is available at NJC

offices to provide facilitated self-help service to veterans who require additional services. LVER and DVOP staff screens veterans for potential barriers to employment and identifies the need for additional services. LVER and DVOP staff will raise veterans' issues, including efforts to expand information provided to veterans, to increase awareness of available services. LVERs and DVOPs perform outreach and may be assigned to other locations that serve large veteran populations.

Case management services for veterans are focused and customer-driven. These include referrals from the Department of Veterans Affairs, Vocational Rehabilitation and NJC partners. Veterans are provided choices based upon need and the resources available to meet those needs. When necessary and when appropriate, customers will be assisted in accessing resources outside of the NJC system.

- h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26,02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.

Based on allocated funds received by the LWIBs, priority of services may be instituted to ensure those most in need of assistance receive the necessary employment and training services to become gainfully employed. When priority of services is instituted, the LWIBs will establish priority categories for eligible adult participants using household income levels. In addition to income levels, as part of its deliberations, the LWIBs will consider the designation of multiple employment barriers which may include the following categories: Individuals with Substantial Language or Cultural Barriers, Ex-Offenders, Homeless Individuals, Other Hard to Serve Populations as Defined by the Governor.

The NJC system is committed to ensuring that all eligible customers are able to access all programs and services within our system. The 2000 census data reveals that Spanish is the dominant non-English language spoken in Nevada. Those individuals who completed the survey and indicated that they spoke English "less than very well" made up about 8 percent of the state's population. Similar Asian and Pacific Islander responses made up about 2 percent of the state's population. Although speaking English "less than very well" does not necessarily place an individual in the LEP category, it does help establish a base percentage of roughly 5-10 percent of the state's population.

NJC offices and affiliates access various tools to provide reasonable access to LEP clients.

- Most NJC offices have Spanish-speaking staff on site
- An agency interpreter list has been assembled that covers over 20 different languages
- The interpreter list, with phone numbers, is available to all employees at their computers. As a result, staff can provide translation services while the client is at their desk
- The NJC system has established links to eleven different private sector companies that provide language services
- Many pamphlets and brochures outlining various services have been translated into Spanish to serve the dominant LEP customers

- **AJB is currently available in all NJC resource centers, however AJB will be phasing out and be replaced by JobCentral National Labor Exchange ([www.jobcentral.com](http://www.jobcentral.com)) on July 1, 2007.**

**To ensure meaningful access to programs and services to LEP persons, NJC hires bi-lingual staff. In emergency situations, when such staff is not available, the system has made arrangements to use in-person or telephonic interpreter services from other NJC offices.**

**NJC offices have access to AltaVista Babel Fish translator available through the Internet, which can translate 15 different languages from, and to English. With the Babel Fish translator, NJC staff and customers are able to communicate without bilingual skills by typing and then translating questions and statements back and forth to each other.**

**AltaVista Babel Fish translator also allows translation of web sites so non-English speaking customers have access to web sites in their own language.**

- i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:
  - The number of Migrant and Seasonal Farmworkers (MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.

**All Wagner-Peyser services are provided through the NJC system, which include mainstream and outreach services to migrant and seasonal farm workers (MSFW). Formal outreach efforts have been initiated with Hispanic support groups, churches, and community-based organizations. Because Nevada has a small agricultural industry that is primarily family-farm based, the state has identified and served twelve (12) MSFWs in 2006 at our NJC offices.**

**The SMA will continue to ensure that MSFWs are informed of and provided bilingual informational brochures. In addition, the SMA distributes English/Spanish brochures to the NJC offices and advertises MSFW services to various community service organizations.**

**Nevada agricultural employers tend to pay lower salaries than neighboring states and use the H2-A program to hire workers. The state will continue its efforts to identify, increase contacts with, and provide services to Nevada's MSFWs.**

5. Priority of Service
  - a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§ 112(b)(17)(A)(iv) and 134(d)(4)(E).)

**WIA SCP Section 1.7 – Priority of Services provides guidance to the LWIBs for applying the priority of services provision for intensive and training services for adult clients.**

**In order to give the LWIBs flexibility in determining allocation of their local area funding, Nevada allows the Board to specify in their local plan or plan modification a request to give priority of services to public assistance or low-income individuals. In order for the state to approve such a request, the LWIB must also demonstrate they considered the following criteria:**

- **The availability of funds other than Title I adults funds for providing employment and training-related services in the local area**
- **The employment and training needs of specific groups targeted by the LWIB**
- **Any other factors used by the LWIB in making the determination**

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), that 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 U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?

**Veteran's Priority of Service - Nevada's Veteran State Plan defines the veteran priority of service. The plan follows The Jobs for Veterans Act including the new policy regarding WIA Dislocated Worker formula grant-funded services for military service members and military spouses in TEGL 22-04. Nevada has developed a desk guide for VETS and NJC staff which delineates their roles and responsibilities. Nevada's workforce delivery system is committed to providing priority of service to eligible veterans. All qualified veterans receive the full range of service available through NJC offices with special emphasis placed on providing intensive services to Disabled Veterans.**

**While the LVER is administratively responsible for assuring that priority of service is provided to veterans, all NJC staff follows the order of priority in Title 38 section 4215 as follows:**

1. **Special disabled veterans**
2. **Other disabled veterans**
3. **Other eligible veterans**
4. **Spouses and other eligible persons**

**NJC office managers are responsible for ensuring all NJC and partner staff covered by section HR4015 of U.S.C. Title 38 is trained and adheres to the VETS priority of service entitlement. The LVER promotes and monitors veterans' services, including federally contracted job listings, and reports to the NJC manager any information on suspected failure to provide priority of service.**

**The DVOP/LVER staff is the primary provider of service to veterans. They are trained as case managers and provide technical assistance and vocational guidance to veteran job seekers looking for employment. The ultimate goal is to assist veterans to obtain gainful employment. LVERs ensure that all NJC staff covered by section HR4015 of U.S.C. Title 38 are trained in and adhere to veteran's priority. For all programs, veterans must meet the program eligibility requirements in order to obtain priority of service.**

**Veterans and other eligible persons are assessed during intake to determine appropriate core, intensive and training services. Veterans also receive priority of services in job development and placement services in all NJC offices. In addition, they receive priority in accessing the Federal Contractor Program job listings and job information.**

**Nevada recognizes the importance of identifying veterans and uses a variety of methods to ensure that veterans are identified at the time they enter the NJC offices. NJC staff identifies veteran status at the reception point, where the veterans sign in, or during the initial interview. DVOP/LVER staff also review NJCOS data to determine if veterans who are receiving services are correctly identified as veterans at registration. Follow-up is conducted to ensure proper coding of veterans for federal reports, and that all veterans are correctly identified**

D. Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response

services with the funds reserved under section 133(a)(2).

1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas.

**The primary responsibility for the delivery of Rapid Response intervention services rests with the state workforce agency. DETR is designated by the Governor to ensure delivery of comprehensive workforce services for businesses and their employees affected by downsizing or closures. The web address is <http://www.nvdetr.org>. DETR receives up to 25 percent of the total dislocated worker allocation for Nevada to operate Nevada's Rapid Response Program.**

**Nevada's Rapid Response unit is assigned to monitor and deliver expedited services to businesses and workers facing layoffs or plant closures. These services are coordinated through the department's Workforce Investment Support Services unit.**

**Nevada's Rapid Response team is comprised of individuals from the local workforce investment boards, dislocated worker service providers, organized labor, and the Employment Security Division. The team endeavors to educate every business and dislocated worker about the services and information available through federal, state and local organizations to reduce the affects of business downsizing. Additionally, the team makes every effort to conduct on-site assessments to evaluate the specific needs of the affected business and workers and to provide intervention services. Nevada's Rapid Response unit endorses the ten quality Rapid Response principles outlined in TEIN 3-01, including all activities necessary to plan and furnish services that enable dislocated workers to transition into new employment, as quickly as possible, following a job dislocation.**

2. Describe the process involved in carrying out Rapid Response activities.
  - a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?

**Rapid Response staff receives notices (both WARN and non-WARN) of impending layoffs from private and public business customers via phone calls, electronic mail, facsimile and letter correspondence. Staff maintains active strategies to identify current and future workforce needs, including interviewing business customers to elicit information to determine workforce trends and distributing layoff information to NJC offices, Workforce Investment Boards, appropriate government agencies, and organized labor. Rapid Response staff monitors local media for information about potential layoffs or closures.**

- b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?

**Rapid Response staff responds to a notice of impending layoffs within one working day after becoming aware of a substantial layoff or closure. Rapid Response staff distributes notification of dislocations to NJC offices and appropriate government agencies, business associations, and labor organizations.**

**If at all possible, the Rapid Response staff will schedule an onsite presentation to the workers, during company time, to deliver the appropriate information discussed in Subsection I below. If the employer is not amenable to an onsite presentation, the Rapid Response staff will prepare packets containing the relevant information. These packets are sent to the businesses if the employer does not make the names and addresses of the affected employees available. Rapid Response for has delivered using a set of laptop computers and on line computer connections a**

portable registration system, to NJC for use on site registration, job searches, etc. In the rural areas of the state, the packets will form a surrogate NJC and will allow Rapid Response personnel to focus help more quickly on those in direct need. The result will be that NJC employers and new job seekers will be to improve the delivery of workforce information and to provide quality career guidance more directly to job seekers and in a more timely fashion than was heretofore possible.

Nevada utilizes Rapid Response funds for technology, which enables Rapid Response staff to search the database of unemployment insurance claimants to locate individuals who worked for a specific employer and opened unemployment insurance claims on or after a specific date. This allows the staff to access information, including addresses of individuals who were dislocated due to layoff, downsizing, or business closure by a specific employer. This technology improves the ability of the Rapid Response unit to locate and provide services to individuals impacted by company layoff or downsizing if the employer:

- Did not notify the state before the layoff, or
- Declined to use Rapid Response services, or
- Was unwilling to provide addresses of affected individuals so they could be invited to an off-site presentation.

Rapid Response staff work in conjunction with appropriate government agencies, business associations, and labor organizations to develop strategies for addressing dislocation events that ensure timely access to the broad range of allowable assistance. Staff works to develop and maintain mechanisms for the regular exchange of information relating to potential dislocations with workforce partners and the LWIBs. Staff participates in capacity-building activities, including providing information about innovative and successful strategies for serving dislocated workers.

We recognize that it is imperative that the business community views the NJC Rapid Response program as a top shelf resource when downsizing, closing or laying off workers. An enhanced marketing effort has been initiated to ensure that the business community understands how the program can assist them in managing their human resource needs, as well as their unemployment insurance costs, by assisting affected employees return to work and maintain their standard of living. It will also be promoted as a means for businesses to display good corporate citizenship in the community by collaborating with community resources to assist their employees affected by downsizing, closures or layoffs. This will increase the likelihood of employers being receptive to work with NJC staff to provide on-site presentations.

The strategies for marketing the program will include improving and expanding the resource materials the program can provide workers and employers and a Rapid Response link to the NJC web site.

- c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?

Rapid Response activities encompass all activities necessary to plan and deliver services to enable dislocated workers to obtain new employment as quickly as possible. These activities include:

- Immediate and onsite contact with the employer, representatives of the affected workers, and the local community to conduct an assessment to determine:
  - a. The employer's layoff plans
  - b. The potential for averting the layoffs in consultation with state or local



- c. economic development entities
- c. Background and assistance needs of the affected workers
- d. Reemployment prospects for workers
- e. Available resources to meet the needs of the affected workers
- Provision of information about unemployment insurance benefits, comprehensive NJC system services, and employment and training activities, including the TAA program.
- Guidance in establishing a labor-management committee when feasible.

**Rapid Response services include both on-site and off-site presentations on available workforce delivery system services that may include:**

1. Job search workshops including resume writing assistance
2. Job fairs
3. High growth industry job placement assistance
4. Job referrals
5. Financial counseling
6. Referrals to supportive services for food, shelter, clothing, child care, transportation and mental health issues
7. Career guidance and vocational testing
8. Enrollment in vocational on-the job and apprenticeship training programs
9. On-site resource centers to conduct job search activities, and
10. Internet access to apply for unemployment insurance benefits on-line.

**The Rapid Response team assesses the needs of both the employer and the dislocated workers to determine the best services for each event.**

2. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?

**The key to Rapid Response is providing assistance and information to individuals as soon as possible in an attempt to turn a potential crisis into a new employment opportunity.**

**Once identified, Rapid Response staff enters affected employer and worker information into the NJCOS customer database. This information is used by NJC staff and WIA partners to track Rapid Response activities and to offer additional services to affected workers. In addition, both the affected employer and workers can enter their information directly into the system using the Internet at [www.nvdetr.org](http://www.nvdetr.org).**

**Once in the NJCOS, both individuals and employers have physical and electronic access to employment-related services provided through a network of partners in accordance with the WIA. Such individuals are directed to the NJC office providing a certified, seamless, universal, integrated, customer-driven, continuously improved full-service employment and training delivery.**

**The Rapid Response program provides information to affected employers and workers as soon as possible. Nevada's Rapid Response services include the provision of early intervention services. These services offer the employer and the workers the opportunity to work through the effects of the impending layoff or plant closure. Nevada's Rapid Response unit encompasses all the services offered through Nevada's One-Stop workforce delivery system, NJC. These services include on-site assessments to determine the appropriate services needed by both the employer and affected workers. Services include: referrals for layoff aversion; possible incumbent worker training; orientation to NJC services; and information on unemployment insurance benefits,**

**COBRA benefits, training opportunities, labor market information, consumer credit counseling, and hiring events.**

3. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?

**The Rapid Response program is budgeting funds to host two industry-specific hiring events each quarter to target occupations and industries with dislocated workers. These activities can match dislocated workers with employers who need to fill positions in hard-to-find or demand occupations. Nevada believes this service for employers who are in a hiring mode will enhance the Rapid Response unit's function as a proactive business service.**

**Rapid Response staff works in the business community to promote available services including:**

- **Coordinating employment service activities with other community agencies;**
- **Identifying business customers' current and future workforce needs;**
- **Applying solutions available through WIA programs;**
- **Maintaining information regarding outreach, contacts, referrals, training, placements, and contracted services and costs.**

**Staff attends community networking meetings, interfaces with local chambers of commerce and reviews local business licensing activities in order to monitor the local labor market.**

**Rapid Response functions as a business service by providing employers and affected workers with valuable information and reemployment services. Providing Rapid Response services to affected workers during layoff or closure has specific benefits to the business customer:**

- **Higher productivity during layoff event;**
- **Lower absenteeism among workers;**
- **Lower unemployment insurance costs as workers are re-employed more quickly when services are begun prior to layoff;**
- **Higher morale due to reduced stress-workers will be happier despite circumstances because they will feel employers have worked hard to help them in a difficult time;**
- **Decreased likelihood of sabotage or work disruptions;**
- **Media and rumor management-Rapid Response teams understand the often confidential nature of layoffs, and will work with the company to ensure confidentiality at all times;**
- **Better public relations for an employer-Rapid Response teams can also work with the media to highlight services an employer is providing to its workers during a layoff period, which will improve a company's public image; and**
- **Provide information to companies with regard to any state or federal requirements or laws for notification.**

**The State recognizes the value in dedicating specialized staff that works with intermediaries to engage and serve the business customers. Intermediaries include the local chambers of commerce, economic development entities, industry associations, and priority industry cluster employers. NJC has formed workforce partnerships with the State's recognized high growth industries as part of our strategic effort to improve the service delivery of the publicly funded**

**workforce system. Examples of these partnerships and how they benefit business can be found under Section IX Service Delivery.**

4. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?

**Service providers are teamed with Business Service Rapid Response staff members. Upon receipt of a rapid response notification, service providers assign appropriate staff to deliver briefings and core services to jobseekers identified as a result of rapid response activities.**

**LWIB service providers are members of all Nevada rapid response teams. Coordination is an integral part of service providers' role in support of rapid response activities.**

**In collaboration with federal, state and local agencies and officials, and other partners, Nevada provides capacity building and technical assistance to LWIBs, NJC staff, and WIA partners/service providers. These activities include:**

- **Developing program activities,**
- **Conducting labor market research and analysis,**
- **Establishing and implementing innovative training programs, and**
- **Providing support to local areas for the identification of eligible training providers.**

5. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?

**The Rapid Response team uses the NJCOS, Nevada's workforce delivery system, to track all NJC and WIA partner program services and activities including Rapid Response, Trade Act programs, National Emergency Grants and One-Stop activities. NJCOS is the statewide, data warehouse shared by multiple programs and service providers. NJCOS is designed to allow both self-service and mediated modes of operation and provides a platform for case management and service delivery to both job seekers and employers. The NJCOS is the service delivery, case management, and reporting system for all NJC job seekers and employers. With NJCOS, affected employers and workers have the flexibility to conduct their own job searches through NJC resource centers or to work directly with NJC in finding employment.**

**In addition to NJCOS, the Rapid Response unit uses a centralized database for recording information about Rapid Response events, which is accessible to staff throughout the State. This database will be aligned with a national database of Rapid Response activities planned by the Department of Labor.**

6. Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?

**The Rapid Response program is budgeting funds to host two industry-specific hiring events each quarter to target occupations and industries with dislocated workers. These activities can be driven by current supply and demand in the labor market, and are intended to provide a service that can be adjusted as events occur, including disaster.**

- E. Youth. ETA's strategic vision identifies youth most in need, such as out of school youth and those at TIS, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to

servicing these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)

1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§ 112(b)(18).)

**The SWIB Youth Council advocates on behalf of youth to ensure that youth-centered programs are put in place; to address the needs of disadvantaged and “at risk” youth who may be school drop-outs; to assist the state in eliminating the proficiency exam failure rate; and to increase youth preparation in the math and sciences.**

**The Council will focus greater attention toward those youth who are aging out of the foster care system; incarcerated youth, who will be re-entering society; youth whose family situation creates barriers to employment; and those youth with developmental and physical disabilities.**

**The LWIBs have been diligent in developing partnerships with local agencies, school districts, Community-Based Organizations, and Faith-Based Organizations serving youth populations in their local areas. These partnerships have assisted in the integration of programs and services to ensure a full array of services are available to the youth most in need.**

**Local youth programs will be designed to meet the specific needs of youth in each community with emphasis on the targeted populations mentioned above.**

**Section IX E 3 a-e below outlines collaborative initiatives of the SWIB, the Nevada Department of Education, the Nevada Department of Corrections, and other partners to meet the needs of Nevada's youth.**

**The northern Nevada LWIB has identified youth services in rural areas and out-of-school youth as priorities for WIA Title I youth services. Rural youth programs provide a diversity of high-risk youth initiatives, such as:**

- **The Pershing Public Broadcasting program, which targets pregnant/parenting youth and out-of-school youth,**
- **Community Chest in Virginia City which provides a holistic approach to community needs, incorporating an at-risk youth employment program in conjunction with a drop-out prevention strategy,**
- **Mason Valley Boy's and Girls Club which integrates youth services with the Leadership in Training Program, providing mentoring and job shadowing in addition to education and life skills workshops for at risk youth,**
- **JOIN, Inc. which offers services to youth transitioning from foster care in rural counties of northern Nevada, and**
- **City of Reno's Youth Employment Program which complements the City's “4 Steps” program. In addition to expanding opportunities for the students, this program will have benefits for the City and the school district.**

2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)

**Job Corps is a partner in the NJC system. The Sierra Nevada Job Corps Center located in Stead**

**utilizes the Reno and Sparks NJC offices for orientation to employment, job search, and labor market information on a regular basis.**

**Job Corps and other youth programs will be delivered via contracted youth services and/or through partnership with other youth providers/entities. Special consideration will be given to those service providers who have a successful record in serving at-risk youth.**

3. How does the State plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:
  - a. Utilizing the funds to promote cross agency collaboration;
  - b. Demonstration of crosscutting models of service delivery;
  - c. Development of new models of alternative education leading to employment; or
  - d. Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.
  - e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)

**Through the Governor's Reserve funds, special youth projects are funded with input from the SWIB's Youth Council Taskforce.**

**Disadvantaged youth face numerous personal and societal problems. The complexity of these problems dictates solutions that are more than single approaches or interventions. Collaborating with other agencies and entities to provide services that will improve and enrich the lives of these youth, the Nevada Department of Education (NDE) strives to be part of the solution. It is generally accepted that basic education skills are critical to success in the workplace; a high school diploma or its equivalent is the minimum needed to survive and to thrive in a global, demand-driven economy.**

**Two of the Nevada State Board of Education goals state that every learner will receive quality instruction and learning experiences and that achievement gaps between population groups will be closed. Using these goals as guidance for services to disadvantaged youth, the Adult Education office of the NDE will provide educational services through Adult Basic Education/English as a Second Language programs (ABE/ESL), English Literacy/Civics (EL/Civics), Adult High School Programs (AHSP), and General Educational Development (GED) preparation. Programs are in faith-based and community-based organizations, community colleges, a library district, and local school districts, allowing collaborative efforts from a multitude of sources to address the needs of disadvantaged youth. Adult High School Programs serve adjudicated youth in the Nevada Department of Corrections system. Services are available for youth over 17 years of age who are not in school and who do not have a high school diploma or equivalent.**

**The primary focuses in these programs are:**

- **GED preparation,**
- **Adult High School Diploma completion,**
- **Instruction in basic skills,**
- **Basic computer skills,**
- **Citizenship skills,**
- **English acquisition, and**
- **Career and Technical education training as available.**

English acquisition is a service with growing demand, with over 50 percent of students in adult education programs being second language learners seeking to improve their English skills in order to get or to keep a job or to pursue further educational pursuits. The continual influx of second language immigrants and migrants suggests that Nevada will need to continue to offer English acquisition services on a regular basis.

Alternative education programs are provided by the local school districts in Nevada. The programs target youth who are in school but at risk of dropping out. These students experience numerous barriers regarding completion of their education and obtaining employment. The local school districts assess these barriers and provide educational programs designed to assist the students in becoming successful. Local school districts vary schedules to accommodate students. Many of these programs also provide childcare services, transportation to and from school, independent-study opportunities, correspondence courses, accelerated study, and Distance Education in order to better serve each student. These programs are primarily aimed at encouraging students to stay in school; when youth complete school with a diploma or a certificate, they are more employable.

Through Career and Technical Education, youth have the opportunity to earn a certificate of competency or to obtain credit for work or volunteer activities. An additional resource, Tech Prep, is an educational initiative that links high school and post-secondary education, leading to technical proficiency and career objectives. Tech Prep helps students plan their education in much the same way that College Prep has guided educational planning. Tech Prep correlates the student's career goals with an educational program of study. These programs link high school occupational and academic education with postsecondary studies and target a productive career.

In order to meet today's workforce needs, the Nevada Statewide 18-24 Year Old Credential Initiative was inaugurated. The purpose of the Initiative was to increase the high school completion rate of Nevada's 18-24 year old population. In fiscal year 2005-2006 the Initiative was renamed Nevada GED Online. The Initiative still relies on reaching its target population through community-based strategies and building partnerships among state and local government leadership, business/industry and labor, and educational institutions. Collaboration is a key component and numerous agencies, businesses, and individuals support the purpose of the Initiative.

A statewide license was purchased by adult education from McGraw Hill Contemporary Integrated Solutions, an internet-based GED instructional program. GED Online is a Leadership project through adult education for youth who wish to study on their own in order to take their GED tests. Candidates sign up at an Enrollment Center and receive a CD for independent study on a computer in their own home or wherever they have internet access. Help is available academically through an online virtual teacher and in southern Nevada through a bi-monthly workshop. Marketing materials are geared toward dropouts, as Nevada's rate of youth who did not complete high school is one of the highest in the nation.

Current sponsors that are hosting Nevada GED Online are:

- Las Vegas-Clark County Library
- North Las Vegas Library
- Henderson Library
- Washoe County Library (serving referrals from neighboring Reno JobConnect)
- Sparks JobConnect
- 8 Adult Basic Education programs
- 14 Adult High School programs

- Job Corps
- Urban League of Southern Nevada

Discussions are currently underway with the Department of Employment, Training and Rehabilitation (DETR) to establish Nevada GED Online in all 10 JobConnect Resource Centers in the State.

The NDE will continue to foster collaborations in order to address the needs of disadvantaged youth and enable them, empower them to solve personal and societal problems that currently hinder them.

- F. Business Services. (§§112(a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:
1. Determine the employer needs in the local areas and on a statewide basis.
  2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

The state has determined what factors are critical to ensure the success of services to employers. These factors include identifying the type of business model that will increase employer satisfaction, manage and deliver employers services. Nevada's business plan stems from a business model that establishes One-Stop partners and NJC staff forming a joint team across program levels. We have determined clear niches of focus that connect us to specific industries, economic development partners and/or community colleges. This design consideration has allowed us to further leverage our funding and/or human resources. Other critical success factors include maintaining a comprehensive service delivery database that tracks our contacts, delivery of services and outcomes. The NJCOS serves as our contact management system. Our statewide brand has allowed us to design a statewide menu of employer services that can be readily accessed across the state.

The NJC is constantly evaluating the state's strategies to improve services to our employer's customers. We have adopted the single point of contact model for business service. The NJC offices hire dedicated specialized workforce development professionals who establish relationships with employers and industries. This specialized staff conducts local area outreach to individual employers and become the employer's primary point of contact. This approach has encouraged employers to list their job openings with the NJC offices. This helps to eliminate duplication of effort of the partnering agency staff that may also engage employers.

Additionally, some of the Wagner-Peyser Act funded staff work with industry clusters, and/or groups of related employers to address their local area labor demands, particularly for industries with labor shortages.

The following is an overview of the performance-based strategy for NJC Business Services.

**Goal One.** *Increase communication, networking and business outreach to build successful relationships with Nevada's employers and workforce system partners.*

**Strategy/Action Steps:** (who, what, when, where and how)

- a. Business Service Representatives and staff develop positive, service-oriented relationships with employers. The success of these relationships is measured by customer satisfaction surveys conducted over the telephone by NJC management and DETR's R&A Bureau
- b. Business Service Representatives and staff conduct business outreach by contacting new employers weekly. (There are a variety of resources available to conduct business

outreach including phone, direct mail and face-to-face visits.) Among the services offered to businesses are:

- i. Job placement
  - ii. Recruitment
  - iii. Training Resources
  - iv. Labor market Information
  - v. On-line resources
  - vi. Business incentives
- c. Business Service Representatives and staff maintain a supply of NJC brochures and information packets, which include a menu of our services. Packets are customized to individual business needs based on preliminary research done by the Business Service Representatives and staff using NJCOS, the Internet, and local business directories
  - d. Business Service Representatives and staff meet monthly with local economic development representatives and human resource professionals to discuss current workforce system needs and projected needs
  - e. Business Services staff visit and become familiar with e-based workforce system resource tools to include [www.workforceatm.org](http://www.workforceatm.org)
  - f. Business Service Representatives and staff write and, when appropriate, train on a procedure about how to target new employers
  - g. Business Service Representatives and staff write, and when appropriate, train on a procedure about how to target specific industry employers

**Goal Two.** *To exceed employer expectations by knowing and understanding the employers' needs.*

**Strategy/Action Steps:** (who, what, when, where and how)

- a. Business Service Representatives and staff utilize an employer assessment form that identifies the employers' needs and common interests. This information will be entered into NJCOS employer activity screen
- b. Business Service Representatives and staff utilize each employer's assessment and requested menu of services to develop an individualized plan of services for that employer within two weeks of assessment completion
- c. The Business Services unit subscribes to a number of media, including the Nevada Workforce Informer website, Business Resource Connection directory, and others. Business Service Representatives and staff read and access this material to remain current on business challenges, closures, employment data, and other workforce issues that employers face
- d. Business Service Representatives and staff contribute to articles addressing workforce development issues, and have provided local media with sound bites and film for area broadcasts addressing unemployment rates, the local job market and other employment-related topics

**Goal Three.** *To increase Nevada JobConnect's ability to match the skills that employers want with the skills that applicants possess.*

**Strategy/Action Steps:** (who, what, when, where and how)

- a. Business Service Representatives and staff conduct strategic outreach to target those industries whose employers want the skills that applicants possess based upon NJC One-Stop surveys
- b. Business Service Representatives and staff establish and facilitate an Advisory Group for the manufacturing, construction, hospitality, and faith-based and retail industries. These groups comprised of public, private and nonprofit sector members and related partners within industry clusters, meet frequently to listen to expert speakers and to



- discuss areas of common interest. They also act as a research resource that allows ESO personnel to better serve both industry and individual company needs
- c. **Business Service Representatives and staff compile comprehensive reports identifying the effectiveness and outcomes resulting from the Advisory Group meetings and how these outcomes serve to accomplish the goals and objectives of the targeted industry cluster initiative**
  - d. **NJC provides both short and long-term training opportunities through co-enrollment with Workforce Investment partner programs in career fields in which there is a documented need. Some of these career fields include Commercial Driver's License (CDL), Certified Nursing Assistants (I), forklift certification and computer skills. Co-enrollment maximizes training dollars, assists the customer to increase their employability and helps all WIA partners achieve their goals**
  - e. **On-the-job training contracts are marketed to employers as an incentive to hire and train an individual who is lacking the skills needed to perform a certain job. The cost of training the individual can be deferred with wage reimbursement of up to 50% during the training period for the trainee**
  - f. **NJC provides job match services for employers listing job orders through the NJCOS. Improved O\*Net coding has enabled better matching of qualified job seekers to the employer's minimum qualifications for the job order. Interactive voice response calls can be generated to these applicants to notify them of the job opportunity.**

To ensure timely feedback from employers, an Employer/Business subcommittee will be appointed. This committee will have the responsibility of identifying employer requirements such as; experience required; training requirements desired skill sets, soft skills needed, and current or projected labor market demands.

The Employer/Business Relations Committee also arranges bi-annual employer/business focus groups, to keep the business communities appraised of the one-stop delivery system and the benefits of utilizing the system. These focus groups solicit feedback from employers and business focus groups regarding what works well, what needs to be improved, and what additional services should be added to enhance the One-Stop system.

- i. Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)

The Federal tax credit program administered in Nevada is the Work Opportunity Tax Credit (WOTC). The Welfare-to-Work Tax Credit has been merged into the WOTC. Program technical assistance for NJC staff is available via the Intranet. During the interview process, staff uses the WOTC Program Desk Guide to determine if a client meets the criteria for a target group and when referred to an employer, the jobseeker will be provided with a copy of the employer packet and will inform the employer of the company's potential tax credit if they are hired. Employers will be instructed to contact the WISS unit for guidance in applying for the tax credit. Active participating employers are kept abreast of any program changes. Frequent contact is made with employers to encourage continued participation.

Nevada WOTC works closely with other state agencies in sharing information regarding applicant eligibility or in providing technical program assistance. Some agencies contacted are: Nevada BVR, U.S. Probation, Nevada Department of Corrections, Nevada Parole & Probation, and Nevada Welfare.

In concert with the DOL brochures, Nevada is in the development stages of designing new brochures for jobseekers and employers. These new brochures will be distributed to all NJC offices and various state and/or private sector agencies.

**The Business Services Representatives and staff in NJC offices promotes WOTC during their on-site employer visits. NJC staff promotes WOTC during jobseeker orientations.**

**The WOTC Coordinator visits NJC offices to provide training. Regular visits are made to other state agencies and any private sector entity that would like training.**

**G. Innovative Service Delivery Strategies (§112(b)(17)(A).)**

- 1. 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. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).**

**The Governor and the SWIB are committed to the integration of workforce development initiatives with economic development efforts to create a demand-drive system for Nevada.**

**“Unlocking Nevada’s Future” provides an overview of the state-level goals and objectives for economic diversification for Nevada. Developing the state strategy for economic diversification involved various partners including state agencies/commissions and local/private partners. Partners for the initiative meet quarterly to assess progress on action items and other plan elements. This assessment will not only encourage action item completion, but will allow for changes and adjustments necessary to address the rapidly changing environment.**

**The demographic mix of Nevada’s rapidly growing population and the type of new jobs will continue to be a challenge for organizations providing employment and training opportunities for Nevada’s employers and job seekers. Nevada’s new economy is rapidly changing. The measure of success for the NJC system is the ability to move quickly to consolidate and streamline workforce development services statewide to meet the needs of current and future employers and job seekers.**

**“Building Prosperity: An Action Plan for Rural Nevada,” discussed in Section IX. A. 2. addresses Governor Gibbons’ priority of promoting diversification in the rural communities. Accessing education and workforce development opportunities is one of the primary goals of the state plan.**

**Nevada recognizes the importance of developing partnerships with business. The NJC system adopted some of the marketing approaches as outlined by the National Business Engagement Consortium. The goal of the Business Services Consultant Program is to offer the business community direct access to a full menu of NJC services. Business Service staff analyzes, coordinates and targets resources to meet the needs of high growth industries.**

**Nevada is actively participating in the U.S. Department of Labor National Business Partnership for Jobs Initiative. This effort connects national corporations with the public workforce system throughout the nation. Successful partnerships in Nevada include Home Depot, CitiGroup, Health Care of America, Toys R Us, Manpower, and Swift Transportation.**

**In an effort to reduce recidivism among ex-offenders, the SNWIB partnered with the Nevada Department of Corrections, to sponsor an ex-offenders “Going Home Program”, which prepares offenders with the job and life skills necessary to become productive citizens.**

**To meet the severe shortage of healthcare workers in Nevada, both LWIBs partnered with various health care organizations to prepare workers for long-term employment in these high demand occupations.**

**Through the leadership of the Governor and the SWIB, the NJC system is committed to being the first choice of employers looking for skilled workers, and the first stop for job seekers looking for employment.**

**Nevada anticipates these initiatives outlined above will assist in maximizing and non-duplication of resources with increased service levels and improved quality of services.**

**Funds leveraged for the planned service delivery strategies to meet the Governor's vision for a demand driven system include:**

- **WIA Title I B formula funds**
- **WIA Governor's Reserve**
- **Non-WIA state funds – for example, Train Employees Now (TEN) – state general funds to the Commission; the Career Enhancement Program (CEP) – employer's UI contributions**
- **Private sector matching funds for pilot and incumbent worker training projects**

**Please refer to Attachment A for further information concerning Nevada's strategies.**

5. If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment. N/A

H. Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.

**The LWIBs partner with both FBOs and CBOs to deliver employment and training services throughout WIA.**

**DETR/ESD has been proactive both in collaborating with FBOs and CBOs and in nurturing and developing linkages between the Employment Service (ES) programs and FBOs. The impetus for these efforts is to ensure that:**

- **The untapped pool of workers that can be accessed through linkages with the FBOs is utilized to meet the current workforce needs of our employer community, and**
- **Leveraged resources through collaborative efforts result in innovative projects whose effectiveness is maximized by the expertise of each partner organization**

**Following are examples of actions initiated by the ES that fostered close working relationships between the state and the FBOs and successful collaborative initiatives.**

- **On July 12, 2000, ES began developing a significant relationship with the Church of Jesus Christ of Latter Day Saints (LDS), which has 100,000 members in southern Nevada. Twenty LDS Ward Representatives met with the manager and select staff of the Maryland Parkway NJC office. The meeting was the first step for the organizations to**

begin a collaborative relationship that benefits the employers and job seekers both organizations serve. Representatives from both organizations presented an overview of the programs each offered, identified areas in which the organization could use assistance, and how it was envisioned the two organizations could work together. The LDS Employment Manager brought his counterpart from Detroit, Michigan to share his experience at collaborating with ES in Michigan. The LDS Employment Manager and two of his staff attended One-Stop Training facilitated by Greg Newton and Associates, paid by DOL with a Technical Assistance Grant.

- An initiative was established to develop closer relationships between the NJC offices and FBOs. A database with lead contacts and reemployment services the organization provides has been developed. FBOs were provided business cards to be used for referrals to the NJC offices. When the individual presented the business card, the NJC manager followed up with the FBO to thank them for the referral. This initiative has been re-launched and is now focused on eliciting the assistance of the FBO to alleviate the shortage of trained culinary workers for the hospitality industry in Las Vegas. The Business Service staff is now making contacts with FBOs. The goal is to encourage the faith community to refer individuals to the NJC offices who are interested in receiving training in culinary trades. ESD engages in a collaborative effort with Nevada Partners Inc., a Title I provider, and the Culinary Training Academy to increase the number of trainees in the Culinary Training Academy. Wherever possible, trainees are enrolled in both WIA Title I and CEP. Each program pays a portion of the individual's training. NJC is committed to the idea that working closely with the FBOs will result in our accessing an untapped source of trainees to help meet the demand for trained culinary workers.

#### X. State Administration

- A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)

The NJCOS is a multi-agency system and allows services to be provided and shared by different state and local programs and agencies. Staff from all entities using NJCOS can provide service and make entries into the system to facilitate case management and service delivery across programs. NJCOS enables staff to enter case management records, perform job matching and referral functions. Nevada's two LWIBs started using NJCOS on July 1, 2005, for their state-level comprehensive WIA database.

The NJCOS enables customers to register with NJC from any Internet-connected computer. Customers are able to:

- Perform on-line job searches
- Use a job scout to receive notification of job openings on a scheduled basis
- Create a resume and cover letters
- Get information about employment and training services provided by NJC offices

Resumes and job openings entered into the NJCOS system will be submitted to America's Job Exchange (AJE) and Job Central on a daily basis. All job orders entered into AJE and Job Central by Nevada employers and the surrounding states will be imported into the NJCOS system, and likewise, all job orders entered into NJCOS will be exported into AJE and Job

**Central. This provides job seekers with a greater number of job opportunities when conducting their job searches and will also assist Nevada employers in their recruitment efforts.**

**All NJC offices have a resource room available to job seekers which includes computers with Internet access and shortcuts to other web-based job search and recruitment tools. The resource rooms also provide access to copiers, faxes, telephones, labor market information, and publications on various job search and recruitment topics.**

**NJCOS unifies the state workforce information system through a collaborative training effort. From the SWIB to the LWIBs, from DETR administration to provider case managers, staff capacity building has been enhanced through NJCOS technology.**

**B. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128(a)(1).**

**Nevada invests in all of the required statewide employment and training activities and several optional activities in support of the Governor's goal for the workforce investment system. The activities are consistent with WIA Title I-B Sec. 134(a)(2)(B) and Sec. 134(a)(3). These statewide activities include:**

- Operating, maintaining, and enhancing the Nevada JobConnect One-Stop Operating System**
- Improving access to services for persons with disabilities**
- Supporting and disseminating a state ETPL**
- Providing incentive grants to local areas for exemplary performance**
- Providing technical assistance to LWIBs failing to meet performance measures**
- Assisting in the establishment, maintenance, and operation of the Nevada JobConnect system**
- Providing additional assistance to local areas that have a high concentration of eligible youth, and**
- Marketing the Nevada JobConnect system to businesses and job seekers**

**C. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189(i)(4)(A), and 192.)**

**Nevada is requesting as part of this plan an extension to the waiver to grant individual LWIBs, with the Governor's approval, the ability to transfer up to 100% of each program year allocation between the adult and dislocated worker funding streams, continuing through Program Year 2008.**

**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 NJC 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. See Attachment C, the waiver plan is presented in the format requested in WIA Section 189 (i)(4)(B) and WIA Regulations §661.420(c). The plan outlines how this waiver will assist Nevada in**

**developing its workforce investment system.**

**In addition to the above waiver, Nevada is seeking a waiver on the 17 performance indicators for employment and training activities authorized under sections 129 and 134 of the Workforce Investment act to enable Nevada to implement the six (three adult and three youth) common performance measures beginning July 1, 2007, through June 30, 2009.**

**Nevada's main goal for this waiver is to enhance integration of the One Stop System by use of a single measurement to test performance across all employment and training programs. In addition, the implementation of the common measures will simplify and streamline performance accountability and will be more cost effective.**

D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.

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. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)

**Nevada is requesting a waiver as part of this modification to the two-year State Plan, which will allow Nevada to implement the six common performance measures beginning with Program Year 2007.**

**LWIBs have provided input into the state's proposed levels of performance for Program Years 2007 and 2008 for the State Plan. A negotiation meeting with both LWIBs was conducted on April 26, 2007, via conference call, to finalize levels of performance for Program Years 2007 and 2008.**

**In setting performance goals under WIA, Nevada seeks to establish levels that are both realistic and attainable given the socio-economic conditions of the state, while supporting Nevada's overall strategic plan to meet the needs of both the employer and the job seeker.**

**Nevada will continue to strive for continuous improvement by proposing higher levels of performance for some measures while taking into consideration the current level of other measures, which continue to be a struggle for the state and the LWIBs (for example, the Youth Attainment of Degree or Certificate.**

**Through regular discussions, Nevada works with both the State and Local Boards to determine appropriate employment and retention goals. In order to modify strategies to improve performance, DETR staff conducts regular monitoring of the key indicators of performance and provides feedback and training when appropriate.**

**Since the inception of WIA, both LWIBs' negotiated levels of performance have reflected the State's levels.**

2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)

**The State tracks all targeted customer groups as required under WIA Title I, Wagner-Peyser and Title 38 (Veterans). The targeted populations are listed under the following categories:**

- **Migrant and Seasonal Farm workers**
- **Persons with disabilities**
- **Unemployment Insurance claimants**
- **TAA/NAFTA affected workers**
- **Veterans (all categories)**

3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?

**Nevada has elected not to add any additional performance measures for the LWIBs other than the ones required by the USDOL.**

4. Describe the State's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)

**Nevada has been using NJCOS for data and reporting for Wagner-Peyser Labor Exchange, Veterans, and reporting WIA since July 1, 2005.**

**NJCOS is a unique web-based, One-Stop operating system designed to help the state and LWIBs effectively and efficiently meet the requirements of WIA. NJCOS is an automated, comprehensive case management and reporting system that contains all the necessary components to meet the requirements of WIA, Wagner-Peyser, Veterans, and MSFW and allows for additional state and local requirements.**

**Nevada uses America's Job Link Alliances reporting tool known as Data Analysis Report Tool (DART) for the purposes of extracting data from NJCOS to produce the Wagner-Peyser Labor Exchange and Veterans' reports, and to do conduct data validation. Starting July 1, 2005, both LWIBs began using NJCOS for entry of all new clients; however, Nevada anticipates 12-month lag before WIA reports can be solely produced from NJCOS. Extracts from NJCOS and the LWIB databases are being used to produce the data for federal reports. This process will continue throughout the next 12 months with an approximate end of the second fourth quarter of PY 2007.**

**DART provides the processes necessary to produce the federal reports directly from a computer. When reports are generated by DART, the system creates all output files for data validation and uploads to the Enterprise Information Management System (EIMS), which are then submitted online through the federal Labor Exchange Reporting System. DART will print reports to paper, to PDF files, or to text files. The system has also been developed to include State reports, which continue to be updated and enhanced, as special reporting and ad-hoc reports are needed. DART allows creation of customized reports.**

Wages are uploaded to both NJCOS and the DART reporting tool from Nevada's quarterly employer wage information files, as well as through WRIS wage process to obtain other states' quarterly wage information.

Nevada is constantly striving toward improvement. On July 1, 2004, Nevada implemented an Employment Service Self- Appraisal System (SAS) to determine success in reaching goals and to correct deficiencies in performance. SAS is based upon a comparison of planned activity levels, as stated in the state performance measures and goals, and accomplished results. It provides a basis for measurement of anticipated performance in terms of end results that assist jobseeker and employer customers in obtaining suitable employment or employees rather than a simple measurement of transactions.

Key elements of the SAS described by regulations are:

- Quarterly numerical appraisal at the local and administrative office levels
- Annual non-numerical appraisal at the local and administrative office levels
- A formal corrective action process
- Upward communication of appraisal results
- Review of local office appraisal results at the regional office level and review of local office analysis and actions at the administrative office level, and
- Feedback to the local office on appraisal results and corrections planned

Nevada has local management reports that can be accessed daily to assist with Wagner-Peyser, Veterans, and WIA activities and outcomes. Statewide monthly performance reports (Performance Indicators) are produced for review at the administrative level. Ad hoc reporting is supplied as needed through the Oracle query tool known as Discoverer.

Nevada has been using NJCOS for data and reporting for Wagner-Peyser Labor Exchange and Veterans. WIA reporting will be done from NJCOS for all new enrollments entered by the LWIBs since July 1, 2005.

5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)

Annual performance on federal measures and outcomes are presented to the SWIB for their review. SWIB members include:

- Director of DETR, who is responsible for the administration of the Employment Service, Unemployment Insurance, Veterans Employment and Training Service, TAA, NAFTA, Rapid Response, Vocational Rehabilitation programs
- Other key partners including representatives of the private sector
- Superintendent of Public Instruction (overseeing secondary education)
- Chancellor for the University and Community College System of Nevada
- Director of the Department of Human Services (responsible for Welfare, Senior Community Employment Service Program, and Community Block Grants)

These SWIB members ensure continuous collaboration and improvement in the system's service delivery and effectiveness.

Please refer to Attachment A for further information on key partners.

6. How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards



use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)

**Nevada has developed and operates a program and performance management and monitoring system to assist the SWIB and LWIBs in identifying problems in meeting their negotiated levels of performance.**

**The performance and management system collects and reports program and performance information, which is needed to assess the effectiveness of program services and to comply with federal reporting requirements.**

**Program management activities include:**

- **Report and data element validation**
- **Performance reviews**
- **Incentive awards/sanctions**
- **Annual on-site reviews**
- **Technical assistance and capacity building**

**The WISS unit of DETR conducts quarterly analysis on LWIB performance. When an LWIB fails one or more measures for a quarter, a written corrective action plan is required by WISS. The information provided by the LWIB is also used to prepare the response to the DOL quarterly analysis letter. The review of performance assists the state and LWIBs in determining the cause of the poor performance and what steps need to be taken to improve performance. LWIBs' performance measures are reviewed and evaluated at least quarterly.**

**WIA SCP Section 1.16 – Performance Standards/Incentive Awards outlines what steps will be taken by the State when an LWIB fails a measure for either one or two consecutive years. WIA SCP Section 5.6 – Sanctions and Resolution Process provides a list of possible sanctions to be imposed when the LWIB fails to meet levels of performance for a second consecutive year. Both formal and informal technical assistance is provided to an LWIB failing to meet their levels of performance.**

**Annual on-site reviews are conducted to ensure LWIBs and their service providers are in compliance with the requirements of WIA and other administrative circulars.**

**On July 1, 2005, the LWIBs began using NJCOS, the statewide data collection and reporting system. As a result of this transition, performance and management reporting will be accessible at the state and local levels for continual monitoring and evaluation of WIA performance standards.**

7. What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy.  
NOTE: ETA will issue additional guidance on reporting requirements for common measures.

**Nevada, along with the other five America's One Stop Operating consortium states, has implemented the necessary updates for common measures in the One-Stop system. Implementation of the new data elements needed for common measures was in place July 1, 2005. The data collection for Literacy and Numeracy Gains was completed and both LWIBs received training to input Literacy and Numeracy data into the NJCOS system.**

**State level reports have been updated with the new performance measures to include the needs of continuous improvement of the common measures.**

8. Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)

**The table in Attachment D contains Nevada's proposed levels of performance for the fifteen core measures, three youth common measures and two customer satisfaction measures for Program Years 2007 and 2008.**

E. Administrative Provisions

1. Provide a description of the appeals process referred to in §116(a)(5)(m).

**When an entity requests designation as a local area and is not granted that designation by the Governor, they may submit an appeal to the SWIB.**

**The appeal must be submitted in writing to the SWIB chair and Board Liaison within 30 days from the date of the denial, including a statement as to why they should be reconsidered for designation as a local board based on the requirements in WIA Section 116(a) (2 and 3).**

**Upon receipt, the SWIB will appoint an individual review committee (Committee) comprised of individuals with no potential or actual conflict of interest in the designation of a local area.**

**Within 30 days after being appointed, the Committee will provide a recommendation to the Governor and the SWIB.**

**The Governor, in collaboration with the SWIB, will issue a written decision on the appeal request within 30 days of receipt of the recommendation of the Committee.**

**If the entity requesting the appeal is not designated as a local area, they may request a review from the Secretary of Labor within 30 days of receipt of the written decision from the Governor and the SWIB.**

**Appeals to the Secretary of Labor must be in writing and must be submitted by certified mail, return receipt requested to:**

**Secretary  
U.S. Department of Labor  
Washington, DC 20210  
Attention: ASET**

**A copy of the appeal must be also provided to the SWIB at the same time.**

2. Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188.

**The Employment Service Complaint System adheres to strict guidelines regarding compliance with non-discrimination requirements. The system is bound by federal regulations at 20 CFR 658.414 which guide the process for referring non-Job Service related complaints to the appropriate agency. The SMA is responsible for:**

- Referral of the complaint
- Recording the referral on the complaint log

- **Preparation and maintenance of the file on all complaints filed**

**In addition, the SMA has completed a consolidation of Wagner-Peyser and WIA complaint procedures, which will allow NJC Offices to handle complaints in a uniform and consistent manner regardless of the origin or nature of the complaint. This seamless complaint system has been drafted and is awaiting final approval and implementation.**

**The SWIB and DETR have taken a number of steps to ensure compliance with the nondiscrimination requirements outlined in WIA Section §188.**

**On September 13, 2005, the Director of DETR received notification from the Director of the Civil Rights Center, USDOL, that the required Methods of Administration (MOA) submitted by DETR continued to provide a reasonable guarantee of compliance with the equal opportunity and nondiscrimination provisions of 29 CFR Part 37.**

**The role and responsibilities of the designated DETR Equal Opportunity Officer are clearly defined in the MOA, including the oversight and review at the LWIB and subrecipient levels and the provision of technical assistance to ensure compliance.**

**WIA State Compliance Policies Section 4 contains the following policies:**

- **4.1 – Equal Opportunity Provisions of WIA and Corrective Actions and Sanctions for Non-Compliance**
- **4.2 – WIA Program Provisions Including Employment Opportunities and Accessibility for Individuals with Disabilities**
- **4.3 – Discrimination Grievance/Complaint Procedure**
- **4.4 – Non-Criminal Grievance/Complaint and Hearing Procedure**
- **4.5 – Sexual Harassment – Grievance/Complaint Procedures**
- **4.6 – Nepotism**
- **4.7 – Incident Reporting Requirements**

**These policies provide guidance to the LWIBs and their service providers to ensure compliance with the nondiscrimination and equal opportunity provisions of the Act.**

#### **XI. Assurances**

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –
  - a. The State has implemented the uniform administrative requirements referred to in section 184(a)(3);
  - b. The State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
  - c. The State has taken appropriate action to secure compliance with section 184(a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)

5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117I(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189I of the Act), which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
  - General Administrative Requirements:
    - 29 CFR part 97 –Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
    - 29 CFR part 96 (as amended by OMB Circular A-133) –Single Audit Act
    - OMB Circular A-87 –Cost Principles (as amended by the Act)
  - Assurances and Certifications:
    - SF 424 B—Assurances for Non-construction Programs
    - 29 CFR part 37 –Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR §37.20
    - CFR part 93 –Certification Regarding Lobbying (and regulation)
    - 29 CFR part 98 –Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
  - Special Clauses/Provisions:
    - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
1. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
2. The State certifies that veterans’ services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
3. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
4. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
5. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
6. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
  - a. Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
  - b. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;

- c. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- d. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- e. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

- 7. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

**Name of WIA Title I Grant Recipient Agency:**

**PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

**Name of WIA Title I Grant Recipient Agency:**

Department of Employment, Training and Rehabilitation

Address: 500 East Third Street, Carson City, Nevada 89713

Telephone Number: (775) 684-3911

Facsimile Number: (775) 684-3908

E-mail Address: tljohnson@nvdetr.org

**Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):**

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

**Name of WIA Title I Signatory Official:** Terry Johnson, Director

Address: Department of Employment, Training and Rehabilitation

500 East Third Street, Carson City, Nevada 89713

Telephone Number: (775) 684-3911

Facsimile Number: (775) 684-3908

E-mail Address: tljohnson@nvdetr.org

**Name of WIA Title I Liaison:** Cynthia A. Jones, Administrator

Address: Employment Security Division

500 East Third Street, Carson City, Nevada 89713

Telephone Number: (775) 684-3909

Facsimile Number: (775) 684-3910

E-mail Address: cajones@nvdetr.org

**Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:**

Cynthia A. Jones, Administrator

Address: Employment Security Division

500 East Third Street, Carson City, Nevada 89713

Telephone Number: (775) 684-3909

Facsimile Number: (775) 684-3910

E-mail Address: cajones@nvdetr.org

**Name and title of State Employment Security Administrator (Signatory Official):**

Cynthia A. Jones, Administrator

Address: Employment Security Division

500 East Third Street, Carson City, Nevada 89713

Telephone Number: (775) 684-3909

Facsimile Number: (775) 684-3910

E-mail Address: cajones@nvdetr.org

## ATTACHMENT A

### *Innovative Service Delivery Strategies*

#### *Example I*

The Nevada JobConnect Workforce System and our economic development, education and training partners are increasingly using an industry sector service delivery model to identify, validate and support local industry groupings that are comprised of high growth industries. We recognize the growing interest in and mounting evidence of the benefits of a sectoral approach to business services.

In order to shape any sustainable improvements in or expansions of the employment opportunities available to workers, our initiative has found ways to make a noticeable and valued contribution to the targeted industry(s). This has been accomplished in part when the parties involved in setting up the initiative began to understand the workings of the industry, its stakeholders, and its operating context well enough to be able to identify the types of activity and assistance that will address the key problems that challenge the industry. Our industry specific workforce development initiatives exhibit the following four characteristics:

- They target a selected industry or subset of an industry to address the workforce challenges that are specific to the industry.
- They position themselves as a strategic partner within the industry – one that possesses deep knowledge of the targeted industry and understands the culture, competitive pressures and regulatory environment that shape workforce issues.
- They excel at leveraging employment opportunities for job seekers. This purpose is their core mission.
- They work with the relevant labor market stakeholders – community colleges, community-based nonprofits, employer associations, policy makers, etc. – to develop systemic solutions to recurring workforce challenges faced by both employers and job seekers.

#### *Example II*

Nevada JobConnect has formed industries specific, employer advisory groups for the hospitality and manufacturing industries. Each advisory group has a specific mission, goals and objectives. This approach has allowed us to actively use business customers as advisors in the design of and implementation of employer services. Services therefore, are built around a customer perspective rather than the One-Stop operator viewpoint.

The following is an example whereas we have engaged employers in this public workforce initiative, which supports our industry-led demand-driven model.

#### **Mission**

To strengthen the existing Southern Nevada businesses, and enhance the region's economic diversification through expanded workforce development, improved education, and on-going training programs.

#### **Goals and Objectives**

The workforce system has historically been driven by the dynamics of the supply side, the job seeker. This approach clearly ignored the demand side, the employers. Nevada JobConnect is focusing on employers and recognizing them as our primary customer. If we can meet the workforce needs of employers, we will be able to serve the needs of job seekers.

- ✘ Recruiting, pre-screening and hiring qualified employees
- ✘ Finding people with certain specialized skills that are in short supply – nurses, for example
- ✘ Finding workers who have both technical and personal skills
- ✘ Finding workers with computer skills
- ✘ Dealing with seasonal labor shortages
- ✘ Understanding and complying with equal opportunity requirements
- ✘ Finding effective, affordable ways to advertise positions



### Example III



#### The Nevada JobConnect, Community Wide Partnership

The Southern Nevada Workforce Investment Board (SNWIB), Nevada JobConnect (NJC) Community-Wide Partnership involves a consortium of public and private organizations with a capacity and expertise to provide job readiness services essential to re-direct the unemployed, underemployed, and welfare recipients toward a life of gainful employment. The Partnership was originally formed as a result of the Department of Employment, Training & Rehabilitation (DETR) having *listened to the voice of the employer community. We recognized and envisioned the employers' need for a more sophisticated and comprehensive service as it relates to the recruitment, screening, training, placement, and retention of job seekers.*

The collaborative efforts of the participating partners are serving the needs of job seekers, employers, and as a result, address some of the overall needs of this community. In the process, it has raised the awareness of our role in public service to *identify, create, and implement* a program that serves our job seeker and business customers.

The partnership provides Nevada JobConnect the opportunity to prescreen possible applicants for future employment opportunities found within the communities demand occupations. Some of the services provided through the Partnership are:

- Participant Identification
- Pre Screening/Job Matching
- On Site Recruitment/Hiring Events
- Assessment
- Job Ready/Job Training Orientations
- Life Skills Training
- Customized Occupational Training
- Tracking Participants and Services
- Post Employment, Retention Services

The NJC Community Wide Partnership for this particular partnership presently consists of the following agencies:

- # # # *Nevada JobConnect*
- # # # SNWIB
- # # # *Department of Employment, Training and Rehabilitation*
- # # # *Nevada State Welfare Division*
- # # # Community College of Southern Nevada
- # # # WIA Title I Partners
- # # # Nevada Partners, a private non-profit corporation
- # # # Community Based Organizations
- # # # Other services as determined

#### The NJC, Community Wide Partnership, with the Nevada Staffing Association

The Department of Labor's Employment and Training Administration supports a cooperative working relationship with staffing agencies' as customers and partners. The public workforce system (Nevada JobConnect) and the staffing industry share the common goals of serving businesses looking for qualified workers, as well as serving job



(ETA)  
both

seekers and workers looking to advance their careers. The expertise and the resources of these entities contribute to the development of a demand driven system that better addresses the needs of all customers.

By partnering, both systems can meet and exceed business needs through the operation of an integrated public and private workforce system that finds self-sustaining jobs for all workers and enhances local economic development.

Bill Overly, Business Services Manager, Nevada JobConnect, approached the Nevada Staffing Association to discuss and explore creating a public private partnership that would serve the workforce development needs of the staffing industry as well as the businesses that they serve. Mr. Cornelius Eason, President, Nevada Staffing Association, arranged for a meeting with their board of directors at which time Mr. Overly presented the proposed public/private partnership. The board of directors agreed to present the idea to their members. Mr. Overly presented the plan at the association's monthly membership luncheon held at Nevada JobConnect, Maryland Parkway Office, January 20, 2005. The plan was well received by those in attendance and given the go ahead to pursue the partnership.

### **What is the Nevada Staffing Association?**

The Nevada Staffing Association is the voice of the local staffing industry. promote the interest of their members through legal and legislature accuracy, relations, education and the establishment of high standards of ethical conduct. are members of the American Staffing Association, which has 71 chapters in 43 and District of Columbia.



They  
public  
They  
states

NSA members include Priority Staffing, Technology Professionals Exchange, Inc., Millenium Services, Manpower Inc. of Southern Nevada, Staffmark, Accountants, Inc. Express Personnel Services, Addeco, Alpha Services, Kelly Services, Ultimate Staffing among others.

Members of the NSA serve the workforce development needs of demand occupations to include health services, retail, financial, manufacturing, construction, hospitality, and information technology.

### **Why Partner with NSA?**

According to the Bureau of Labor Statistics, 2 million people per day are employed by staffing companies. One million new jobs have been created by firms over the past eight years. While temporary workers are less than 2% of the nations total employment, 90% of all companies use staffing firms.



staffing

### **Benefits of the Partnership**

A public private partnership such as NJC and NSA can offer numerous benefits to individuals and the local community such as:

- ◆ Increasing the rate of referrals for both the staffing agencies and the public workforce investment system, including cross-referrals – where workers are referred to jobs that match their interests and skills without the cost of job developers, job search workshops and other expenses associated with measurement;
- ◆ Increasing the referral rate of jobseekers to staffing firms, resulting in quicker placements, thereby shortening the period of unemployment for jobseekers;
- ◆ Creating opportunities for additional training for workers;



- ◆ Sharing workforce information between staffing agencies and the public workforce investment system;
- ◆ Expanding the number of job opportunities for One-Stop Career Center customers through staffing firm referrals;
- ◆ Targeting joint workforce development projects to reduce welfare dependency;
- ◆ Helping to place employees with disabilities.

### **Expected Outcomes**

Nationally One-Stop Career Centers have realized the value added when with staffing agencies, which have included:



partnering

- ◆ Access  
The One-Stop and its partners have gained access to countless openings with major employers in the area that are heavily represented in a wide range of high-growth industries such as services and healthcare.
- ◆ Credibility  
Established as a business-driven, responsive, and valued partner of employers.
- ◆ Culture  
The culture of the public workforce development system changes and evolves as it works more and more with employers.

## **The NJC, Community Wide Partnership, with Wynn Las Vegas**



Wynn Resorts is presently developing Wynn Las Vegas a \$2.4 billion casino, which is scheduled to open in April 2005. It will have 2,701 rooms and suites, 18 dining rooms, which includes six restaurants and a new 18-hole championship golf course. The resort plans to offer high-end boutiques and a full service Ferrari and Maserati car dealership. This property will be like nothing else previously seen or experienced in Las Vegas, or anywhere else.

Mr. Arte Nathan, Senior Vice President, Human Resources, Wynn Resorts, and Governor's Workforce Investment Board Chairman, has been quite pleased with the services provided by the Community Wide Partnership. Mr. Nathan was the driving force in forming the partnership with DETR in 1998 when he served in the same capacity for the Bellagio. In May 1998, the first meeting was held with Mr. Nathan and DETR to draft the Community Wide Partnership Plan, one that could also embrace other gaming properties. As was the intent then, the partnership continues to place unemployed, underemployed and welfare recipients in service industry occupations.

Nevada JobConnect is fortunate to be given this opportunity to once again work with Mr. Nathan and his team, which is in alignment with the Nevada JobConnect business marketing campaign. The campaign includes the following services; identifying, pre-screening and referring qualified job seekers to Wynn Las Vegas.

Bill Overly, Business Services Manager, has had several meetings with Mr. Nathan; Don Merritt, Director of Staffing & Development; Shana Wiley, Employment Manager, and Jennifer Castaldy, Assistant Employment Manager, Wynn Las Vegas, to discuss how the Nevada JobConnect System can be of assistance to Wynn Las Vegas with their workforce needs in preparation for the property opening. It is estimated that Wynn Las Vegas will create 8,000 plus new jobs.

### **The Team**



- For the purposes of this partnership, the team will consist of all Nevada JobConnect local offices, WIA Title I Partners, System Partners, approved training providers, and the Southern Nevada Workforce Investment Board (SNWIB). A representative(s) will be assigned to serve as the Employer Relations Account Manager for this recruitment.

### **When**



- Wynn Las Vegas, NJC, Community Wide Partnership Program relates to a specific hire timeline for the new hotel and job orders will be activated in the Nevada JobConnect system for many of these positions.
- The initial recruitment phase may begin as early as November 1, 2004.

### **Taking it to the Streets**



Wynn Las Vegas is committed to this community outreach program, which will target some of the more challenged parts of our city, making local residents aware of their employment opportunities.

Wynn Las Vegas will be utilizing a state of the art web based online application process. Various locations have been identified in the Las Vegas community, whereas applicants will be able to apply online. Each location will provide bilingual (Spanish) staff assistance to help applicants who maybe

language challenged and in need to have help with the computer. The idea is to simplify the application process for those individuals in need of staff assistance.

**The Community Wide Partnership Plan pursues alternative recruitment methods intended to target candidates for hard to fill positions. Several future job opportunities will include:**

<i>Guest Room Attendant</i>	<i>Utility Houseperson</i>
<i>Houseperson</i>	<i>Casino Porter</i>
<i>Kitchen Helper (Culinary Trainee)</i>	<i>Utility Porter</i>
<i>Laborers – Horticulture</i>	<i>Kitchen Worker</i>
<i>Laborers – Engineering</i>	<i>Stove Cleaner</i>
<i>Golf Landscapers</i>	<i>Porters</i>
<i>Gardeners</i>	

**Community Connection Locations**

Location	Contact Person	Resource Center	Hours of operation
Nevada JobConnect (NJC) One-Stop	Kelly Karch, Manager	5 computers	8am-4pm, Monday through Friday NJC will provide a resource center monitor during hours of operation
Nevada JobConnect (NJC) One-Stop 119 Water Street, Henderson, NV	Charles Smith, Manager	5 computers	8am-4pm, Monday through Friday NJC will provide a resource center monitor during hours of operation.
Nevada JobConnect (NJC) One-Stop 2827 North Las Vegas, North Las Vegas, NV	Debbie Lindemenn Acting Manager	5 computers	8am-4pm, Monday through Friday NJC will provide a resource center monitor during hours of operation.

**Community Outreach Affiliate Locations**



In addition to Nevada JobConnect Offices and respective system partners' locations, the following locations have been identified where applicants will *receive staff assisted services* when applying to Wynn Las Vegas.

LOCATION	CONTACT PERSON	RESOURCE CENTER	HOURS OF OPERATION
Welfare Division, Professional Development Center 701 N. Rancho Las Vegas, NV	Sharon D. Vail, Employee Development Manager	20+ computers	8am-4pm, Monday through Friday Hours of operation can be adjusted to include Saturday. Coverage for the resource center can be shared by welfare and/or Nevada JobConnect system.
City of Las Vegas, Doolittle Community Center 1950 N. "J" Street	Mel Oliver, Coordinator Ellen Anderson,	6 computers in rec center, 8 computers in the senior center	Monday through Friday, times TBA 9am-5pm, Saturday 12 noon-5pm Sunday

Las Vegas, NV	Coordinator	upon availability	The City of Las Vegas may provide resource center monitors during the hours of operation.
Nevada Partners, 710 W. Lake Mead Blvd. Las Vegas, NV	Chris Miller, Employer Relations	20 computers	8am-6pm Monday through Friday 9am-3pm, Saturday Nevada Partners will provide a resource center monitor during hours of operation.

***Community Outreach Satellite Locations***

In addition to the Nevada JobConnect Office and affiliate locations, locations have been identified where applicants can receive regarding the partnership and employment opportunities with Wynn Las Vegas. These locations will not provide staff assisted services rather will encourage interested applicants to visit and apply at the Nevada JobConnect One-Stops, Chambers of Commerce, NAACP offices, Equal Opportunity Board(EOB) etc.



satellite information

## **Example IV.**

### **NEVADA JOBCONNECT'S JOB ORDER QUEST PARTS I, II and III**

#### **Background**

Nevada JobConnect (NJC) launched Job Orders Quest Part I and II in its effort to increase the usage of our labor exchange services by local businesses. The initial campaign conducted earlier this year in North Las Vegas proved to be very successful for NJC, which generated over 200 job orders within one week.

Job Order Quest Part II was directed at the Nevada JobConnect, Maryland Parkway Office, where the majority of our business outreach again involved Business Services Consultants, (BSC's) contacting businesses whose data appears in our software known as America's One Stop Operating System (AOSOS) and having been past customers. Other examples included potential business customers whose information appears in AOSOS, but have not yet become customers. We also engaged those employers who have utilized the NJC, public workforce system program services of Career Enhancement Program such as work cards, health cards and/or OJT contracts. This too proved to be very successful generating over 400 plus job orders.

Job Order Quest Part III was also intended to target those employers who are in a hiring mode. This time of year Clark County experiences an increase in employment opportunities within the retail industry. This could include sales persons, inventory, stocking, display setup, delivery, etc.

The campaigns were conducted, whereas we committed our resources to focus around a particular office. We also allowed for the flexibility to target retailers whose locations are in the proximity of other Nevada JobConnect offices. The campaign will begin in Henderson where there is a large retail presence. Any local area business found to be in a hiring mode could likewise become part of this campaign.

This document will serve as our targeted employer engagement plan. It will require the active participation from each Business Services Consultant as outlined in the plan. It will also require each BSC to produce timely and accurate services to businesses that are in an immediate hiring need. The primary focus of this initiative is to produce sales, i.e., job orders. Please do not confuse this outreach effort with marketing, advertising and/or branding the Nevada JobConnect system. While these will become by products of the initiative, the intent is to broker our product i.e., job seekers. This will be accomplished with job orders being placed in our job bank.

**Mission and the Goal**

The goal of Job Order Quest is to establish an ongoing service delivery relationship taking into account the business communities need (demand) and at same time, match our job seekers (supply) with employment opportunities.



the

**Specific goals for Job Order Quest include:**

- ❖ Increase the number of job orders,
- ❖ Increase the number of listing employers,
- ❖ Increase the number of listings received,
- ❖ Increase the number of occupations that listings employers list and
- ❖ Increase the number of hires

**OUTCOMES/PROJECTIONS**

- ❖ Part I of this campaign realized 200 plus job orders over the one-week period
- ❖ Part II of this campaign was even more successful realizing 400 plus job orders over the one-week period.
- ❖ Part III of this campaign resulted in 210 plus job orders.

***Nevada JobConnect Sales Tool Kit***



To properly and professionally provide Nevada JobConnect business services during onsite visits, the following tools are used:

- ✘ Nevada JobConnect job order form,
- ✘ Nevada JobConnect Employer Service Office brochure,
- ✘ Nevada JobConnect business brochure with inserts,
- ✘ Programs specific brochures i.e., CEP, Veterans, WOTC,
- ✘ Nevada JobConnect website
- ✘ Various marketing/branding materials to include cups, pens, letter openers, etc.

***On Your Mark, Get Set, Go***



The following examples identify the Who, What, When, Where and How of this plan.



**Who** – Businesses that are in a hiring mode. These include businesses that are listing in various print publications.

**What** – Encouraging businesses to list their employment opportunities with Nevada JobConnect. This may also result in additional services being provided in the way of CEP and/or partner services.

**When** – This initiative will cover a one-week period beginning on a Monday morning and concluding on a Friday afternoon.

**Where** – All business outreach teams will be assigned a specific local office(s) where they will concentrate their efforts in obtaining job orders.

**How** – Four-business outreach teams will be assembled and concentrate their efforts and resources in engaging businesses to become customers by listing their job orders. Additionally, any and all leads and field visits will potentially provide opportunities to provide our services. Included in this plan are various materials to be used when engaging businesses as well as reporting field/office activities.

Each of the Business Outreach Teams presented their plan to the respective local office where the outreach is to be conducted. This was accomplished by way of a formal presentation during the offices staff meeting. For this purpose, the staff meeting occurred on the Friday proceeding the week long initiative with the results presented the following Friday at the conclusion of the week long initiative.

**Timelines**



These sales outreach plans were conducted for with concentrations focused around one or more local JobConnect office(s). Field visits and service delivery feedback were identified through the use of our daily field log.

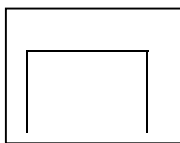
## Nevada's Branch of the National Business Partnership

Nevada JobConnect System recognizes that building and retaining a strong workforce is essential to the bottom line of every business. The workforce system as framed by the Workforce Investment Act of 1998 is a valuable resource to help businesses meet that goal.

The U.S. Department of Labor (DOL), Business Relations Group (BRG) has created the National Business Partnership Program. The program is designed to ensure that large multistate businesses are connected to the full range of workforce development services available at Nevada JobConnect One-Stops and throughout the country.

The National Business Partnership links large national employers such as, Home Depot, Citigroup, Health Care of America, Inc. (HCA), Saks Fifth Avenue, Toys R Us, Manpower, Inc., Swift Transportation, Jiffy Lube, PETCO, Diamond Triumph Auto Glass, and Rainbow with DOL, state agencies and local workforce development boards in an effort to place qualified applicants in open positions through local workforce centers. More than 1,900 local workforce centers around the country offer unemployed or underemployed workers job-search services, such as training programs for a new career, résumé writing and leads on job vacancies.

Nevada JobConnect [www.nevadajobconnect.com](http://www.nevadajobconnect.com) recognizes the following National Business Partnerships:



For more information concerning these and other National Business Partnerships, please go to [www.nbpjobs.org](http://www.nbpjobs.org).

Citibank Nevada

Citibank Nevada

Background

Citigroup is one of the world's largest business organizations, with over 250,000 employees in more than 130 countries, including more than 100,000 employees in the United States. In the United States, Citigroup is one of the most diverse financial services organizations with major operations in banking, insurance (Travelers), brokerage (Salomon Smith Barney), credit cards, and a wide variety of other related financial service areas. Citigroup's employees within the United States are located in 42 states, with 12 states in particular with high concentrations of employees.

Citigroup's human resource requirements are multiple and diverse. Sweeping changes in the financial services industry require equally sweeping changes in the skills of current and future employees. Further, the demographic characteristics of the Citigroup workforce suggests that an above average number of retirements will be occurring over the next several years, thereby increasing the need for new sources of motivated and qualified workers seeking good jobs with excellent career potential.

The Partnership for Jobs with Citibank is intended to demonstrate the capacity of the Public Workforce Development System (Nevada JobConnect) to successfully meet the recruitment and initial screening needs of a well recognize employer with multiple openings.

Citibank is interested in hiring qualified candidates from the Workforce Development System. Such candidates must possess good communication and customer service skills as well as other basic skills in reading, math, and computer navigation/keyboard/mouse as required by the Customer Service/Sales positions.

Specifically, Citibank is interested in assistance from the Workforce Development System in the areas of:

- Pre-screening applicants
- Providing "job readiness" training to applicants to ensure they possess appropriate life skills, basic reading & math skills, good communications skills, and basic computer skills
- Use of "career assessment" tools to better refer appropriate candidates to Citibank.
- Providing additional information specific to

Citibank  
Nevada  
(cont)

the Citibank. Working environment (via viewing Job Preview videos) to ensure applicants understand the nature of the work

- Job Corps On-the-Job training at Citibank facility
- Transportation and/or child care subsidies or assistance to qualifying applicants
- Financial support of new hires recruited through the New Hire Partnership during the 5-week training period
- Supportive and follow-along services to disabled applicants as well as support for assistive devices and technologies on a case-by-case basis
- Assistance with advertising costs for ads which direct applicants to the One-Stop Center
- Collaboration with community colleges to develop Customer Service curriculum

### **Background**

Home Depot, founded in 1978, is the second largest retailer in the United States. The company employs approximately 290,000 workers in more than 1,400 stores. Home Depot currently employs approximately 1600 workers in Nevada at its 13 stores. With plans to open 200 new stores each year through 2005, the company anticipates hiring 40,000 new employees for well-paying jobs in 2002 alone. The company has opened new stores in Nevada in the past six months, which has resulted in the creation of more than 800 new jobs. Home Depot has long been committed hiring welfare-to-work participants and currently employs approximately 700 former welfare recipients. Home Depot's research shows that referrals from local workforce centers have a much higher six-month retention rate (approximately 80 percent) than associates from other sources.

In particular, the Nevada JobConnect System has partnered with Home Depot to assist in referring qualified applicants to their 13 stores statewide. It has been proven that referrals from local One-Stops have a much higher retention rate than from other sources. The six-month retention rate for One-Stop referrals in other Partnerships have been dramatic.

- New York averages 72%
- California averages 74%
- Georgia averages 80%
- Illinois averages 83%

Additional information about Partnerships for Jobs and Home Depot's National Business Partnership may be found at [www.nbpjobs.org](http://www.nbpjobs.org).

Health  
Care of  
America  
Inc.

Background

The Nevada JobConnect System has also partnered with Health Care of America, Inc. (HCA), one of the nation's largest hospital chains, to train and employ people in the healthcare professions. Nevada is presently experiencing significant workforce shortages in this field.

The partnership began as a pilot program in four states targeting workers dislocated since the 9/11 attacks. HCA and DOL each agreed to contribute \$5 million. Six geographical regions were selected and included: Atlanta, South Florida, Tampa, Dallas, Houston, and Denver. HCA qualified candidates were given a scholarship in the form of a forgivable loan to study for one to two years. The loan is forgiven once the recipient works at HCA for a period of time. The DOL funds were to be used for recruitment, outreach, in-depth assessment, and supportive services such as childcare and transportation. The HCA Cares scholarship in Las Vegas has funded 18 scholarships for former National Airlines employees.

The kick off of our extended Partnership for Jobs with HCA, was launched on August 22, 2003. HCA began a successful training partnership with DOL after 9/11 to help train nurses. The Nevada JobConnect system was successful in placing former national Airlines employees into the HCA CARES Program.

The focus now is to expand the partnership to a new area by helping HCA staff three new hospitals opening into 2003 and 2004. One of the hospitals, Southern Hills, will open in Las Vegas, NV in February 2004.

**Saks Fifth Avenue**

Saks  
Fifth  
Avenue

Background

Saks, Inc. hired upwards of 140 employees to compliment their new store expansion from 85,000 square feet to 160,000 square feet at the Fashion Show Mall. Saks, Inc. is one of the five anchor stores. It is largest anchor store mall in the country and will include 200 in line stores.

*What does Saks, Inc. look for and expect in partnering with Nevada JobConnect?*

Saks, Inc. had received upwards of 800 applications and continued to receive them daily. Nationally Saks, Inc. has had great success in their new hire partnerships with the DOL and local workforce systems. Based upon the volume of applications and tremendous interest, our role presently in the partnership will be to refer the most qualified individuals to this great employment opportunity.

In doing so, we must be truly committed to the quality of referrals and not quantity. Saks, Inc. would much rather see fewer referrals as long as the individuals meet the following criteria.

Saks

Fifth Avenue (cont)

- ❖ First and foremost a positive attitude
- ❖ Applicants with outgoing personalities, “those having sparkle”
- ❖ A professional image is very important
- ❖ Experience ranks fourth
- ❖ The entire mall will have 2000 openings
- ❖ Many of the stores in the mall are remodeling
- ❖ Saks website has received a lot of hits regarding the job openings
- ❖ Saks has received 800 resumes
- ❖ Main positions needed: Men’s department manager, sales associates and sales support associates

## TOYS R US

Toys R Us

### Background

#### *OPERATION GEOFFREY*

- **Operation Geoffrey** launched on October 1, 2002 in preparation for their Christmas season hiring. Local Toy’s R Us stores invited One Stop staff to their stores to talk about the workforce system and their hiring requirements. This was similar to The Home Depot event but without the satellite downlink. One-Stops have been matched up with the appropriate store.
  - This partnership is designed to help provide quality applicants to Toys R Us, as we seek to fill over 50,000 seasonal and permanent vacancies to over 600 stores. The Partnership has been relaunched in Nevada for the 2003 Christmas season hiring.

Additional information about Partnerships for Jobs and Toys R Us National Business Partnership may be found at [www.nbpjobs.org](http://www.nbpjobs.org).

Manpower,  
Inc.

**Background**

The U.S. Department of Labor’s Employment and Training Administration announced a National Business Partnership with Manpower, Inc. to develop joint employment and training strategies. Signed by Emily Stover DeRocco, assistant secretary of labor for employment and training, and Jeff Joerres, Manpower’s Chief Executive Officer, the groundbreaking partnership brings together, for the first time, two of the largest names in workforce development.

“By partnering with Manpower, we leverage our ability to reach unemployed and under-employed workers,” said Secretary of Labor Elaine L. Chao. “This kind of cooperation with business brings us closer to our goal that, as the economy changes, no worker is left behind.”

The Employment and Training Administration created the Partnerships for Jobs Initiative to ensure that large, national businesses are connected to the full range of services available through state and local workforce systems and One Stop Centers. The centers – nearly 1,900 nationwide – provide training, education and employment services in a single customer-friendly location.

“By allowing the process to be demand-driven, One Stop Centers are preparing workers for jobs that exist,” said De Rocco. “When the trainee is ready, the job is there.”

Joerres added, “Workforce development involves a standard set of activities, such as training, skills development and job search, all with the ultimate goal of connecting workers with jobs. The Department of Labor and Manpower share that goal.”

Manpower Inc. is a world leader in the staffing industry, providing workforce management services and solutions to customers through 3,900 offices in 63 countries. The firm annually provides employment to two million people worldwide and is an industry leader in employee assessment and training.

The Employment and Training Administration seeks to build a strong workforce by matching job training and employment services with current employer needs through a strong, responsive public employment service and private sector partnerships. Additional information about Partnerships for Jobs and Manpower’s National Business Partnership may be found at [www.nbpjobs.org](http://www.nbpjobs.org).



**Background**

Swift Transportation Co., Inc. is the largest publicly held truckload carrier in the United States. Swift operates primarily throughout the continental United States, combining strong regional operations with a transcontinental van operation. The principal types of freight transported by Swift include retail and discount department store merchandise, manufactured goods, paper products, non-perishable food, beverages and beverage containers and building materials. Swift has achieved significant growth in revenues over the past five years. Operating revenue has grown at a compound annual growth rate of 17% from \$1.132 billion in 1997 to \$2.112 billion in 2001. Swift employs approximately 23,300 full-time persons, of whom approximately 19,000 are drivers (including driver trainees). Drivers can be located at any location nationwide. The remaining 4,300 employees are located at Swifts 48 terminal locations nationwide. There are 1,700 mechanics and other equipment maintenance personnel, and approximately 2,600 support personnel, such as sales personnel, corporate managers and administration.

Additional information about Partnerships for Jobs and Swift's National Business Partnership may be found at [www.nbpjobs.org](http://www.nbpjobs.org).

**Background**

Jiffy Lube has the largest system of franchised and company operated service centers in the rapidly expanding fast lube industry. It began in 1979 with seven service centers. Today the company has over 2,200 service centers in the US and Canada and services over 29 million cars per year. Approximately eighty percent of Jiffy Lube service centers are franchised with the remainder being company owned and operated. Headquartered in Houston, Texas, Jiffy Lube International is owned by Shell Oil Company.

What positions are they hiring for? Service Center Management

Qualified management trainee applicants will have good math and verbal skills, the ability to use a computer, the ability to work well with a team, the ability to speak, read and write in English, and must possess a valid driver's license. Managers are responsible for overseeing the daily operations of our service centers and have full profit and loss responsibility. They are looking for outgoing people with excellent customer and communications skills for our team. Ideal candidates will have a management background and strong leadership skills. Retail experience is also a plus, but Jiffy Lube provides all necessary retail and management training . . . you provide the enthusiasm.

In all positions at Jiffy Lube, the use of illegal drugs and/or abuse of over-the-counter or prescribed drugs are strictly prohibited. To maintain a safe and healthy work environment, Jiffy Lube does observe a drug-testing policy.

**Service Center Technician**

If managing a service center isn't what a candidate is looking for at this time, they should consider a position as a Jiffy Lube certified technician. Technicians receive customer and vehicle service training on the job and are responsible for our customers' entire service experience from the time they drive up to a Jiffy Lube service center until the time they ring-out and say "goodbye".

Qualified technician candidates will have the customer service, teamwork, and attention-to- detail skills mentioned above. New-hires receive training in each of Jiffy Lube's many vehicle services as well as safety and environmental protection procedures.

PETCO

**Background**

PETCO is a leading specialty retailer of premium pet food and supplies, with a commitment to quality animal care and education. PETCO's strategy is to offer its customers a complete assortment of pet-related products and services at competitive prices, with superior levels of customer service at convenient locations, by hiring pet lovers and training them to become counselors to our pet-loving customers.

What positions are they hiring for?

PETCO offers a unique opportunity for exceptional individuals interested in pursuing a career in the pet grooming industry. As part of the PETCO grooming training program you will gain the skills and techniques necessary to become a Professional Pet Groomer. No previous grooming experience is needed.

Are F/T, P/T positions available?

The following is a listing of opportunities you will find in the majority of their stores:

**Management** - Put your love of animals and leadership skills to work in a fun, friendly environment. Play a critical role in training and developing your team and achieving your store's budgeted sales goals.

**Sales Associate** - Ensure the achievement of the store's budgeted sales goals by providing top-notch customer service on the proper selection of pets and merchandise in accordance with their specific needs.

**Cashier** - Provide quick and courteous service to all PETCO customers. Perform all aspects of point-of-sale service: cash, credit and check sales, returns and exchanges.

**Stock Person** - Facilitate the unloading, pricing and stocking of merchandise according to operational guidelines in order to ensure that the store is well stocked and that supply counts are accuracy

**Companion Animal Technician** - Responsible for care and maintenance of small animal enclosures. Provide in-depth knowledge to customers in the purchase of their pets and related products.

**Companion Animal Specialist** - Responsible for care and maintenance of small animals. Provide in-depth knowledge to customers in the purchase of their pets and related products.

**Team Leader** - Provide quick and courteous service to all PETCO customers by determining their needs and sharing product knowledge to suggest the appropriate merchandise to satisfy them, and by effectively employing suggestive selling techniques to increase individual sales.

## Diamond Triumph Auto Glass

Diamond  
Triumph  
Auto Glass

Building on the successful limited rollout of national business partnership with Diamond Triumph Auto Glass, Inc. (DTAG), a National Rollout will occur over the next three months.

DTAG offers a number of unique positions with wonderful advancement opportunities in several locations. The national rollout will focus on recruiting *auto glass installers and windshield repairers* and will occur in three phases over the next three months. The rollout will be entitled: "See Your Future in Diamond Triumph Auto Glass."

Representatives from five participating states planned the initial rollout design during a conference call with BRG staff and DTAG Human Resource Personnel. *It was agreed that the best method for implementing a rollout would involve One-Stop Career Center Representatives visiting local DTAG branches to meet personally with the Branch Managers.* During the meeting, the Branch Manager will review with the One-Stop Career Center Representative DTAG's openings and benefits and provide a tour of the branch facility. The One-Stop Career Center Representative will provide the Branch Manager with a detailed description of the business services offered by the workforce system. There are two DTAG branches in Nevada, one in Reno and one in Las Vegas.

## Rainbow

Rainbow

Rainbow is pleased and honored to be a NATIONAL BUSINESS PARTNER with the U.S. Department of Labor. The National Business Partnership (NBP) is a collaborative employment effort between the DOL, its state affiliates and several large multi-state employers. The goal of the NBP is to assist America's job seekers in obtaining well paying, quality jobs.

The NBP will support Rainbow's hiring needs by providing a "One Stop" staffing person to source, screen and refer qualified candidates for current job openings. Rainbow's recruitment team will partner with the NBP to identify and recruit for staffing needs across the country as they arise. Rainbow provides comprehensive training and job promotion opportunities to its employees.

## Rainbow (cont)

Rainbow  
(cont)

Rainbow will hire over 13,000 employees during the next year alone - we are growing faster than ever! Qualified, interested candidates can no longer be expected to come to a store every time there is a need to hire. Recruiting from a much wider group of candidates will help fill these jobs. The Reno Nevada JobConnect One-Stop Office is working with Rainbow's Reno store, which presently is their single store in Nevada.

Rainbow believes in corporate social responsibility and this program continues its proud history. Rainbow is in a unique position to help dislocated workers, those recently laid off, those recently out of the military, welfare-to-work recipients, Job Corps students, people in jobs they're not happy with, and eligible disabled individuals. Rainbow offers a quality skills upgrade program and promotion opportunities to all of its employees!

## Express Personnel

Express  
Personnel

Please welcome Express Personnel Services, Inc. as a National Business Partner through the US Department of Labor's Partnerships for Jobs Initiative. Express Personnel Services is a privately held staffing firm with over 400 franchised offices in the United States, Canada, South Africa and Australia. Express assists local job seekers in finding the job they want and recruits qualified employees for area businesses.

In Nevada, the Nevada JobConnect system has been working with Express Personnel Services both in Reno and Las Vegas. The announcement of this partnership will only strengthen the existing relationship we have with this business customer. You can also find additional information concerning this and other partnerships at [www.nbpjobs.org](http://www.nbpjobs.org).



---

# **Hospitality Recruitment Plan**

## The Nevada JobConnect, Community Wide Partnership



The Southern Nevada Workforce Investment Board, Nevada JobConnect (NJC) Community-Wide Partnership involves a consortium of public and private organizations with a capacity and expertise to provide job readiness services essential to re-direct the unemployed, underemployed, and welfare recipients toward a life of gainful employment. The Partnership was originally formed as a result of the Department of Employment, Training & Rehabilitation (DETR) having *listened to the voice of the employer community. We recognized and envisioned the employers' need for a more sophisticated and comprehensive service as it relates to the sourcing, recruitment, screening/job matching, training, placement, and retention of job seekers.*

The collaborative efforts of the participating partners are serving the needs of job seekers, employers, and as a result, address some of the overall needs of this community. In the process, it has raised the awareness of Nevada JobConnect's role in public service to *identify, create, and implement* a program that serves our customers.

The program provides for each partnering organization, the capacity to pre-screen participants who may then attend an orientation to determine their needs and at the same time identify the needs of the participating employers. Some of the services provided through the Partnership are:

- Participant Identification
- Pre Screening/Job Matching
- Assessment
- Job Ready/Job Training Orientations
- Life Skills Training
- Customized Occupational Training
- Tracking Participants and Services (NJCOS)
- Post Employment, Retention Services

The NJC Community Wide Partnership presently consists of the following agencies:

- ### Nevada JobConnect
- ### Department of Employment, Training and Rehabilitation
- ### State of Nevada Welfare Division
- ### Community College of Southern Nevada
- ### Culinary Union Training Academy
- ### WIA Title I Partners
- ### Various Local Governmental Agencies, County & City Social Services
- ### Community Based Organizations
- ### Other services as determined

## The NJC, Community Wide Partnership with the Hospitality



## Industry

As new hotel/casino properties open and others expand there will be thousands of vacancies created and hotel properties will need help in filling these employment opportunities. It is our goal to develop a plan that will encompass NJC, our Partners and all other Community Resources that can recruit people to fill hotel/casino positions.

The first Hospitality Advisory Group meeting was held at Nevada JobConnect, 3405 South Maryland Parkway, on February 25, 2005. Staff of the Southern Nevada Workforce Investment Board and Nevada JobConnect hosted the meeting. The hospitality industry properties in attendance were: Bellagio, Venetian, Hyatt Regency, MGM/Mirage and the Sun Coast. Ms Blossom Kay, Business Liaison, represented the Southern Nevada Workforce Investment Board.

#### *Meeting Summary:*

- Ideas, concerns and suggestions were expressed and discussed regarding the application process and the quality of applicants the employers are seeking. Attitude, dress standards and other soft skills were addressed.
- Information was shared regarding the U S Department of Labor's, President's High Growth Job Training Initiative. The group acknowledged that they could benefit from the information being shared.
- The group was in agreement that monthly meetings would be beneficial.

#### The Team



- For the purpose of this partnership the team will consist of Nevada JobConnect Business Service Consultants, JoAnn Bello, and De Salazar, Each will be assigned specific tasks. Additionally other Business Services Consultants and or system partners may be assigned to provide training and re-employment related service.

**.JoAnn and De will contact Hotels and discuss their needs. They will be offered onsite recruitment space, Job Fairs, and assistance filling their jobs by placing job orders with NJC.**

- The Community College of Southern Nevada will be asked to sponsor a Job Fair specifically for hotels. These hiring events have always drawn a large number of qualified applicants.



#### *Referral process and How to Apply*

**In instances whereas job orders are listed in the Nevada JobConnect system, the following referral process may apply. Some of this is contingent upon the availability of representatives from the partnering hotel's Human Resource Office.**

- Applicants must be registered in the Nevada JobConnect database (AOSOS).
- *Pre-screening in some cases will include job matching by using AOSOS as well as the Re-employment Services Program (RSP) selection process.*
- *Individuals from each local office and partnering locations need to be identified to accomplish the job matching and RSP selection for this project.*
- The Nevada JobConnect's, What Employers Are Looking For/Desk Guide instructs the interviewer to only refer prospective applicants to the employment opportunities who are prepared/interested in working in a Las Vegas resort and who meet the basic requirements of the employer.



- The prospective applicant will be required to complete the employment application online if necessary.

### **Nevada JobConnect Locations**

Location	Contact Person	Resource Center	Hours of operation
Nevada JobConnect (NJC) One-Stop	Kelly Karch, Manager	5 computers	8am-4pm, Monday through Friday NJC will provide a resource center monitor during hours of operation
Nevada JobConnect (NJC) One-Stop 119 Water Street, Henderson, NV	Charles Smith, Manager	5 computers	8am-4pm, Monday through Friday NJC will provide a resource center monitor during hours of operation.
Nevada JobConnect (NJC) One-Stop 2827 North Las Vegas, North Las Vegas, NV	Pender Rhynes Manager	5 computers	8am-4pm, Monday through Friday NJC will provide a resource center monitor during hours of operation.

### **Why Are the Hotel/Casino’s Doing This?**

The Las Vegas Hotel’s and Nevada JobConnect recognize that building and retaining a strong workforce is essential to the bottom line of every business. The Nevada JobConnect System will function as an extension to the respective hotel’s Human Resource Department by offering the following:

- Nevada JobConnect staff assistance.
- Advertising, recruiting, screening, and referring qualified applicants.
- Conference room and interview space.

### **Marketing and Advertising**



### **Display Materials**

To enhance the success of the Nevada JobConnect partnership with the Las Vegas hotel’s, the Nevada JobConnect will be provided recruitment materials, which are to be displayed in local offices and partnering locations, making potential applicants aware of this wonderful employment opportunity.



### **Create/Distribute Posters & Fliers**

Flyers and posters will be distributed and posted in all Nevada JobConnect System and Partner locations. They will identify how to apply to the respective hotels. The hotels will furnish additional marketing materials, which are intended to advertise this excellent employment opportunity.

**Department of Employment,  
Training, and Rehabilitation  
Workforce Investment Act  
Allocation PY 2007**  
Using Statistics Available as of  
4/11/07 and PY 07 authority from  
Federal Register dated 4/6/07

**PLANNING  
DOCUMENT**

	<u>Adult</u>	<u>Youth</u>	<u>Dislocated Worker</u>	<u>Total</u>
Total Allocation	3,504,295.00	3,546,204.00	4,517,176.00	11,567,675.00
Statewide Reserve (15%)	525,644.00	531,931.00	677,576.00	1,735,151.00
Remaining	2,978,651.00	3,014,273.00	3,839,600.00	9,832,524.00
<b>Up to 25% for Rapid Response</b>			<b>800,000.00</b>	<b>800,000.00</b>
Allocation to Local Level	2,978,651.00	3,014,273.00	3,039,600.00	9,032,524.00

**Allotment Amounts**

**Adult and Youth Allotments**

1) 33 1/3 % allotted on basis of relative number of unemployed individuals in areas of substantial unemployment (ASU) compared to total # of unemployed individuals in all ASU (statewide).	992,884.00	1,004,758.00		1,997,642.00
2) 33 1/3 % allotted on basis of relative excess number of unemployed individuals in the local area compared to the total excess number of unemployed individuals (statewide).	992,884.00	1,004,758.00		1,997,642.00
3) 33 1/3 % allotted on basis of relative number of disadvantaged adult (or youth) in each area compared to the total number of disadvantaged adult (or youth) statewide.	992,883.00	1,004,757.00		1,997,640.00
<b><u>Dislocated Worker Allotment</u></b>				
1) Insured unemployment @ 20%			607,920.00	607,920.00
2) Unemployment concentrations @ 0%			0.00	0.00
3) Plant closings and mass layoff @ 30%			911,880.00	911,880.00
4) Declining industries @ 0%			0.00	0.00
5) Farmer-rancher economic hardship @ 15%			455,940.00	455,940.00
6) Long-term unemployment @ 35%			1,063,860.00	1,063,860.00

Total	2,978,651.00	3,014,273.00	3,039,600.00	9,032,524.00
	-	-	-	-

**Adult and Youth Allotments**

**1) Substantial Unemployment**

				Average Substantial Unempl <u>As of 12/19/06</u>
North				2,524 17.49%
South (Clark, Nye, Lincoln, Esmeralda)				11,909 82.51%
Total.				14,433 100.00%

Source: USDA, BLS, Designation of Potential Area of Substantial Unemployment 07/03-06/30 from Kim Harris, R&A

NLWIB	173,633.00	175,709.00		349,342.00
SLWIB	819,251.00	829,049.00		1,648,300.00
Subtotal	992,884.00	1,004,758.00	0.00	1,997,642.00

**2) Excess unemployment (exceeding 4.5%)**

				Average Unempl. in Areas Over 4.5% <u>February 2006 - January 2007</u>
North				
Total Labor Force				92,786
Unemployment				4,654
Unemployment Rate				5.02%
Percent of Total Excess Unemployment				81.82%
South				
Total Labor Force				19,410
Unemployment				1,034
Unemployment Rate				5.33%
Percent of Total Excess Unemployment				18.18%
Total Excess Unemployment				5,688

Source: 2005 and 2006 Labor Force Summary Data (downloaded from www.Nevadaworkforce.com).

NLWIB	812,373.00	822,088.00		1,634,461
SLWIB	180,511.00	182,670.00		363,181
Subtotal	992,884.00	1,004,758.00	0.00	1,997,642.00

**Adult and Youth Allotments.**  
**Continued**

3) Economically Disadvantaged

	Economically Disadvantaged Adults	Economically Disadvantaged Youth	
North	45,534 27.47%	21,102 30.79%	66,636
South	120,253 72.53%	47,423 69.21%	167,676
	165,787	68,525	234,312
	100.00%	100.00%	

Source: Economically disadvantaged population is based on 2000 Census data @ www.census.gov. No Change this year

NLWIB	272,699.00	309,411.00	582,110.00
SLWIB	720,184.00	695,346.00	1,415,530.00
<b>Subtotal</b>	992,883.00	1,004,757.00	0.00 1,997,640.00

**Dislocated Worker Allotment**

1) Insured unemployment @ 20%

	UI First Payments
North	17,089 28.55%
South	42,761 71.45%
	59,850
	100.00%

Source: EM252-R-1 for the period 01/05-12/05.

NLWIB	173,580.00	173,580.00
SLWIB	434,340.00	434,340.00
<b>Subtotal</b>	607,920.00	607,920.00

2) Unemployment concentrations @ 0%

**Dislocated Worker Allotment.**  
**Continued**

**3) Plant closings and mass layoff  
@ 30%**

Number of

Dislocated  
Workers  
[03/1/06-  
02/28/07\\*](#)

North

1,474  
27.00%

South

Star Dust was  
1500  
employees.

3,985

Total

73.00%  
5,459

Source: Extract from Rapid Response  
database, for the period 3/1/05-2/29/06,  
provided by Valorie Hopkins, WISS, 04/14/07.

NLWIB

246,219.00

246,219.00

SLWIB

665,661.00

665,661.00

**Subtotal**

911,880.00

911,880.00

**4) Declining industries @ 0%**

**5) Farmer-rancher economic  
hardship @ 15%**

Number of  
Delinquent  
Loans

[4/13/2007](#)

North

12

92.31%

South

1

7.69%

13

-----  
100.00%

Source: USDA, Nevada State Farm Service  
Agency (FSA) Farm Loan Program, Nevada  
(Northern NV)

Offices for delinquency count on 04/13/07.

NLWIB

420,868.00

420,868.00

SLWIB

35,072.00

35,072.00

**Subtotal**

455,940.00

455,940.00

**Dislocated Worker Allotment,  
Continued**

**6) Long-term unemployment @ 35%**

North

UI Benefits  
Exhausted  
4,327

				26.51%
South			11,996	73.49%
			16,323	
				100.00%

NLWIB		282,014.00	282,014.00
SLWIB		781,846.00	781,846.00
<b>Subtotal</b>		<b>1,063,860.00</b>	<b>1,063,860.00</b>

**Summaries**

**Summary Before Hold Harmless**

NLWIB	1,258,705.00	1,307,208.00	1,122,681.00	3,688,594.00
SLWIB	1,719,946.00	1,707,065.00	1,916,919.00	5,343,930.00
Grand Total	<u>2,978,651.00</u>	<u>3,014,273.00</u>	<u>3,039,600.00</u>	<u>9,032,524.00</u>

**Percentage**

NLWIB	42.26%	43.37%	36.94%	40.84%
SLWIB	57.74%	56.63%	63.06%	59.16%
Total	100.00%	100.00%	100.00%	100.00%

**Allocation Under Hold Harmless - 90% of the Average % of Allocation for the Two Preceding Years**

**PY 05 WIA Allocation (including rescission and reallocation, before transfer)**

NLWIB	841,784.00	902,257.00		
	22.24%	23.12%		
SLWIB	2,943,216.00	3,000,240.00		
	77.76%	76.88%		
Total	<u>3,785,000.00</u>	<u>3,902,497.00</u>		

**PY 06 WIA Allocation (including rescission and reallocation, before transfer)**

NLWIB	1,021,677.00	1,059,350.00	1,447,366.00	3,528,393.00
	30.87%	31.63%	42.99%	
SLWIB	2,287,934.00	2,289,843.00	1,919,759.00	6,497,536.00
	69.13%	68.37%	57.01%	
Total	<u>3,309,611.00</u>	<u>3,349,193.00</u>	<u>3,367,125.00</u>	<u>10,025,929.00</u>

**Summary After Hold Harmless**

**Hold Harmless Percent - NORTH**

NLWIB	23.90%	24.64%
-------	--------	--------

SLWIB	76.10%	75.36%
Total	100.00%	100.00%

**Hold Harmless Allocation - NORTH**

NLWIB	711,898.00	742,717.00	1,122,681.00	2,577,296.00
SLWIB	2,266,753.00	2,271,556.00	1,916,919.00	6,455,228.00
Total	2,978,651.00	3,014,273.00	3,039,600.00	9,032,524.00

**Hold Harmless Percent - SOUTH**

NLWIB	33.90%	34.64%
SLWIB	66.10%	65.36%
Total	100.00%	100.00%

**Hold Harmless Allocation - SOUTH**

NLWIB	1,009,763.00	1,044,144.00	1,122,681.00	3,176,588.00
SLWIB	1,968,888.00	1,970,129.00	1,916,919.00	5,855,936.00
Total	2,978,651.00	3,014,273.00	3,039,600.00	9,032,524.00

**Changes from Prior Periods**

Change over PY 06 Allocation  
(including rescission) w/ invoking hold  
harmless in North

NLWIB	(309,779.00)	(316,633.00)	(324,685.00)	(951,097.00)
SLWIB	(21,181.00)	(18,287.00)	(2,840.00)	(42,308.00)
Total	(330,960.00)	(334,920.00)	(327,525.00)	(993,405.00)

**Percent Change Over PY 02  
Allocation**

NLWIB	-30.32%	-29.89%	-22.43%
SLWIB	-0.93%	-0.80%	-0.15%
Total	-10.00%	-10.00%	-9.73%

Comment:

- 1) Adult - There was a 23% increase in PY 03 Adult funding over PY 02. NevadaWorks will receive a 10% increase in PY 03 over PY 02. SNWIB will receive a 28% increase in PY 03 over PY 02.
- 2) Youth - There was a 15% increase in PY 03 Youth funding over PY 02. NevadaWorks will receive a 4% increase in PY 03 over PY 02. SNWIB will receive a 19% increase in PY03 over PY 02.
- 3) Dislocated Worker - There was a

42% increase in PY 03 Dislocated  
 Worker funding over PY 02.  
 NevadaWorks will receive a 65%  
 increase in PY 03 over PY 02. SNWIB  
 will receive a 30% increase in PY  
 03 over PY 02.

Change over PY 06 Allocation w/ invoking hold harmless in South NLWIB	(11,914.00)	(15,206.00)	(324,685.00)	(351,805.00)
SLWIB	(319,046.00)	(319,714.00)	(2,840.00)	(641,600.00)
Total	(330,960.00)	(334,920.00)	(327,525.00)	(993,405.00)

Change over PY 06 Allocation without invoking hold harmless NLWIB	237,028.00	247,858.00	(324,685.00)	160,201.00
SLWIB	(567,988.00)	(582,778.00)	(2,840.00)	(1,153,606.00)
Total	(330,960.00)	(334,920.00)	(327,525.00)	(993,405.00)



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, 2007 through June 30, 2009 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 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.**

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% 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 100% of each program year allocation between the Adult and Dislocated Worker funding streams, to continue thru in Program Years 2007 and 2008.

Waiver Duration: July 1, 2007, through June 30, 2009, 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.**

**For Program Years  
2007 and 2008**

<b>Performance Measures</b>	<b>Program Year 2007</b>	<b>Program Year 2008</b>
<i>Adults</i>		
<b>Entered Employment Rate</b>	<b>77%</b>	<b>78%</b>
<b>Retention Rate after six months</b>	<b>77%</b>	<b>78%</b>
<b>Average Earnings Gain</b>	<b>\$10,500</b>	<b>\$10,700</b>
<b>Employment and Credential Rate</b>	<b>71%</b>	<b>72%</b>
<b>Dislocated Workers</b>		
<b>Entered Employment Rate</b>	<b>82%</b>	<b>83%</b>
<b>Retention Rate after six months</b>	<b>87%</b>	<b>88%</b>
<b>Average Earnings Gain</b>	<b>\$14,000</b>	<b>\$14,100</b>
<b>Employment and Credential Rate</b>	<b>72%</b>	<b>73%</b>
<i>Older Youth</i>		
<b>Entered Employment Rate</b>	<b>68%</b>	<b>69%</b>
<b>Retention Rate after six months</b>	<b>81%</b>	<b>82%</b>
<b>Average Earnings Gain</b>	<b>\$3,200</b>	<b>\$3,300</b>
<b>Credential Rate</b>	<b>48%</b>	<b>49%</b>
<b>Younger Youth</b>		
<b>Attainment of Basic/ Work Readiness/ Occupational Skills</b>	<b>80%</b>	<b>81%</b>
<b>Attainment of Secondary School Diploma/Equivalent</b>	<b>44%</b>	<b>45%</b>
<b>Six Months Retention</b>	<b>54%</b>	<b>55%</b>
<b>Youth Common Measures</b>		
<b>Placement in Education/ Employment</b>	<b>50%</b>	<b>51%</b>
<b>Attainment of Degree/ Certificate</b>	<b>45%</b>	<b>46%</b>
<b>Literacy/Numeracy Gain</b>	<b>40%</b>	<b>41%</b>
<b>Customer Satisfaction</b>		
<b>Job Seeker</b>	<b>85</b>	<b>86</b>
<b>Employers</b>	<b>86</b>	<b>87</b>

---

**Workforce Investment Act  
State Compliance Policies**

---

**Section: 1.2**

**Local Workforce Investment Board Plan**

**March 2005**

---

**I. Introduction:**

The State Workforce Investment Board (SWIB) has developed a standardized format for the Local Workforce Investment Board Plan to assure the plans submitted conform to all the requirements of the Workforce Investment Act of 1998 and the Final Regulations dated August 11, 2000. (WIA Section 118, §661.345 and §661.350)

Local Workforce Investment Boards (LWIBs) must use the elements of the Local Workforce Investment Plan (Plan), as provided in this policy when submitting either the two-year plan or any plan modifications to the SWIB.

**II. Approval/Disapproval of Local Workforce Investment Plans:**

The SWIB and the Governor must review completed plans and must approve all such plans within ninety (90) days of their submission, unless the SWIB and the Governor determine in writing that: [§661.350(b)]

1. There are deficiencies identified in local workforce investment activities carried out under this subtitle that have not been sufficiently addressed; or
2. The plan does not comply with Title I of WIA and the Final Regulations, including the required consultations, public comment provisions and the non-discrimination requirements of 29 CFR Part 37.

**III. Publication Procedures for the Two-Year Plan and Modifications: (TEGL 14-04 and §661.345)**

- A. The LWIB must publish a summary of the plan ninety (90) days prior to the beginning of the two (2) years covered by the plan. The summary shall be published in at least two (2) newspapers of general circulation, including one in rural Nevada. The summary must include the location of the plan for general public review. Proof of publication is to be included with the two-year plan.
- B. The plan shall be reasonably available to the general public through such means as local news facilities, the public library, and public hearings. The SWIB must be notified of the dates of any public hearings.



#### **IV. Plan Modification and Plan Revisions:**

- A. §661.355 requires that a modification be submitted if changes in local economic conditions, changes in the financing available (+/-15 percent) to support WIA Title I and partner-provided WIA services, changes to the LWIB structure, or a need to revise strategies to meet negotiated levels of performance.
- B. Modified and revised plans must include:
  - 1. A summary of the reason for modification or revision
  - 2. A corrected table of contents, if required
  - 3. Narrative changes must be bold face type for ease of review

#### **V. Outline of the Local Workforce Investment Board Plan:**

- A. Local Workforce Investment Plan Signature Sheet
- B. Table of Contents
- C. Assurances and Certifications
- D. Document List
- E. General Plan Information
  - 1. Goals and Objectives
  - 2. Local Workforce Investment Board
  - 3. Economic Development/Local Labor Area
  - 4. Performance Management
  - 5. One Stop System
  - 6. Coordination
  - 7. Public Comments/Process
- F. Organizational Structure
  - 1. Organization Chart
- G. Program Management
  - 1. Program Design
    - a. Priority and Special Populations
    - b. Assessment
    - c. Employment and Training Needs
    - d. Adult/Dislocated Worker
    - e. Youth
    - f. Rapid Response
    - g. Training Providers
    - h. Individual Training Accounts
    - i. Data Collection/Reporting Process
    - j. Monitoring
  - 2. Financial
  - 3. Incentive Grant

**VI. Element of the Local Workforce Investment Board Plan:**

**A. Local Workforce Investment Plan Signature Sheet [§661.345(a)]**

Local Workforce Investment Board Name and Address:

In accordance with the federal Workforce Investment Act, the undersigned Chief Local Elected Official and LWIB chairperson have approved the Local Workforce Investment Board Plan and agree to operate, or cause to be operated, programs pursuant to this plan. The undersigned certifies that he/she concurs with the contents of this plan and agrees that this plan shall be carried out through contracted service providers as well as participating One-Stop Partners through the attached Memoranda of Understanding. The undersigned further certifies that no subgrant shall be executed without the concurrence of the designated local elected officials, the LWIB, and the state of Nevada. This plan consists of this page, the Table of Contents, and all of the sections and attachments indicated on the Table of Contents.

*Approved for the Local Workforce Investment Board*

\_\_\_\_\_  
**Signature of Chairperson**

**Date:** \_\_\_\_\_

**Approved for Local Elected Officials**

\_\_\_\_\_  
**Signature of Chief Elected Official**

**Date:** \_\_\_\_\_

**B. Table of Contents (When submitting plans, LWIBs must complete the Table of Contents using the format listed in Section V above of this Policy.)**

**C. Assurances and Certifications**

\_\_\_\_\_  
**CERTIFICATION REGARDING LOBBYING**  
\_\_\_\_\_

**CERTIFICATION FOR CONTRACTS, GRANTS, LOANS  
AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more that \$100,000 for each such failure.

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**Approved for the Local Workforce Investment Board**

\_\_\_\_\_  
Signature of Chairperson

Date: \_\_\_\_\_

**Approved for Local Elected Officials**

\_\_\_\_\_  
Signature of Chief Elected Official

Date: \_\_\_\_\_

\_\_\_\_\_  
CERTIFICATION REGARDING  
\_\_\_\_\_

\_\_\_\_\_  
DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS  
PRIMARY COVERED TRANSACTIONS  
\_\_\_\_\_

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**(BEFORE SIGNING CERTIFICATION, READ ATTACHED INSTRUCTIONS  
WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION)**

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
  - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

- (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

## INSTRUCTIONS FOR CERTIFICATION

### (Debarment)

1. By signing and submitting this proposal, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the Department of Labor's (DOL) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the DOL determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered and erroneous certification, in addition to other remedies available to the Federal Government, the DOL may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DOL if at any time the prospective primary participant learns his or her certification was erroneous when submitted or has become erroneous by reason of charged circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the DOL for assistance in obtaining a copy of those regulations.
6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary

Exclusion--Lower Tier Covered Transactions,” provided by the DOL, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals.

9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed what is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may terminate this transaction for cause or default.

**Approved for the Local Workforce Investment Board**

\_\_\_\_\_  
**Signature of Chairperson**

**Date:** \_\_\_\_\_

**Approved for Local Elected Officials**

\_\_\_\_\_  
**Signature of Chief Elected Official**

**Date:** \_\_\_\_\_

---

---

NONDISCRIMINATION AND EQUAL OPPORTUNITY

---

---

---

REQUIREMENTS OF WIA

---

(1) As a condition to the award of financial assistance under WIA from the Department of Labor, the grant applicant assures, with respect to operation of the WIA funded program or activity and all agreements or arrangements to carry out the WIA-funded program or activity, that it will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Investment Act 1998, including the Nontraditional Employment for Women Act of 1991 (where applicable); title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; title IX of the Education Amendments of 1972, as amended; and with all applicable requirement imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 34. The United States has the right to seek judicial enforcement of this assurance.

(2) The grant applicant certifies that it has developed and maintains a “Methods of Administration” pursuant to 29 CFR 34.33.

(3) The grant applicant is attaching information pursuant to 29 CFR 34.24 (a)(3)(ii) where applicable, including the name of any Federal agency other than the Department of Labor’s Directorate of Civil Rights that conducted a civil rights compliance review or complaint investigation during the two preceding years in which the grant applicant was found to be in noncompliance; and shall identify the parties to, the forum of, and case numbers pertaining to, any administrative enforcement actions or lawsuits filed against it during the two years prior to its application which allege discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, citizenship or participation in WIA.

Note: No findings of noncompliance in the last two years.

**Approved for the Local Workforce Investment Board**

\_\_\_\_\_  
Signature of Chairperson

Date: \_\_\_\_\_

**Approved for Local Elected Official**

\_\_\_\_\_  
Signature of Chief Elected Official

Date: \_\_\_\_\_

---

---

CERTIFICATION REGARDING DRUG-FREE

---

---

---

---

WORKPLACE REQUIREMENTS

---

---

- A. The grantee certifies that it will or will continue to provide a drug-free workplace by:
- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - (b) Establishing an ongoing drug-free awareness program to inform employees about:
    - (1) The dangers of drug abuse in the workplace;
    - (2) The grantee's policy of maintaining a drug-free workplace;
    - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
    - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
    - (1) Abide by the terms of the statement; and
    - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
  - (e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
  - (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted:
    - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
    - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
  - (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

B. The grantee to provide in the space below the primary address of the Administrative entity in connection with this grant.

(Name of Organization, street address, city, and zip code):

Name of Organization: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

Zip Code: \_\_\_\_\_

Name and Title of Authorized Signatory: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Approved for the Local Workforce Investment Board**

\_\_\_\_\_  
**Signature of Chairperson**

**Date:** \_\_\_\_\_

**Approved for Local Elected Officials**

\_\_\_\_\_  
**Signature of Chief Elected Official**

**Date:** \_\_\_\_\_



ASSURANCES/CERTIFICATIONS - the LWIB assures and certifies that all programs and activities funded under the Workforce Investment Act will comply with:	LWIB POLICY AND/OR PROCEDURE TITLE, EFFECTIVE/ REVISION DATE
1. GENERAL PLANNING:	
a. Section 117, §661.300, §661.305, §661.315 & §661.325, which establishes the Local Workforce Investment Board (LWIB), its functions and certification requirements. <b><i>(Please attach copy of current LWIB agreements and membership list.)</i></b>	
b. Section 117(d) and §661.350, which establishes the responsibilities of the LWIB in respect to all stages of program planning, policy setting, oversight, evaluation, and implementation. The LWIB meeting agendas and minutes of meetings, which indicate the extent of the LWIB's involvement in the WIA program are available for review upon request.	
c. §661.305(a)(1), which ensures the LWIB, in partnership with local elected officials, is responsible for developing the Local Workforce Investment Board Plan, including the involvement by representatives of participating One-Stop Partners.	
d. Section 118(c)(1&2) and §661.345(b & c), which requires the LWIB to make available copies of a proposed plan to the public through such means as public hearings and the local media; allow members of the LWIB and members of the public including representatives of business and labor organizations, to submit comments on the proposed local plan to the LWIB, not later than the end of the thirty (30) day period beginning on the date on which the proposed local plan is made available; and include with the local plan submitted to the Governor any comments that express disagreement with the plan.	
e. That the proposed plan, annual modifications and plan revisions have been made available for public review and comment. [§661.345(b)]  If applicable, date of public hearing: _____ <i><u>If comments were received, copies of these responses should be attached.</u></i>	
f. Section 118 (b)(1)(A-C), which requires the LWIB to use appropriate labor market and demographic analysis as the basis for planning programs to ensure (1) a systematic	

ASSURANCES/CERTIFICATIONS - the LWIB assures and certifies that all programs and activities funded under the Workforce Investment Act will comply with:	LWIB POLICY AND/OR PROCEDURE TITLE, EFFECTIVE/ REVISION DATE
assessment of local labor market needs and problems; and (2) that occupational training provided is in occupations for which job opportunities exist and at the level of skills required by private employers.	
g. Section 134(d)(4)(A)(iii) and §663.310(c), which requires training provided with funds made available under this Act shall be only for occupations for which there is a demand in the area served or in another area to which the participant is willing to relocate, and consideration in the selection of training programs may be given to training in occupations determined to be in sectors of the economy which have a high potential for sustained demand or growth.	
<b>2. PROGRAM DESIGN:</b>	
a. §662.230, which requires access to mandated One-Stop Partners core services through the One-Stop delivery system.	
b. §663.110, §663.115, §663.220, §663.230, §663.310, and §664.200-220, which define eligibility requirements for adult and dislocated worker core, intensive, and training services, as well as youth services.	
<b>3. PROGRAM MANAGEMENT:</b>	
a. Section 188, §667.275, and 29 CFR Part 37, which requires the LWIB and all subrecipients not to discriminate in employment or in the provisions of services based on race, religion, color, national origin, sex, age, marital status, arrest without conviction, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in programs funded under the Act.	
b. §667.266 and §667.275(3)(b) which requires the LWIB and its subrecipients not to place participants in the construction operation, or maintenance of any facility which is used or to be used for sectarian instruction or as a place for religious worship.	
c. Workforce Investment Act Letter (WIAL 3-99), which requires that participation in programs and activities financially assisted in whole or in part under this act shall be open to citizens and nationals of the United States, lawfully admitted permanent resident aliens, lawfully admitted refugees and parolees, and other individuals authorized by the Attorney General to work in the United States.	

ASSURANCES/CERTIFICATIONS - the LWIB assures and certifies that all programs and activities funded under the Workforce Investment Act will comply with:	LWIB POLICY AND/OR PROCEDURE TITLE, EFFECTIVE/ REVISION DATE
d. §667.630, which requires that programs funded under the Act, will be administered in full compliance with safeguards against fraud and abuse.	
e. §667.200(d), which requires LWIB and its subrecipient/ subcontractors to comply with the debarment and suspension regulations.	
f. Section 188, 29 CFR Part 37, and §667.275(a)(3), which requires all recipients to provide physical and programmatic accessibility and reasonable accommodation to WIA program services in compliance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act.	
g. 29 CFR Part 37.34, which requires that all grant recipients and their subrecipients must indicate in recruitment brochures and other materials that are ordinarily distributed or communicated in written and/or oral form, electronically and/or on paper, to staff, clients, or to the public at large that the WIA Title I program or activity described “is an equal opportunity employer/program” and that “auxiliary aids and services are available upon request to individuals with disabilities.” These materials must indicate that the program or service provider may be reached by telephone, and must state the telephone number of the Telephone for Deaf and Deafened (TDD) or relay services used as required in 29 CRF Part 37.9(c).	
h. 29 CFR Parts 37.29-33, which requires public notice of EEO provisions.	
i. §667.274, which requires that LWIB and its subrecipients assure compliance with state and federal health and safety laws as well as to assure the maintenance of workers’ compensation insurance on all WIA work-related activities.	
j. §667.600(f), which requires LWIB and its subrecipients to develop a system for the handling of complaints of discrimination from participants in accordance with the Section 188(a) of the Act, regulations and policies issued by the state.	
k. Nevada Revised Statute (NRS) 281.210, WIA Section 117(g) and §667.200(g)(1&2), which requires LWIB to establish local safeguards/policies to assure against nepotism by persons in an administrative capacity with regard to	

ASSURANCES/CERTIFICATIONS - the LWIB assures and certifies that all programs and activities funded under the Workforce Investment Act will comply with:	LWIB POLICY AND/OR PROCEDURE TITLE, EFFECTIVE/ REVISION DATE
nepotism.	
1. §667.200(e), which requires all recipients and subrecipients to comply with the restrictions on lobbying.	
m. §667.262(a), which requires that no WIA funds be spent on employment generating activities, economic development, and other similar activities, unless they are directly related to training for eligible individuals. (Note: employer outreach and job development activities are directly related to training for eligible participants)	
n. §667.264, which lists activities prohibited under Title 1 of WIA.	
o. §667.268(a)(1), which lists prohibitions relating to the use of WIA funds to encourage business relocation.	
p. §667.270, which lists safeguards to ensure that participants in WIA employment and training activities do not displace other employees.	
q. §667.300, which requires LWIB and its subrecipients to collect and report information on post-program outcomes for all adult, dislocated workers, and youth participants and report to the state.	
r. §663.800, which requires the LWIB, in consultation with participating One-Stop Partners and other community service providers, to develop a policy on supportive services that ensures resource and service coordination in the local area. The policy should address procedures for referral to supportive services, including how such services will be funded when they are not available from other sources. The LWIB must ensure that accurate information is provided about the availability of support services as part of core services offered to customers.	
<b>4. MONITORING:</b>	
a. As part of the statewide monitoring system, the LWIB must develop a sub-state monitoring and oversight plan which provides for oversight and monitoring of WIA activities of its subrecipients and contractors in order to: determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act, regulations, and state polices; determine whether or not there is compliance	

ASSURANCES/CERTIFICATIONS - the LWIB assures and certifies that all programs and activities funded under the Workforce Investment Act will comply with:	LWIB POLICY AND/OR PROCEDURE TITLE, EFFECTIVE/ REVISION DATE
with other provisions of the Act, regulations, and applicable laws regulations, and state policies; and provide technical assistance as necessary. The plan must also include a monitoring schedule; corrective action procedures including the timely resolution of identified problems; procedures for reporting findings and resolution of identified problems; procedures for reporting findings/resolutions to the state; and procedures for documenting and retaining sufficient information to demonstrate compliance with the Act and Regulations. [§667.400(c)(1) and §667.410]	
5. FINANCIAL MANAGEMENT:	
a. §667.210 and §667.220, which requires the LWIB and its subrecipients to comply with cost limitations provisions for expenditures of allocated funds.	
b. §667.200(c), which requires recipients to follow the federal allowable cost principles identified in 29 CFR 95.27 and 97.22.	
c. Circular A-133, §667.200(b), 29 CFR Parts 97.26, and 95.26, which require the LWIB to establish an audit and audit resolution system and process in accordance with these provisions.	
6. RECORDS AND REPORTS:	
a. §667.300(a)(b) & (d) requires that all grant recipients report financial, participant and performance data in accordance with instructions issued by DOL and with established time frames.	
b. 29 CFR Parts 97.42 and 95.53 that requires all fiscal and participant records, including supporting documents, be retained for three (3) years after the grantee submits its final expenditure report for that funding period. Records for nonexpendable property must be retained for a period of three (3) years after final disposition of the property. The grantee ensures records are retained until any litigation, audit, or claim has been finally resolved.	
c. §667.400(c)(2) and §667.410 (b) which requires access and the right to examine and audit all records, books, papers, tapes or documents pertinent to the grant to the state or its designated agent.	
d. §667.300(e) requires the LWIB to prepare and submit an	

ASSURANCES/CERTIFICATIONS - the LWIB assures and certifies that all programs and activities funded under the Workforce Investment Act will comply with:	LWIB POLICY AND/OR PROCEDURE TITLE, EFFECTIVE/ REVISION DATE
Annual Report to the state in a format to be determined by the LWIB and DOL.	
7. MISCELLANEOUS:	
a. §661.355 which requires LWIB to modify/revise the local plans in the manner and format required by the state; and to obtain written approval and concurrence from the state before implementing any program modifications/revisions to the plan.	

**Approved for the Local Workforce Investment Board**

\_\_\_\_\_  
**Signature of Chairperson**

**Date:** \_\_\_\_\_

**Approved for Local Elected Officials**

\_\_\_\_\_  
**Signature of Chief Elected Official**

**Date:** \_\_\_\_\_

**D. Document List:**

Using the format provided below list all relevant documentation, which is to be considered a part of this plan, including at a minimum the following:

1. Current LWIB agreement and membership list
2. Current Youth Council membership list
3. Proof of publication
4. Copy of public comments, if applicable
5. Copy of local MOU between LWIB and the One-Stop Partners
6. LWIB Administrative Organization Chart

**E. General Plan Information:**

**1. Goals and Objectives**

The primary goal of Nevada's Workforce Investment System is to:

*“Make the Workforce Investment System the first choice of all employers and job seekers in Nevada”*

Briefly describe how the LWIB plans on meeting the following objectives:

- a. Improve the quality of Nevada's workforce to meet the needs of Nevada's employers.
- b. Enhance the productivity and competitiveness of the State of Nevada.
- c. Increase the employment retention and profits of employers utilizing the Workforce Investment System.
- d. Reduce welfare dependency and increase self-sufficiency.
- e. Increase occupational skill attainment by job seekers.
- f. Increase the employment retention and earnings of employees.

**2. Local Workforce Investment Board (LWIB) (WIA Section 117, §661.305, §661.315 and §661.325)**

- a. Describe the organization and structure of the LWIB, including the organizations and entities represented on the Board.
- b. Describe the process your area used to identify and select your Board members.
- c. Describe how the LWIB will carry out its role and responsibilities outlined in §661.305.
- d. Describe how the LWIB will coordinate and interact with the SWIB.
- e. Describe how local elected officials fulfill their role as decision-making partners with the LWIB.

- 3. Youth Council (Council) [WIA Section 117(h)(2&4), §661.335, §661.340 and 664.110(c)]**
  - a. Describe the process the LWIB uses to select Council members.
  - b. Describe the role and responsibilities of the Council including its oversight responsibilities of local youth programs.
- 4. Economic Development/Local Labor Area [WIA Section 118(a)(1)(A-C) and §661.350(a)(1&2)]**
  - a. Describe how the needs of employers, job seekers, and workers in the local workforce investment area are identified.
  - b. Describe how coordination with employers and economic development officials occurs in the development of the local workforce investment system.
  - c. Describe how the current and projected employment opportunities in both the private and public sectors and job skills necessary to obtain such employment opportunities are identified.
  - d. What data sources are used to support these projected opportunities?
  - e. Describe the current demographic characteristics of the general and eligible population.
  - f. Describe the geographic areas to be included.
- 5. Performance Management [WIA Section 136 and §661.350(a)(4)]**
  - a. Indicate, in the following charts, the levels of performance negotiated with the lead state agency on behalf of the Governor for each of the local measures identified in §666.100.



Table for Local Workforce Area Performance Indicators and Goals

WIA Requirement at Section 136(b)	State Standards		Local Workforce Area Performance Goals	
	Program Year		Program Year	
	2005	2006	2005	2006
<b>ADULTS</b>				
Entered Employment Rate				
Retention Rate in Unsubsidized Employment				
Adult Earnings Change in 6 months				
Employment and Credential Rate				
<b>DISLOCATED WORKERS</b>				
Entered Employment Rate				
Retention Rate in Unsubsidized Employment				
Earnings Replacement Rate				
Employment and Credential Rate				
<b>YOUTH (AGES 19-21)</b>				
Entered Employment Rate				
Retention Rate in Unsubsidized Employment				
Earnings Change in 6 months				

WIA Requirement at Section 136(b)	State Standards		Local Workforce Area Performance Goals	
	Program Year		Program Year	
	2005	2006	2005	2006
Credential Rate: Attainment of Educational or Occupational Skills Credential				
YOUTH 14-18				
Skill Attainment Rate: Attainment of Basic, Work Readiness and/or Occupational Skills				
HS Diploma or Equivalent Attainment Rate				
Youth Retention Rate in Post-Secondary Education, Advanced Training, Military, Employment, Qualified Apprenticeships				
Job Seeker Customer Satisfaction				
Employer Customer Satisfaction				

- b. Describe any additional indicators of performance established by the LWIB.
  - c. Describe how customer satisfaction data will be evaluated and used to improve services and customer satisfaction.
  - d. Describe how the LWIB will evaluate performance. What corrective actions (including sanctions and technical assistance) will the LWIB take if performance falls short of expectations?
- 6. One Stop System [WIA Section 121 and §661.350(3)(i-ii)]**
- a. Describe the One-Stop delivery system designated in the local area including:
    - 1) How the LWIB ensures continuous improvement of eligible providers of service and ensures that such providers meet the employment needs of local employers and participants.
    - 2) Describe how the LWIB designates and certifies One-Stop operators in the local area.
    - 3) What mandated partners in §662.200 are participating in the local One-Stop system and how access to each participating partner's core services will be provided in accordance with §662.230.

7. **Coordination - The Act requires coordination between the LWIB and the programs/agencies listed in Section 112(b)(8)(A) to enhance the provision of services and avoid duplication of services with these programs/agencies.**
  - a. Briefly describe the linkages established for each of the programs/agencies listed including type of agreement(s) with each.
  - b. Describe the requirements for coordination of WIA training funds and other grant assistance. (§663.320)
8. **Public Comments/Process [WIA Section 117(e), §661.345(b)(1-4) and §661.350(a)(8)].**

Describe the process used by the LWIB to provide opportunity for public comment, including comment by representatives of business and labor organizations and input into the development of the local plan, prior to submission of the plan to the SWIB.

**F. Organizational Structure:**

1. **Organization Chart** - attach an Organizational Chart, which includes all program activities with an explanation how this structure enables the LWIB to best accomplish its goals.

**G. Program Management:**

**1. Program Design**

**a. Priority and Special Populations [WIA Sections 101(25), 134 and §663.600(c)]**

Describe the criteria established to determine the availability of funds and the process by which any priority for services to recipients of public assistance and other low-income individuals will be applied under WIA Section 134 (d)(2)(E), if applicable.

**b. Assessment**

Describe the policy(s)/guidelines established for service providers in conducting the assessment process for both youth and adult (core, intensive and training services) participants.

**c. Employment and Training Needs**

Briefly describe how the LWIB will identify and meet the employment and training needs of dislocated workers, displaced homemakers, low-income individuals, public aid recipients, and individuals with multiple barriers to employment.

**d. Adults/Dislocated Workers (WIA Section 134, §663.150 and §663.155)**

**1) Core Services**

- Describe the core services to be provided to adults and dislocated workers. [WIA Section 134(d)(2)]
- Describe how these core services will be delivered. (§663.155)
- Describe any core services an individual must receive before receiving intensive services (§663.160), including any minimum time period for participation in core services before receiving intensive services. (§663.165)

**2) Intensive Services [WIA Section 134 (d)(3)(C)]**

- Describe the intensive services to be provided to adults and dislocated workers. (§663.200)
- Describe how these intensive services will be delivered. (§663.210)
- Describe the eligibility criteria for adults and dislocated workers to receive intensive services. (§663.220)

- Describe the criteria to determine whether an employed worker needs intensive services to obtain or retain employment leading to “self sufficiency.” (§663.230)
  - Describe any intensive services an individual must receive prior to receiving training services (§663.240), including any minimum time period for participation in intensive services to be eligible for training services. (§663.250)
- 3) Training Services [WIA Section 134(d)(4)(D)]**
- Describe the criteria for individuals to receive training services. (§663.310)
  - Describe what supporting documentation will be required when training services have been deemed appropriate for an individual.
  - Demand Occupations: describe what supporting documentation will be required to ensure that the selection of a program of training services is linked to employment opportunities either in the local area or in another to which the individual is willing to locate. [§663.310(c)]
- 4) On-the-Job Training (OJT)/Customized Training [WIA Section 101(31) and §663.700, §663.705, §663.710 and §663.720]**
- Describe the criteria used by the LWIB to determine the appropriate length of time for an OJT contract.
  - Describe or attach the policy(s)/guidelines established for providing OJT or Customized Training activities.
- 5) Supportive Services [WIA Sections 101(46), 134(e)(2-3) and §663.800, §663.805, §663.810 and §663.815]**  
**Either attach a copy of the policy or:**
- Describe how participants are determined to be eligible for supportive services.
  - Describe what types of supportive services will be available.
  - Describe what limits on the amounts or duration of funds for supportive services have been established. (§663.810)
  - Describe how the level of needs-related payments will be determined. (§663.840)
- e. Youth (WIA Section 129)**
- 1) Describe the use and control of the 5 percent window for the non-economically disadvantaged participants. (§664.220)
  - 2) Describe the design framework for youth program design (§664.405) in the local area to include the ten program elements listed below: [WIA Section 129(c)(2) and §664.410]
    - Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
    - Alternative secondary school offerings;
    - The summer employment opportunities that link academic and occupational learning as part of the menu of services required in §664.410(a);
    - Paid and unpaid work experience, including internships and job shadowing to be provided; [WIA Section 129(c)(2)(D) and §664.460 and §664.470]
    - Occupational skills training;

- Leadership development opportunities available at the local level as described in §664.420; [WIA Section 129 (c)(2)(F)]
  - Supportive services available to youth; [WIA Sections 101(46), 129(c)(2)(G) and §664.440]
  - Adult mentoring for a duration of at least twelve (12) months that may occur both during and after program participation;
  - Follow-up services to be provided youth at the local level; [WIA Section 129(c)(2)(G) and §664.450]
  - Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.
- 3) Describe how the LWIB will ensure that service providers adhere to the 30 percent minimum expenditure requirement for out of school youth programs. (§664.320)
- f. Rapid Response [WIA Section 118(b)(5), §665.300, §665.310, §665.320 and §665.330]**
- 1) Describe Rapid Response participation at the local level.
- g. Training Providers (WIA Sections 122 & 123, §663.505, §663.510 and §663.515)**
- 1) Describe the competitive and non-competitive processes that will be used to award grants and contract for activities under Title I including how potential bidders are being made aware of the availability of grants and contracts.
- 2) Describe how the LWIB will identify training providers to be recommended for certification as eligible for receipt of WIA vouchers from Individual Training Accounts (ITAs).
- 3) Describe the process for requesting a training provider be removed from the eligible service provider list.
- 4) Describe how the consumer report (performance information) (§663.570) will be prepared and updated, including any supplemental information to be provided to customers in supporting informed customer choice and achievement of local performance measures.
- 5) Describe the process for identifying eligible providers of youth services. (WIA Section 123)
- 6) Identify the criteria to be used in awarding grants to provide youth services including criteria used to identify effective and ineffective youth activities and providers.
- h. Individual Training Accounts (ITAs) are the primary method for the payment of occupational skills training under the WIA. [WIA Section 134(d)(4)(G), §661.350(a)(5 & 10), §663.410, and §663.420]**
- 1) Describe the limitations that have been placed on ITAs such as on the dollar amount and/or duration.
- 2) Describe or attach a policy which covers the following:
- a) How the customer will receive assessment, counseling, and individual development plan through intensive services prior to the issuance of an ITA.
  - b) How the customer will learn of demand occupations or skills for which an ITA may be issued and how exceptions to the list will be handled.

- c) How the ITA policy will be communicated in simple, understandable language to customers of the one-stop center.
  - d) How the customer will have access to the list of eligible providers through the one-stop system.
  - e) What the ITA covers, e.g., books, fees, and other educational materials in addition to tuition.
  - f) How the value of each ITA will be determined (e.g., will there be a cap on value, will the cap vary for certain institutions, occupations or populations, etc.).
  - g) A process for documenting how other sources of funding were first sought (e.g., Pell Grants, one-stop programs, and other sources).
  - h) The internal procedure for ITA issuance, including the appearance of the ITA document that is given to the customer, who may issue the ITA to a customer, whether any signatures are required, etc.
  - i) A process for tracking expenditures of all resources paying for the individual's training, including WIA Title I funds.
  - j) How the customer will be kept informed of his/her account status.
  - k) Any exceptions for using ITAs for payment of training services.
- i. Data Collection/Reporting Process (TEGL 14-00 and 14-00 Change 1).**
- 1) Describe how performance information will be gathered and reported.
  - 2) Describe common data systems in place to track progress.
  - 3) Describe how customer satisfaction information will be collected.
- j. Monitoring [§667.410(a)]**
- 1) Describe the oversight role and responsibilities of the LWIB including providing technical assistance as necessary and appropriate, monitoring its own WIA activities and those of its subrecipients in order to:
    - a) Determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and the regulations.
    - b) Determine whether or not there is compliance with other provisions of the Act and the regulations and other applicable laws and regulations.
- k. Financial (§667.200 to §667.275, 29 CFR Parts 95 and 97)**
- 1) Describe the financial control and fund activity procedures to assure proper dispersal of and accounting for federal funds in accordance with generally accepted accounting principles applicable in Nevada at the local level.
  - 2) Describe how fiscal control and accounting procedures, including those of subrecipients, will be sufficient to:
    - Provide information pertaining to subgrant and contract awards, obligations, unobligated balances, assets, expenditures and income;
    - Provide effective internal control to safeguard assets and insure their proper use;
    - Allow comparison of actual expenditures with budgeted amounts for each subgrant;
    - Provide source documentation to support accounting records;
    - Allow proper charging of costs and cost allocations;
    - Permit preparation of required reports;

- Trace transfer of funds to be a level of expenditure adequate to establish that funds have not been used in violation of the applicable restrictions on use of funds; and
  - Permit transfer of program income, potential stand in costs and other funds that are allowable.
- l. Incentive Grants (\$666.400), if applicable:**
- Describe the process of applying for incentive grants at the local level.
  - Describe the methodology and criteria for awarding incentive grants to local area providers.
  - Describe the policy(s)/guidelines regarding the use of local incentive funds.

**End of Elements of Local Workforce Investment Board Plan**

---

## State Compliance Policies

**SECTION: 1.1**

**Establishing Local Workforce Investment Boards**

**September 2005**

---

### **I. General:**

A. The Governor, in partnership with the State Workforce Investment Board (SWIB), will establish criteria for use by chief elected officials in the appointment of members of the Local Workforce Investment Boards (LWIBs) in accordance with Section 117(b)(2).

B. Chief elected officials shall be the appointing authority for the members of the LWIBs. [Section 117(c)(1)(A) and §661.300(a)]

C. Chief elected officials shall develop a process for soliciting LWIB nominations and for selecting LWIB members. Documentation supporting the nomination/ selection process, including names of all candidates and their qualifications, must be retained.

D. Representatives from private business or other entities shall be individuals with optimum policy making authority within the employer community and within the entities they represent. [§661.315(c)]

E. The Chair of the LWIB must be from the business community. [Section 117(b)(5) and §661.320]

F. An individual may be appointed as a representative of more than one entity if the individual meets all criteria for representation, including the criteria described in §661.315(c, d and e). [§661.315(f)]

### **II. Required Members of the LWIB: (Section 117 and §661.315)**

#### **A. Business**

1. Eligible members in the local area who are owners of a business, chief operating officers, or other individuals with optimum policy making or hiring authority; [Section 117(b)(2)(A)(i) & (b)(3) and §661.315(d)]

***Note: A representative with “optimum policy making authority” is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action; [§661.203(a)]***

2. These members should have employment opportunities in the local area and should be appointed by business organizations and/or trade associations; [Section 117(b)(2)(A)(I and §661.315(e)]
3. A majority of the LWIB members must represent local businesses. [Section 117(b)(4) and §661.315(d)]

#### **B. Education**



1. This category must have two or more members; [§661.315(a)]
2. Eligible members include representatives from local educational entities/agencies, local school boards, adult education and literacy entities, and post secondary educational institutions (e.g., Community Colleges); [Section 117(b)(2)(A)(ii)]
3. Members must be nominated by regional or local educational agencies, institutions, or organizations. [Section 117(b)(2)(A)(ii)]

**C. Labor**

1. This category must have two or more members; [§661.315(a)]
2. The chief elected officials shall solicit nominations for labor representatives from local labor councils or union organizations or in the absence of these organizations in the local area, other representatives of employees may be selected. [Section 117(b)(2)(A)(iii) and §661.315(e)]

**D. Community-Based Organizations (CBO)**

1. This category must have two or more members; [§661.315(a)]
2. Eligible members include representatives of community-based organizations, including those who represent individuals with disabilities and veterans. [Section 117(b)(2)(A)(iv) and §661.315(a)]

**E. Economic Development**

1. This category must have two or more members; [§661.315(a)]
2. The chief elected officials shall solicit nominations from both public and private local economic development agencies. [Section 117(b)(2)(A)(v)]

**F. Other Entities**

The chief elected officials may select for membership other individuals or representatives of other entities, including those representing individuals with multiple barriers to employment and other special populations. [§661.315(b)]

**G. One-Stop Partners required partners shall include entities that carry out programs or activities described in Section 121(b)(1)(B) &(b)(2)(B) and §662.200**

1. Required Members:
  - a. Department of Employment, Training and Rehabilitation (DETR) programs and activities:
    - i) Vocational Rehabilitation
    - ii) Veterans Programs (USC Chapter 41 of Title 38)
    - iii) Wagner Peyser Act
    - iv) Migrant and Seasonal Farm Workers
    - v) Unemployment Insurance Services
    - vi) Trade Adjustment Assistance (TAA) and North American Free Trade Agreement (NAFTA)
    - vii) WIA Title I (Adults, Dislocated Workers and Youth Services)
  - b. Other Programs/Activities:
    - i) Carl D. Perkins Vocational and Applied Technology Education Act
    - i) Community Services Block Grant Act
    - iii) Department of Housing and Urban Development (HUD)
    - iv) Title V of the Older Americans Act of 1965
    - v) Adult Education and Literacy (authorized under title II)

- vi) Job Corps
- vii) Native American programs

***Note: A representative with expertise relating to a program, service, or activity includes a person who is an official with a One-Stop partner program and a person with documented expertise relating to the One-Stop partner program. [§661.203(b)]***

Note: When there is more than one grant recipient, administrative entity, or organization responsible for administration of funds of a particular One-stop partner program in the local area, the chief elected official may appoint one or more members to represent all of those particular partner program entities. In making such appointments, the local elected official may solicit nominations from the partner program entities. (§661.317)

2. Additional One-Stop Partners, in addition to the partners outlined in II(G)(1)(a & b) above: Other entities that carry out human resource programs described in Section 121(b)(2)(B) may be represented if the LWIB and chief elected officials approve their participation and if they:
  - a. Can provide the core services described in Section 134(d)(2) through the One-Stop delivery system that are applicable to such programs; and
  - b. Participate in the operation of such system consistent with the terms of the Memorandum of Understanding (MOU) described in Section 121(c).
3. A mandatory partner that elects not to enter into a MOU between the other One-Stop partners and the LWIB after good faith efforts, may forfeit the right to be a partner board member. [Section 121(d)(1)]

### **III. Certification of Board: [Section 117(c)(2) and §661.325]**

- A. The Governor shall certify a LWIB for each designated workforce investment area every two (2) years. Certification shall be based on compliance with requirements of Section 117(c) and Nevada's State Plan. (§661.325)
- B. For initial and subsequent certification, the LWIB must submit a written request to the lead state agency thirty (30) calendar days prior to the beginning of the two (2) year period and should include the following information/documentation:
  1. Membership information: LWIB must maintain and provide a current membership list including: name of members, titles, business address/telephone numbers, plus members' terms of appointment (including beginning and ending dates) and indicate any board positions held. This information will be used to determine compliance with the Act regarding composition of the board;
  2. Statements confirming that a youth council has been established in compliance with §661.335 of the Final Regulations;
  3. A fully executed copy of the chief elected officials (CEOs) agreement [Section 117(c)(1)(B)(i)], which describes how the local elected officials of units of local government in the area will carry out their respective roles. (Refer to Section V of this policy for additional information on the minimum requirements for this agreement);
  4. LWIB Bylaws, which must include a conflict of interest clause that is in compliance with Section VIII of this policy, and quorum guidelines for both the LWIB and any permanent councils; and

5. A statement confirming that the LWIB has staff that are independent of programs, program management, and service delivery.

**IV. Decertification of the Board: [Section 117(c)(3)]**

- A. The Governor may decertify a LWIB at any time, after providing notice and an opportunity for comment for:
  1. Fraud, abuse, failure to carry out functions per Section 117(c)(3)(A); or
  2. Failure to meet the local performance measures for the local area for two (2) consecutive years per Sections 117(c)(3)(B) and 136(h).
- B. If the current LWIB is decertified, the Governor may require a new LWIB be appointed and certified pursuant to a reorganization plan developed by the Governor, in consultation with chief elected officials, and in accordance with the criteria established under Section 117(b)(1 - 6). [Section 117(c)(3)(C)]

**V. Chief Elected Officials Agreement [Section 117(c)(1)(B)(i)] shall include, at a minimum, the following:**

- A. Respective roles and responsibilities of the chief elected officials including the appointment of the members of the LWIB;
- B. The specific roles and responsibilities of the LWIB and its members;
- C. Financial responsibility including financial responsibility among the officials;
- D. Specific responsibilities regarding oversight of workforce activities in the local area, in cooperation with the LWIB; and
- E. Time frame of the agreement.

**VI. Youth Council: [Section 117(h) and §661.335]**

- A. The LWIB, in cooperation with chief elected officials, shall appoint a council whose members have a special interest or expertise in youth. The council will be a subgroup of the LWIB. [Section 117(h)(1) and §661.335(a)]
- B. The chair of the council shall be selected from its membership.
- C. Members of the council shall include representatives from: [Section 117(h)(2)(A & B) and §661.335(b)(1 - 6) and (c)]
  1. LWIB with special interest or expertise in youth policy;
  2. Youth service agencies, including juvenile justice and local law enforcement;
  3. Local public housing authorities;
  4. Parents of eligible youth seeking assistance under Subtitle B of Title I of WIA;
  5. Individuals, including former participants, and representatives of organizations, that have experience relating to youth activities;
  6. Sierra Nevada Job Corps Center; and
  7. Other individuals as the chair of the LWIB, in cooperation with chief elected officials, deem appropriate.

- D. Members of the council who are not members of the LWIB will be voting members of the council and nonvoting members of the LWIB. [§661.335(d)]
- E. Duties of the youth council include: [Section 117(h)(4)(A - D) and §661.340]
  - 1. Developing the portions of the local plan relating to eligible youth, as determined by the chair of the LWIB;
  - 2. Subject to the approval of the LWIB and consistent with Section 123;
    - a. Recommending eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the LWIB to carry out the youth activities;
    - b. Conducting oversight with respect to the eligible providers of youth activities in the local area;
  - 3. Coordinating youth activities authorized in the local area under Section 129; and
  - 4. Any other duties determined to be appropriate by the chair of the LWIB.

**VII. Vacancies on Board/Councils:**

- A. The lead state agency must be notified within fifteen (15) calendar days of any vacancies which cause the minimum membership requirements not to be met.
- B. All vacancies in the business, education, labor, community-based organizations, and economic development sectors must be filled within ninety (90) calendar days; vacancies of mandatory partners must be filled within sixty (60) calendar days; written requests for extensions will be accommodated if good cause can be demonstrated.

**VIII. Conflict of Interest: [Section 117(g)(1 & 2) and §667.200(a)(4)(i & ii)]**

- A. Each LWIB shall adopt, in its bylaws, conflict of interest standards which meet the minimum standards set in this section. These standards shall apply to all board members (voting and non-voting).
- B. The lead state agency will provide technical assistance upon request from LWIBs concerning conflict of interest standards to avoid compliance violations.
- C. LWIB members (including One-Stop partners) are:
  - 1. Prohibited from entering into discussion or voting on a matter where they have a conflict of interest;
  - 2. Prohibited from bidding on, casting a vote on, or participating in any decision-making capacity on the provision of services by themselves or any organization which they directly represent;
  - 3. Prohibited from receiving any direct financial benefit from any resulting contract which they participated in the development of Invitations for Bid (IFB), Requests for Proposals (RFP), contract specifications/standards, board discussion/decision related to specific terms of a contract, or other bid processes leading to the award of a contract;
  - 4. Prohibited from participating in selection, or in the award or administration of a contract supported by Federal funds with a real or apparent conflict involving an employee, officer or agent, any member of his or her immediate family, his or her partner, or the organization which employs (or is about to employ) any of the above, or has a financial or other interest in any of the above; [29CFR97.36(b)(3)] and

5. Required to disclose a potential or actual conflict of interest to the LWIB as soon as the conflict is discovered and, to the extent possible, before the agenda for taking action on the matter is prepared. If conflict is discovered during a meeting, members must verbally declare a conflict and such declaration must be clearly noted in the minutes.
- D. If a contract is awarded or a purchase is made by the LWIB involving a board member or the entity he/she represents, the board must justify the terms and conditions of the contract or purchase. The LWIB must submit, to the lead state agency, documentation that the award/purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable.

---

*Workforce Investment Act*

*State Compliance Policies*

**SECTION: 1.4**

**One-Stop  
Delivery System**

**August  
2005**

---

**I. General:**

Title I of the Workforce Investment Act assigns responsibility at the local, state and federal level to ensure the creation and maintenance of a One-Stop delivery system that enhances the range and quality of workforce development services that are accessible to individuals seeking assistance [§662.100(b)].

**II. One-Stop Delivery System:**

- A. A system under which entities (One-Stop partners) responsible for administering separate workforce investment, educational, and other human resource programs and funding streams enter into a Memorandum of Understanding (MOU) to create a seamless process of service delivery which will enhance access to services and improve long-term employment outcomes for individuals receiving assistance [§662.100(a)].
- B. Each local area (service delivery area) must have at least one comprehensive physical center to provide the core services and to assure access to other programs and activities carried out by the One-Stop partners [§662.100(c)]. Additional centers may be added as required and as funding permits [§662.100(d)].
- C. Section 134(c) and §662.100(d) provide for options to supplement the center. Included are:
  - 1. A network of affiliated sites that can provide one or more partner programs, services, and activities;
  - 2. A network of One-Stop partners through which each partner provides services that are linked, physically or technologically, to an affiliated site that assures individuals are provided information on the availability of core services in the local area; and
  - 3. Specialized centers that address specific needs, such as those of dislocated workers.
- D. The design of the local area's One-Stop system, including the number of comprehensive centers and affiliated sites, must be described in the local plan and be consistent with the MOU executed by the One-Stop partners [§662.100(e)].

**III. Designation/Certification of One-Stop Operators:**

- A. The Local Workforce Investment Board (LWIB), with the agreement of the chief elected official, must designate and certify One-Stop operators in the local area [Section 121(a)(1-2), §§662.410(a), and 662.430].

- B. The One-Stop operator(s) will be designated or certified as follows:
1. Through a competitive process, or
  2. Under agreement between the LWIB and a consortium of entities that includes at least three or more of the required One-Stop partners listed in IV below [Section 121(d) & (e), §662.200(b)]; or
  3. Under WIA section 121(e), the LWIB, the chief elected official, and the Governor may agree to certify an entity that has been serving as a One-Stop operator in a One-Stop delivery system established prior to the enactment of WIA (August 7, 1998) to continue to serve as a One-Stop operator without meeting the requirements for designation under §662.410(b) if the local One-Stop delivery system is modified, as necessary, to meet the other requirements of §662.410, including the requirements relating to the inclusion of One-Stop partners, the execution of the MOU, and the provision of services [WIA Section 121(e) and §662.430].

***Note: The designation or certification of the One-Stop operator must be carried out in accordance with the “sunshine provision” at 20 CFR 661.307 [§662.410(c)].***

The designation or certification must be reviewed whenever the biennial certification of the LWIB is made under 20 CFR 663.300(a) [WIA Section 117(f)(2)] [§662.420(b)].

**IV. The One-Stop Operator: Is the entity selected by the LWIB to provide services ranging from coordinating service providers to being the primary provider within the center [Section 121(d) and §662.400(c)].**

- A. Eligible entities include [Section 121(d)(1)(B) and §662.400(a)(1-6)]:
1. A post-secondary educational institution;
  2. An employment service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
  3. A private, non-profit organization, including a community-based organization;
  4. A private-for-profit entity;
  5. A government agency; and
  6. Another interested organization or entity.
- B. One-Stop operators may be a single entity or a consortium of entities that may operate one or more One-Stop centers. There may be more than one One-Stop operator designated in a local area [§662.400(b)].
- C. The agreement between the LWIB and the One-Stop operator shall specify the operator’s role. That role may range between simply coordinating service providers within the center to being the primary provider of services within the center [Section 121(d) and §662.400(c)].

**V. One-Stop Partners: Section 121(b)(1) and §662.200 identifies the entities that are required partners in the local One-Stop system. The state may require that one or more of the programs identified below be included as a partner in all of the local One-Stop delivery systems in the State [§662.210(c)]. The required partners are the entities that carry out programs authorized under:**

- A. Title I of WIA, which serves adults, dislocated workers, and youth. Additional programs include: Job Corps, Native Americans, Migrant & Seasonal Farm Worker, and Veterans' workforce activities;
- B. Wagner-Peyser Act;
- C. WIA Section 121(b)(1)(B)(iii) for adult education and literacy activities;
- D. Parts A & B of Title I of the Rehabilitation Act;
- E. Section 403(a)(5) of the Social Security Act for Welfare-to-Work programs;
- F. Title V of the Older Americans Act of 1965 for senior community service employment activities;
- G. Carl D. Perkins Vocational and Applied Technology Education Act for post secondary vocational education activities;
- H. Chapter 2 of Title II of the Trade Act of 1974 (as amended), for Trade Adjustment Assistance, the Trade Adjustment Assistance Reformation Act of 2002, and North American Free Trade Agreement/Transitional Adjustment Assistance activities;
- I. Chapter 41 of Title 38, U.S.C (local veterans' employment representatives and disabled veterans' outreach programs);
- J. Department of Housing and Urban Development;
- K. State Unemployment Compensation laws in accordance with applicable Federal law.
- L. A human resource program, including federal, state, or local programs and programs in the private sector, including, but not limited to [Section 121(b)(2)(A&B) and §662.210]:
  1. Temporary Assistance for Needy Families (TANF) programs authorized under part A of title IV of the Social Security Act;
  2. Employment/training and work programs authorized under section 6 of the Food Stamp Act of 1977;
  3. Programs authorized under the National and Community Service Act of 1990; and
  4. Other appropriate programs, including programs related to transportation and housing.

***Note: if a program or activity listed in §662.200 is not carried out in a local area, the requirements relating to a required One-Stop partner are not applicable to such program or activity in that local One-Stop system [§662.200(a)].***

## **VI. Role and Responsibilities of the One-Stop Partners (§662.230):**

- A. Develop an MOU with the LWIB relating to the operation of the One-Stop system that meets the requirements of §662.300, including a description of services, how the cost of the identified services and operating costs of the system will be funded (§662.270), and methods for referrals [Section 121(c)].



- B. Must agree to participate in the operation of the system consistent with the terms of the MOU and requirements of authorizing laws [Section 121(b)(1)(B)].
- C. Will be voting members of the LWIB, if mandatory partners [Section 117(b)(2)(A)(vi)].
- D. Make available to participants through the system the core services that are applicable to the partner's programs [Section 121(b)(1)(A), §662.260, §662.280 and WIA State Compliance Policy 1.8.].
- E. Provide access to the other activities and programs carried out under the partner's authorizing laws. These services must be described in the MOU. 20 CFR Part 663 describes the specific requirements relating to the provision of core, intensive, and training services through the One-Stop system that apply to the adult and dislocated worker programs authorized under Title I of WIA. Additional requirements apply to the provision of all labor exchange services under the Wagner-Peyser Act [Section 134(c)(1)(D) and §662.260].
- F. Provide discretionary activities, if needed, which may include [Section 134(e)]:
  - 1. Customized screening and referral of qualified participants in training services to employment; and
  - 2. Customized, employment-related services to employers on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act.
- G. Facilitate activities designed to achieve the purposes of the youth program and youth activities as described in Section 129(a).

**I. General:**

- A. Individual Training Accounts (ITAs) are established on behalf of an eligible individual to finance training services (§663.400).
- B. WIA Title I adults and dislocated workers will select from the list of eligible training providers who best meet their needs in consultation with their case manager (§663.410).
- C. Training shall be directly linked to occupations that are in demand in the local area or in another area if the adult or dislocated worker is willing to relocate. The LWIB may approve training services for occupations they determine to have a high potential for sustained demand or growth in the local area [134(d)(4)(G)(iii)].
- D. ITAs will be available through the One-Stop delivery system with the exceptions listed in paragraph VI of this section [134(d)(4)(G)(ii)(I)].

**II. Eligibility For Individual Training Accounts:**

WIA funding for training is limited to eligible participants who:

- A. Are unable to obtain grant assistance from other sources to pay the costs of their training [134(d)(4)(B)(i)(I)]; or
- B. Require assistance beyond that available under grant assistance from other sources to pay the costs of such training [134(d)(4)(B)(i)(II)].

**III. Payments Of ITAs (663.410):**

- A. Payments may be made in a variety of ways, including electronic transfer of funds through financial institutions, vouchers, or other appropriate methods.
- B. The LWIB will determine when payments will be made, incrementally or at different points in the training.

**IV. Limitations On ITAs:**

- A. The LWIB may impose limitations on the dollar amount and/or duration based upon criteria established by the board [§663.420(a)].
- B. There may be a limit for an individual participant that is based on their needs as identified in the Individual Employment Plan (IEP); or the LWIB may establish a range of amounts and/or a maximum amount applicable to all ITAs [§663.420(b)(1&2)].
- C. Any limitations established by the LWIB must be described in the Local Plan and must ensure that training services are provided in a manner that maximizes customer choice in the selection of an eligible training provider. ITA limitations may provide for exceptions to the limitations in individual cases [§663.420(c)].

- D. An individual may select training that costs more than the maximum amount available for the ITAs under a state or local policy when other sources of funding are available to supplement the ITA. These other sources may include: Pell Grants, scholarships, severance pay, etc. [§663.420(d)].

**V. ITAs For Youth (§664.510):**

- A. ITAs are not allowed for youth except for those individuals age eighteen (18) and above who are eligible for training services under the adult and dislocated worker programs.
- B. To the extent possible, in order to enhance youth participant choice, youth participants should be involved in the selection of educational and training activities.

**VI. Other Mechanisms For Payment [§663.430(a)(b)]:**

Contracts for services may be used instead of ITAs when the LWIB has requested and received a waiver for one of the following three exceptions:

- A. When the services provided are on-the-job training (OJT) or customized training;
- B. When the LWIB determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of an ITA system. The local plan must describe the process for selection of providers under a contract for services system. This process must include a public comment period for interested providers of at least thirty (30) days;
- C. When the LWIB determines that there is a training program of demonstrated effectiveness offered in the area by a community-based organization (CBO) or another private organization to service special participant populations that face multiple barriers to employment as described in §663.430(b). The LWIB must develop criteria to be used in determining demonstrated effectiveness, particularly as it applies to the special participant population to be served. The criteria may include:
  - 1. Financial stability of the organization;
  - 2. Demonstrated performance in the delivery of services to hard to serve participant populations through such means as program completion rate; attainment of the skills, certificates, or degrees the program is designed to provide; placement after training in unsubsidized employment; and retention in employment; and
  - 3. How the specific program relates to the workforce investment needs identified in the local plan.

---

**Workforce Investment Act  
State Compliance Policies**

**SECTION: 1.12**

**Selection of  
Training Service  
Providers  
August 2005**

---

**I. Introduction:**

The workforce investment system established under WIA emphasizes informed customer choice, system performance, and continuous improvement. In order to maximize customer choice and assure that all significant population groups are served, the State Workforce Investment Board (SWIB) and Local Workforce Investment Boards (LWIBs) should administer an eligible provider process in a manner to assure that significant numbers of competent providers, offering a wide variety of training programs and occupational choices, are available to customers (§663.500 and WIA State Compliance Policy 1.9).

**II. Eligible Providers Of Training Services (§663.505, WIA Section 122):**

A. Eligible providers of training services are those entities eligible to receive Workforce Investment Act Title I-B funds to provide training services to adult and dislocated workers. LWIBs, in partnership with the state, identify qualified training providers.

B. In order to provide training services to eligible adults and dislocated workers, a provider must be:

1. A postsecondary educational institution that is eligible to receive federal funds under Title IV of the Higher Education Act of 1965 (20 U.S.C. 1070 et seq.) and provides a program that leads to an associate degree, baccalaureate degree, or certificate [WIA Section 122(a)(2)(A)(ii)]; or
2. An entity that carries out programs under the National Apprenticeship Act (50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.); or
3. A community-based organization; or
4. Other public or private providers of a program of training services; or
5. LWIBs, if they meet the conditions of WIA State Compliance Policy 1.3 [Section 117(f)(1)(B)]; or
6. Community-based organizations and other private organizations approved by the LWIB to provide training to special participant populations that face multiple barriers to employment, per WIA State Compliance Policy 1.3 (§663.590).

C. Training providers must provide a program of training services through one (1) or more courses or classes that, upon successful completion, leads to (§663.508):

1. A certificate, an associate degree, or baccalaureate degree; or

2. A competency or skill recognized by employers, or a training regimen that provides individuals with additional skills or competencies generally recognized by employers.
- D. A provider of training services providing services other than basic/life skills training must, as appropriate:
1. Be licensed by the Nevada State Commission on Post Secondary Education as required in Nevada Revised Statutes 394.099 and 394.415; or
  2. Be licensed by the appropriate licensing agency (e.g., trucking training, cosmetology, aviation training, etc.), as required.

### **III. Initial Eligibility Determination [§663.515, Section 122(b)]:**

- A. Postsecondary Institutions (title IV of the Higher Education Act) and Apprenticeship Programs (National Apprenticeship Act):
1. To be initially eligible to receive adult or dislocated worker training funds, a postsecondary educational institution and an entity carrying out apprenticeship program training meeting the definition of section I(B)(1-2) above must submit an application to the LWIB for the local area in which the provider desires to provide training services.
  2. This application must describe each program of training services the provider will be offering to eligible adults and dislocated workers and include any other information required by LWIBs [§663.515(a)].
  3. LWIBs shall determine the procedures for making an application for initial eligibility for those entities that will specify the timing, manner, and contents of the required application [§663.515(b)].

B. Other Providers:

For entities other than those described in section IIIA above, providers of training services must submit the following information to the LWIBs for the purpose of evaluating initial eligibility requirements [§663.515(c), WIA Section 122(b)(2)]:

- Organization name, address, telephone and fax number;
- Name and title of contact person;
- Organization's federal tax identification number;
- Type of organization (i.e., private for-profit, private non-profit, public non-profit, government agency, university, school district, community college, post-secondary educational institution, minority-owned business, or female-owned business);
- A description of the types of training services for which the agency is applying;
- Method of documenting student attendance;
- Documentation of approval by the Nevada State Commission on Postsecondary Education or appropriate licensing entity;
- Program information including:
  - The program completion rates for all individuals participating in the applicable program conducted by the provider;
  - The percentage of all individuals participating in the applicable program who obtain unsubsidized employment;

- The wages at placement in employment of all individuals participating in the applicable program;
- The percentage of WIA participants in each training program who obtain unsubsidized employment;
- The retention rates in unsubsidized employment of participants who have completed the applicable program, six (6) months after the first day of the employment;
- The wages received by participants who have completed the applicable program six (6) months after the first day of employment;
- Where appropriate, the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills of the graduates of the applicable program;
- Information on program costs of the applicable training program (tuition and fees); and
- Other information required by the LWIB.

#### IV. Subsequent Eligibility Determination:

A. Training providers shall annually provide verifiable performance information for all adults and dislocated workers whose training is funded in whole or in part under Title I of WIA. Providers that have been determined eligible for more than six (6) months shall submit the following performance information annually to the appropriate LWIB and in a manner determined by that Board [§§663.530 and 663.540(a)(1-2), WIA Section 122(d)(1)]:

Program information:

- The average program completion rates for all individuals participating in the applicable program conducted by the provider;
- The percentage of all individuals participating in the applicable program who obtain unsubsidized employment;
- The wages at placement in employment of all individuals participating in the applicable program;
- The percentage of WIA participants in each training program who obtain unsubsidized employment;
  - The retention rates in unsubsidized employment of participants who have completed the applicable program, six (6) months after the first day of employment;
  - The wages received by participants who have completed the applicable program six (6) months after the first day of the employment involved using UI quarterly wage records, where appropriate;
- Where appropriate, the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measurable skills of the graduates of the program;
  - Information on program costs of the applicable training program; and
  - Other performance information required by the LWIB.

**Note:** If the Governor or LWIB requests additional information on program specific information that imposes extraordinary collection costs, training providers must be provided access to a cost-effective method of collecting the information or be provided additional funds from state or local WIA funds, as appropriate [WIA Section 122(d)(3)(A)].

The Governor must establish procedures by which providers can demonstrate if the additional information required imposes extraordinary costs on providers or if

providers experience extraordinary costs in the collection of information [§663.335(c)].

**Note:** LWIBs may accept program-specific performance information consistent with the requirements for eligibility under Title IV of the Higher Education Act of 1965 if the information is substantially similar to the information required in section IV.A above [§663.540(d)].

B. In making determinations of whether to retain providers, LWIBs must, in addition to the requirements in IV.A above, take into consideration [§663.535(f)]:

1. The specific economic, geographic, and demographic factors in the local areas in which providers seeking eligibility are located; and

2. The characteristics of the populations served by providers seeking eligibility, including the demonstrated difficulties in serving such populations, as applicable.

C. LWIBs must remove a training service provider, as appropriate, from the local list who [§663.565(b)(1)]:

1. Failed to meet the performance standards established by the SWIB and LWIBs for each performance criteria [§663.535(g)]; or

2. Failed to provide the required performance information [§663.565(a)]; or

3. Intentionally supplied inaccurate information [§663.565(3)]; or

4. Violated any provision of Title I of the Workforce Investment Act including 29 CFR Part 37 [§663.565(b)(3), Section 122(f)].

**Note:** If all of the provider's programs are determined to have failed to meet the levels, the designated state agency may remove the provider from the state list [§663.565(b)(2)].

D. LWIBs will submit performance and cost information, as well as determinations of provider retention, to the lead state agency within forty-five (45) days from the date that the information is due from providers. If the lead state agency determines, within thirty (30) days from the receipt of information, that the provider does not meet the established state performance levels for the program of training services or is in non-compliance with Section IV.C. above, the lead state agency will recommend removal of the provider from the list of training providers as appropriate [§663.535(g)].

E. A provider who is placed or retained on the list and is not recommended for removal by the designated state agency, shall be considered to be an eligible provider of training services [§663.535(g)].

~~F. Refer to WIA State Compliance Policy 4.4, Non-Criminal Grievance Complaint and Hearing Procedures [§667.640(b)].~~

## V. State Submission/Approval Process:

A. LWIBs shall post public notice of requests for qualifications, annually at a minimum, for potential new providers.

- B. LWIBs will review applications and forward all new applications and Board recommendations to the lead state agency for verification of application information.**
- C. After the lead state agency verifies that the provider meets the criteria for initial or subsequent eligibility, or after thirty (30) days have elapsed, whichever occurs first, the provider is eligible as a provider of training services.**

**Note:** The providers submitted under section III.A. above of this section are initially eligible without state agency review [§663.515(d)].

- D. If a provider is denied eligibility status, they may appeal using procedures set forth in WIA State Compliance Policy 4.4 [§667.640(b)].**
- E. The lead state agency will maintain the eligible provider list by publishing and disseminating any updates to the list within thirty (30) days of a determination effecting provider eligibility or updates to training provider performance and data [§663.510(c)].**

**VI. Exceptions: On-The-Job Training (OJT) Or Customized Training [§663.595]:**

- A. On-the-job and customized training providers are not subject to the reporting and eligibility requirements of this policy.**
- B. For on-the-job and customized training providers, a One-Stop operator or One- Stop consortium in a local area shall:**
1. Collect required performance information for each provider to include:
    - Rate of successful completion of OJT/customized training activities;
    - Average wage of OJT/customized training recipients;
    - 6-month employment retention rates of OJT/customized training recipients;
  2. Determine whether the providers meet such performance criteria; and
  3. Disseminate information identifying providers that meet the criteria as eligible providers, and the performance information, through the One-Stop delivery system.
- C. On-the-job and customized training providers determined to meet the criteria shall be considered to be eligible providers of training services.**



---

**Workforce Investment Act  
State Compliance Policies**

---

**SECTION: 1.13**

**Termination of Training Service Providers**

**August 2005**

---

**I. General:**

If the designated state agency or the Local Workforce Investment Board (LWIB), working with the state agency, determines that the eligible provider substantially violates any requirement under the Act, then the state agency will recommend termination of eligibility of such provider to receive funds for the programs involved or take such other actions as the agency or LWIB determines appropriate (§663.565 and Section 122).

**II. Enforcement:**

- A. A provider must deliver results and provide accurate information in order to retain its status as an eligible provider. A provider must be removed from the list in accordance with the enforcement provisions outlined in Section 122(f):
1. If the provider does not meet the established performance levels:
    - a. The LWIB must determine during the subsequent eligibility determination process whether a provider meets performance levels [§663.565(b)(1)].
    - b. If agreed levels are not met, the LWIB will submit a recommendation to the state agency to remove the provider from the list [§663.565(b)(1)].
    - c. The designated state agency, upon receipt of the performance information accompanying the local list, may recommend removal of the provider from the state list if the agency determines the provider failed to meet the levels of performance prescribed [§663.565(b)(2)];
  2. If the provider has intentionally supplied inaccurate information [§663.565(b)(3)]; or
  3. If the provider has violated any provision of Title I of the Act or regulations [§663.565(b)(3)].
- B. A terminated provider will not be eligible to receive funds for any program for a period of time, but not less than two (2) years [Section 122 (f)(1) and §663.565(b)(3)].

**III. Repayment [Section 122(f)(3) and §663.565(b)(4)]:**

A provider whose eligibility is terminated for providing inaccurate information or for noncompliance shall be liable for repayment of all funds received for the program during any period of noncompliance.

**IV. Appeal [Section 122(g), §§663.565(b)(4) and 667.650]:**

- A. A provider may appeal the action of the LWIB by requesting an independent review.
1. Such a request must be in writing from the provider to the Governor within thirty (30) days of the date of denial and must include factors the provider deems necessary to be considered in the review.

2. Upon request by the Governor, the LWIB will appoint an independent review committee composed of parties without interest in the outcome.
3. The committee will make a recommendation to the Governor regarding the appeal within sixty (60) days of beginning the review.
4. The Governor will issue a final decision on the appeal.

## ATTACHMENT F

<b>Acronyms in the Nevada State Plan</b>
ADA – Americans with Disabilities Act
AJB – America’s Job Bank
ALMIS – America’s Labor Market Information System
B&I – Department of Business and Industry
BSBVI – Bureau of Services to the Blind and Visually Impaired
BVR – Bureau of Vocational Rehabilitation (Rehab)
CBO – Community-Based Organization
CDL – Commercial Driver’s License
CED – (Nevada) Commission on Economic Development
CEP – Career Enhancement Program
DART – Data Analysis Report Tool
DETR – Department of Employment, Training and Rehabilitation
DOL – Department of Labor
DVOP – Disabled Veterans Outreach Program
EIMS – Enterprise Information Management System
ES – Employment Services
ESD – Employment Security Division
ETPL – Eligible Training Provider List
FBO – Faith-Based Organization
GMC – General Motors Corporation
IPB – Invitation for Bids
ITA – Individual Training Account
JOIN – Job Opportunities In Nevada
JTPA – Job Training Partnership Act
KSA – Knowledge, Skills, and Work Activities
LDS – Latter Day Saints (Mormon Church)
LEO – Local Elected Official
LEP – Limited English Proficiency
LVER – Local Veterans Employment Representative
LWIB – Local Workforce Investment Board
MOA – Methods of Administration
MOU – Memorandum of Understanding
MSFW – Migrant and Seasonal FarmWorkers
NCIS – Nevada Career Information System
NDE – Nevada Department of Education
NJC – Nevada JobConnect
NJCOS – Nevada JobConnect Operating System
NRS – Nevada Revised Statutes
OJT – On-the-Job Training
R & A – Research and Analysis
RFP – Request for Proposals
SAS – (Employment Services) Self Appraisal System
SCP – State Compliance Policy
SMA – State Monitor Advocate
SWIB – State Workforce Investment Board
TAA – Trade Adjustment Act

TEN – Train Employees Now
TMCC – Truckee Meadows Community College
UCCSN – University and Community College System of Nevada
UI – Unemployment Insurance
UI-REA – Unemployment Insurance – Reemployment Eligibility Assessment
VPL – Veterans’ Program Letter
WARN – Worker Adjustment and Retraining Notification
WIA – Workforce Investment Act (of 1998)
WISS – Workforce Investment Support Services
WOTC – Work Opportunity Tax Credit
WPRS – Worker Profiling and Reemployment Services
WtWTC – Welfare to Work Tax Credit