



State of Nevada

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

And the Wagner-Peyser Act

**For the Period of
July 1, 2005 – June 30, 2007**

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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 March 2005. The guidance and plan development process were presented to the Governor's Workforce Investment Board at a public meeting on March 18, 2005. The state board chair designated several board members to serve on the plan's writing teams including 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 initial request for public input was published on the websites of the Department of Employment, Training and Rehabilitation (DETR) and the Nevada JobConnect system on March 22, 2005. 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 19, 2005, again requesting comments from the public. All public comments, as well as comments from state and local board members were 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 April 2005, Nevada Governor Kenny C. Guinn announced that the state’s two largest cities – Las Vegas and Reno – were ranked by Inc. Magazine in the nation’s top 15 cities as “Best Places for Doing Business in America 2005.” Reno ranked No. 1 and Las Vegas ranked No. 14. The Governor attributed this success to a positive economic policy and the state’s commitment to public education and building of a skilled workforce. He noted that Nevada has not just become a nice place to do business it has become the place for a whole host of diverse companies to do business. His message echoed his conviction that, with prudent planning, a uniform and fair tax base and a diversified business sector, a state’s economy can rebound with record-setting results.

The state’s workforce investment system – Nevada JobConnect – played a critical role during the period of economic recovery that followed the tragic events of September 11, 2001. In 2005, Nevada’s economy continues to produce jobs at a faster pace than any other state in the nation. With 75,000 new jobs created in the past year, Nevada JobConnect is currently focusing its efforts on responding to the demands of Nevada business for skilled workers through strategic and coordinated business outreach initiatives.

Projections indicate that more than 120,000 new jobs will be added to Nevada’s economy in the next two years. This rapid job growth coupled with one of the lowest unemployment rates in the nation, presents unique challenges for the Nevada JobConnect system to ensure the state maintains its competitive edge in the global economy. Developing a workforce that continues to support that state’s diverse business environment will require focused collaboration with economic development and education to ensure resources are strategically aligned with the Governor’s vision of a prosperous Nevada that remains the best place in the nation to do business.

- 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
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 21st 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
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 University and Community College System of Nevada (UCCSN) to all rural communities**
- 2. Expand lifelong learning opportunities through local school and UCCSN teaching centers**
- 3. Provide students with entrepreneurial skills**
- 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.

Millennium Scholarship

Governor Guinn's commitment to education and lifelong learning is evidenced in his 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. In his 2005 State of the State Address, the Governor reported the millennium scholarship program was changing the future of Nevada as college enrollments were at record levels. More than 40,000 students had already qualified since the inception of the program and thousands more would be arriving on Nevada campuses in the near 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

Since 2002, the SWIB has dedicated a portion of the annual Workforce Investment Act Governor's Reserve Fund allocation for establishing and implementing 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. In 2005, 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 \$1.5 million of the annual budget is reserved for matching funds for qualifying Nevada employers to provide 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.

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 construction.

Nevada's Statewide 18-24 Year Old Credential Initiative

Nevada's Statewide 18-24 Year Old Credential Initiative was launched in 2002, to meet the needs of Nevada employers for skilled workers by increasing the high school completion rate of the state's 18-24 year old population. This initiative, endorsed by Governor Guinn as a means of enabling Nevada to effectively compete in the world marketplace with a strong, educated, and trained workforce, is an effective collaboration between key partners in government, education and workforce investment. The program is based on the following principles:

1. Nevada values an educated workforce that attracts new economic development opportunities and allows Nevada to compete in the work marketplace
2. Nevada values the power of its communities to meet challenges and eliminate obstacles

3. **Nevada values collaboration among its state agencies that fosters economic stability by providing resources and support that builds its adult education infrastructure**
 4. **Nevada values the support of its businesses, industries and labor in addressing issues that impact its economic and social well-being**
 5. **Nevada values the support of its media and public relations industries in communicating the importance of issues to its residents, and**
 6. **Nevada values its decision makers for their support on issues that impact the stability of the state's economy**
- 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 Director of the Governor's Las Vegas office, 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 the Vice Chancellor for Academic and Student Affairs for the University and Community College System of Nevada.

- 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 farmworker 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 farmworker 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.

To reinforce his dedication for quality educational opportunities for all Nevada youth, the Governor’s 2005-2007 biennial budget includes proposals that will generate \$100 million to safeguard the millennium scholarship fund, provide \$250 million to the University and Community College System of Nevada for faculty and infrastructure, add \$500 million in new funding to the K-12 system to accommodate projected growth, and direct \$100 million to at risk schools. Also included in the Governor’s proposal is the creation of a Commission on Educational Excellence to promote innovative programs that will improve the achievement of Nevada’s youth at an early age. These educational initiatives provide additional resources to ensure early intervention for youth to be successful while they are still in school.

- 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 Guinn’s priorities for the state’s workforce investment system are designed to align with his vision of a prosperous Nevada that remains the best place in the nation to do business.

- 1. Develop workforce solutions that continue to support Nevada’s diverse business environment through focused collaboration with economic development and education**
- 2. Provide training incentives for the relocation and expansion of businesses that produce high-skill, high-wage jobs through incumbent worker and pilot project initiatives**
- 3. Produce premier labor market information that serves as the foundation for the state’s workforce development strategies**
- 4. 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**

5. 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
6. Ensure a quality workforce investment system by evaluating its effectiveness and supporting high standards and continuous improvement

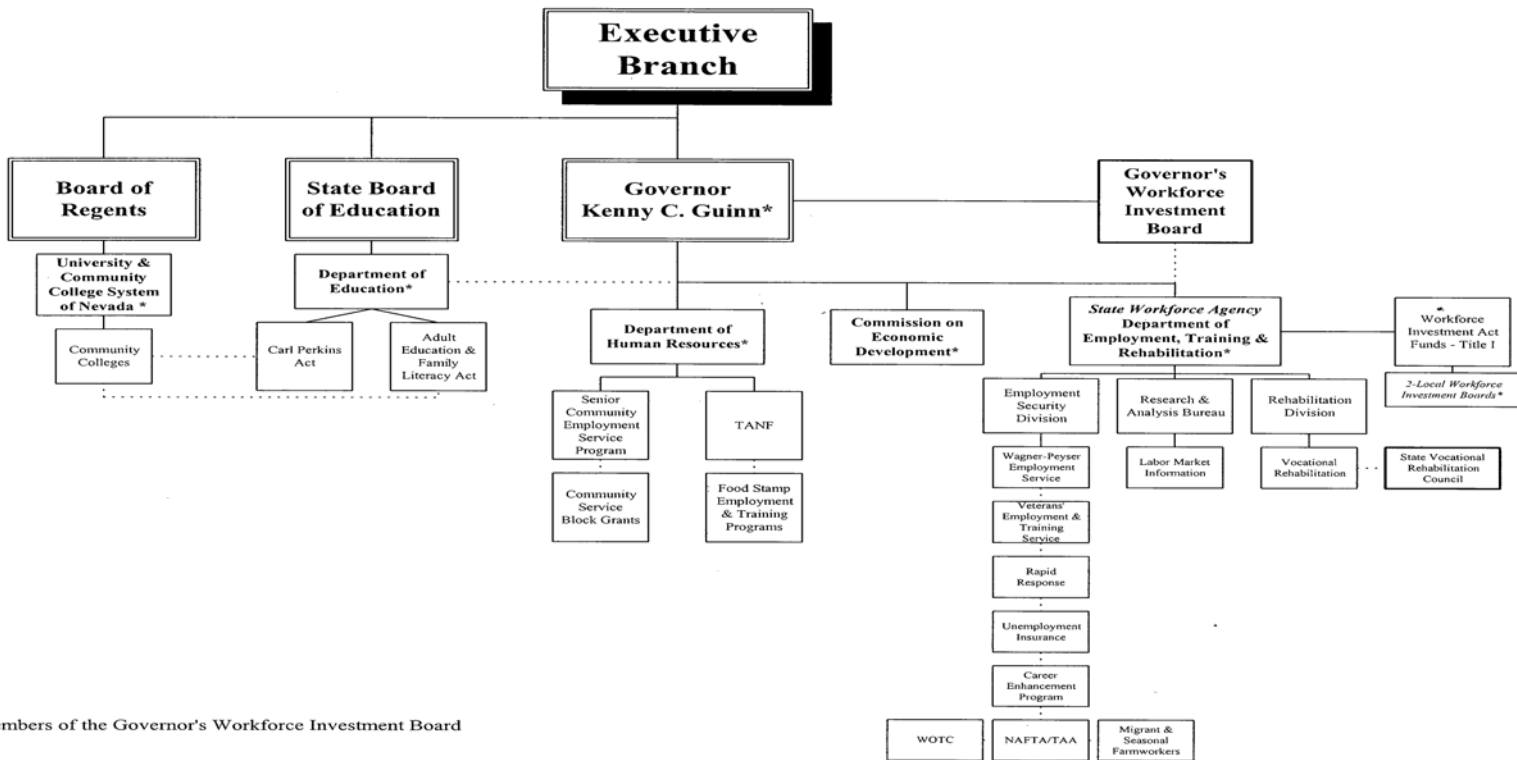
The Governor's workforce board serves as the vehicle for actualizing the Governor's vision for workforce and economic development strategies that support a diverse economy. The Board will focus its efforts on ensuring the state's workforce investment system is business-driven and regarded as the primary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

State of Nevada
Workforce Investment System



*Members of the Governor's Workforce Investment Board

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 University and Community College System of Nevada. These agencies are all represented on the Governor’s Workforce Investment Board by their respective agency head or other high level administrator. The 33-member board is made up of business, educational, 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. The department is 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 acts as an advocate and visionary for all children and sets the policy that allows every child equal access to educational services. The department 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 University and Community College System of Nevada (UCCSN) 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, the state, and the nation. As a member of the Governor’s workforce board, the Vice Chancellor for Academic and Student Affairs actively participates in the development of the state’s workforce development policies.

The Department of Human Resources 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 Employment Services Employment program, the Community Service Block grants and facilitates coordination of employment and training services for the Temporary Assistance to Needy Families and Food Stamp 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.)

The Governor’s Workforce Investment Board, also referred to as the State Workforce Investment Board (SWIB) receives its authority by Executive Order of the Governor. The mission of the Governor’s 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 and complies with membership requirements of the Workforce Investment Act to include mandated partners with the private sector representing the majority of members.

There are seven standing committees established by the Board to ensure participation and input from members of businesses, 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**
- **Legislative 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.

The Department of Employment, Training and Rehabilitation (DETR) is 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

Representation List

MEMBER NAME	REPRESENTS:
Baez, Debra	Business – Southern Nevada – Graphic Design
Bahn, Michael	Business – Northern Nevada – Technology
Baker, Birgit	Director, Department of Employment, Training & Rehabilitation
Bertoldi, Michael	Business – Northern Nevada – Technology
Brewer, Robert E.	Chair-Southern Nevada Workforce Investment Board/Business – Business – Southern Nevada
Brower, Maureen	Office of the Governor
Brown, Mary-Ann	Youth – Northern Nevada
Chairsell, Chris	University and Community College System of Nevada
Clausen, Kirk	Business – Statewide – Banking
Egan, Pamela	Nevada State AFL/CIO
Forbes, Lee, Vice-Chair	Business – Statewide – Retail
Furman, Marc	Southwest Regional Council of Carpenters
Ghanem, Elizabeth	Business – Southern Nevada – Law
Vacant	Business – Northern Nevada
Hunewill, Phyllis	Local Elected Official – Northern Nevada Workforce Investment Board/Business – Rural Nevada
Kelley, Kara	Southern Nevada Chamber of Commerce, President Business – Southern Nevada
Lee, Richard	Business – Northern and Southern Nevada – Banking
Martin, Leslie	Business – Rural Nevada
Mathews, Senator Bernice	Nevada State Senate – Northern Nevada
Rheault, Keith	Superintendent of Public Instruction/Department of Education
Millard, Dwight	Business – Northern Nevada – Construction
Nathan, Arthur (Chair)	Business – Southern Nevada – Gaming
Ohrenschall, Assemblywoman Eugenia	Nevada State Assembly – Southern Nevada
Palmer, Cass	Business – Southern Nevada – Gaming
Peacock, Thomas	Education – Community College of Southern Nevada
Peltyn, Michael	Business – Southern Nevada – Gaming
Peyton, Jean	Persons with Disabilities
Shriver, Robert	Director, Commission on Economic Development
Sorenson, Cameron	Business – Northern Nevada – Manufacturing
Taylor, D.	Culinary Workers Union of Southern Nevada
Townsend, Senator Randolph	Nevada State Senate – Northern Nevada
Weber, Assemblywoman Valerie	Nevada State Assembly – Southern Nevada
Willden, Mike	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 and 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 ESL**
- **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 Human Resources 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 University and Community College System of Nevada serve as participating officials on the Governor’s board.

The remaining members, the majority, represent business and industry, leisure/hospitality, small businesses, 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 §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 §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 the certification of LWIBs**
- **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 four board meetings in 2004, one in 2005 to date with three more meetings scheduled for the remainder of the year. Additionally, there are seven 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 NJC websites.

Additionally, the DETR website provides access to the Board's membership list, WIA State Compliance Policies, public documents, 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 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.

Governor Guinn 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 DOL memorandums and directives to all interested parties via electronic mail**
- **Development and distribution of federal and state program policies and guides to NJC and LWIB staff**
- **Access to current information on DETR and NJC websites at www.nvdetr.org and www.nevadajobconnect.com, and**

- **Monthly Executive Workgroup/WIA Implementation 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 Taskforce represent the private sector, the Nevada Literacy Council, local youth councils, and 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

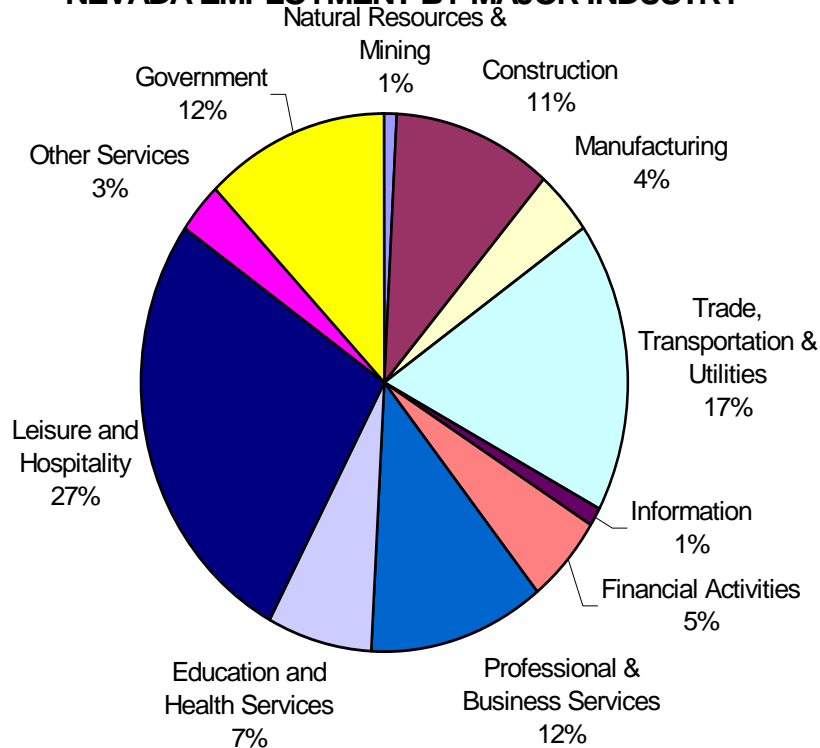


Exhibit 1 reflects that the Nevada economy is dominated by the leisure and hospitality and retail trade industries. Leisure and hospitality directly provides more than one-fourth of the state's employment (27%). The casino hotels and gaming component of that industry provides about two-thirds of all 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.

Included in Trade, Transportation & Utilities, retail trade industry also provides significant economic impact to the economy. A large portion of the retail sector is sustained by the tourists who recreate in the State. Just over 13% of total employment can be found in the retail trade sector.

Although tourism, gaming, and retail sales are dominant, the manufacturing sector may soon provide previously unexpected opportunities. A prefabricated building-manufacturing firm has announced plans to build a relatively large plant in rural Pershing County. The plant is expected to employ as many as 300 workers by 2006 and up to 1,000 by 2007 if development proceeds as planned. This will pose some challenges, as it will be difficult for the local labor market to provide a sufficient number of trained workers to staff a facility of that size. There are currently fewer than 2,000 workers in that county. Efforts will need to be undertaken to help recruit trained employees for the project. On the positive side, there is a significant labor pool within a 100-mile radius. Transportation will undoubtedly become a major issue.

The mining industry is the economic engine in many of Nevada's rural counties. Nevada is the world's third largest gold producer, behind only South Africa and Australia. The state produces large quantities of silver and copper as well. Although the metal mining industry provides less than 1% 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 \$67,794 in 2003, nearly double the all-industry average of \$35,331.

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 in the early months of 2005. Low interest rates and strong population growth have fueled a housing boom in both the Las Vegas and Reno urban areas. The increased mining activity resulting from historically high mineral prices has stimulated demand for housing in Nevada's rural areas as well. The Nevada construction industry provides approximately 11% 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 may see a slight contraction in the near-term. However, as excess capacity created during the late 1990s is absorbed, the industry is expected to exhibit some growth over the next few years.

Nevada's future economic expansion is in the expectation of continued strong population growth. Nevada has led the nation in population growth, on a percentage basis for 18 consecutive years. It should continue that trend for the next several years as well.

Through 2012, all but 4 of the 20 major industry groups expect employment increases from 30% to 49%. This level of growth would be considered as high demand in most states. The average annual employment growth through 2012 is 4.1%.

Nevada's dominant industries will provide the largest number of jobs through 2012. This includes: Accommodation and Food Service (44% job gain over the period), Retail Trade (43%), Construction (40%), Health Care (43%), Administrative Support (47%), and Education (39%).

The exceptions to the high growth industries in Nevada over the long run are Agriculture; Forestry, Fishing and Hunting (+0.2% growth); Utilities (+10.8%); Mining (+15.2%); and Information (+25.5%). No major industry groups are expected to have long-term declining employment. Eight sub-sectors in the manufacturing and retail industries are expected to lose jobs over the projection period, but the combined job losses in those industries are expected to average only 43 per year.

Exhibit 2

Nevada Employment Gains and % Growth by Industry (2002-2012)

Industry	2002	2012	New Jobs	% Growth
Accommodation and Food Services	274,587	394,753	120,166	43.76
Retail Trade	123,865	176,594	52,729	42.57
Construction	98,134	137,857	39,723	40.48
Health Care and Social Assistance	80,617	115,660	35,043	43.47
Administrative and Support and Waste Management and Remediation Services	69,000	101,058	32,058	46.46
Government	62,603	86,238	23,635	37.75
Educational Services	60,920	84,656	23,736	38.96
Manufacturing	45,821	59,971	14,150	30.88
Professional, Scientific, and Technical Services	41,578	58,576	16,998	40.88
Transportation and Warehousing	38,009	53,830	15,821	41.62
Finance and Insurance	35,388	52,329	16,941	47.87
Wholesale Trade	36,053	51,452	15,399	42.71
Other Services (Except Government)	32,126	43,176	11,050	34.4
Arts, Entertainment, and Recreation	28,588	40,146	11,558	40.43
Real Estate and Rental and Leasing	22,465	31,496	9,031	40.2
Information	18,645	23,405	4,760	25.53
Management of Companies and Enterprises	7,229	10,357	3,128	43.27
Mining	9,663	11,132	1,469	15.2
Utilities	6,122	6,781	659	10.76
Agriculture, Forestry, Fishing and Hunting	8,861	8,883	22	0.25

Source: DETR/Research and Analysis Bureau.

The greatest number of new jobs in the short-term will be in Leisure and Hospitality, Education, Food Service, and Employment Services. However, when looking at relative change (percent growth), other industries are emerging as fast growing sectors. This includes, Construction, Administrative and Support, Finance and Insurance, and Management of Companies and Enterprises. It is interesting to note that, for the most part, Nevada's relatively fastest growing industries have wage levels higher than the average. Only the Information Industry is projected to continue to diminish slightly in 2005. It will turn around for slight gains in 2006 and 2007. The estimated total employment growth for all industries is 5.8% in 2005, 5.3% in 2006, and 5.2% in 2007. These job gains should continue to be the fastest in the nation.

Exhibit 3

Nevada Employment Growth by Industry 2005-2007 (In Percent)

Industry	2005	2006	2007
Construction	15.5%	12.1%	8.2%
Mining	10.1%	8.3%	3.1%
Administrative and Support and Waste Man.	9.5%	8.2%	10.0%
Management of Companies and Enterprises	6.6%	6.7%	6.7%
Other Services (Except Government)	5.6%	4.2%	3.7%
Professional, Scientific, and Technical Services	5.2%	5.2%	5.6%
Manufacturing	5.1%	4.6%	4.8%
Finance and Insurance	5.1%	4.7%	5.7%
Wholesale Trade	5.1%	4.6%	3.9%
Health Care and Social Assistance	5.1%	4.7%	5.6%
Retail Trade	4.7%	4.6%	4.6%
Transportation and Warehousing	4.4%	4.1%	5.3%
Real Estate and Rental and Leasing	4.3%	3.6%	3.7%
Accommodation and Food Services (Leisure)	4.1%	4.0%	3.9%
Educational Services	4.0%	3.9%	4.9%
Arts, Entertainment, and Recreation	3.0%	2.6%	2.4%
Government	2.4%	2.4%	3.2%
Agriculture, Forestry, Fishing and Hunting	1.3%	1.0%	1.3%
Utilities	0.4%	1.1%	1.1%
Information	-2.2%	0.1%	0.2%
	5.8%	5.3%	5.2%

Total Employment Growth

Source: DETR/Research and Analysis Bureau.

In the near term, the construction industry should continue to see strong growth through 2007. Residential construction is expected to remain robust unless interest rates rise well beyond their recent historically low levels. Traditional single-family home construction will be supplemented by two new trends in the Las Vegas area: high-rise residential construction and conversion of apartments to condominiums. Moreover, plans for several new hotel-casinos should provide additional job opportunities in several industries

This current wave of casino construction will also boost employment in the Leisure and Hospitality industry. The Casino Hotels and Gaming component of that industry suffered a net job loss since 2000 due to the national recession and the tourism decline that followed

the events of September 11, 2001. However, tourism has recovered to its pre-September 11, 2001, levels, and construction of new resorts will boost that number as more than 20,000 new jobs are expected to be created.

Occupational growth in the short and long term will mirror the growth of 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/Hospitality and Retail Trade industries. This would include jobs such as cashier, waiter/waitress, retail sales, gaming dealer, bartender, food server, office clerks, account clerks, hotel desk clerks and laborers.

Exhibit 4:
Nevada Total Annual Openings by Occupation 2004-2012

Occupation	2004 Emp.	2012 Emp.	Total Ann. Open	Avg. Annual Openings	2004 Ave. Hourly Wage
Cashier	38,814	50,754	3,240	4.2%	\$ 9.35
Waiter/Waitress	36,378	47,569	3,130	4.2%	\$ 7.79
Retail Sales	37,203	49,431	2,775	4.5%	\$11.89
Gaming Dealer	25,226	35,173	1,967	5.5%	\$ 6.49
Janitors and Cleaners	28,849	37,433	1,584	4.0%	\$10.36
Laborers, Stock, and Material Movers	27,950	33,327	1,543	2.5%	\$11.66
Maids/Housekeeper	25,085	32,831	1,458	4.2%	\$10.16
Combined Food Preparation	14,899	20,969	1,342	5.7%	\$ 7.95
Registered Nurse	16,971	23,217	1,107	5.1%	\$27.51
Carpenters	19,955	26,309	1,097	4.4%	\$20.11
Dining Room Attendants	15,204	19,463	1,007	3.8%	\$ 8.62
General Office Clerks	19,818	24,475	997	3.1%	\$11.59
Security Guards	16,604	21,704	974	4.2%	\$10.96
Landscaping/Grounds keeping	14,021	18,939	896	4.8%	\$11.97
Retail Sales Mgr./Super.	15,990	20,973	891	4.3%	\$16.93
Customer Service Rep.	14,937	20,274	873	5.0%	\$13.55
General Manager	15,449	20,035	845	4.0%	\$45.30
Gaming Supervisor	12,779	17,497	836	5.1%	\$19.72
Cooks, Restaurant	12,200	15,983	823	4.2%	\$11.87
Heavy Truck Driver	14,003	18,672	796	4.6%	\$18.02
Sales Representatives	11,062	15,260	790	5.3%	\$28.08
Maintenance Repair	13,394	17,799	789	4.5%	\$17.03
Bookkeeping/Accounting Clerks	17,143	20,841	767	2.9%	\$13.81
Gaming Change Person	8,644	11,615	757	4.7%	\$ 9.75
Elementary School Teachers	13,059	16,882	747	4.0%	*\$42,868.18
Bartenders	10,914	13,439	722	3.1%	\$ 9.72
Food Preparation	8,041	11,231	657	5.6%	\$ 9.71
Construction Laborers	12,709	16,693	656	4.3%	\$14.08
Receptionists	9,971	13,210	632	4.5%	\$11.74
Stock Clerk	12,780	15,736	629	3.1%	\$19.70

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

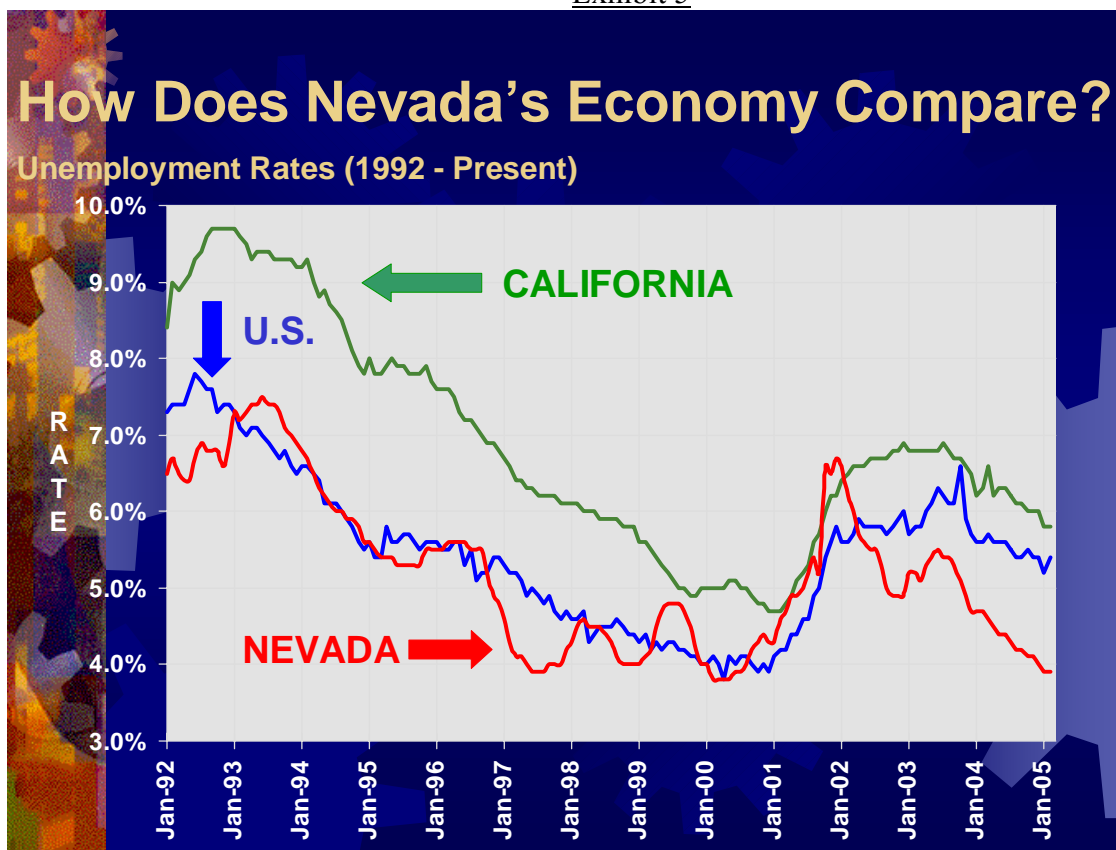
Some of the relatively fastest growing occupations are not in the largest industries. Many of these occupations would provide new jobs that require a higher level of preparation and would be higher paying. Although not providing the highest number of new jobs, these occupations provide new opportunities. They include construction trades (tile and marble setters, tapers, drywall installers, heating and air conditioning), financial occupations (personal financial advisor, loan officer, bill and account collector, credit analysts), education (special education teachers, postsecondary vocational education teachers), health care workers (pharmacists, respiratory therapists, pharmacy technicians, medical

assistants, registered nurses), and computer-related occupations (computer software engineers, computer specialists, computer systems and information managers, computer systems analysts).

- 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. Several of these occupations however, are in extreme demand. In fact, currently 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. The Nevada unemployment rate for March 2005 was 3.9%. This is relatively low and by many economic standards is below the "full employment" level.

Exhibit 5



Source: DETR/Research and Analysis Bureau.

Major occupations in Nevada that provide more than 1,000 jobs annually include: cashiers (3,240 annual job openings statewide); retail salesperson (3,130); waiters and waitresses (2,775); gaming dealers (1,967); janitors and cleaners (1,584); laborers and freight, stock and material movers (1,543); maids and housekeeping cleaners (1,458); food preparation and service workers (1,342); registered nurses (1,107); carpenters (1,097), and dining room and cafeteria attendants (1,007). Only registered nurses, gaming dealers and carpenters require more than short-term on-the-job training.

However, there is a demand for skilled workers in the Nevada economy. The recent exceptional growth in the construction industry has created a need for skilled craftsmen such as carpenters (nearly 1,097 annual job openings statewide), electricians (428) and plumbers and pipe fitters (365), as well as construction managers (256). And, across all industries there is a demand for various high-skilled personal computer/systems occupations (691).

The nondepository credit intermediation sector (primarily credit card issuers and mortgage lenders) will continue to be a significant job producer over the next decade. This sector and others in the financial activities industry provide several high-demand occupations. Jobs in this industry generally require a skill level of at least a bachelor's degree. They include accountants and auditors (457 annual openings statewide), financial managers (160), loan officers (218), property managers (170), and insurance sales agents (154). Bookkeeping and accounting clerks that require somewhat less job preparation levels are also in demand, with 767 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. Clark County recently began recruiting special education and mathematics teachers from the Philippines. 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 70,000 annually over the next decade, exacerbating the nursing shortage. It is anticipated that there will be 1,107 annual openings for registered nurses through 2012. The state also faces a demand for pharmacists (175) and pharmacy technicians (131).

Other moderate to high skilled, in-demand occupations not specific to any industry include: General and Operations managers (845), sales representatives (898), heavy truck drivers (796), maintenance and repair workers (789), and automotive mechanics (406).

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 needs of new residents, construction, primarily residential construction, is 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
- coordination
- learning strategies

These are the basic skills that employers have told us are essential to meet the needs of their firms. 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 a high school diploma. Supervisors and managers require a bachelor's degree. Many of these positions are learned through 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 particularly difficult to find.

Transportation

Educational requirements vary among the transportation occupations; many do not require a high school diploma. 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 just over 1.2 million people. The unemployment rate is hovering around 4%. Labor force growth is just over 3% annually. According to the 2000 Census, a vast majority of the labor force (69.1%) is white, while 16.4 % were Hispanic, 5.9% Black, 4.7% Asian and other groups 3.9%.

The Nevada State Demographer estimates that the population will grow by nearly 700,000 people over the 2004 to 2014 period, with gains nearly equally divided between males and females. Nevada's primary labor pool, those age 19 to 64, will grow from 1.47 million in 2004 to 1.88 million in 2014, an increase of more than 400,000 potential full-time workers. The pre-school and school age population is expected to increase by more than 110,000, while senior citizens, the 65-and-over population, should grow by more than 120,000. Hispanics, currently less than one-fourth of the state's population, should account for about 300,000 of the 700,000 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 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 current rapid expansion of the state's economy has a different catalyst.

Record-setting residential construction has led to employment growth approaching 20 percent annually in the construction industry. Building contractors have 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. Generally, in-migrants tend to be better

educated than those who were Nevada residents in the previous year. Facility with English by new groups is a significant challenge to obtaining 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 are 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
- clerical
- English language
- sales and marketing
- education and training
- mechanical
- administration
- building and construction
- computers and electronics

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
- Communication with other workers
- Working directly with the public
- Organizing, planning and prioritizing work
- Getting the information to do the job.
- Performing general physical activities to do the job
- Updating and using job-relevant knowledge
- 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 Clark County Year 2004 Wage of Growth Estimates in the most demanding occupations.

Data suggests that fewer students are graduating from high school and moving on to colleges. Issues for the workforce system include:

- **Is there sufficient funding in the system to address training needs?**
- **How can career technical education be expanded to ensure that Nevada's youth, particularly needy youth, are prepared for the workplace and succeed in their academic and career goals?**
- **What career pathways are available for workers to make the transition to higher paying jobs?**
- **What additional efforts are required to build stronger partnerships among workforce development providers, given that resources are shrinking?**
- **How do we better connect students to employers?**

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 3 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, 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. A prime source of new workers is our educational system. Unfortunately, Nevada has experienced a high dropout rate from our high schools (above 6%) in recent years exceeding the national average. In addition, the drop out rate of college freshmen is above 25%. These dropouts are a source of workers, however, they would be better prepared for high wage jobs with a high school diploma or community college degree.

To address this issue, the SWIB's Youth Council Taskforce Committee is planning to sponsor a statewide conference in the fall of 2005 that will focus on how to reach and interest youth in the high demand occupations of the future.

NJC offices are also focused on reaching and educating youth about work and career planning and preparation. NJC staff make 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. The Sparks NJC office currently hosts the first non-school on-line GED site in the Nevada JobConnect system.

- 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).)

Nevada JobConnect system resources are identified and leveraged pursuant to Memorandums of Understanding (MOUs) and state and local board policies. Optional one-stop system partners such as the employer-funded Career Enhancement Program provide significant contributions to core services, including maintenance of system infrastructure, resulting in expanded services for Nevada job seekers and businesses. As a result, the majority of WIA Title I funds are available for training opportunities designed to meet the needs of the state's high growth industries. Local employer advisory groups have been established within the one-stop offices to solicit input from Nevada's diverse business community to ensure training programs are designed to provide solutions to their current and future workforce challenges.

In addition, the Governor's Workforce Investment Board is a proponent of projects that dedicate public resources to innovative training programs, which require businesses to commit matching funds. Since 2002, WIA Title I Governor's Reserve Funds have been used to leverage approximately \$2 million in private funds resulting in customized training opportunities for more than 800 Nevadans and referral of over 4,000 job seekers to building trade apprenticeship programs. It is the Board's intent to continue this effective practice over the next two years.

- 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 jobseeker referral access.

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, result 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 America’s Job Bank. 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, we intend 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. One of the identified target groups is significant demand occupations.

DETR R&A has identified industries 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 both in new industries as well as the traditional sectors. At the same time, jobseekers are immigrating to take advantage of the employment opportunities that growth represents. 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 skills needed. 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, educational institutions, and community colleges to train for employer skill needs.**

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

Nevada Career Information System (NCIS), CEP, and the newly developed O*Net Skills Matrix will play a significant role in accomplishing this transition.

The northern Nevada LWIB will continue the survey and publication of the Urban Occupational Outlook Report, which will be published and distributed to economic development agencies, business, educational institutions, and interested parties. The Rural Occupational Outlook Report will be updated during Program Year 2005 and will be distributed to appropriate entities. Both publications contain current, local data and information addressing workforce occupational requirements and opportunities.

- D. **What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the 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 the 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 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 occupation/high growth industry skills which are verified during state on-site monitoring reviews.

Since 2000, Nevada's Governor, the SWIB, CED, and representatives from business and industry have worked 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.

Their goal has been and will continue to be an on-going effort to ensure that use of public and private resources are 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% 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).)

LWIBs offer business planning and training support to small businesses through contracted training and/or service providers.

In Nevada, small business is our primary labor exchange customer. Ultra small businesses, 1-4 employees, represent 6.1% 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% 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% 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 Governor has made recommendations to the 73rd Session of the Nevada Legislature to further support urban and rural Nevada's business and workforce needs. In the meantime, 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" outlines the Governor's vision for supporting Nevada's economic development activities. CED staff work with counties, development authorities, cities, and other business development/economic diversification entities to provide financial 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) 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.

- 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 percentage to fund incumbent worker 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 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 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.

Below are two examples of innovative and successful projects funded by the SWIB:

- 1. “Wheels of Learning” – Associated Builders and Contractors in association with Truckee Meadows Community College (TMCC) - This three year pilot project provided residential plumber/installer apprenticeship training to 20 high school dropouts between the ages of 18-24. In addition, the apprentices would work through GED preparation coursework at TMCC. Upon completion of the program, apprentices would earn a minimum of \$14.00 per hour; this is far above their pre-project earning potential due to the lack of a high school diploma or GED.**
- 2. General Motors Corporation (GMC) – Pars Distribution Center – This incumbent worker project saved 227 jobs and as a result of their award of funds from the SWIB, GMC agreed to remain in Nevada and build a new parts distribution center in the community of Stead, just outside of Reno in northern Nevada.**

The GMC center in Stead is highly diverse in its demographic composition of employees. Minorities comprise 47.5% of their current workforce; 16% are individuals with disabilities and females in non-traditional occupations comprise 18.8% of the employees.

After completing 64 hours of training, employee’s average wage was \$23.02 per hour, well above the average wage in Nevada.

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 workforce system, education, human services, juvenile justice, and other systems 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).)

Nevada’s local boards have established strong partnerships with required workforce system partners as well as local area juvenile justice departments. Through these local 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).)

Representatives 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.

State Compliance Polices were developed and approved by the SWIB to provide guidance throughout the implementation and facilitation of the WIA. These policies are compliant with both federal regulatory requirements and NRS.

The SWIB and LWIBs work collaboratively to identify and address laws, regulations, and policies that impede 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 offered the opportunity to serve on state workgroups and committees that formulate policies and strategies regarding WIA delivery services and activities. LWIBs provide input to state policies and regulations prior to publishing with implementation and/or effective date.

- 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 plan includes 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.

Goals 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 NJC 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 NJC system.**

VI. Major State Policies and Requirements.

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 or planned 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 will begin 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 apprise 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 failure.

In the miscellaneous provisions of the MOU entered into by DETR, the LWIBs, and other partners, all NJC partners 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 requiring 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? The state may include administrative cost controls, plans, reductions, and targets for reductions if it has established them. (§§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.

The Consortia are responsible for site operations of the NJC offices and oversight of the NJC system in their respective areas. They are responsible for ensuring that 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 the 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. Their analysts will 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, state and LWIB, as well as other staff will have the opportunity to participate in training about the development and utilization of workforce information on a continuous basis throughout the state. This training will focus on the proper interpretation and utilization of the information in their daily jobs.

Hands-on training on the web-based NCIS 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.

A bill draft request, supported by SWIB, is under consideration by the 2005 Nevada Legislature to provide funds for establishing a Job Corps center in the Las Vegas area. Currently, there is only one Job Corps center in northern Nevada.

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. Integration of One-Stop Service Delivery.

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. It is understood that this consortium of agencies, will embody the utmost quality of customer service, and a 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**

In 1993, the Nevada Legislature created the Department of Employment, Training and Rehabilitation, which consolidated the employment and training programs administered by the Employment Security Division, Vocational Rehabilitation, the Research and Analysis Bureau (labor market entity), and the former State Job Training Office 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 five comprehensive one-stop career centers in the urban areas of the state, and six 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.

The evolution of the NJC system in Nevada has created a wide range of operational efficiencies, as well as a platform from which partner organizations are finding new opportunities to share and integrate their resources and strengthen their service delivery.

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 certification of the comprehensive NJC offices and provide 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 principal goal of the state. Business Service staff conduct 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.

Nevada has policies requiring LWIBs to establish at least one comprehensive One-Stop Operating Center in each local workforce investment area. During on-site monitoring reviews, state and local staff ensure One-Stop Operating Centers' staff are developed and 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. Staff developed questionnaires for all programs, including WIA, Wagner-Peyser, Veterans, etc. These 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, and local policies.

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 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 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.

In the Sparks NJC, the Nevada Literacy Council is co-located and provides GED services to customers who have not completed high school.

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 have 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 very close working relationship with the Culinary Union Training Academy. The Culinary Union Training Academy is renowned for its comprehensive training and its ability to move individuals from training to employment with good wages and medical benefits. NJC staff have 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 have initiated an effort to visit FBOs 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 our business customers, and to date, has been utilized by some of the largest hotels in Nevada's gaming industry.

The state has provided policies and guidance to LWIBs regarding maximizing the integration of one-stop service delivery to both businesses and jobseekers. 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.

The southern Nevada LWIB has permanent 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.

- 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 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 includes 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, coordinate 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.

With reductions in WIA funding levels for all programs, it is imperative the state identify and prioritize allocation of WIA Governor's Reserve funds to support existing and expanded NJC system infrastructure costs. Continuation of fully integrated, quality NJC offices and services provided through the NJC system in northern Nevada is dependent upon committed infrastructure funding initiatives which support the northern Nevada LWIB's WIA Title I investment of resources and commitment to the NJC 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 SWIB approved grants from the WIA 10 percent statewide activities fund for the purpose of establishing and expanding One-Stop service delivery to each LWIB over the past several years. The funds have been used to 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.

Examples of grants awarded for the establishment, expansion and operation of the NJC system are:

- **Funding for marketing to purchase promotional items to market the NJC system to businesses in southern Nevada**
- **Due to reduction in funding in northern Nevada for Program Year 2005, funds were awarded to supplement operational costs, and intensive/training services at the Reno, Sparks, and Fallon NJC offices**
- **Funding to pay for the Carson City, Reno, and Sparks NJC LWIB managers.**
- **Funding to establish a comprehensive NJC office in Carson City during Program Year 2005**
- **Funding to open a new NJC office in Pahrump. This office will be utilized for the rural areas in southern Nevada**

- E. How does the State ensure the full array of services and staff 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 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 Job Training Partnership Act 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**

In September 1999, DETR developed a “Local Elected Official Guide,” which was distributed to the LEOs statewide.

The guide contained the following:

- **Roles and responsibilities**
- **LWIB membership composition and criteria for nomination**

- **LWIB certification process**
 - **Functions of the youth council**
 - **Samples of an LEO agreement and by-laws**
- 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**
- **Financial management – accrual reporting and the DOL technical assistance guides**
- **Case management**

- 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? and

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 SCPs, the LWIBs have the opportunity to provide input into 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 2005 and 2006, DETR staff prepared an analysis of state level performance for Program Years 2000 through 2003. This analysis was provided to both LWIBs, along with a DOL analysis for Program Years 2001 through 2003, requesting input on the proposed state performance levels.

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 % allotted based on the number of unemployed individuals in areas of substantial unemployment**
For example, if the north has 7,389 of the 32,531 unemployed individuals in areas of substantial unemployment statewide, the north receives 22.71% of the 33 1/3 % Youth and Adult funds allotted based on this statistical factor.
- **33 1/3 % allotted based on the number of excess unemployed individuals (unemployment rate exceeding 4.5%)**
- **33 1/3 % 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% 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:

- **Ensured unemployment – 20% if the north has 17,330 of the 62,024 initial unemployment insurance payments statewide, the north would receive 27.94% of 20% of the dislocated worker allotment**
- **Plant closings and mass layoff – 30%**
- **Farmer-rancher economic hardship – 15%**
- **Long-term unemployment – 35%**

Please refer to Attachment B – Allocation Planning Document.

4. 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. The allocation formula was approved by the SWIB at their meeting on February 28, 2000. This method will also be used for Program Years’ 2005 and 2006 allocations. The responsibility for developing the local allocation was given to DETR’s Financial Management division and R&A 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 was approved by the SWIB at their November 29, 2000, meeting. Although the policy outlines the requirements for subsequent eligibility determination, the ITA Workgroup (Workgroup) felt the policy alone was not sufficient to address the subsequent eligibility process. As a result, a “Subsequent Eligibility Procedure” was developed in October 2002 and revised in February 2004.

The procedure 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 (WISS) unit with responsibility for eligibility determination.

The procedure contained in Section 1.12 of the WIA State Compliance Policy Manual details the roles and responsibilities of the training provider, the LWIBs, and DETR for collection and analysis of data for subsequent 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 UCCSN.

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. Describe how the State will update and expand the State's eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers.

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.

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 appeals process which a training provider may use to appeal the termination of their eligibility 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_index.htm.

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 is 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 are:

- **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 the NJC offices in both local workforce areas. 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**
9. **Other core services as determined by a partner agency's governing legislation**

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

Nevada currently has five comprehensive NJC centers in the urban areas of the state. An affiliate 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 five other rural locations (Carson City, 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.

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 offices quarterly or annual self-assessments**

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

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

Examples of technical assistance provided to 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 MSFWs**

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 Career Enhancement Program (CEP) funded by Nevada employers to expedite the return to gainful employment by unemployed job seekers and to meet the ongoing demand of Nevada businesses for a skilled and productive workforce is a key component of Nevada's workforce investment system. The program, financed by a .05% 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 Worker Profiling and Reemployment Services Program (Public Law 103-152), which interfaces with the Unemployment Insurance (UI) program to assist claimants in danger of exhausting their unemployment benefits to return to work before their benefits end. 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 conduct a quarterly analysis of both programmatic and financial reports to determine the level to 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:

- 1. Section 1.13 Termination of Training Service Providers**

2. **Section 4.1 Equal Opportunity Provisions of WIA and Corrective Actions and Sanctions for Non-Compliance**
3. **Section 4.3 Discrimination Grievance/Complaint Procedures**
4. **Section 4.4 Non-Criminal Grievance/Complaint Procedures**
5. **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 (MOUs) 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 a revised WIA SCP Section 1.5 – Memorandums of Understanding (MOU) in August 2000. The policy 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 earnings gained 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 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, Reallotment, and Life of Funds provides guidance on reallocation of funds, the Hold Harmless provision, and reallotment between the state and DOL.

Although the national benchmark for the expenditure rate in the first year of funding is 70%, the state elected to set the minimum expenditure rate at 80% to assure the DOL required expenditure rate would be met. DETR staff conduct 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.

The state has the authority to approve transfers up to 30% of the original allocation between the adult and dislocated workers programs. 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)I(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 five comprehensive one-stop centers and six 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**
- **Other core services as determined by a partner agency’s governing legislation**

Additionally, jobseekers’ access to intensive and training services are provided on-site or through referral to appropriate service providers.

The MOU and individual Operating Site Agreements have been established by the NJC One-Stop Consortiums in the two local areas. These agreements state that NJC partners will collaborate on the delivery, integration and coordination of workforce investment services. Specific partners vary between offices, including but not limited to:

- **DETR representing**
 - **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)**

The Consortiums are responsible for NJC operations and oversight of the NJC system on behalf of the LWIBs.

NJC offices are organized and operated to meet the needs and demands of business and individual customers through the provision of seamless services to both employers and jobseekers.

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 response to Governor Guinn’s challenge of promoting 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. Their 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, five 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?**

NJC offices provide a number of tools and products to support service delivery.

- **A primary Internet-based resource for the state to provide case management and federal reporting requirements, NJCOS is now the mandated statewide system.**

Internet services are one of the primary enhancements for job seekers to increase their abilities to find and maintain employment. Clients can get a free Internet account, which they can access, at any web-connected computer. Favorite sites that link to a variety of career information, employment opportunities, search engines, and the like are listed for the client’s resources. Clients can research their driving record on the link to Department of Motor Vehicles.

The NJC website and DETR’s Internet site contain a wealth of information about Nevada’s workforce resources, whether the searcher wants to find an address for a training provider or a press release on the latest economic information, a state requirement for the operation of a One-Stop center or veteran’s resources. Clients can apply for unemployment compensation online through the DETR site.

- **The NCIS is an Internet-based, comprehensive career guidance system. NCIS contains career, education and workforce information. In addition, the NCIS contains exploration tools such as on-line versions of DOL-ETA’s O*Net Interest Profiler and O*Net Work Importance Locator. Other supporting tools included in the NCIS are the Skills assessment and**

Occupation Sort 2005. Skills assists individuals in matching their skills to occupations and the Occupation Sort 2005 allows them to match many job-related preferences to occupations.

The occupations file within the NCIS contains information on the work activities, knowledge, skills, abilities, working conditions, physical demands, and preparation required of nearly 500 occupations. The occupations file also contains related workforce information such as wages, job outlooks, employment, and licensing or certification requirements. To streamline the job search process, each occupational file contains a link to the appropriate area of Nevada's Branch of AJB.

Additional files in the NCIS contain information on conducting a job search; writing resumes, preparing for interviews, military employment, self-employment, programs of study, apprenticeships, and Nevada and national colleges and universities.

- **NJC offices also have assessment and learning tools to identify and upgrade skills. Prove It is a program that assesses computer skills, as well as office skills in general. QWIZ offers a typing test and ten key assessments. Typing Tutor offers clients an opportunity to improve their typing ability.**
- **AJB is available to clients, both job seekers and employers, and is useful in their search for employment or employees. AJB provides the client the ability to search and apply for jobs nationally or locally, research labor market information, create a resume, and a host of other job search activities. The site also provides learning aids for resume writing, interviewing, job etiquette, etc. Employers can post job listings and research résumés for potential employees.**
- **NJC accommodates those who have disabilities. Visually impaired clients are served with software to aid sight (JAWS and Zoom). Those challenged in English can access in-house interpreters or use the Internet interpretive sites. AJB, for example, is provided in Spanish, French, and German, as well as English.**
- **For those who are computer shy, paper copies of job listings are provided and updated daily. Help wanted ads are posted for those who can't afford a newspaper. Union listings with apprenticeships are also provided.**
- **Unemployment Insurance Call Center staff, as well as frontline NJC interviewers, have been trained in the use of the web-based O*NET CodeConnector. They have become proficient at rapidly and accurately coding workers and jobs. In the Reno metropolitan area, a quality circle program was established to benchmark and improve coding accuracy. Coding quality progressed from 70% accuracy to 90%. Accurate occupation coding is important to match job seekers to jobs. Nevada's next step, using the O*Net content model (Knowledge, Skills and Generalized Work Activities) is to cross-match job skill sets with worker skill sets.**

- **O*NET Interest Profiler helps the clients identify their work-related interests. This is a paper and pencil instrument and was designed as a self-assessment tool. This assessment is also available on NCIS.**
 - **O*NET Work Importance Locator helps clients identify what is important to them in a job and identify occupations they may find satisfying. This is a paper and pencil assessment and was designed as a self-assessment tool. This assessment is available on NCIS.**
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?

Nevada has developed standard service procedures for all NJC offices. A staff greeter meets all job-seeking customers as part of core service provision. Persons requiring only self-service/information are directed to the resource center, which are in all the NJC offices. Screeners interview customers to determine if they require intensive or training services and eligibility for the different programs offered at the centers. Customers are referred to program staff members who provide assistance to them. Service procedures have also been developed for business customers.

The Nevada JobConnect Operating System is a comprehensive one-stop management information system shared by the one-stop partners to facilitate case management and service delivery across all programs.

Nevada has implemented a self-appraisal system for job service operations. The purpose of this assessment is to determine the level of success for the NJC system. Regional Chiefs are responsible for setting regional and individual NJC office goals for each program year. The NJC manager prepares quarterly numeric reports, which are forwarded to their respective Chief. The purpose of the quarterly analysis is to determine progress toward achieving their goals and to correct deficiencies in their performance.

In Nevada, the two local areas are comprised of diverse economic and cultural communities that present unique challenges to the provision of WIA services. The SWIB has consistently advocated for local alliances through the establishment of the statewide NJC system that strengthen the level and mix of services to job seekers, as well as streamlining service delivery. The establishment of a consortium to manage the NJC system and the new management structure for the comprehensive one-stops has improved the integration of programs into the system. Cross training of different program staff has also benefited the overall service delivery for our customers accessing services within the NJC offices.

The NJC system is continuously evaluating strategies to improve the services to our employer customers. The NJC offices have adopted a single point of contact model for business services. Our approach has been to establish a team of Business Service staff whose time and resources are dedicated to serving employers. They are responsible for conducting local area outreach to individual employers and becoming the single point of contact for these employers. This helps to eliminate duplication of effort of other partner staff.

To address the local area labor demands, particularly for industries with labor shortages, staff have been assigned to work with industry clusters or groups of related employers. Business Service staff facilitate an Advisory Group for each targeted industry, which meets quarterly. Representatives of the group are from public, private and nonprofit sector members and related partners within the industry cluster.

Business Service staff have been given a weekly goal on the number of new employer contacts to be made. They prepare an employer assessment that identifies the employer's needs. This information is entered into the NJCOS employer activity screen, which is accessible by all staff statewide.

Refer to Section IX F – Business Services and Attachment A for additional information on the business partnerships formed and other related initiatives.

Regardless of the size or location of the NJC office, services available to job seekers are consistent statewide. This is due to the number of assessment tools available on-line through the DETR web site. For example, for self-service customers, the O*NET Interest Profiler (Profiler) and Work Importance Locator (Locator) are available on any resource room computer. The Profiler assists job seekers in identifying their work-related interests. The Locator helps job seekers identify what is important to them in a job and identify occupations they may find satisfying. Section IX A 4 above describes in more detail the tools and products available to job seekers in the NJC office resource rooms.

- 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 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 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. This is the premiere site for workforce information. Also available on the site is the heavily utilized NCIS. These sites averaged just over 1.5 million hits per month during the final quarter of Calendar Year 2004.

To ensure the most accurate and timely data possible, R&A is expanding its workforce information capability by instituting a job vacancy survey to validate short-term projections in the labor market. Employers will be polled to ascertain the requirements. R&A has entered into a MOU with the U.S. Department of Commerce, Census Bureau to participate in the Local Employment Dynamics project. The labor market demographic information provided in this venture will add to the wealth of knowledge provided to customers.

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 have the responsibility to review and update all information on a regular, systematic basis. A marketing and business support subcommittee of the SWIB will choose 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 also provided to all Nevadans. It is available in all of 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 which includes:

- **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**
- **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 delivery, integration, and coordination 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 are required to provide core services at their facilities. Veteran program staff conduct 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.

The DETR also has MOUs with the Nevada State Welfare Division and the Community College of Southern Nevada, which allow them to provide core services at their facilities using the NJCOS.

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. Tiering the service delivery is critical to the Wagner-Peyser program for two reasons. First, it allows the business and job seeking customers the ability to choose the level of services he or she needs. Secondly, due to continuing funding constraints and declining Wagner-Peyser resources, it is critical that customers who can serve themselves with little or no staff assistance do so. The state regularly reviews its Wagner-Peyser service tiers to ensure that they are providing the level of services desired by the customer 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, they are often lacking computer access or information. Job seekers, as well as Nevada businesses, can obtain a wide range of information regarding services at our NJC through the website at 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. The NJC website provides links for online services through AJB for employers to post job listings and search resumes and for job seekers to search for work on-line, create a resume, and job finding and employability tips. 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 can be filed without staff interaction both on the Interactive Voice Response Unit (IVRU) or the Internet.

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 advertising 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 our NJC resource centers, as well as Internet-connected computers. Nevada routinely reviews its service delivery to find new approaches whereby services can be delivered without staff interaction, making our customers self-sufficient and allowing additional staff time to work with clients who require staff-assisted services.

Nevada also has services available which businesses can access in a self-service mode. Feedback we have received 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. The information includes economic data, industry-based data, labor market information, and business services available from NJC. It also has targeted 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. The state is on the cusp of having the technology, which will allow businesses to register and obtain an employer account number on-line, file their quarterly contribution reports, and pay their quarterly tax contributions on-line.

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. Confidential services, which include online tax reporting and payments, are targeted for implementation July 1, 2005. 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 need 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 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 work place 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 are 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

- 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.

Governor Guinn's vision for the creation, development, and delivery of employment and training services through the NJC system has been clearly delineated and provides the framework in which the SWIB and the two LWIBs operate.

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 staff, from the various funding sources, have 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. Efforts to move from a co-located environment to a true one-stop culture are on-going and in different stages in 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 customer service training, job development training, and case management training. Besides being very 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

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.

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).)
 - a. Describe the Governor’s vision for increasing training access and opportunities for individuals including the investment of WIA title I funds and the leveraging of other funds and resources.

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 is 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 leverage additional resources to maximize the use of ITAs through partnerships with business, education (in particular, community and technical colleges), economic development agencies, 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 drive 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**

The northern Nevada LWIB surveys and publishes the Occupational Outlook Report, which is also utilized to identify high-growth, high-demand occupations. 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.

- 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 Nevada LWIB follows the state policy, which allows for training dollars to be expended on demand driven occupations/jobs.

The northern Nevada LWIB does not limit the amount or duration of ITAs. Each individual who is in need of training to obtain or retain employment is assessed and a training plan is development 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 WIA 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 is continuing through an award of Governor's Reserve 15% funds through Program year 2005, at which time it 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 (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the workforce investment system and faith-based and community organizations at <http://www.dol.gov/cfbci/legalguidance.htm>)

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.

- 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% 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 for determining the use of the Governor’s 10% 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 these 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 University and Community College System of Nevada 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.

In 2004, 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**
- **Who demonstrate a strong partnership with the LWIBs in the identification, development and delivery of the project**

The Committee is currently working with the Governor’s staff to identify priorities for Program Year 2005. The Committee Chair will present recommendations on the use of these funds at the June 2005 SWIB meeting for their discussion and approval. This same process will be used for Program Year 2006.

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, 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 an appropriately and continuously prepared 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 Farmworkers

Nevada has employed a number of strategies to reach migrant and seasonal farmworkers (MSFW). NJCOS allows NJC staff to track MSFWs when they register for services. NJC staff receive annual 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 on an annual basis 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 are 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. During Federal Fiscal Year 2005, Nevada continued its efforts to co-locate vocational rehabilitation services for the disabled with partner organizations in NJC offices. Co-location opportunities have been completed in all districts. Of 13 vocational rehabilitation offices in the state, 10 are co-located in NJC offices and 1 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) is being designed to interface and utilize the information contained within the NJCOS.

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, etc., will be targeted for services by NJC and 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 3I(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

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's (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 will enable VETS staff to provide priority of service to Nevada's veterans receiving UI benefits. 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 2003, RSP participants returned to work approximately 1.5 weeks sooner than their counterparts.

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 \$219,616 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 6,500 UI claimants will be scheduled for an REA. The goal of the REA program is to shorten the UI duration by one-half week more than the RSP program.

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 job search and placement services. This collaboration accentuates the commitment and dedication to assist UI claimants in returning to the workforce. Ongoing efforts to improve program operation include updating the WPRS statistical model, which will 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 CodeConnector 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 Program 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 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 feels 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 TAA programs. Does the State have a policy supporting co-enrollment for WIA and TAA?

The State must ensure that Rapid Response assistance and appropriate core and intensive services are made available to those covered by TAA. The date the TAA petition is received by the state will be used as the criterion for providing rapid response assistance. 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.

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 are completed, when applicable.

- 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 been transforming into a demand-driven system that is not only responsive to individual employers, and is in collaboration with the educational system. 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 will also be developing an inventory of demand skills for Nevada's most at risk youth and collaborate with educational and business experts to determine how these barriers can be overcome.

The LWIBs are strong advocates of the workforce investment system in northern Nevada. Business and industry provide valued information through the LWIB members to identify the skill sets and educational requirements of potential workers to meet the needs of existing, new and expanding businesses. This information is utilized in formulating the development of training programs through the education community, in secondary schools, community colleges, and higher educational institutions.

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

The SWIB relies on its People with Disabilities sub-committee 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 is a full partner and located in all NJC offices. Their presence provides a venue to determine 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 capacity and disability awareness,

training is provided to NJC front-line staff. Vocational Rehabilitation and Bureau of Services to the Blind staff also:

- **Help customers with disabilities navigate through the system**
- **Build strong local partnerships that include community-based organizations that serve people 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 above 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), VPL 11-02, dated September 16, 2002.

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.

LVER roles in NJC include:

1. **Establishing, maintaining and facilitating regular contact with employers to develop employment and training opportunities for veterans, including federal contractors**
2. **Coordinating with Business Service staff to facilitate and promote opportunities for veterans who are seeking jobs**
3. **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**
4. **Planning and participating in job fairs to promote services to veterans**
5. **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**
 - **labor market information**
 - **referrals to training**
 - **supportive services**

6. **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**
7. **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**
 - **labor market information**
 - **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 (DART 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% of the state's population. Similar Asian and Pacific Islander responses made up about 2% 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% 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, which is available in all NJC resource centers, provides for contextual translations in Spanish and 8 other languages**

The NJC system is subject to both federal and state requirements regarding non-discrimination and equal opportunity, which includes equal access for persons with limited English proficiency. 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 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 farmworkers (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 thirty-one (31) MSFWs in 2004 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 follow 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 are trained and adhere 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>. DETR receives up to 25% 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 impending mass 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 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 provide intervention services, to evaluate the specific needs of the affected business and workers. 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 receive 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 maintain active strategies to identify current and future workforce needs, including interviewing business customers to elicit information to determine workforce trends and distributing Rapid Response notification information to NJC offices and appropriate government agencies, business associations and labor organizations. 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 will respond 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 information to NJC offices and appropriate government agencies, business

associations, and labor organizations and provides such information at job fairs and community events.

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.

Nevada intends to utilize Rapid Response funds to develop technology which will enable Rapid Response staff to search the data base of unemployment claimants to locate individuals who worked for a specific employer and opened unemployment claims on or after a specific date. This will allow the staff to access information, including addresses of individuals who were dislocated due to layoff, downsizing, or business closure from a specific employer. The expectation is that this technology will improve the ability of the Rapid Response program to locate and provide services to individuals impacted by company layoff or downsizing if the employer:

- Did not notify the state of the layoff
- Refused to allow an on-site presentation
- 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 work to develop and maintain mechanisms for the regular exchange of information relating to potential dislocations with workforce partners and the LWIBs. Staff participate 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 insure 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 which the program can provide workers and employers and developing 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 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**
- **Information and access to unemployment compensation benefits, comprehensive NJC system services, and employment and training activities, including TAA program**
- **Guidance in establishing a labor-management committee.**

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. **Industry specific 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.

3. 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. Early intervention allows employers and workers to:

- **communicate**
- **take advantage of worker transition committee opportunities**

- initiate peer worker projects
- identify, design and oversee layoff aversion and incumbent worker strategies

Once identified, appropriate affected employer and worker information is posted to the NJCOS customer database to reflect Rapid Response activity.

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 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 mass 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 affected employer and workers. Services include, referrals for layoff aversion, possible incumbent worker training, presentations on NJC services, information on Unemployment Insurance Benefits, COBRA benefits, training opportunities, labor market information, consumer credit counseling, and hiring events.

Once identified, Rapid Response staff enter 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.

4. 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?

Rapid Response functions as a business service by providing employers and employees with valuable information regarding available jobs, training, and job-hunting, including but not limited to the following general services:

- Veterans receive priority services for training, re-employment counseling and job referrals
- Each office has a resource center with phones, copiers, faxes and printers for use by job seekers

- Skilled interviewers can refer workers to job openings throughout Nevada or nationwide; AJB is available in the resource centers
- CEP offers training and re-employment services to assist Nevada job seekers in returning to work and to upgrade remedial education and job skills
- Job search workshops help job seekers direct their own job-hunting efforts
- Testing and vocational guidance services are provided to assist job seekers faced with either choosing a vocation or changing career fields
- Special services can be provided to persons with disabilities in conjunction with other agencies
- Job seekers and businesses can obtain an overview of the economy and information about industries, occupations and wages; available on the NJC website

Rapid Response staff works in the 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 attend community networking meetings, interface with local chambers of commerce and review local business licensing activities in order to monitor the local labor market.

Rapid Response functions as a business service by providing employers and employees with valuable information and re-employment services. Providing Rapid Response services to affected workers during layoffs or facility closings likewise 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
- 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 who work 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 publicly funded workforce system. Examples of these partnerships and how they benefit business can be found under Section IX Service Delivery.

5. 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**
- **Providing support to local areas for the identification of eligible training providers**

6. 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, TAA 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.

7. 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?

Based on strategies discussed with Region 6 staff during the November 2004 on-site review, DETR is developing a plan that will integrate staff and technological resources to improve Rapid Response Service for Nevada’s employers and dislocated workers. In formulating the plan, the state will incorporate program elements outlined in 20 CFR 665.310, as well as address marketing techniques to encourage employer participation. The plan will address the delivery of Rapid Response services in the NJC offices throughout the state. The state’s new Rapid Response plan will be forwarded to DOL in May 2005.

E. Youth. ETA’s strategic vision identifies youth most in need, such as out of school youth and those at risk, 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 serving 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, CBOs, and FBOs 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.

LWIB Activities

The southern Nevada LWIB establishes partnerships with local businesses for on-site business employment support and review of human capital with matching job skill-sets with employers' demands. The 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.

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; and**
- **JOIN, Inc. which offers services to youth transitioning from foster care in rural counties of northern Nevada.**

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 cross-cutting 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 successfully 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 Diploma programs (AHSD), General Educational Development (GED) preparation, and the 18-24 Credential Initiative. Programs are in FBOs and CBOs, 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 Diploma 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 will be:

- **GED preparation**
- **instruction in basic skills**
- **basic computer skills**
- **citizenship skills, and**
- **English acquisition**

English acquisition is by far the service with the greatest demand; over 80% of ABE/ESL programs are comprised of second language learners seeking to improve their English skills in order to get or to keep a job. 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 in local school districts targets youth who are in school but at risk of dropping out. They experience circumstances that prevent them from attending regular classes: pregnancy, parenting, chronic illness, being self-supporting, being deficient in credits necessary to graduate with their same age group, being chronically absent from high school, requiring instruction on a more personal basis than that regularly provided in high school, or other situations that threaten their ability to attend school in a traditional manner. Schedules include nonstandard school days as well as nonstandard school years. Many of these programs provide childcare services, transportation to and from school, independent-study opportunities, correspondence courses, accelerated study, and/or flexible scheduling in order to accommodate various needs. 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-high school technical preparation, 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 is to increase the high school completion rate of Nevada's 18-24 year old population. The 2000 U.S. Census Bureau reported that Nevada has one of the highest rates in the nation of 18-24 year olds who have not completed high school—over 59,000 young adults statewide. This Initiative is viewed as a means of enabling Nevada to effectively compete in the world marketplace with a strong, educated and trained workforce. Community input and review of existing research and programs indicate that Nevada will achieve the greatest success in reaching the Initiative's 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 established and funded through the NDE. Collaborators include:

- **the former state Attorney General as committee chair**
- **the Superintendent of Public Instruction, as well as representatives from the Legislative Counsel Bureau**
- **the Nevada State Board of Education**
- **Southern Nevada Workforce Investment Board**
- **Brown and Partners**
- **Nevadaworks (northern Workforce Investment Board), the Nevada Center for Vocational Education and Research**
- **DETR**
- **Apprenticeship programs**
- **Office of the Governor**
- **Northern Nevada Literacy Council**
- **University and Community College System of Nevada**

- **Clark County School District**
- **Commission on Economic Development**
- **Department of Human Resources**
- **Reno-Sparks Chamber of Commerce**
- **Office of the Secretary of State**
- **Nevada Literacy Coalition**
- **Center for Workforce Development at University of Nevada Las Vegas**
- **Channel 10 TV**
- **the office of Senator Harry Reid**
- **the Office of Senator John Ensign**
- **the Office of Representative Jim Gibbons**
- **Youth Parole Bureau**
- **Sierra Nevada Job Corps Center**
- **and Child and Family Services—Foster Care**

The breadth and depth of this collaboration ensures that multiple strategies and viewpoints that address the needs of disadvantaged youth are brought to the table.

Activities of the Initiative include:

- **Establishment of GED study centers**
- **Dissemination of Human Resource Tool Kits to top 100 employers in the state**
- **Posting of 18-24 Initiative signs in buses in Nevada’s largest counties**
- **Marketing to manufacturers, warehouses, fast food establishments, and the rural areas, and**
- **Solicitation of donations from civic, professional, and trade organizations to use as scholarships for disadvantaged youth to pay the fee to take the GED tests**

These strategies and others are designed to meet the challenges at hand and to prepare for the future. These are collaborative efforts among the Nevada business community, Economic Development Authorities, SWIB, Chambers of Commerce, community colleges, and adult education programs. The GED study centers are housed in libraries and the Sparks NJC office. Negotiations are underway to establish a center at the Stead Job Corps center. Employers will use promotional materials to encourage their undereducated, youthful employees to earn a high school diploma or GED.

The NDE will continue to foster such 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. These specialized staff conduct 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 Services 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 Services 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.)**
- c. **Business Services 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 Services staff using NJCOS, the Internet, and local business directories**

- d. **Business Services 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**
 - a. **Business Services staff write and, when appropriate, train on a procedure about how to target new employers**
 - b. **Business Services 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 Services 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 Services 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 Services staff read and access this material to remain current on business challenges, closures, employment data, and other workforce issues that employers face**
- d. **Business Services 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 Services staff conduct strategic outreach to target those industries whose employers want the skills that applicants possess based upon NJC One-Stop surveys**
- b. **Business Services staff establish and facilitate an Advisory Group for each targeted industry which will meet quarterly, comprised of public, private and nonprofit sector members and related partners within industry clusters**
- c. **Business Services 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 will also arrange bi-annual employer/business focus groups, to keep the business communities apprised of the one-stop delivery system and the benefits of utilizing the system. These focus groups will also 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.

Similarly, members of the southern Nevada LWIB, who represent areas outside of Clark County, worked with the Pahrump Chamber of Commerce to establish a rural NJC office to address local employment opportunities. It is envisioned that with the combined efforts of the southern board's Marketing and Employer/Business Relations Committees, the identification of entrepreneurial and business attraction opportunities will also be developed.

- 3. 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 programs administered in Nevada are the Work Opportunity Tax Credit (WOTC) and the Welfare to Work Tax Credit (WtWTC). 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 the sharing of information regarding applicant eligibility or to provide 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 staff in NJC offices promote WOTC and WtWTC during their on-site employer visits. NJC staff promote WOTC and WtWTC during jobseeker orientations.

The WOTC Coordinator will visit NJC offices to provide training. Regular visits will be 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 Guinn’s 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 goals of the Business Services Consultant Program is to

offer the business community direct access to a full menu of NJC services. Business Service staff analyze, coordinate and target 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.

2. **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.**

Nevada is not participating in the ETA Personal Re-Employment Account demonstration project.

- H. **Strategies for Faith-based and Community-based Organizations (§112(b)(17)(i).)**
Reaching 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. Contacts with FBOs are now being made by the Business Service staff. 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 make electronic interagency referrals 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 will start 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 are submitted to AJB on a daily basis. All job orders entered into AJB by Nevada employers are imported into the NJCOS system, and likewise all job orders entered into NJCOS are exported into AJB. Providing job seekers with a greater number of job opportunities when conducting their job searches will also assist Nevada employers in their recruitment efforts.

All NJC offices have a resource room available to job seekers which include 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 NJCOS**
- **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 NJC**
- **Providing additional assistance to local areas that have a high concentration of eligible youth, and**
- **Marketing the NJC 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 a 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, beginning in Program Year 2005.

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.

- 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).)

The SWIB measures WIA I-B performance using the required fifteen core measures of performance plus the two customer satisfaction measures for employers and job seekers.

DETR staff prepared a historical analysis of performance for the fifteen core measures for Program Years 2001 through 2003, which was presented to the two LWIBs after the monthly Executive Workgroup/WIA Implementation meeting in March 2005. LWIBs have provided input into the state's proposed levels of performance for Program Years 2005 and 2006 for the State Plan. A negotiation meeting with both LWIBs was conducted in April 2005, via conference call, to finalize levels of performance for Program Years 2005 and 2006.

In setting performance goals under WIA, Nevada sought 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 Younger Youth Diploma Rate. Nevada's high school drop out rate continues to be a factor affecting the level of performance for this measure.

There is also concern that due to reduced funding levels for Program Year 2005, the LWIBs may need to reduce the number of service providers and/or staff providing services for all three funding streams. We anticipate the reduction of funding will possibly:

- **Lower retention rate due to fewer follow-up services being provided**
- **Lower credential rate if fewer funds are available for training services, and**
- **Lower earning gain if fewer skills upgrading opportunities are available**

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 Wagner-Peyser and Title 38 (Veterans). The targeted populations are listed under the following categories:

- **Migrant and Seasonal Farmworkers**
- **Persons with disabilities**
- **Unemployment Insurance claimants**
- **TAA/NAFTA affected workers**
- **Veterans (all categories)**

Under WIA, the state also tracks all targeted customer groups required for the WIA Annual Report Tables A-N.

3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process the State is 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 will be using NJCOS for data and reporting for Wagner-Peyser Labor Exchange, Veterans, and WIA reporting beginning 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 data validation. Data extracts from the two LWIBs' independent systems are currently used to produce WIA reports. Starting July 1, 2005, both LWIBs will start using NJCOS for entry of all new clients; however, Nevada anticipates an 18-month to three-year lag before WIA reports can be solely produced from NJCOS. Extracts from each database, NJCOS and the LWIB databases, will be used to produce the data for federal reports. This process will continue throughout the 18-month to three-year lag.

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 continues 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 job seeker 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.

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 measure 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.

Beginning July 1, 2005, the LWIBs will transition WIA Title I programs to the statewide NJCOS data collection and reporting system. 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 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? In addition, what is the State's plan for gathering baseline data and establishing performance targets for the common measures? NOTE: ETA will issue additional guidance on reporting requirements for common measures.

Nevada, along with the other six America's One Stop Operating consortium states, has developed focus groups to identify the necessary updates for the One-Stop system. Implementation of the new data elements needed for common measures is targeted for a June 2005 release date. The data collection for Literacy and Numeracy Gains has been completed and is set to be included in the next system version release.

Nevada uses DART, which extracts data from the NJCOS, to produce the Wagner-Peyser and Veteran reports. DART is being updated to meet the federal reporting requirements for common measures and is also being enhanced to provide subscribing states with supplemental ad hoc reporting needs.

The enhancement process will follow an incremental approach with release of common measures reporting for WIA including NEG quarterly reports, Labor Exchange 9002, and VETS 200 reports at the state level targeted for no later than October 1, 2005. DART will support all changes to the WIASRD and the ETA-406 Handbook data collection process

with the October release. WIA annual report changes are targeted for completion on or before April 1, 2006.

State level reports will be 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. 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 and the two customer satisfaction levels for Program Years 2005 and 2006.

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 is working towards a consolidation of Wagner-Peyser and WIA complaint procedures. This will allow NJC Offices to handle complaints in a uniform and consistent manner regardless of the origin or nature of the complaint. The goal is to make considerable progress towards a seamless complaint system during this two-year period.

The SWIB and DETR have taken a number of steps to ensure compliance with the nondiscrimination requirements outlined in WIA Section §188.

On August 15, 2001, the Governor received notification from the USDOL Secretary for Administration and Management that the required Methods of Administration (MOA) submitted by DETR did provide a reasonable guarantee of compliance with the nondiscrimination and equal opportunity provisions of 29 CFR Part 37.

The role and responsibilities of the designated DETR Equal Opportunity Officer is 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 Grievances/Complaints Procedure
- 4.4 – Non-Criminal Grievances/Complaints and Hearing

- **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.
11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. 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.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. 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.
16. 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.

17. 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: bkbaker@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: Birgit K. Baker, 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: bkbaker@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

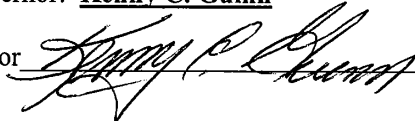
E-mail Address: cajones@nvdetr.org

As the Governor, I certify that for the **State of Nevada**, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor: **Kenny C. Guinn**

Signature of Governor

A handwritten signature in black ink, appearing to read "Kenny C. Guinn", written over a horizontal line.

Date May 27, 2005

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 (ETA) supports a cooperative working relationship with staffing agencies' both customers and partners. The public workforce system (Nevada JobConnect) and the



as

staffing industry share the common goals of serving businesses looking for qualified workers, as well as serving job 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. They promote the interest of their members through legal and legislature accuracy, public relations, education and the establishment of high standards of ethical conduct. They are members of the American Staffing Association, which has 71 chapters in 43 states and District of Columbia.



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 staffing 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.



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 partnering with staffing agencies, which have included:



- ◆ 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 Las Vegas, NV	Mel Oliver, Coordinator Ellen Anderson, Coordinator	6 computers in rec center, 8 computers in the senior center upon availability	Monday through Friday, times TBA 9am-5pm, Saturday 12 noon-5pm Sunday 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, satellite locations have been identified where applicants can receive information 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.



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 the same time, match our job seekers (supply) with employment opportunities.



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.

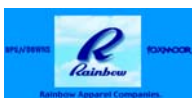
Nevada's Branch of the National Business Partnership

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 recognizes the following National Business Partnerships:



For more information concerning these and other National Business Partnerships, please go to 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/keyboarding/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.

Citibank
Nevada
(cont)

- Providing additional information specific to 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.

Health Care of America, Inc.	
Health Care of America Inc.	<p><u>Background</u></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

Saks Fifth Avenue	
Saks Fifth Avenue	<p><u>Background</u></p> <p>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.</p> <p><i>What does Saks, Inc. look for and expect in partnering with Nevada JobConnect?</i></p> <p>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.</p>

Saks Fifth Avenue (cont)	<p>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.</p> <ul style="list-style-type: none"> ❖ 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
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TOYS R US	
Toys R Us	<p><u>Background</u></p> <p><i>OPERATION GEOFFREY</i></p> <ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> ○ 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. <p>Additional information about Partnerships for Jobs and Toys R Us National Business Partnership may be found at www.nbpjobs.org.</p>

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.

Swift

Swift

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.

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.



Hospitality Recruitment Plan

Presented by Bill Overly
March 2005

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.

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 two Nevada JobConnect Business Service Consultants (BSC) assigned specific tasks. Additionally other Business Services Consultants and or system partners may be assigned to provide training and re-employment related service.

BSCs 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.

ATTACHMENT B

Year Period	Area	Adjusted	Preliminary	Labor Force	Employment	Unemployment	Rate
2004 Annual	Churchill County	Not Adj	Not Prelim	11,587	11,054	533	4.6
2004 Annual	Clark County	Not Adj	Not Prelim	811,916	775,731	36,184	4.5
2004 Annual	Douglas County	Not Adj	Not Prelim	22,007	21,066	941	4.3
2004 Annual	Elko County	Not Adj	Not Prelim	26,580	25,634	946	3.6
2004 Annual	Esmeralda County	Not Adj	Not Prelim	440	416	24	5.6
2004 Annual	Eureka County	Not Adj	Not Prelim	834	804	30	3.6
2004 Annual	Humboldt County	Not Adj	Not Prelim	7,475	7,164	311	4.2
2004 Annual	Lander County	Not Adj	Not Prelim	2,402	2,286	116	4.8
2004 Annual	Lincoln County	Not Adj	Not Prelim	1,543	1,459	85	5.5
2004 Annual	Lyon County	Not Adj	Not Prelim	19,206	18,187	1,018	5.3
2004 Annual	Mineral County	Not Adj	Not Prelim	2,116	2,000	116	5.5
2004 Annual	Nye County	Not Adj	Not Prelim	15,438	14,546	892	5.8
2004 Annual	Pershing County	Not Adj	Not Prelim	2,425	2,308	118	4.9
2004 Annual	Storey County	Not Adj	Not Prelim	2,153	2,085	68	3.2
2004 Annual	Washoe County	Not Adj	Not Prelim	220,747	212,429	8,318	3.8
2004 Annual	White Pine County	Not Adj	Not Prelim	3,787	3,629	158	4.2
2004 Annual	Carson City	Not Adj	Not Prelim	26,904	25,549	1,355	5
				1,177,560	1,126,347	51,213	
2004 Apr	Churchill County	Not Adj	Not Prelim	11,681	11,132	549	4.7
2004 Apr	Clark County	Not Adj	Not Prelim	806,707	769,365	37,342	4.6
2004 Apr	Douglas County	Not Adj	Not Prelim	21,987	21,029	958	4.4
2004 Apr	Elko County	Not Adj	Not Prelim	26,493	25,530	963	3.6
2004 Apr	Esmeralda County	Not Adj	Not Prelim	450	426	24	5.3
2004 Apr	Eureka County	Not Adj	Not Prelim	831	801	30	3.6
2004 Apr	Humboldt County	Not Adj	Not Prelim	7,593	7,278	315	4.1
2004 Apr	Lander County	Not Adj	Not Prelim	2,430	2,314	116	4.8
2004 Apr	Lincoln County	Not Adj	Not Prelim	1,543	1,456	87	5.6
2004 Apr	Lyon County	Not Adj	Not Prelim	19,258	18,184	1,074	5.6
2004 Apr	Mineral County	Not Adj	Not Prelim	2,110	2,003	107	5.1
2004 Apr	Nye County	Not Adj	Not Prelim	15,382	14,451	931	6.1
2004 Apr	Pershing County	Not Adj	Not Prelim	2,491	2,360	131	5.3
2004 Apr	Storey County	Not Adj	Not Prelim	2,145	2,065	80	3.7
2004 Apr	Washoe County	Not Adj	Not Prelim	219,064	210,387	8,677	4
2004 Apr	White Pine County	Not Adj	Not Prelim	3,626	3,481	145	4
2004 Apr	Carson City	Not Adj	Not Prelim	26,894	25,476	1,418	5.3
				1,170,685	1,117,738	52,947	
2004 Aug	Churchill County	Not Adj	Not Prelim	11,516	11,055	461	4
2004 Aug	Clark County	Not Adj	Not Prelim	812,143	777,480	34,663	4.3
2004 Aug	Douglas County	Not Adj	Not Prelim	22,473	21,626	847	3.8
2004 Aug	Elko County	Not Adj	Not Prelim	26,994	26,148	846	3.1
2004 Aug	Esmeralda County	Not Adj	Not Prelim	420	394	26	6.2
2004 Aug	Eureka County	Not Adj	Not Prelim	844	820	24	2.8
2004 Aug	Humboldt County	Not Adj	Not Prelim	7,582	7,307	275	3.6
2004 Aug	Lander County	Not Adj	Not Prelim	2,449	2,345	104	4.2
2004 Aug	Lincoln County	Not Adj	Not Prelim	1,561	1,479	82	5.3
2004 Aug	Lyon County	Not Adj	Not Prelim	19,255	18,366	889	4.6
2004 Aug	Mineral County	Not Adj	Not Prelim	2,121	2,012	109	5.1

2004Aug	Nye County	Not Adj	Not Prelim	15,378	14,549	829	5.4
2004Aug	Pershing County	Not Adj	Not Prelim	2,434	2,331	103	4.2
2004Aug	Storey County	Not Adj	Not Prelim	2,156	2,101	55	2.6
2004Aug	Washoe County	Not Adj	Not Prelim	221,588	214,084	7,504	3.4
2004Aug	White Pine County	Not Adj	Not Prelim	3,949	3,797	152	3.8
2004Aug	Carson City	Not Adj	Not Prelim	27,022	25,848	1,174	4.3
				1,179,885	1,131,742	48,143	
2004Dec	Churchill County	Not Adj	Not Prelim	11,268	10,735	533	4.7
2004Dec	Clark County	Not Adj	Not Prelim	822,492	790,548	31,944	3.9
2004Dec	Douglas County	Not Adj	Not Prelim	21,402	20,499	903	4.2
2004Dec	Elko County	Not Adj	Not Prelim	26,024	25,179	845	3.2
2004Dec	Esmeralda County	Not Adj	Not Prelim	423	398	25	5.9
2004Dec	Eureka County	Not Adj	Not Prelim	839	790	49	5.8
2004Dec	Humboldt County	Not Adj	Not Prelim	7,181	6,870	311	4.3
2004Dec	Lander County	Not Adj	Not Prelim	2,331	2,225	106	4.5
2004Dec	Lincoln County	Not Adj	Not Prelim	1,465	1,385	80	5.5
2004Dec	Lyon County	Not Adj	Not Prelim	18,829	17,828	1,001	5.3
2004Dec	Mineral County	Not Adj	Not Prelim	2,022	1,904	118	5.8
2004Dec	Nye County	Not Adj	Not Prelim	15,629	14,845	784	5
2004Dec	Pershing County	Not Adj	Not Prelim	2,231	2,121	110	4.9
2004Dec	Storey County	Not Adj	Not Prelim	2,180	2,114	66	3
2004Dec	Washoe County	Not Adj	Not Prelim	222,997	215,358	7,639	3.4
2004Dec	White Pine County	Not Adj	Not Prelim	3,789	3,618	171	4.5
2004Dec	Carson City	Not Adj	Not Prelim	26,753	25,502	1,251	4.7
				1,187,855	1,141,919	45,936	
2004Feb	Churchill County	Not Adj	Not Prelim	11,494	10,864	630	5.5
2004Feb	Clark County	Not Adj	Not Prelim	806,442	767,432	39,010	4.8
2004Feb	Douglas County	Not Adj	Not Prelim	22,162	21,064	1,098	5
2004Feb	Elko County	Not Adj	Not Prelim	26,226	25,080	1,146	4.4
2004Feb	Esmeralda County	Not Adj	Not Prelim	465	438	27	5.8
2004Feb	Eureka County	Not Adj	Not Prelim	817	787	30	3.7
2004Feb	Humboldt County	Not Adj	Not Prelim	7,405	7,038	367	5
2004Feb	Lander County	Not Adj	Not Prelim	2,382	2,238	144	6
2004Feb	Lincoln County	Not Adj	Not Prelim	1,548	1,464	84	5.4
2004Feb	Lyon County	Not Adj	Not Prelim	19,089	17,898	1,191	6.2
2004Feb	Mineral County	Not Adj	Not Prelim	2,180	2,058	122	5.6
2004Feb	Nye County	Not Adj	Not Prelim	15,251	14,268	983	6.4
2004Feb	Pershing County	Not Adj	Not Prelim	2,449	2,325	124	5.1
2004Feb	Storey County	Not Adj	Not Prelim	2,136	2,051	85	4
2004Feb	Washoe County	Not Adj	Not Prelim	218,584	209,004	9,580	4.4
2004Feb	White Pine County	Not Adj	Not Prelim	3,570	3,408	162	4.5
2004Feb	Carson City	Not Adj	Not Prelim	26,899	25,277	1,622	6
				1,169,099	1,112,694	56,405	
2004Jan	Churchill County	Not Adj	Not Prelim	11,613	10,920	693	6
2004Jan	Clark County	Not Adj	Not Prelim	803,974	761,611	42,363	5.3
2004Jan	Douglas County	Not Adj	Not Prelim	22,019	20,756	1,263	5.7
2004Jan	Elko County	Not Adj	Not Prelim	26,193	24,912	1,281	4.9
2004Jan	Esmeralda County	Not Adj	Not Prelim	470	453	17	3.6
2004Jan	Eureka County	Not Adj	Not Prelim	818	781	37	4.5
2004Jan	Humboldt County	Not Adj	Not Prelim	7,293	6,899	394	5.4

2004 Jan	Lander County	Not Adj	Not Prelim	2,391	2,243	148	6.2
2004 Jan	Lincoln County	Not Adj	Not Prelim	1,574	1,483	91	5.8
2004 Jan	Lyon County	Not Adj	Not Prelim	19,031	17,691	1,340	7
2004 Jan	Mineral County	Not Adj	Not Prelim	2,163	2,034	129	6
2004 Jan	Nye County	Not Adj	Not Prelim	15,253	14,152	1,101	7.2
2004 Jan	Pershing County	Not Adj	Not Prelim	2,459	2,320	139	5.7
2004 Jan	Storey County	Not Adj	Not Prelim	2,127	2,030	97	4.6
2004 Jan	Washoe County	Not Adj	Not Prelim	217,619	206,894	10,725	4.9
2004 Jan	White Pine County	Not Adj	Not Prelim	3,612	3,447	165	4.6
2004 Jan	Carson City	Not Adj	Not Prelim	26,693	24,886	1,807	6.8
				1,165,302	1,103,512	61,790	
2004 Jul	Churchill County	Not Adj	Not Prelim	11,916	11,378	538	4.5
2004 Jul	Clark County	Not Adj	Not Prelim	813,294	776,043	37,251	4.6
2004 Jul	Douglas County	Not Adj	Not Prelim	22,642	21,706	936	4.1
2004 Jul	Elko County	Not Adj	Not Prelim	27,344	26,353	991	3.6
2004 Jul	Esmeralda County	Not Adj	Not Prelim	434	404	30	6.9
2004 Jul	Eureka County	Not Adj	Not Prelim	863	827	36	4.2
2004 Jul	Humboldt County	Not Adj	Not Prelim	7,649	7,314	335	4.4
2004 Jul	Lander County	Not Adj	Not Prelim	2,477	2,356	121	4.9
2004 Jul	Lincoln County	Not Adj	Not Prelim	1,579	1,478	101	6.4
2004 Jul	Lyon County	Not Adj	Not Prelim	19,585	18,601	984	5
2004 Jul	Mineral County	Not Adj	Not Prelim	2,149	2,031	118	5.5
2004 Jul	Nye County	Not Adj	Not Prelim	15,474	14,582	892	5.8
2004 Jul	Pershing County	Not Adj	Not Prelim	2,542	2,418	124	4.9
2004 Jul	Storey County	Not Adj	Not Prelim	2,164	2,104	60	2.8
2004 Jul	Washoe County	Not Adj	Not Prelim	222,713	214,417	8,296	3.7
2004 Jul	White Pine County	Not Adj	Not Prelim	3,950	3,787	163	4.1
2004 Jul	Carson City	Not Adj	Not Prelim	27,173	25,891	1,282	4.7
				1,183,948	1,131,690	52,258	
2004 Jun	Churchill County	Not Adj	Not Prelim	12,016	11,471	545	4.5
2004 Jun	Clark County	Not Adj	Not Prelim	808,931	771,237	37,694	4.7
2004 Jun	Douglas County	Not Adj	Not Prelim	22,306	21,360	946	4.2
2004 Jun	Elko County	Not Adj	Not Prelim	27,220	26,241	979	3.6
2004 Jun	Esmeralda County	Not Adj	Not Prelim	447	420	27	6
2004 Jun	Eureka County	Not Adj	Not Prelim	856	823	33	3.9
2004 Jun	Humboldt County	Not Adj	Not Prelim	7,831	7,509	322	4.1
2004 Jun	Lander County	Not Adj	Not Prelim	2,512	2,397	115	1
2004 Jun	Lincoln County	Not Adj	Not Prelim	1,627	1,530	97	6
2004 Jun	Lyon County	Not Adj	Not Prelim	19,640	18,603	1,037	5.3
2004 Jun	Mineral County	Not Adj	Not Prelim	2,187	2,070	117	5.3
2004 Jun	Nye County	Not Adj	Not Prelim	15,564	14,655	909	5.8
2004 Jun	Pershing County	Not Adj	Not Prelim	2,617	2,487	130	5
2004 Jun	Storey County	Not Adj	Not Prelim	2,153	2,091	62	2.9
2004 Jun	Washoe County	Not Adj	Not Prelim	221,574	213,082	8,492	3.8
2004 Jun	White Pine County	Not Adj	Not Prelim	3,950	3,773	177	4.5
2004 Jun	Carson City	Not Adj	Not Prelim	27,065	25,692	1,373	5.1
				1,178,496	1,125,441	53,055	
2004 Mar	Churchill County	Not Adj	Not Prelim	11,601	10,995	606	5.2
2004 Mar	Clark County	Not Adj	Not Prelim	804,227	765,387	38,840	4.8
2004 Mar	Douglas County	Not Adj	Not Prelim	22,065	21,034	1,031	4.7

2004Mar	Elko County	Not Adj	Not Prelim	26,441	25,411	1,030	3.9
2004Mar	Esmeralda County	Not Adj	Not Prelim	453	428	25	5.5
2004Mar	Eureka County	Not Adj	Not Prelim	823	797	26	3.2
2004Mar	Humboldt County	Not Adj	Not Prelim	7,476	7,146	330	4.4
2004Mar	Lander County	Not Adj	Not Prelim	2,450	2,327	123	5
2004Mar	Lincoln County	Not Adj	Not Prelim	1,568	1,483	85	5.4
2004Mar	Lyon County	Not Adj	Not Prelim	19,168	18,063	1,105	5.8
2004Mar	Mineral County	Not Adj	Not Prelim	2,162	2,045	117	5.4
2004Mar	Nye County	Not Adj	Not Prelim	15,282	14,311	971	6.4
2004Mar	Pershing County	Not Adj	Not Prelim	2,496	2,376	120	4.8
2004Mar	Storey County	Not Adj	Not Prelim	2,136	2,051	85	4
2004Mar	Washoe County	Not Adj	Not Prelim	218,200	208,947	9,253	4.2
2004Mar	White Pine County	Not Adj	Not Prelim	3,611	3,451	160	4.4
2004Mar	Carson City	Not Adj	Not Prelim	26,907	25,383	1,524	5.7
				1,167,066	1,111,635	55,431	
2004May	Churchill County	Not Adj	Not Prelim	11,659	11,183	476	4.1
2004May	Clark County	Not Adj	Not Prelim	805,345	770,860	34,485	4.3
2004May	Douglas County	Not Adj	Not Prelim	21,860	20,982	878	4
2004May	Elko County	Not Adj	Not Prelim	26,408	25,544	864	3.3
2004May	Esmeralda County	Not Adj	Not Prelim	419	397	22	5.3
2004May	Eureka County	Not Adj	Not Prelim	832	801	31	3.7
2004May	Humboldt County	Not Adj	Not Prelim	7,550	7,297	253	3.4
2004May	Lander County	Not Adj	Not Prelim	2,413	2,308	105	4.4
2004May	Lincoln County	Not Adj	Not Prelim	1,536	1,460	76	4.9
2004May	Lyon County	Not Adj	Not Prelim	19,198	18,215	983	5.1
2004May	Mineral County	Not Adj	Not Prelim	2,117	2,007	110	5.2
2004May	Nye County	Not Adj	Not Prelim	15,353	14,503	850	5.5
2004May	Pershing County	Not Adj	Not Prelim	2,477	2,366	111	4.5
2004May	Storey County	Not Adj	Not Prelim	2,144	2,081	63	2.9
2004May	Washoe County	Not Adj	Not Prelim	220,034	212,035	7,999	3.6
2004May	White Pine County	Not Adj	Not Prelim	3,693	3,556	137	3.7
2004May	Carson City	Not Adj	Not Prelim	26,973	25,666	1,307	4.8
				1,170,011	1,121,261	48,750	
2004Nov	Churchill County	Not Adj	Not Prelim	11,361	10,919	442	3.9
2004Nov	Clark County	Not Adj	Not Prelim	822,221	789,628	32,593	4
2004Nov	Douglas County	Not Adj	Not Prelim	21,498	20,655	843	3.9
2004Nov	Elko County	Not Adj	Not Prelim	26,298	25,502	796	3
2004Nov	Esmeralda County	Not Adj	Not Prelim	439	414	25	5.7
2004Nov	Eureka County	Not Adj	Not Prelim	820	800	20	2.4
2004Nov	Humboldt County	Not Adj	Not Prelim	7,258	6,970	288	4
2004Nov	Lander County	Not Adj	Not Prelim	2,293	2,189	104	4.5
2004Nov	Lincoln County	Not Adj	Not Prelim	1,481	1,409	72	4.9
2004Nov	Lyon County	Not Adj	Not Prelim	19,377	18,492	885	4.6
2004Nov	Mineral County	Not Adj	Not Prelim	2,045	1,926	119	5.8
2004Nov	Nye County	Not Adj	Not Prelim	15,575	14,774	801	5.1
2004Nov	Pershing County	Not Adj	Not Prelim	2,255	2,156	99	4.4
2004Nov	Storey County	Not Adj	Not Prelim	2,181	2,116	65	3
2004Nov	Washoe County	Not Adj	Not Prelim	222,802	215,620	7,182	3.2
2004Nov	White Pine County	Not Adj	Not Prelim	3,832	3,676	156	4.1
2004Nov	Carson City	Not Adj	Not Prelim	26,891	25,716	1,175	4.4
				1,188,627	1,142,962	45,665	

2004Oct	Churchill County	Not Adj	Not Prelim	11,370	10,924	446	3.9
2004Oct	Clark County	Not Adj	Not Prelim	820,924	787,651	33,273	4.1
2004Oct	Douglas County	Not Adj	Not Prelim	21,644	20,863	781	3.6
2004Oct	Elko County	Not Adj	Not Prelim	26,910	26,106	804	3
2004Oct	Esmeralda County	Not Adj	Not Prelim	438	413	25	5.7
2004Oct	Eureka County	Not Adj	Not Prelim	843	819	24	2.8
2004Oct	Humboldt County	Not Adj	Not Prelim	7,333	7,060	273	3.7
2004Oct	Lander County	Not Adj	Not Prelim	2,304	2,203	101	4.4
2004Oct	Lincoln County	Not Adj	Not Prelim	1,493	1,417	76	5.1
2004Oct	Lyon County	Not Adj	Not Prelim	18,898	18,045	853	4.5
2004Oct	Mineral County	Not Adj	Not Prelim	2,042	1,924	118	5.8
2004Oct	Nye County	Not Adj	Not Prelim	15,533	14,730	803	5.2
2004Oct	Pershing County	Not Adj	Not Prelim	2,268	2,160	108	4.8
2004Oct	Storey County	Not Adj	Not Prelim	2,165	2,112	53	2.4
2004Oct	Washoe County	Not Adj	Not Prelim	222,328	215,196	7,132	3.2
2004Oct	White Pine County	Not Adj	Not Prelim	3,867	3,711	156	4
2004Oct	Carson City	Not Adj	Not Prelim	26,816	25,651	1,165	4.3
				1,187,176	1,140,985	46,191	
2004Sep	Churchill County	Not Adj	Not Prelim	11,546	11,073	473	4.1
2004Sep	Clark County	Not Adj	Not Prelim	816,286	781,531	34,755	4.3
2004Sep	Douglas County	Not Adj	Not Prelim	22,026	21,221	805	3.7
2004Sep	Elko County	Not Adj	Not Prelim	26,412	25,607	805	3
2004Sep	Esmeralda County	Not Adj	Not Prelim	421	401	20	4.8
2004Sep	Eureka County	Not Adj	Not Prelim	823	803	20	2.4
2004Sep	Humboldt County	Not Adj	Not Prelim	7,551	7,281	270	3.6
2004Sep	Lander County	Not Adj	Not Prelim	2,388	2,288	100	4.2
2004Sep	Lincoln County	Not Adj	Not Prelim	1,544	1,459	85	5.5
2004Sep	Lyon County	Not Adj	Not Prelim	19,139	18,263	876	4.6
2004Sep	Mineral County	Not Adj	Not Prelim	2,089	1,984	105	5
2004Sep	Nye County	Not Adj	Not Prelim	15,584	14,736	848	5.4
2004Sep	Pershing County	Not Adj	Not Prelim	2,381	2,270	111	4.7
2004Sep	Storey County	Not Adj	Not Prelim	2,151	2,101	50	2.3
2004Sep	Washoe County	Not Adj	Not Prelim	221,461	214,119	7,342	3.3
2004Sep	White Pine County	Not Adj	Not Prelim	3,989	3,838	151	3.8
2004Sep	Carson City	Not Adj	Not Prelim	26,765	25,602	1,163	4.3
				1,182,556	1,134,577	47,979	
2005Feb	Churchill County	Not Adj	Not Prelim	11,480	10,907	573	5
2005Feb	Clark County	Not Adj	Not Prelim	835,798	802,474	33,324	4
2005Feb	Douglas County	Not Adj	Not Prelim	21,868	20,763	1,105	5.1
2005Feb	Elko County	Not Adj	Not Prelim	26,130	25,126	1,004	3.8
2005Feb	Esmeralda County	Not Adj	Not Prelim	434	403	31	7.1
2005Feb	Eureka County	Not Adj	Not Prelim	816	788	28	3.4
2005Feb	Humboldt County	Not Adj	Not Prelim	7,240	6,903	337	4.7
2005Feb	Lander County	Not Adj	Not Prelim	2,353	2,224	129	5.5
2005Feb	Lincoln County	Not Adj	Not Prelim	1,469	1,382	87	5.9
2005Feb	Lyon County	Not Adj	Not Prelim	19,300	18,078	1,222	6.3
2005Feb	Mineral County	Not Adj	Not Prelim	2,011	1,871	140	7
2005Feb	Nye County	Not Adj	Not Prelim	15,890	15,063	827	5.2
2005Feb	Pershing County	Not Adj	Not Prelim	2,329	2,187	142	6.1
2005Feb	Storey County	Not Adj	Not Prelim	2,223	2,093	130	5.8

2005Feb	Washoe County	Not Adj	Not Prelim	222,575	213,279	9,296	4.2
2005Feb	White Pine County	Not Adj	Not Prelim	3,832	3,635	197	5.1
2005Feb	Carson City	Not Adj	Not Prelim	27,057	25,630	1,427	5.3
				1,202,805	1,152,806	49,999	
2005Jan	Churchill County	Not Adj	Not Prelim	11,560	10,894	666	5.8
2005Jan	Clark County	Not Adj	Not Prelim	827,187	792,581	34,606	4.2
2005Jan	Douglas County	Not Adj	Not Prelim	21,837	20,628	1,209	5.5
2005Jan	Elko County	Not Adj	Not Prelim	25,933	24,865	1,068	4.1
2005Jan	Esmeralda County	Not Adj	Not Prelim	427	403	24	5.6
2005Jan	Eureka County	Not Adj	Not Prelim	810	780	30	3.7
2005Jan	Humboldt County	Not Adj	Not Prelim	7,253	6,894	359	4.9
2005Jan	Lander County	Not Adj	Not Prelim	2,376	2,240	136	5.7
2005Jan	Lincoln County	Not Adj	Not Prelim	1,475	1,385	90	6.1
2005Jan	Lyon County	Not Adj	Not Prelim	19,322	17,945	1,377	7.1
2005Jan	Mineral County	Not Adj	Not Prelim	2,025	1,885	140	6.9
2005Jan	Nye County	Not Adj	Not Prelim	15,862	14,979	883	5.6
2005Jan	Pershing County	Not Adj	Not Prelim	2,347	2,197	150	6.4
2005Jan	Storey County	Not Adj	Not Prelim	2,200	2,059	141	6.4
2005Jan	Washoe County	Not Adj	Not Prelim	220,188	209,837	10,351	4.7
2005Jan	White Pine County	Not Adj	Not Prelim	3,863	3,663	200	5.2
2005Jan	Carson City	Not Adj	Not Prelim	26,870	25,301	1,569	5.8
				1,191,535	1,138,536	52,999	

Source: 2004 and 2005 Labor Force Summary Data (downloaded from www. Nevadaworkforce.com).

Department of Employment, Training, and Rehabilitation **PLANNING DOCUMENT**
 Workforce Investment Act Allocation
 Using Statistics Available as of 3/28/05 and PY 05 Allotments – **PRELIMINARY**

	<u>Adult</u>	<u>Youth</u>	<u>Dislocated Worker</u>	<u>Total</u>	
Total Allocation	4,488,585.00		4,591,173.00	4,725,377.00	13,805,135.00
Statewide Reserve (15%)	673,288.00		688,676.00	708,807.00	2,070,771.00
Remaining	3,815,297.00		3,902,497.00	4,016,570.00	11,734,364.00
Up to 25% for Rapid Response -<u>ESTIMATED</u>				1,004,142.00	1,004,142.00
Allocation to Local Level	3,815,297.00		3,902,497.00	3,012,428.00	10,730,222.00

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).	1,271,766.00	1,300,832.00	2,572,598.00
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).	1,271,766.00	1,300,832.00	2,572,598.00
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.	1,271,765.00	1,300,833.00	2,572,598.00

Dislocated Worker Allotment

1) Insured unemployment @ 20%	602,486.00	602,486.00
2) Unemployment concentrations @ 0%	0.00	0.00
3) Plant closings and mass layoff @ 30%	903,728.00	903,728.00
4) Declining industries @ 0%	0.00	0.00
5) Farmer-rancher economic hardship @ 15%	451,864.00	451,864.00
6) Long-term unemployment @ 35%	1,054,350.00	1,054,350.00

Total	<u>3,815,297.00</u>	<u>3,902,497.00</u>	<u>3,012,428.00</u>	<u>10,730,222.00</u>
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Adult and Youth Allotments

1) **Substantial Unemployment**

	Average Substantial Unempl
	SFY 03
Northern Local Workforce Investment Board (NLWIB)	7,389 22.71%
Southern Local Workforce Investment Board (SLWIB) (includes Clark, Nye, Lincoln, and Esmeralda Counties)	25,142 77.29%
	<u>32,531</u>
	<u>100.00%</u>

Source: USDA, BLS, Designation of Potential Area of Substantial Unemployment 07/03-06/30 from Kim Harris, R&A

NLWIB	288,865.00	295,467.00	584,332.00
SLWIB	982,901.00	1,005,365.00	1,988,266.00
Subtotal	<u>1,271,766.00</u>	<u>1,300,832.00</u>	<u>2,572,598.00</u>

2) **Excess unemployment** (exceeding 4.5%)

Average Unempl.
in Areas Over 4.5%
[February 2004 - January 2005](#)

NLWIB

Total Labor Force	121,507
Unemployment	5,439
Unemployment Rate	4.48%
Percent of Total Excess Unemployment	12.97%

SLWIB

Total Labor Force	830,874
Unemployment	36,496
Unemployment Rate	4.39%
Percent of Total Excess Unemployment	87.03%

Total Excess Unemployment	41,935
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Source: 2003 and 2004 Labor Force Summary Data (downloaded from www.Nevadaworkforce.com).

NLWIB	164,935.00	168,704.00		333,639
SLWIB	1,106,831.00	1,132,128.00		2,238,959
Subtotal	1,271,766.00	1,300,832.00	0.00	2,572,598.00

3) **Economically Disadvantaged**

	Economically Disadvantaged <u>Adults</u>	Economically Disadvantaged <u>Youth</u>	
NLWIB	45,534 27.47%	21,102 30.79%	66,636
SLWIB	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.

NLWIB	349,295.00	400,586.00		749,881.00
SLWIB	922,470.00	900,247.00		1,822,717.00
Subtotal	1,271,765.00	1,300,833.00	0.00	2,572,598.00

Dislocated Worker Allotment

1) **Insured unemployment @ 20%**

	<u>UI First Payments</u>	
North		17,330 27.94%
South		44,694 72.06%
		<hr/> <u>62,024</u>
		<hr/> <u>100.00%</u>

Source: EM252-R-1 for the period [01/04-12/04](#).

NLWIB	168,339.00	168,339.00
SLWIB	434,147.00	434,147.00
Subtotal	<hr/> <u>602,486.00</u>	<hr/> <u>602,486.00</u>

2) Unemployment concentrations @ 0%

3) **Plant closings and mass layoff @ 30%**

	Number of Dislocated Workers 03/1/04-02/29/05*	
Northern Region		2,474 46.49%
Southern Region		2,848 53.51%
Total		<hr/> <u>5,322</u>

Source: Extract from Rapid Response database, for the period [3/1/04-2/29/05](#), provided by Ms. Karolanne Hern, WISS, [3/29/05](#).

NLWIB	420,110.00	420,110.00
SLWIB	483,618.00	483,618.00
Subtotal	<hr/> <u>903,728.00</u>	<hr/> <u>903,728.00</u>

4) Declining industries @ 0%

5) **Farmer-rancher economic hardship @ 15%**

	Number of Delinquent Loans 3/29/2005	
NLWIB		20 90.91%
SLWIB		2

9.09%
22
100.00%

Source: USDA, Nevada State Farm Service Agency (FSA) Farm Loan Program, Nevada (Northern NV) and Utah (Southern NV) Offices for delinquency count on 3/29/04 and 3/26/04, respectively.

NLWIB	410,785.00	410,785.00
SLWIB	41,079.00	41,079.00
Subtotal	451,864.00	451,864.00

6) Long-term unemployment @ 35%

		UI Benefits Exhausted
North		5,885
		25.52%
South		17,175
		74.48%
		23,060
		100.00%

Source: EM252-R-1 for the period 01/04-12/04.

NLWIB	269,074.00	269,074.00
SLWIB	785,276.00	785,276.00
Subtotal	1,054,350.00	1,054,350.00

Summary

NLWIB	803,095.00	864,757.00	1,268,308.00	2,936,160.00
SLWIB	3,012,202.00	3,037,740.00	1,744,120.00	7,794,062.00
Grand Total	3,815,297.00	3,902,497.00	3,012,428.00	10,730,222.00

Percentage

NLWIB	21.05%	22.16%	42.10%	27.36%
SLWIB	78.95%	77.84%	57.90%	72.64%
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 03 WIA Allocation (including rescission and reallocation, before transfer)

NLWIB	1,173,016.00	1,283,774.00
	25.30%	26.43%
SLWIB	3,463,410.00	3,573,486.00
	74.70%	73.57%
Total	4,636,426.00	4,857,260.00

PY 04 WIA Allocation (including rescission and reallocation, before transfer)

NLWIB	1,019,018.00	1,091,480.00	1,884,610.00	3,995,108.00
	24.13%	24.95%	33.66%	
SLWIB	3,204,016.00	3,283,189.00	3,714,260.00	10,201,465.00
	75.87%	75.05%	66.34%	
Total	4,223,034.00	4,374,669.00	5,598,870.00	14,196,573.00

Hold Harmless Percent

NLWIB	22.24%	23.12%
SLWIB	77.76%	76.88%
Total	100.00%	100.00%

Hold Harmless Allocation

NLWIB	848,522.00	902,257.00
SLWIB	2,966,775.00	3,000,240.00
Total	3,815,297.00	3,902,497.00

Change over PY 04 Allocation (including rescission)

NLWIB	(170,496.00)	(189,223.00)	(616,302.00)	(976,021.00)
SLWIB	(237,241.00)	(282,949.00)	(1,970,140.00)	(2,490,330.00)
Total	(407,737.00)	(472,172.00)	(2,586,442.00)	(3,466,351.00)

Excess Unemployment in Nevada
February 2004 - January 2005

North

County	North											Washo	White Pine	
	Carson	City	Churchill	Douglas	Elko	Eureka	Humboldt	Lander	Lyon	Mineral	Pershing			Storey
February 2004														
Labor Force	26,899	11,494	22,162	26,226	817	7,405	2,382	19,089	2,180	2,449	2,136	218,584	3,570	
Unemployment	1,622	630	1,098	1,146	30	367	144	1,191	122	124	85	9,580	162	
Unemployment Rate	6.0%	5.5%	5.0%	4.4%	3.7%	5.0%	6.0%	6.2%	5.6%	5.1%	4.0%	4.4%	4.5%	
March 2004														
Labor Force	26,907	11,601	22,065	26,441	823	7,476	2,450	19,168	2,162	2,496	2,136	218,200	3,611	
Unemployment	1,524	606	1,031	1,030	26	330	123	1,105	117	120	85	9,253	160	
Unemployment Rate	5.7%	5.2%	4.7%	3.9%	3.2%	4.4%	5.0%	5.8%	5.4%	4.8%	4.0%	4.2%	4.4%	
April 2004														
Labor Force	26,894	11,681	21,987	26,493	831	7,593	2,430	19,258	2,110	2,491	2,145	219,064	3,626	
Unemployment	1,418	549	958	963	30	315	116	1,074	107	131	80	8,677	145	

Unemployment Rate	5.3%	4.7%	4.4%	3.6%	3.6%	4.1%	4.8%	5.6%	5.1%	5.3%	3.7%	4.0%	4.0%
May 2004													
Labor Force	26,973	11,659	21,860	26,408	832	7,550	2,413	19,198	2,117	2,477	2,144	220,034	3,693
Unemployment	1,307	476	878	864	31	253	105	983	110	111	63	7,999	137
Unemployment Rate	4.8%	4.1%	4.0%	3.3%	3.7%	3.4%	4.4%	5.1%	5.2%	4.5%	2.9%	3.6%	3.7%
June 2004													
Labor Force	27,065	12,016	22,306	27,220	856	7,831	2,512	19,640	2,187	2,617	2,153	221,574	3,950
Unemployment	1,373	545	946	979	33	322	115	1,037	117	130	62	8,492	177
Unemployment Rate	5.1%	4.5%	4.2%	3.6%	3.9%	4.1%	4.6%	5.3%	5.3%	5.0%	2.9%	3.8%	4.5%
July 2004													
Labor Force	27,173	11,916	22,642	27,344	863	7,649	2,477	19,585	2,149	2,542	2,164	222,713	3,950
Unemployment	1,282	538	936	991	36	335	121	984	118	124	60	8,296	163
Unemployment Rate	4.7%	4.5%	4.1%	3.6%	4.2%	4.4%	4.9%	5.0%	5.5%	4.9%	2.8%	3.7%	4.1%
August 2004													
Labor Force	27,022	11,516	22,473	26,994	844	7,582	2,449	19,255	2,121	2,434	2,156	221,588	3,949
Unemployment	1,174	461	847	846	24	275	104	889	109	103	55	7,504	152
Unemployment Rate	4.3%	4.0%	3.8%	3.1%	2.8%	3.6%	4.2%	4.6%	5.1%	4.2%	2.6%	3.4%	3.8%
September 2004													
Labor Force	26,765	11,546	22,026	26,412	823	7,551	2,388	19,139	2,089	2,381	2,151	221,461	3,989
Unemployment	1,163	473	805	805	20	270	100	876	105	111	50	7,342	151
Unemployment Rate	4.3%	4.1%	3.7%	3.0%	2.4%	3.6%	4.2%	4.6%	5.0%	4.7%	2.3%	3.3%	3.8%
October 2004													
Labor Force	26,816	11,370	21,644	26,910	843	7,333	2,304	18,898	2,042	2,268	2,165	222,328	3,867
Unemployment	1,165	446	781	804	24	273	101	853	118	108	53	7,132	156
Unemployment Rate	4.3%	3.9%	3.6%	3.0%	2.8%	3.7%	4.4%	4.5%	5.8%	4.8%	2.4%	3.2%	4.0%
November 2004													
Labor Force	26,891	11,361	21,498	26,298	820	7,258	2,293	19,377	2,045	2,255	2,181	222,802	3,832
Unemployment	1,175	442	843	796	20	288	104	885	119	99	65	7,182	156
Unemployment Rate	4.4%	3.9%	3.9%	3.0%	2.4%	4.0%	4.5%	4.6%	5.8%	4.4%	3.0%	3.2%	4.1%
December 2004													
Labor Force	26,753	11,268	21,402	26,024	839	7,181	2,331	18,829	2,022	2,231	2,180	222,997	3,789
Unemployment	1,251	533	903	845	49	311	106	1,001	118	110	66	7,639	171
Unemployment Rate	4.7%	4.7%	4.2%	3.2%	5.8%	4.3%	4.5%	5.3%	5.8%	4.9%	3.0%	3.4%	4.5%
January 2005													
Labor Force	26,870	11,560	21,837	25,933	810	7,253	2,376	19,322	2,025	2,347	2,200	220,188	3,863
Unemployment	1,569	666	1,209	1,068	30	359	136	1,377	140	150	141	10,351	200
Unemployment Rate	5.8%	5.8%	5.5%	4.1%	3.7%	4.9%	5.7%	7.1%	6.9%	6.4%	6.4%	4.7%	5.2%
Total													
Labor Force	26,919	11,582	21,992	26,559	833	7,472	2,400	19,230	2,104	2,416	2,159	220,961	3,807
Unemployment	1,335	530	936	928	29	308	115	1,021	117	118	72	8,287	161
Unemployment Rate	4.96%	4.58%	4.26%	3.49%	3.53%	4.12%	4.77%	5.31%	5.54%	4.90%	3.34%	3.75%	4.22%
Northern Counties with Excess Unemployment (exceeding 4.5%)													
Labor Force	121,507												
Unemployment	5,439												
Unemployment Rate	4.5%												

Source: 2003 and 2004 Labor Force Summary Data (downloaded from www.Nevadaworkforce.com).

Excess Unemployment in Nevada

February 2004 - January 2005

<u>South</u>					Compare
<u>Clark</u>	<u>Esmeralda</u>	<u>Lincoln</u>	<u>Nye</u>	<u>Total</u>	<u>to LFS</u>
806,442	465	1,548	15,251	1,169,099	1,169,099
39,010	27	84	983	56,405	56,405
4.8%	5.8%	5.4%	6.4%	4.8%	
804,227	453	1,568	15,282	1,167,066	1,167,066
38,840	25	85	971	55,431	55,431
4.8%	5.5%	5.4%	6.4%	4.7%	
806,707	450	1,543	15,382	1,170,685	1,170,685
37,342	24	87	931	52,947	52,947
4.6%	5.3%	5.6%	6.1%	4.5%	
805,345	419	1,536	15,353	1,170,011	1,170,011
34,485	22	76	850	48,750	48,750
4.3%	5.3%	4.9%	5.5%	4.2%	
808,931	447	1,627	15,564	1,178,496	1,178,496
37,694	27	97	909	53,055	53,055
4.7%	6.0%	6.0%	5.8%	4.5%	
813,294	434	1,579	15,474	1,183,948	1,183,948
37,251	30	101	892	52,258	52,258
4.6%	6.9%	6.4%	5.8%	4.4%	
812,143	420	1,561	15,378	1,179,885	1,179,885
34,663	26	82	829	48,143	48,143
4.3%	6.2%	5.3%	5.4%	4.1%	
816,286	421	1,544	15,584	1,182,556	1,182,556
34,755	20	85	848	47,979	47,979
4.3%	4.8%	5.5%	5.4%	4.1%	
820,924	438	1,493	15,533	1,187,176	1,187,176
33,273	25	76	803	46,191	46,191
4.1%	5.7%	5.1%	5.2%	3.9%	
822,221	439	1,481	15,575	1,188,627	1,188,627
32,593	25	72	801	45,665	45,665
4.0%	5.7%	4.9%	5.1%	3.8%	
822,492	423	1,465	15,629	1,187,855	1,187,855
31,944	25	80	784	45,936	45,936
3.9%	5.9%	5.5%	5.0%	3.9%	
827,187	427	1,475	15,862	1,191,535	1,191,535
34,606	24	90	883	52,999	52,999

4.2% 5.6% 6.1% 5.6% 4.4%

813,850 436 **1,535** **15,489** 1,179,745
35,538 25 **85** **874** 50,480
4.37% 5.73% **5.51%** **5.64%** 4.28%

Southern Counties with Excess Unemployment
(exceeding 4.5%)

Labor Force 830,874
Unemployment 36,496
Unemployment Rate 4.4%

Economically Disadvantaged (125% of Poverty) - 2000 Census
By County

	Carson												White
	City	Churchill	Douglas	Elko	Eureka	Humboldt	Lander	Lyon	Mineral	Pershing	Storey	Washoe	Pine
Youth													
16 and 17 years:													
Under .50	110	16	50	74	5	42	22	75	47	14	10	620	6
.50 to .74	62	6	0	40	2	0	0	7	6	0	0	327	9
.75 to .99	18	35	26	18	2	0	16	7	14	6	0	301	12
1.00 to 1.24	62	13	22	81	2	29	11	52	6	4	0	355	22
1.25 to 1.29	9	0	2	32	0	0	0	16	0	2	0	42	0
1.25 estimated @ 20%	2	0	0	6	0	0	0	3	0	0	0	8	0
Subtotal 1.25 and under	254	70	98	219	11	71	49	144	73	24	10	1,611	49
18 to 24 years:													
Under .50	352	100	108	254	7	104	26	121	30	31	0	3,154	60
.50 to .74	168	40	87	125	3	37	33	105	20	27	0	1,664	22
.75 to .99	237	90	65	162	0	62	6	74	12	16	0	1,445	26
1.00 to 1.24	163	95	89	193	4	57	18	117	18	25	0	1,923	22
1.25 to 1.29	17	5	43	59	0	30	0	13	8	0	0	431	8
1.25 estimated @ 20%	3	1	9	12	0	6	0	3	2	0	0	86	2
Subtotal 1.25 and under	923	326	358	746	14	266	83	420	82	99	0	8,272	132
Est. 18 to 21 years (4/7)	527	186	205	426	8	152	47	240	47	57	0	4,727	75
16-21 yrs at 1.25 & under	1,704	582	661	1,391	33	489	179	804	202	180	10	14,610	256
Adult													
Est. 22 to 24 years (3/7)	396	140	153	320	6	114	36	180	35	42	0	3,545	57
25 to 34 years:													
Under .50	299	91	113	298	15	64	28	117	43	34	20	2,386	35
.50 to .74	142	65	73	133	8	53	6	77	6	3	0	1,249	26
.75 to .99	206	122	74	249	2	85	29	133	9	25	11	1,353	71
1.00 to 1.24	354	108	95	244	2	83	21	196	25	67	8	1,936	31

1.25 to 1.29	114	26	49	61	0	0	0	51	7	7	0	351	9
1.25 estimated @ 20%	23	5	10	12	0	0	0	10	1	1	0	70	2
Subtotal 1.25 and under	1,024	391	365	936	27	285	84	533	84	130	39	6,994	165
35 to 44 years:													
Under .50	231	137	243	165	14	120	108	261	38	58	41	1,968	10
.50 to .74	199	69	187	175	12	62	3	70	35	16	12	1,050	44
.75 to .99	188	40	98	134	7	62	49	139	38	22	7	1,177	6
1.00 to 1.24	185	60	149	282	13	47	15	193	35	65	13	1,785	26
1.25 to 1.29	53	49	6	126	0	0	13	35	21	13	0	363	0
1.25 estimated @ 20%	11	10	1	25	0	0	3	7	4	3	0	73	0
Subtotal 1.25 and under	814	316	678	781	46	291	178	670	150	164	73	6,053	86
45 to 54 years:													
Under .50	206	91	185	127	16	47	51	175	58	44	23	1,283	56
.50 to .74	67	27	91	59	9	28	2	133	16	9	0	671	38
.75 to .99	86	85	93	102	12	21	23	83	34	4	18	811	23
1.00 to 1.24	156	70	92	73	7	58	24	82	12	28	29	897	34
1.25 to 1.29	31	18	12	32	2	22	2	44	5	9	0	244	0
1.25 estimated @ 20%	6	4	2	6	0	4	0	9	1	2	0	49	0
Subtotal 1.25 and under	521	277	463	367	44	158	100	482	121	87	70	3,711	151
55 to 64 years:													
Under .50	234	35	132	232	1	35	36	127	27	16	5	1,105	63
.50 to .74	64	70	50	54	3	46	7	129	12	24	0	494	10
.75 to .99	72	41	61	38	5	43	10	144	8	2	0	672	21
1.00 to 1.24	93	118	132	93	20	31	12	78	19	25	7	619	57
1.25 to 1.29	7	20	0	4	5	0	18	27	5	0	0	126	6
1.25 estimated @ 20%	1	4	0	1	1	0	4	5	1	0	0	25	1
Subtotal 1.25 and under	464	268	375	418	30	155	69	483	67	67	12	2,915	152
65 to 74 years:													
Under .50	86	42	82	21	17	18	15	18	26	4	0	371	13
.50 to .74	21	46	55	35	4	8	6	36	6	0	8	186	10
.75 to .99	98	30	33	30	4	15	7	108	17	14	6	511	23
1.00 to 1.24	110	108	87	130	4	20	24	128	16	16	13	870	69
1.25 to 1.29	16	10	22	34	3	10	0	37	8	0	0	98	0
1.25 estimated @ 20%	3	2	4	7	1	2	0	7	2	0	0	20	0
Subtotal 1.25 and under	318	228	261	223	30	63	52	297	67	34	27	1,958	115
75 years and over:													
Under .50	100	34	42	37	0	27	7	47	18	7	0	452	0
.50 to .74	20	0	14	9	4	6	3	15	6	2	0	237	24
.75 to .99	108	44	100	72	5	52	11	114	38	1	8	393	21
1.00 to 1.24	101	70	131	110	5	31	0	79	31	29	16	658	68
1.25 to 1.29	46	17	11	14	0	14	0	22	6	6	0	107	0
1.25 estimated @ 20%	9	3	2	3	0	3	0	4	1	1	0	21	0
Subtotal 1.25 and under	338	151	289	231	14	119	21	259	94	40	24	1,761	113
22 + yrs at 1.25 and under	3,875	1,771	2,584	3,276	197	1,185	540	2,904	618	564	245	26,937	839
Percentages	2.34%	1.07%	1.56%	1.98%	0.12%	0.71%	0.33%	1.75%	0.37%	0.34%	0.15%	16.25%	0.51%

Economically Disadvantaged (125% of Poverty) - 2000 Census
By County

Total					
<u>Clark</u>	<u>Esmeralda</u>	<u>Lincoln</u>	<u>Nye</u>	<u>SDA1</u>	<u>Nevada</u>
2,117	2	19	48	2,186	3,277
872	3	9	0	884	1,343
1,040	0	3	52	1,095	1,550
1,193	7	2	13	1,215	1,874
277	0	0	32	309	412
55	0	0	6	61	80
<u>5,277</u>	<u>12</u>	<u>33</u>	<u>119</u>	<u>5,441</u>	<u>8,124</u>
11,040	0	11	99	11,150	15,497
3,889	12	8	76	3,985	6,316
4,783	0	24	64	4,871	7,066
6,350	2	8	95	6,455	9,179
1,253	0	0	18	1,271	1,885
251	0	0	4	255	379
<u>26,313</u>	<u>14</u>	<u>51</u>	<u>338</u>	<u>26,716</u>	<u>38,437</u>
15,036	8	29	193	15,266	21,964
<u>46,626</u>	<u>34</u>	<u>113</u>	<u>650</u>	<u>47,423</u>	<u>68,525</u>
<u>11,277</u>	<u>6</u>	<u>22</u>	<u>145</u>	<u>11,450</u>	<u>16,473</u>
12,608	0	22	149	12,779	16,322
4,605	8	22	73	4,708	6,549
6,795	0	40	128	6,963	9,332
8,310	2	32	221	8,565	11,735
1,820	0	0	35	1,855	2,530
364	0	0	7	371	505
<u>32,682</u>	<u>10</u>	<u>116</u>	<u>578</u>	<u>33,386</u>	<u>44,443</u>
10,222	22	34	203	10,481	13,875
4,133	5	9	151	4,298	6,232
4,996	5	31	134	5,166	7,133
6,507	4	9	299	6,819	9,687
1,292	0	0	55	1,347	2,026
258	0	0	11	269	406
<u>26,116</u>	<u>36</u>	<u>83</u>	<u>798</u>	<u>27,033</u>	<u>37,333</u>
6,604	10	17	224	6,855	9,217
2,738	2	8	192	2,940	4,090
3,039	7	8	77	3,131	4,526
3,466	2	16	49	3,533	5,095

754	0	0	6	760	1,181
151	0	0	1	152	235
15,998	21	49	543	16,611	23,163

4,921	19	37	175	5,152	7,200
2,280	3	6	138	2,427	3,390
2,675	16	6	65	2,762	3,879
2,999	5	5	236	3,245	4,549
720	0	0	55	775	993
144	0	0	11	155	198
13,019	43	54	625	13,741	19,216

1,954	0	6	37	1,997	2,710
1,204	0	6	90	1,300	1,721
2,822	3	35	113	2,973	3,869
3,379	0	41	291	3,711	5,306
727	3	0	89	819	1,057
145	1	0	18	164	212
9,504	4	88	549	10,145	13,818

1,760	3	5	77	1,845	2,616
889	2	7	26	924	1,264
1,923	11	55	148	2,137	3,104
2,679	5	28	143	2,855	4,184
564	2	8	53	627	870
113	0	2	11	126	173
7,364	21	97	405	7,887	11,341

115,960	141	509	3,643	120,253	165,787
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69.95% 0.09% 0.31% 2.20% 72.53% 100.00%

U.S. Census Bureau Census 2000: PCT50. AGE BY RATIO OF INCOME IN 1999 TO POVERTY LEVEL [144] - Universe:
Population for whom poverty status is determined. Data Set: Census 2000 Summary
File 3 (SF 3) - Sample Data NOTE: Data based on a sample except in P3, P4, H3, and H4.
For information on confidentiality protection, sampling error, nonsampling error, and definitions see
<http://factfinder.census.gov/home/en/datanotes/expsf3.htm>.

ATTACHMENT C

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, requests a waiver 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, beginning in Program Year 2005.

Waiver Duration: July 1, 2005 through June 30, 2007 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, necessitate 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, policies will be issued to comply with the terms of the waiver. The state policies will outline 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 will 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 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 individuals customer satisfaction with the JobConnect system.

Programmatic Outcomes to be Achieved by the Waiver:

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 Local Boards and the Opportunity to Comment:

Notice to LWIBs will occur via electronic submittal of this waiver request to both Boards for comment, prior to formal submittal of the request to the USDOL-ETA. Both local Boards have given preliminary endorsement for this waiver request both verbally and in writing.

ATTACHMENT D

Proposed Levels of Performance

In preparation for negotiation of proposed levels of performance, Department of Employment, Training and Rehabilitation (DETR) and Local Workforce Investment Board (LWIB) staff conducted an analysis of factors that have affected performance levels over the past four years. A teleconference was held in April 2005 to reach consensus on Nevada's proposed levels.

The following describes the methods used for developing proposed levels of performance for Program Years (PY) 2005 and 2006:

Past Performance:

DETR and LWIB staff reviewed the three (3)-year averages (PY 2001 - PY2003) and the first two quarters of PY 2004 for all measures as a starting point of establishing proposed levels of performance for the next two years.

The Federal Research and Evaluation Database (FRED) was reviewed to look at comparable states with issues similar to Nevada. Staff also reviewed the worksheets provided by Region 6 staff, in particular, for measures whose method of calculation was being revised or redefined.

Government Performance and Results Act (GPRA) goals for PY 2005 were also taken into consideration during this process.

National Comparisons

Information on the national distribution of performance outcomes provided by DOL was also reviewed to determine Nevada's performance in relation to other states.

Additional factors taken into consideration during the process to establish proposed levels of performance for the next two years are:

- Nevada's unemployment rate for March 2005 was 3.9%, which by economic standards, is below the "full employment" level.
- The nature of Nevada's economy creates an on-going need for workers in occupations traditionally classified as low or semi-skilled, low-paying jobs in the Leisure/Hospitality and Retail Trade industries. The largest number of available jobs will continue to be in these industries, which will affect Nevada's entered employment rate and earnings gain.
- The 2000 U.S. Census Bureau reported that Nevada has one of the highest drop-out rates in the nation for 18-24 year olds. Indications are that this has not changed since the 2000 Census. As a result, Nevada continues to struggle with the attainment of secondary school diploma/equivalent rate. With the focus on serving the neediest youth, especially out-of-school youth, Nevada's level of performance will continue to be in the low percentile nationwide in spite of statewide initiatives to address this issue. Nevada's high drop out rate was confirmed by the statistics for Nevada in FRED, which indicates the drop out rate for older youth to be 47.32%. The statistics for the literacy skills deficient for our younger youth is also a concern at 60%.

- Steps are being taken to reduce the potential of reporting errors that may occur when combining multiple databases. Both LWIBs have expressed concern that performance may be affected when the Nevada JobConnect Operating System (NJCOS), formerly known as American's One-Stop Operating System (AOSOS), is implemented on July 1, 2005 due to three separate data collection systems being used for reporting purposes. DETR anticipates an 18-month to three-year lag before WIA reports are solely produced from NCJOS.
- Reduction of Nevada's allocation of funds for Program Year 2005 is expected to impact the level of services to WIA participants during 2005, in particular for Nevadaworks, the state's northern local workforce investment board. They will be canceling seven youth and adult contracts and expect to significantly reduce funding to their remaining contractors. This will result in fewer new client registrations, reduction of case managers/staff to provide services, and fewer funds available for training opportunities. Their concern is that canceling of these contracts could potentially:
 1. Increase the number of exiters with non-positive outcomes;
 2. Lower retention rates due to fewer staff to conduct follow-up for non-employment related outcomes; and
 3. Affect the earnings gain measure due to the lack of skills upgrading opportunities.
- Southern Nevada Workforce Investment Board (SNWIB), did not renew four youth contracts at the end of PY 2003 and experienced difficulty in keeping the youth engaged with their newly assigned provider. This resulted in a higher number of youth being soft exited. SNWIB anticipates a negative impact for all PY 2004 and PY 2005 youth measures, with the exception of the Younger Youth Skill Attainment measure.
- In regards to SNWIB, PY 2005 allocation reduction, SNWIB will continue to target the most in need with the limited funds available, which adversely impacts GPRA continuous improvement expectations.
- The proposed level of performance for the adult and dislocated worker retention rate after six months was reduced from the Program Year 2004 levels due to the revised method for calculating the performance level as indicated on the worksheets provided by Region 6 staff.

Nevada's proposed performance levels are a result of this collaborative effort to ensure the goals set are realistic and attainable while achieving continuous improvement for the NJC system.

**For Program Years
2005 and 2006**

Performance Measures	Program Year 2005	Program Year 2006
<i>Adults</i>		
Entered Employment Rate	72%	73%
Retention Rate after six months	75%	76%
Earnings Gain after six months	\$3,000	\$3,100
Employment and Credential Rate	57%	58%
Dislocated Workers		
Entered Employment Rate	78%	79%
Retention Rate after six months	87%	88%
Earnings Replacement Rate after six months	-\$1,400	-\$1,000
Employment and Credential Rate	58%	59%
<i>Older Youth</i>		
Entered Employment Rate	64%	65%
Retention Rate after six months	77%	78%
Earnings Gain after six months	\$3,000	\$3,100
Credential Rate	37%	39%
Younger Youth		
Attainment of Basic/ Work Readiness/ Occupational Skills	79%	80%
Attainment of Secondary School Diploma/Equivalent	41%	42%
Six Months Retention	56%	57%
Customer Satisfaction		
Job Seeker	77	78
Employers	85	86

ATTACHMENT E

Workforce Investment Act State Compliance Policies

SECTION: 1.13

Termination of Training Service Providers

January 2000

I. GENERAL:

If the designated state agency or the 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 or [§663.565(b)(3)];

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 667.640(b)91]:

- 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.

Workforce Investment Act

State Compliance Policies

**Equal Opportunity Provisions of WIA
and Corrective Actions and Sanctions
for Non-Compliance**

Section: 4.1

March, 2000

I. DESIGNATION OF EQUAL OPPORTUNITY OFFICER (§37.23):

- A.** All recipients of WIA funds (grantees), with the exception of small recipients or service providers (those who serve less than 15 beneficiaries and employ less than 15 staff for the entire grant year), shall have a designated Equal Opportunity (EO) Officer (29CFR Part §37.23) who is a senior level employee of the recipient who may or may not be assigned other duties. Other duties assigned must not create a conflict or the appearance of one with the responsibilities as EO Officer (§37.24)
- B.** The grantee shall make public the name, title of position, address and telephone number of the EO Officer. A copy of this notice and a description of the EO Officer's duties, including average hours spent per week on EO activities shall be submitted to the State by July 1 each program year and anytime during the year when a change is made. [§37.26(a)]
- C.** The grantee shall assign sufficient staff and resources to the EO Officer to ensure compliance with the nondiscrimination and equal opportunity provisions of WIA. In addition, EO Officer and staff must be afforded the opportunity to receive training necessary and appropriate to maintain competency. [§37.26(d)]
- D.** The LWIB and its grantees that receive money directly from the State are responsible for assuring that their sub-grantees, service providers, contractors, etc. are in compliance with the equal opportunity and nondiscrimination provisions of WIA. (§37.28)
- E.** Small recipients shall designate an individual responsible for the adoption and publication of complaint procedures and the processing of complaints pursuant to State Compliance Policy Sections 4.3 & 4.4 (§37.27 and §37.76 through §37.79)
- F.** Service providers (the operator of any WIA-funded program or activity that receives funds from or through an LWIB or other grantee) are not required to designate an EO Officer. The responsibility for ensuring service provider compliance rests with the LWIB. (§37.28)

II. ROLE AND RESPONSIBILITIES OF THE EO OFFICER:

Shall report equal opportunity matters directly to the grantees highest level WIA official (chair of the LWIB, the director of their department, or the CEO of their company as applicable). Under no circumstances shall the EO officer report equal opportunity matters to anyone who is not in a full administrative capacity. [§37.25(e)]

The responsibilities of the EO officer shall include but are not limited to [§37.25 (a-g)]:

- assuring compliance with State Compliance Policies;
- serving as liaison with the State EO officer and CRC;
- communicating EO matters to all employees and WIA beneficiaries;
- assuring that publications, contracts, agreements and assurances have the required language (§37.29 and §37.30 through §37.36]
- receiving, logging, responding and reporting grievances;
- assuring equitable service reports are compiled;
- reviewing and evaluating equitable service reports;
- coordinating with MIS staff to respond to state or CRC data requests;
- preparing, reviewing, discussing EO matters with sub-grantees, contractors, staff, state office;
- preparing, modifying, maintaining an EO policy (§37.29);
- training staff, contractors, sub-grantees on implementation of State EO policies and grantee EO policies;
- monitoring for EO compliance.
- ensuring discussion of rights under the nondiscrimination and equal opportunity provisions of WIA, including the right to file a complaint are conducted during each orientation to new participants, employees and/or the general public (§37.36)
- review recipients written policies to ensure policies are nondiscriminatory
- develop and publish the recipients' procedures for processing discrimination complaints under Sections §37.76 through §37.79.

III. COMMUNICATION OF EQUAL OPPORTUNITY POLICY

Grantees shall provide initial and continuing notice that they do not discriminate on any prohibited ground, to: registrants, applicants, eligible applicants, applicants for employment, participants, subrecipients, employees, and members of the public, including those with impaired vision or hearing, and unions or professional organizations holding collective bargaining or professional agreements with the grantee. (§37.29)

- A. **Notice - "Equal Opportunity is the Law"**: Program and employment applicants shall be provided the notice for signature at the time of application. The original signature copy of the notice shall be included in an applicant file. A copy shall be given to the applicant. When the applicant becomes an employee or a WIA participant, the signed notice shall be placed in the personnel or participant file and the EO officer or designee shall review the notice as part of the participant and/or employee's orientation. (§37.30 through §37.32)

The notice must contain the following specific wording:

Equal Opportunity is the Law: it is against the law for this recipient of Federal Financial assistance to discriminate on the following basis:

Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and

Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiaries citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

Deciding who will be admitted or have access to any WIA Title I financially assisted program or activity;

Providing opportunities in, or treating any person with regard to, such a program or activity; or

Making employment decisions in the administration in the administration of or in connection with, such a program or activity.

A Spanish version of the notice has been provided and shall be used when Spanish is the individual's primary language. Alternate formats for other languages and the visually impaired shall be provided by the grantee, when appropriate. (§37.35) When an alternate format has been used for the visually impaired, a comment shall be included in the individual's file documenting how s/he was informed of the contents of the notice. [§37.31(b)]

B. Poster - "Equal Opportunity is the Law": shall be prominently placed in various locations. A Spanish version has been provided and shall be posted. (§37.35) Alternate formats should also be provided for the visually impaired and other non-English speaking populations, if appropriate. [§37.29(b)]

Note: Whenever a grantee passes on Federal financial assistance under WIA to another recipient, the grantee passing on such assistance shall provide the recipient receiving the assistance with the notice and poster.

IV. PUBLICATIONS, MEDIA MESSAGES AND OTHER MATERIALS (§37.34):

A. Materials or program information that are distributed or broadcasted to the public to describe WIA programs or participation requirements shall include the following: "equal opportunity employer/program; auxiliary aids and services are available upon request to individuals with disabilities". If there are phone numbers listed, a TDD or relay service number shall also be provided. The text and illustrations contained in any WIA publication, etc. shall be designed in a manner that does not suggest that the program discriminates against any protected group. [§37.34(a)]

B. The EO officer shall review all materials prior to approval to make public. If a publication policy exists, an EO officer review shall be included in the policy. (§37.29 through §37.36)

Note: The grantee shall take reasonable steps to provide information to individuals who do not speak English and shall take appropriate steps to

ensure that communications with individuals with disabilities are as effective as communications with others.

V. NONDISCRIMINATION ASSURANCES (§37.20):

- A. Any recipient of WIA funds shall provide a statement that the WIA-funded program or activity is or will be conducted in compliance with the nondiscrimination and equal opportunity provisions of WIA and §37.20. LWIBs are required to submit their statement of compliance to the State with their Local Plan.
- B. Each application for Federal financial assistance under WIA shall include an assurance. This assurance shall contain information listed in §37.20(a)(1). The assurance may be incorporated by reference in grants, cooperative agreements, contracts or other arrangements.
- C. If the WIA funds are used to provide/acquire personal or real property, structures, improvements or interests, the assurance is required and shall obligate the recipient for as long as the recipient or its transferee retains ownership or possession. If the property is transferred, the transfer documents shall contain the assurance. (§37.21) If the property is obtained from the Federal Government, the assurance shall also include a condition that returns the property to the Department in the event of a breach of the assurance or other WIA condition. (§37.22)

VI. EQUITABLE SERVICES (§37.42):

Grantees shall take appropriate steps to ensure they are providing universal access to their WIA Title I financially assisted programs and activities. Such efforts shall include but not be limited to outreach efforts to broaden the composition of the pool of those considered for participation to include members of both sexes, the various race/ethnicity and age groups, and individuals with disabilities.

VII. PROGRAM AND SITE ACCESS FOR INDIVIDUALS WITH DISABILITIES §37.7 through §37.9 CFR PART 32 SUBPARTS B AND C AND APPENDIX A AND THE AMERICANS WITH DISABILITIES ACT OF 1990):

Grantees shall refer to State Compliance Policy, Section 4.2 - WIA Program Provisions Employment Opportunities/Accessibility for Individuals with Disabilities. In general, grantees shall ensure that programs and activities are physically as well as programmatically accessible to individuals with disabilities. Grantees shall administer WIA-funded programs in the most integrated setting appropriate to the qualified individual with a disability and ensure that communications with them are as effective as communications with others.

VIII. EQUAL OPPORTUNITY DATA COLLECTION AND ANALYSIS (§37.37)

- A. Grantees shall collect and maintain records on applicants, eligible applicants, participants, terminees, applicants for employment, and employees. These records shall include race/ethnicity, sex, age and disability status. [§37.37(b)(2)] Grantees shall use the five approved race/ethnic designations to identify the race/ethnicity:

- White (not Hispanic)
- Black (not Hispanic)
- Hispanic
- American Indian or Alaskan Native (not Hispanic)
- Asian or Pacific Islander (not Hispanic)

- B.** Records shall be stored for a period of not less than three years or not less than three years from the date of resolution of the complaint in a manner to ensure confidentiality. They shall be used only for the purposes of record keeping and reporting; determining eligibility; equitable services analysis; or other use authorized by the nondiscrimination and equal opportunity provisions. (§37.37 through §37.41)
- C.** To determine compliance with nondiscrimination and equal opportunity provisions, the grantee shall assess equitable service and opportunity at each decision point in their programs' eligible population to applicant; applicant to eligible applicant; eligible applicant to participant; participant to services; and terminations to types of terminations. The grantee shall be capable of making valid comparisons by race/ethnicity, sex, age, and disability status. [§37.37(b)(1)]
- D.** The grantee shall also be able to make valid comparisons between applicants for employment and employees.
- E.** Grantees shall permit the *State* or the Civil Rights Center (CRC) access to records and individuals during business hours for compliance reviews/investigations and monitoring activities. Consideration of privacy or confidentiality is not a basis for withholding information from the CRC or the *State*. (§37.40)

IX. EQUAL OPPORTUNITY MONITORING:

- A.** Grantees shall monitor subrecipients for compliance with the nondiscrimination provisions of WIA along with other program and financial monitoring. Grantees shall submit a current copy of its monitoring guide to *State* with its Local Plan, including the Equal Opportunity component, and whenever changes or revisions are made. (§37.60 and §37.62 through §37.65)
- B.** *State* monitoring includes an EO component that includes all elements of the Methods of Administration, its related policies and regulations. *State* and the CRC may conduct special EO compliance reviews per §34.42.

X. DISCRIMINATION COMPLAINTS:

- A.** Grantees shall adopt and publish procedures providing the prompt and equitable resolution of complaints alleging violations of WIA nondiscrimination/equal opportunity provisions that are consistent with this policy. [§37.25(d)]
- B.** To direct a complaint properly, the grantee must first determine whether the complaint is a program or a discrimination complaint. When a participant or employee alleges unfair treatment and does not initially allege that the treatment

was due to one of the prohibited factors, it is appropriate to ask the question directly.

1. If the complainant cannot state a reason or does not cite a reason that is a prohibited factor, process the complaint as a program complaint in accordance with State Compliance Policy, Section 4.3.
2. If the complainant alleges that the unfair treatment was due to a prohibited factor, then the complaint must be processed in accordance with this policy, which incorporates CRC regulations.

Note: A complaint cannot be processed as both a program complaint and as a discrimination complaint.

XI. COMPLAINT LOG [§37.37(c)]:

- A. The grantee shall maintain a log of complaints filed with it and its subrecipients which:
 1. contains the name and address of the complainant;
 2. identifies the nature and basis for each complaint;
 3. lists the dates the complaint was filed and the investigation was completed; and
 4. includes the date and nature of the final disposition.

XII. GENERAL - CORRECTIVE ACTIONS AND SANCTIONS:

State will seek corrective action from a grantee when a deficiency is noted as a result of a Local Plan review, monitoring review, an EO complaint processed under State Compliance Policy, Section 4.3 Discrimination Grievances/Complaints Procedure, or other indication of noncompliance.

- A. Grantees shall establish written procedures for obtaining prompt corrective action or, as necessary, applying sanctions when noncompliance is found. This policy outlines the compliance and enforcement procedures to be used by State. All *State* compliance efforts begin by allowing the grantee to bring about compliance through informal means.
- B. The procedure described in this policy will be used for obtaining prompt corrective action or, as necessary, applying sanctions when noncompliance is found. Grantees shall develop a similar procedure for themselves, subrecipients, and service providers. Taking prompt and appropriate action to effect compliance is one of the ways in which the grantee may reduce liability for noncompliance and avoid the imposition of sanctions.

XIII. GRANTEE OR GRANTEE'S RECIPIENT VIOLATION:

- A. If *State* determines that a violation has occurred at the grantee level, the *State* will notify the grantee through the issuance of a Letter of Findings, Notice to Show Cause or Initial Determination and allow the grantee to correct the violation through voluntary means written assurance [37.96] and/or Conciliation Agreement [§37.94 (a & b), §37.95 (b)(3) and §37.97]

- B. If the violation is below the grantee level, the *State* will notify the grantee and the violating recipient(s). The grantee will be directed to initiate the negotiations immediately with the violating recipient(s) to secure compliance by voluntary means. Negotiations must be completed within 30 days of a Notice to Show Cause or within 45 days of a Letter of Findings or Initial Determination. [§37.95(b)(1)(ii)]

XIV. LETTER OF FINDINGS [§37.62(b)(2)]:

- A. The EO Officer will notify the grantee of the results of an EO Plan, program monitoring, other grant application review or as a result of a special review. If there is a deficiency, a Letter of Findings will be issued and will include: a description of each deficiency identified; proposed corrective or remedial actions necessary to bring the grantee into compliance; and a determination as to whether compliance can be achieved by:
1. immediate correction of the deficiency and a written assurance that the deficiency has been corrected, (§37.96)
 2. entering in into a conciliation agreement (§37.95 and §37.97), or
 3. a combination of both. [§37.95 (b)(2)(C)]

Where appropriate, a copy of the conciliation agreement or request for a written assurance will be included with the Letter of Findings.

XV. WRITTEN ASSURANCES AND CONCILIATION AGREEMENTS:

- A. **Written Assurances**: immediate corrective action and written assurances are appropriate when: the EO Officer determines that the corrective action can be completed within 45 days of the grantee's official written notification of the deficiency; and when the deficiency involves technical issues (posting required notices, revising assurance language in contracts, revising complaint procedures, instituting a discrimination complaint log), not discrimination.

A written assurance is an informal document prepared by the grantee or subrecipient. It must: list the deficiency and corrective actions as specified in the State EO Officer's written notification; describe the corrective actions taken to correct the deficiency and the dates those corrective actions were taken; state that the grantee is taking and will continue to take steps to assure that the deficiency does not recur; and be signed by the highest level official of the grantee or other recipient. (§37.96)

- B. **Conciliation Agreements** (§37.97) will be used when: the EO Officer determines that the corrective action cannot be completed with 45 days or the deficiency involves discrimination.

A conciliation agreement is a formal document prepared by the *State* EO Officer that commits the grantee to undertake corrective actions and is signed by the highest official of the *State* and the grantee.

The conciliation agreement must be in writing and include:

- An introduction describing who the agreement is between the event(s) that brought about the conciliation agreement, and the legal authority by which the EO Officer

conducted the investigation and calls for corrective action;

- A section that describes each deficiency and the action(s) required correcting it; [§37.97(b & c)]
- An enforcement section that identifies the individual responsible to ensure that the actions specified are carried out in the time allotted [§37.97(c)]; requires that reports be prepared and forwarded to the EO Officer on a periodic or incident basis [§37.97(d)], and describes the consequences of a breach of the agreement. [§37.97(f)]

C. Breach of Conciliation Agreement (§37.102, §37.103 and §37.104)

1. If a Conciliation Agreement has been breached the Director may issue a Notification of Breach of Conciliation Agreement. The Governor, the grant agency and/or other party(s) to the agreement will be notified by the Director.

2. A notification of Breach of Conciliation Agreement must:

- a. Specify any efforts made to achieve voluntary compliance, and indicate that those efforts have been unsuccessful;
 - b. Identify the specific provisions of the Conciliation Agreement violated;
 - c. Determine liability for the violation and the extent of the liability;
 - d. Indicate that failure of the violating party to come into compliance within 10 days of the receipt of the Notification of Breach of Conciliation Agreement, may result, after opportunity for a hearing, in the termination or denial of the grant or discontinuation of assistance, as appropriate, or in referral to the Department of Justice with a request from the Department to file suit;
 - e. Advise the violating party of the right to request a hearing, and reference the applicable procedures in Section 37.111; and
 - f. Include a determination as to the Governor's liability, if any, in accordance with the provisions of Section §37.52.

SPECIAL NOTES:

1. A grantee that prefers to complete all corrective actions within the 45-day time limit rather than sign a conciliation agreement may do so provided that the deficiency does not involve discrimination and that the grantee submits a written assurance that the deficiency has been corrected.

2. Corrective actions involving discrimination are designed to correct discriminatory situations and are situation specific. They will address: corrective, curative or preventive requirements designed to prevent recurrence of the discrimination; placement of individuals who were victims of discrimination into programs or positions immediately; back pay due an individual who was discriminated against.

3. Corrective actions will always be tailored specifically to the deficiency, designed to correct the problem completely and include a timetable, not to exceed 45-days, for completing the action.

XVI. INITIAL DETERMINATION:

- A. Upon completion of the investigation of a discrimination complaint through either the formal or informal process, the hearing officer will issue a report to the grantee's EO officer. The grantee's EO officer will prepare a Proposed Initial Determination for the *State* EO officer to review.
- B. The Proposed Initial Determination will include specific findings of the investigation, the proposed corrective or remedial action and the time by which the corrective or remedial action must be completed; and whether it will be necessary to engage in voluntary compliance negotiations. The *State* EO Officer will review the Proposed Initial Determination and issue the Initial Determination to the respondent and the complainant.
- C. Where a no cause determination is made, the complainant and the respondent will be notified in writing. No further action is required of the *State* or the grantee unless the complainant files with the CRC within the 30-day time frame and the CRC requests additional information or finds in favor of the complainant.

XVII. NOTICE TO SHOW CAUSE:

- A. A Notice to Show Cause will be issued when a grantee does not submit requested information within the required time frame; does not provide documentation during a compliance review; or does not provide access to records, documentation or premises during a compliance review. (§37.66)
- B. The Notice to Show Cause will contain (§37.67): a description of the violation and a citation to the pertinent provisions of WIA; the corrective action necessary to achieve compliance; and a request for a written response to the findings, including commitments to corrective action or the presentation of opposing facts and evidence.
- C. The grantee will be given 30-days to: correct the violation and enter into a written assurance and/or Conciliation Agreement; demonstrate that the violation did not occur; or demonstrate that the *State* does not have jurisdiction. (§37.68)

If the grantee does not respond within 30-days or fails to show cause why the enforcement proceedings should not be initiated, the *State* will follow the procedures outlined in the Final Determination section of this policy. [§37.67(b)]

XVIII. FINAL DETERMINATION AND SANCTIONS:

- A. If the grantee fails or refuses to correct the violation(s) within the applicable time period established by the Letter of Findings, Notice to Show Cause or Initial Determination, or the *State* has not approved an extension and has not received notification of compliance, or *State* has disapproved a written assurance or Conciliation Agreement, or *State* has received notice from the grantee that voluntary compliance cannot be achieved; the *State* will conclude that compliance cannot be secured through informal means and sanctions will be considered and a final determination will be made.

- B. Sanctions that may be imposed include: partial funding, offsets, disallowed costs, or litigation. The most drastic sanction that could be imposed is for the Governor to issue a notice of intent to revoke approval of all or part of the Local Plan. If this sanction were imposed, the grantee would have the right to appeal to the Secretary of Labor. Revocation could not be affected until either the time for appeal had expired without an appeal or the Secretary had issued a decision on the appeal. (Refer to WIA State Compliance Policy Section 5.6 Sanctions and Resolution Process)

- C. When all efforts at conciliation have failed, the *State* EO Officer will notify CRC. This notification will include: the specific act(s) that constitute the violation; a copy of the proposed conciliation agreement; a chronology of the EO Officer's conciliation efforts; and a description of the proposed sanction.

Workforce Investment Act
State Compliance Policies

SECTION: 4.3 Discrimination Grievance/Complaint Procedures March, 2000

I. GENERAL:

This policy establishes the procedure for the prompt and equitable resolution of complaints that allege violation of the Equal Opportunity provisions of WIA. Even though the procedures list the formal process of resolution, the State encourages informal resolution at all levels. There is nothing in the formal process that denies any individuals their right to seek resolution through civil action authorized by federal, state and local laws.

With the publication of 29 CFR Part 37, complaint-processing procedures must provide for local processing of discrimination complaints. However, the complainant can file directly with the Civil Rights Center (CRC).

II. PRINCIPLES GOVERNING COMPLAINTS:

- A. Consultation is available at the state level through its Equal Opportunity Officer prior to complaint filing and during the informal process of a complaint resolution.
- B. Complaints may be filed at the local or federal level. Complainants who elect to file at the local level must allow the local entity 60-days to process the complaint.
- C. In compliance with the EO provisions of WIA, all registrants, applicants, and eligible applicants for employment or program participation, employees, subrecipients and participants shall be provided with the Participant/Employee Nondiscrimination Signature Notice which identifies the right to file and the time frames. (§37.29) The signature notice shall include the *State* and local Equal Opportunity Officers' name, address and telephone number.
- D. CRC Complaint Information & privacy Act Consent forms and grantee's policy for filing discrimination complaints shall be easily accessible to all employees and participants. Neither the employee nor participant shall feel intimidated or uncomfortable requesting or receiving a form or complaint procedure policy. (§37.74)
- E. No person filing a complaint shall be the victim of harassment, reprisal, coercion or any form of discrimination or retaliation for having filed a complaint or having furnished information to or assisted or participated in an investigation, review or hearing. It is a person's right to file a complaint and express their opinion in a legal allegation. (§37.11)

- F. Complainants have the right to withdraw their complaint in writing at any time prior to the formal hearing.
- G. Complaints may be amended to clarify issues, but not to add new allegations.
- H. Complainants have the right to be represented by a properly delegated person of their own choosing at all levels of the complaint process (at their own expense). (§37.70 & §37.75)

III. GRANTEE RESPONSIBILITIES:

A. The grantee's personnel manual shall include the policy for filing complaints. The grantee shall also make known the EO (state and local) officers' name, address, and telephone number; and the location of the complaint procedure and forms on a regular basis through memoranda, staff meetings or other means of communication. Subgrantees, subrecipients, and service providers will be provided the procedure and are required to process discrimination complaints within the parameters provided.

Please refer to §37.76 for specific information regarding minimum requirements.

- B. The Grantee is responsible for ensuring that all service providers follow the grantee's complaint processing procedure. (§37.77)
- C. Grantees shall inform the *State* immediately upon receipt of a formal grievance and shall, within 7 days, forward to *the State*: the name and address of the complainant, nature and basis for complaint, and date the complaint was filed. Available information shall be entered onto the Discrimination Complaint Log (§37.37) and the grantee shall begin to investigate and gather information regarding the complaint. The hearing date; the date the investigation was completed; the date the informal decision was issued, or the date of formal resolution and the nature of the final disposition shall be forwarded to State as soon as known.
- D. The grantee shall determine whether it has jurisdiction over the complaint (§37.73); the complaint was timely filed; and the complaint has apparent merit, whether the allegation, if true, would violate any of the nondiscrimination and equal opportunity provisions. If not, grantee is required to notify complainant in writing. This Notice of Lack of Jurisdiction must include:
 - 1. A statement of the reasons for that determination;
 - 2. Notice that the complainant has a right to file a complaint with CRC within 30 days of the date on which the complainant receives the Notice. (§37.78)
- E. The grantee is required to conduct an investigation and issue a written Notice of Final Action no later than 90 days from the date the complaint was received. (§37.30)
- F. The grantee must make certain the complainant is aware of all processing time frames as outlined in Section V below.

- G. Grantees shall maintain (for a period of three years after the end of the applicable program year), or where no complaints have been filed have written procedures requiring the maintenance of, a log of complaints filed with the grantee and its subrecipients which: identifies the nature and basis for each complaint; lists the dates the complaint was filed and the investigation was completed; and includes the date and nature of the final disposition. (§37.37)

IV. FILING PROCEDURES:

- A. **Who may file:** Any person (registrant, applicant, eligible applicant, participant, subrecipient, funding applicant, employees, applicant for employment) may file who believes that he or she or any specific class of individuals has been or is being subjected to discrimination prohibited by WIA or 29 CFR Part 37 on the basis of race, color, national origin, religion, sex, age, disability, political affiliation or belief and, for beneficiaries only, citizenship or participation in WIA. (§37.6 and §37.7] The complaint must be in writing and filed by the complainant or by an authorized representative. (§37.70)
- B. **Where to file:** The complainant may file with the local entity or with the Civil Rights Center (CRC). If the complainant elects to file the complaint at the local level, it shall be directed to the Equal Opportunity Officer of the grantee. At the federal level, it shall be directed to: Director, Civil Rights Center, 200 Constitution Ave., NW Room N. 4143, Washington, DC, 20210.
- C. For consultation prior to filing a complaint or during the informal resolution process at the local level, the complainant may consult with the DETR Equal Opportunity Officer.
- D. **When to file:** The complaint must be filed within 180 days of the alleged discrimination. Only the Director of CRC, for good cause shown, may extend the filing time. (§37.72 & §37.81)
- E. **What to include in the complaint:** Written complaints must be signed and dated by the complainant or authorized representative. Oral complaints may be accepted and processed at the sole discretion of the *State* or the Grantee. CRC does not accept oral complaints. The date the complaint is received becomes the official filing date of the complaint. (The complaint must be added to the complaint log and State must be notified immediately.) The complainant must provide the following information in the original filing: (§37.73)
1. Full name, address (or specify another means of contact), and telephone number.
 2. Full name, address, and telephone number of the respondent (agency or person the complaint is against).
 3. A statement of the complainant's allegations in sufficient detail to allow the grantee to determine whether the complaint falls under the grantee's jurisdiction, was timely filed, and has apparent merit. The complainant may complete CRC's Complaint Information Form and accompanying Privacy Act Consent Form to supply this

information.

4. The resolution sought by the complainant.

Note: Absence of any of the required information shall not constitute grounds for dismissal of the complaint.

- F. The *State* is required to notify the Civil Rights Center of any administrative enforcement actions or lawsuits filed alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in WIA.

V. PROCESSING TIME FRAMES:

- A. If the complainant elects to file with the recipient, he or she shall allow the recipient 90 days to process the complaint.
 1. Within 90 days, the grantee shall offer a resolution of the complaint to the complainant and shall notify the complainant of his or her right to file a complaint with the Director of CRC and inform the complainant that this right must be exercised within 30 days after the date on which the complainant receives the notice (§37.79).
 2. If, by the end of 90 days, the grantee has not completed its processing of the complaint or has failed to notify the complainant of the resolution, the complainant or his or her representative may, within 30 days of the expiration of the 90 day period or within 120 days of the date on which the complaint was filed with the recipient (§37.80), file with the Director of CRC.
 3. The Director of CRC may extend the 30-day time limit for good cause shown. (§37.81)
 4. The grantee shall notify the complainant immediately in writing upon determining that it does not have jurisdiction over the complaint. The notice shall be in writing, include reasons for determination, and state the complainant's right to file with the Director of CRC within 30 days of the notice. (§37.78)

B. **Informal Conference:**

While in preparation for the hearing, both the respondent and complainant are encouraged to attempt informal resolution. The grantee shall encourage an informal conference and provide an impartial grievance officer to attempt a resolution of the problem(s).

C. **Notice of Hearing: (§37.11)**

1. Prior to scheduling a hearing, the grantee must conduct an investigation and issue findings with sixty (60) days to the *State*. If the evidence substantiates the complaint the Grantee should attempt resolution informally with the complainant. In the event an informal resolution cannot be met, the Grantee must:
 - a. Conduct a hearing by an impartial independent hearing officer within thirty (30) days of filing of grievance/complaint;

- b. Grantee shall notify the complainant and the respondent of the Notice of Hearing not less than ten (10) days prior to the date of the hearing by certified mail (return receipt requested). The time of the hearing may be earlier if mutually agreed to by both parties.
- c. The "Notice of Hearing" shall be in writing and include the following information:
 - (1) Grievance/complaint case number, name of complainant, name of respondent, date of grievance/complaint;
 - (2) Date, time and location of the hearing before an impartial hearing officer and an opportunity to present evidence;
 - (3) A statement of the alleged violation(s).
- 3. While in preparation for the hearing, both the respondent and complainant are encouraged to attempt informal resolution. A grantee grievance officer will conduct an informal conference in an attempt to resolve the problem(s).
- 4. A request for a five day postponement may be made by either party upon a showing of good cause to the hearing officer, provided the hearing is still conducted within thirty (30) days of the filing of the grievance.
- 5. Prior to actual beginning of the hearing the complainant has the right to withdraw the grievance/complaint.
- 6. An impartial and independent hearing officer shall be designated by the Grantee.

D. Rules of the Hearing:

- 1. The strict rules of evidence will be waived since both parties shall conduct the hearing in an informal matter in order to obtain full disclosure of all the facts;
- 2. The presentation of both written and oral testimony will be allowed;
- 3. Both parties may present witnesses and have the right to cross-examine the witnesses;
- 4. Both parties have the right to examine all relevant records and documents submitted;
- 5. If either the complainant or the respondent fails to appear at the hearing, the impartial hearing officer shall render a decision based on the review of all available information;
- 6. At the conclusion of the hearing, the hearing officer shall submit a written recommendation to the Grantee;
- 7. All hearing records, depositions, exhibits and other supporting documentation will be forwarded by the hearing officer to the *State* for record retention immediately following the hearing determination.

E. Conduct of Hearing:

- 1. Since the hearing will be conducted in an informal manner, the strict rules of evidence will be waived.
- 2. The hearing officer will: insure the hearing is recorded and a record of the hearing is made available to all parties, if requested; begin the hearing by informing both parties of the issues involved; identify that all testimony is under oath; explain the hearing procedures and that the complainant bears the burden of proving the allegation(s) in the complaint; and determine the order of evidence and its relative significance.

3. It shall be the responsibility of the hearing officer to maintain the dignity and protect the rights of both parties.

F. Decision:

1. The grantee is required to issue a written decision not later than ninety (90) days of the filing of the grievance. The decision must be delivered by certified mail, return receipt requested, to both complainant and respondent and include the following:
 - a. Case grievance/complaint number, names of complainant and respondent;
 - b. Statement of alleged violations;
 - c. Decision and reason(s) for decision;
 - d. Statement of corrective action, if any, to be taken; and,
 - e. Notice of the right to request a review by the Governor; the request must be made within ten (10) days of receipt of the adverse decision.

Special Rule:

If the decision is not given within the ninety (90) day period or if an unsatisfactory decision was made, the complainant has the right to request a review by the Governor. The request must be made within fifteen (15) days from the date on which the complainant should have received the decision.

**Workforce Investment Act
State Compliance Policies
Non-Criminal Grievance/Complaint
and Hearing Procedure**

Section 4.4

March, 2000

I. INTRODUCTION:

- A. The Governor is responsible for implementing procedures for the State and the grant recipients to assure and resolve any grievances alleging a violation of the Act, regulations, grant or other agreements under the Act.
- B. The procedures shall resolve grievances arising from: WIA programs operated by each grant recipient and subrecipient under the Act; actions taken by the Governor with respect to investigations or monitoring reports, audit disallowances or the imposition of sanctions; violations of the terms and conditions of employment.
- C. The procedures that follow establish the State's policy for administering grievances and complaints. Even though the procedures list the formal process of resolution, the State encourages informal resolution at all levels.
- D. There is nothing in the formal process that denies any individual their rights to seek resolution through civil action authorized by federal, state and local laws.
- E. State, grantee or contractor employees may use the state grievance procedures after they have exhausted their local grievance procedures.
- F. Any registrant, participants, applicants, eligible applicants, subrecipients, subcontractors, employees and other interested persons may file a grievance with an administrative entity, contractor or grantee.

II. PRINCIPLES GOVERNING GRIEVANCES/COMPLAINTS:

- A. All grievances/complaints must be received within 180 days of the alleged occurrence. Grievants/complainants should be encouraged to submit complaints in writing; or grievances and complaints may be investigated at the sole discretion of the center director. (§37.72)
- B. No person filing a grievance/complaint shall be the victim of harassment, reprisal, coercion or any form of discrimination or retaliation for having filed a complaint. It is a person's right to file a grievance/ complaint and express their opinion in a legal allegation. (§37.11) A complainant has the right to withdraw their grievance/complaint in writing at any time prior to the formal hearing.
- C. Grievances/complaints may be amended to clarify issues, but not to add new allegations.

- D. A complainant has the right to be represented by a properly delegated person of their own choosing at all levels of the complaint process, but at their own expense. (§37.70 and §37.75)
- E. All employees and participants either in employment or training shall be provided with a written description of these procedures, notification of their right to file a grievance/complaint and the process of how to do so; the participant shall be notified if local laws, agreements or personnel rules allow for additional procedures to file a grievance/complaint. (§37.9 and §37.29]
- F. Complainants must exhaust the procedures at the grant recipient level before the grievance/complaint may be filed with the State. The only exceptions will be when the Governor has determined that:
 - 1. The grant recipient did not act within the specified time frame.
 - 2. The grant recipient was not in compliance with either their own procedures or the State's.

III. GRIEVANCE/COMPLAINT RESOLUTION PROCEDURE AT GRANTEE LEVEL:

- A. **Filing the Grievance/Complaint:** Written grievances/complaints must be in signed and dated. Oral grievances/complaints may be accepted at the sole discretion of the grantee. The date of the grievance/complaint is received becomes the official filing of the grievance/complaint. (§37.73)
 - 1. The complainant must provide the following information in original filing:
 - a. Full name, telephone number and mailing address of the complainant;
 - b. Full name, telephone number and mailing address of the respondent (agency or person involved).
 - c. A statement of the allegations to include the clear and concise statement of the facts, dates and supporting documentation.
 - d. The believed violations of the Act, regulations, labor standards, grant or agreements, to the best of the complainant's knowledge; and
 - e. Resolution sought by the complainant.
 - 2. Any absence of the required information shall not constitute grounds for dismissal of the grievance/complaint.
 - 3. Upon receipt of the grievance/complaint the grantee shall, within seven (7) days, forward to the *State* and the respondent a copy of the written grievance. The *State* will issue investigative instructions upon receipt of the formal complaint.
 - 4. The grantee shall encourage informal resolution between the respondent and the complainant. If informal resolution is not possible, the grantee must notify the complainant in writing of the next formal procedural step in the grievance process.
- B. **Notice of Hearings:**
 - 1. Prior to scheduling a hearing, the Grantee shall conduct an investigation and issue findings with sixty (60) days to State. If there is evidence to substantiate the complaint, the Grantee then needs to attempt resolution

informally with the complainant. In the event an informal resolution cannot be met, the Grantee must:

- a. Conduct a hearing by an impartial independent hearing officer within 60 days of filing of a grievance/complaint;
 - b. Grantee shall notify the complainant and the respondent of the □Notice of Hearing□ not less than 10 days prior to the date of the hearing by certified mail (return receipt requested). The time of the hearing may be earlier if mutually agreed to by both parties.
 - c. The □Notice of Hearing shall be in writing and include the following information:
 - (1) Grievance/complaint case number, name of complainant, name of respondent, date of grievance/complaint;
 - (2) Date, time and location of the hearing before an impartial hearing officer and an opportunity to present evidence; and
 - (3) A statement of the alleged violation(s).
2. While in preparation for the hearing, both the respondent and complainant are encouraged to attempt informal resolution. A grantee grievance officer will conduct an informal conference in an attempt to resolve the problem(s).
 3. A request for a five-day postponement may be made by either party upon a showing of good cause to the hearing officer, provided the hearing is still conducted within thirty (30) days of the filing of the grievance.
 4. Prior to actual beginning of the hearing the complainant has the right to withdraw the grievance/complaint.
 5. An impartial and independent hearing officer shall be designated by the grantee.

C. Rules of the Hearing:

1. The strict rules of evidence will be waived since both parties shall conduct the hearing in an informal manner in order to obtain full disclosure of all the facts.
2. The presentation of both written and oral testimony will be allowed.
3. Both parties may present witnesses and the right to cross-examine the witnesses.
4. Both parties have the right to examine all relevant records and documents submitted.
5. If either the complainant or the respondent fails to appear at the hearing, the impartial hearing officer shall render a decision based on the review of all available information.
6. All hearing records, depositions, exhibits and other supporting documentation will be forwarded by the Hearing Officer to the State for record retention immediately following the hearing determination.

D. Role and Responsibilities of the Hearing Officer:

1. Maintain the dignity of the hearing and protect the rights of both parties,
2. Insure the hearing is recorded and a record of the hearing is made available to all parties, if requested.
3. Begin the hearing by informing both parties of the issues involved.
4. Explain that all testimony is under oath.
5. Explain the hearing procedures and that the complainant bears the burden of proving the allegation(s) in the grievance.

6. Determine the order of evidence and its relative significance.
7. Submit a written decision to the grantee.

E. Decision:

The grantee is required to issue a written decision not later than sixty (60) days of the filing of the grievance. The decision must be delivered by certified mail, return receipt requested, to both complainant and respondent and include the following:

1. Case grievance/complain number, names of complainant and respondent.
2. Statement of alleged violations.
3. Decision and reason(s) for decision.
4. Statement of corrective action, if any, to be taken.
5. Notice of the right to request a review by the Governor (refer to Section VII below); the request must be made within ten (10) days of receipt of the adverse decision.

SPECIAL RULE: If the decision is not given with the sixty (60) day period or if an unsatisfactory decision was made, the complainant has the right to request a review by the Governor. The request must be made within fifteen (15) days from the date on which the complainant should have received a decision. (Refer to Section VII. below for further information)

IV. GRIEVANCE/COMPLAINT RESOLUTION PROCEDURE AT THE EMPLOYER LEVEL:

- A. State grantees, and other subrecipients shall ensure that other employers, including private-for-profit employers of participants under the Act, also have a grievance procedure relating to the terms and conditions of employment available to their participants.
- B. Employers may operate their own grievance system or may utilize the system established by the State or grant recipient. Employers must inform participants when they begin employment which procedure they are to follow.
- C. An employer system shall provide for, upon request by the complainant, a review of an employer's decision by the grant recipient and the Governor, if necessary.
- D. If the employer is required to use a certain grievance procedure under a covered collective bargaining agreement, then those procedures should be followed for the handling of WIA complaints under this section.

VI. GRIEVANCE/COMPLAINT RESOLUTION PROCEDURE AT THE STATE LEVEL:

- A. A complaint is filed directly with the State when it is inappropriate to file the complaint with the grantee or if the complainant is a State employee.
- B. State level procedure is the same as the Grantee level procedure.

VII. FILING A REQUEST FOR REVIEW BY THE GOVERNOR:

- A. Complainants shall request a review by the Governor by forwarding the written complaint, documentation and hearing record to:

The Director of the Department of Employment, Training and Rehabilitation
500 E. Third Street
Carson City, NV 89713

- B. The request for review must be in writing, signed and dated. The date of the request is received by the *State* becomes the official filing of the request for review; the request must contain the following complete and accurate information:
1. Full name, telephone number and mailing address of the complainant.
 2. Full name, telephone number and mailing address of the respondent (agency or person involved).
 3. A statement of the allegations to include a clear and concise statement of facts, dates and supporting documentation.
 4. The basis upon which review is sought.

C. **Review:**

1. The Governor shall provide for an independent review by a reviewer who is independent of the WIA program.
2. The reviewer must make a decision within twenty-five (25) days after receiving a written request for review. The review is limited to review of the investigative or hearing record.

D. **Decision:**

1. The Governor will issue a written decision not later than thirty (30) days from the filing of the request for review. The decision will be sent to both complainant and respondent by certified mail, return receipt requested. It will include the following:
 - a. Case grievance/complaint number, name of complainant and respondent;
 - b. Statement of alleged violations;
 - c. Statement of facts;
 - d. Decision of the review and reason(s) for decision;
 - e. Statement of corrective action, if any, to be taken.

VIII. REVIEW BY THE SECRETARY OF LABOR:

- A. Should the Governor fail to provide a decision, the complainant may then request from the Secretary a determination whether reasonable cause exists to believe that the act or its regulations have been violated; or a complaint alleging WIA labor standards violations may be submitted to the Secretary by either party to the complaint when the complainant has exhausted the grievance procedure at the grantee or state level or no decision was made within the 60-day time period.

Note: The Secretary of Labor may exercise the authority for Federal-level review.

The request shall be filed within 120 days from the date on which the complainant should have received a decision or within 60 days if a decision has been reached but the party to which such a decision is adverse. The grievance/complaint should contain the following:

1. The full name, telephone number, if any, and address of the person making the grievance/complaint.
2. The full name and address of the respondent against whom the grievance/complaint is made.
3. A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation.
4. The provisions of the Act, regulations, grant or other agreements under the Act believed to have been violated.
5. A statement disclosing whether proceedings involving the subject of the request have been commenced or concluded, before any Federal, State or local authority, and, if so, the date of such commencement or conclusion, the name and address of the authority and the style of the case.
6. A statement of the date the grievance/complaint was filed with the Governor, the date on which the Governor should have issued a decision, and an attestation that no decision was issued.
7. A request will be considered to have been filed when the Secretary receives from the complainant a written statement sufficiently precise to evaluate the complaint and the grievance procedure used by the State and grant recipient.
8. Send request to:

Secretary of Labor
U.S. Department of Labor
Attn: ASET
Frances Perkins Building
Room N5309
200 Constitution Avenue NW
Washington, D.C. 20210

And copies to the USDOL Region IX ETA Regional Administrator
and the opposing party.

9. The Secretary shall act within 120 days of receipt of the request and where there is reasonable cause to believe the Act or regulations have been violated shall direct the Governor to issue a decision adjudicating the dispute pursuant to state and local procedures. The Secretary's action does constitute final agency action and is not appealable under the Act. If the Governor does not comply with the Secretary's order within 60 days, the Secretary may impose a sanction upon the Governor for failing to issue a decision.

**State Compliance Policies
Sexual Harassment**

SECTION: 4.5

Grievance/Complaint Procedures

March, 2000

I. GENERAL:

All employees have the right to work in an environment free from all forms of discrimination and conduct which can be considered harassing, coercive, or disruptive, including sexual harassment. No employee, either male or female, should be subject to unsolicited and unwelcome verbal or physical conduct of a sexual nature.

Sexual harassment does not refer to comments or compliments that constitute socially accepted behavior. Rather, sexual harassment refers to conduct that is unwelcome, that is personally offensive, that debilitates morale and that, therefore, interferes with work effectiveness.

II. COVERAGE:

Any person (applicant, participant, subgrantee, funding applicant, subcontractor, employee, applicant for employment).

III. DEFINITIONS [State of Nevada, Department of Personnel – Manager’s Handbook for Personnel Administration]:

- A. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:
 - 1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
 - 2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting that individual.
 - 3. Such conduct has the purpose or effect of unreasonably interfering with the individual's work performance or creating an intimidating, hostile, or offensive work environment.

- B. Sexual harassment is not, by definition, limited to prohibited conduct by a male employee toward a female employee. Rather:
 - 1. A man, as well as a woman, may be the victim of sexual harassment, and a woman, as well as a man, may be the harasser.
 - 2. The harasser does not have to be the victim's supervisor. The harasser may also be an agent of the supervisor, a supervisory employee who does not supervise the victim, a non-supervisory employee (coworker), or even a non-employee.
 - 3. The victim does not have to be the opposite sex from the harasser.

4. The victim does not have to be the person at whom the unwelcome sexual conduct is directed. The victim may also be someone who is affected by such conduct when it is directed toward another person. For example, the sexual harassment of one female (or male) employee may create an intimidating, hostile, or offensive working environment for another female (or male) co-worker or interfere with the co-worker's work performance. The belief that such interference has occurred must be objectively reasonable.
5. Sexual harassment does not depend on the victim's having suffered a concrete economic injury as a result of the harasser's conduct. For example, improper sexual advances which do not result in the loss of a promotion by the victim or the discharge of the victim may, nonetheless, constitute sexual harassment where they interfere with the victim's work or create a harmful or offensive work environment. The belief that such interference has occurred must be objectively reasonable.

IV. GRANTEE RESPONSIBILITIES:

Sexual harassment, whether committed by a supervisor, co-worker, or member of the public, is unlawful and violates State policy. State grantees are responsible for taking immediate and appropriate corrective action against complaints of sexual harassment regardless of the manner in which the employer becomes aware of the conduct. In addition, State grantees shall:

- A. Designate and make public the name of the Equal Opportunity (EO) officer and an alternate EO officer of the opposite sex. [29 CFR Part 37 (37.23)]
- B. Inform all employees that, they may contact the Nevada Equal Rights Commission. [NRS 613.405]
- C. If desired, the complainant may file a complaint directly with the Civil Rights Center (CRC) (within 180 days of an incident), the Nevada Equal Rights Commission, the Equal Employment Opportunity Commission (within 300 days of an incident) or outside legal counsel.

D. Civil Rights Center

Department of Labor
200 Constitution Ave., N.W., Room N4123
Washington, D.C. 20210

or

Nevada Equal Rights Commission
2450 Wrondel Way, Suite C
Reno, Nevada 89502
Telephone Number: (702) 688-1288

or

Nevada Equal Rights Commission
1515 E. Tropicana Ave, Suite 590
Las Vegas, Nevada 89119
Telephone Number: (702) 486-7161

or

V. GRANTEE EMPLOYEES:

Grantee employees are responsible for:

- A. Ensuring that they do not sexually harass any other employee, applicant for employment, or other individual in the work place including participants, applicants, etc.;
- B. Cooperating in the investigation of complaints of alleged sexual harassment; and
- C. Otherwise cooperating with the efforts of the *State* or grantee to prevent and eliminate sexual harassment and to maintain a working environment free from such unlawful discrimination.

VI. INFORMAL COMPLAINT PROCEDURE:

- A. Grantee employees or participants who feel that they may have been a victim of sexual harassment should adhere to the following procedure:
 - 1. Immediately inform the person believed to be engaging in sexual harassment that the conduct was unwelcome, undesirable, or offensive.
 - 2. If, for whatever reason, the complainant is unwilling to follow the above (A) initial attempt to settle the dispute or if the conduct believed to be sexual harassment persists after an objection, the complainant should in a timely manner, complain to his or her immediate supervisor or counselor of the sexual harassment.
 - 3. If the immediate supervisor or counselor is the cause of the sexual harassment, or the complainant prefers to report to someone of the same sex, the employee should complain to the EO officer or the alternate EO officer.
 - 4. If the EO officer is the cause of the sexual harassment, the complainant should contact the alternate EO officer, the Nevada Equal Rights Commission or the *State* EO officer for guidance.
- B. The informal reconciliation shall be attempted within 10 days of the complaint. If this is not possible, the complainant shall file a formal complaint and follow the procedures set forth in State Compliance Policy, Section 4.4.

See State Compliance Policy, Section 4.1 for further compliance requirements including principles governing complaints, filing procedures, grantee level procedure, and processing time frames.

ATTACHMENT F

Acronyms in the Nevada State Plan
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

ATTACHMENT G

Public Comments Nevada WIA Title I Plan

As Adult Education Consultant and GED State Administrator with the Nevada Department of Education, I have reviewed the plan as posted by DETR and find it to be in accordance with the vision and plans for Nevada's workforce future as I understand them. I look forward to our continued collaborations as we seek to implement the plans as delineated in this document.

Mary Katherine Moen

I have reviewed the WIA Title I Plan and concur with the proposed activities. As Director of the Office of Career, Technical, and Adult Education, I find the goals of the plan to be aligned with the goals of this office.

Phyllis L. Dryden

As Director of Marketing for the Nevada Commission on Economic Development, I have reviewed DETR's WIA Strategic Two-Year Plan for the period July 1, 2005 - June 30, 2007. The plan matches NCED's mission and the Governor's vision for Nevada's economic development.

Jeanie L. Ashe
Director of Marketing
Nevada Commission on Economic Development