



State of Nevada

Integrated Workforce Plan
For Title I of the
Workforce Investment Act of 1998

**Wagner-Peyser Act and
Agricultural Outreach**

**For the Period of
July 1, 2012 -
June 30, 2016**

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Section I. State Workforce Strategic Plan

Governor's Vision: *This portion of the Integrated Workforce Plan must describe the governor's strategic vision for the state's economy and overarching goals for the state's workforce system. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision. The plan also must specifically address the governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state's economic development needs and the employment and training needs of all working-age youth and adults in the state. The plan should include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan. (WIA Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).)*

State Economic Development Plan: Governor's Opening Statement

Consider for a moment first grade students across Nevada. This year's first graders – the graduating Class of 2024 – have their whole lives ahead of them; it's easy to imagine their bright young faces flushed with excitement about what they might be when they grow up. But as a practical matter, we cannot know what manner of careers will be available to them. The global economy now changes so dramatically, and so rapidly, that entire career paths will come and go by time the Class of 2024 graduates.

This economic development plan is dedicated to those students.

For nearly 150 years, Nevada has seen more than its share of economic booms and busts. From mineral extraction to tourism and gaming entertainment to residential and commercial construction, our economic model has historically relied heavily on consumption-based industries. As a result, the Great Recession hit us harder than any other state. Our path out of the current economic reality will therefore be long, and by necessity we must walk that path together. It will not be easy – and the new Office of Economic Development cannot do this alone. All stakeholders, planning strategically and leveraging their resources, must work together to produce the doers – the thinkers – and the dreamers – Nevada needs.

Our State Plan for Economic Development is a living, dynamic document with strategies that can be adjusted as circumstances demand. As a result, this first iteration proposes a plan of action for the next three years. We will assiduously track and regularly report our progress, making periodic updates available as needed. We are pledged to refine and refocus our efforts as changing situations demand.

We will always have certain strengths in Nevada – but we are also home to emerging opportunities previously unimagined. Clean energy, aerospace industries, health services, business information systems – these are the new frontiers that will beckon future generations of Nevadans. The new economy fosters entrepreneurs, rewards innovation, and is nimble and flexible. It recognizes that there are hundreds, if not thousands, of businesses in this state that are ready to expand. There are also dozens of good ideas in Nevadans' minds, ready to emerge as start-up enterprises. Relocation and attraction of out-of-state companies are still important –

and we will vigorously pursue those opportunities – but Nevada has its own resources, ready for deployment. After all, the economic touchstones that we all recognize from our history – mining hub, divorce mecca, entertainment capital – all were launched from businesses that started here. The Nevada family is no stranger to innovation.

Through a strong educational system that arms students with skill sets that will translate to jobs we haven't yet imagined, through careful study of our legal and regulatory systems, through global engagement, we must ensure that Nevadans can continue to answer the call of opportunity whenever it is heard. Education and workforce development are therefore part of this effort as well. Whether a child's critical thinking skills are honed through a challenging curriculum, or a graduate student's intellect is tapped for cutting-edge research on futuristic patents, or a displaced worker obtains a new skill set, the needs of the future economy can and will be met by the groundwork we are laying through this plan.

We must maintain a sense of urgency. Nevada's unemployment rate is unacceptably high, yet there are many job openings in our state for which the current workforce is not prepared. Our entire education system and workforce development agencies must join forces with economic development agencies; we must address unemployment, while at the same time creating the future careers for first graders in every corner of our state. State government, across all agencies, must work hand-in-glove with local governments, regional development organizations, and the private sector to bring our economy into alignment with the current reality and the emerging global environment. We must have new job opportunities, and we must have a skilled workforce. We must therefore work on multiple tracks.

Governor Sandoval has said that economic development is a journey, not a destination. On the horizon we can see the desired aim: a balanced, resilient statewide economy based on the pillars of opportunity, innovation, hard work, and collaboration. With that in mind, this plan is not the end of the conversation about Nevada's new opportunity economy. Rather, it is the beginning. The strategies and metrics proposed in this plan will move us ever closer toward our goals and will require the engagement of both the public and private sectors in innovative partnerships. By the end of 2014, the 150th anniversary of Nevada's admittance to the Union, our state will be traveling on the new path conceived in this document. And by the time the Class of 2024 graduates from our high schools, they – and Nevada – will be active players on the global stage.

Plan Development Process

When Governor Sandoval took office in January 2011 he stated “by 2014 we will emerge with a smaller, more efficient state government, an education system we can be proud of, and a supply of good jobs transformed by a forever-changed economy. Nevada's best days are yet to come. We will create a new promise of opportunity.”

Governor Sandoval recognizes that a flexible and effective workforce investment system is essential for economic growth and job creation. The Governor's workforce system objectives were the primary drivers in the development of the Nevada Workforce Investment Act (WIA) State Plan.

Key Stakeholder Input

The Governor's Workforce Investment Board (GWIB) is an advisory panel that provides high-level recommendations on the operations of the state's workforce investment system. To reinforce the vital role of the GWIB, under Governor Sandoval's direction, the Department of Employment, Training and Rehabilitation (DETR) is working to reconstitute the Board membership in a way that is more reflective of the critical role that the private sector plays in the workforce investment system. The new members of the GWIB representing the private sector will have strong business leadership backgrounds and further support the Governor's focus on private-sector job creation and business diversification.

State Vision

Governor Sandoval is committed to creating a business climate in Nevada that allows the private sector to create new jobs. Since he took office in January 2011, the Governor has advanced policies that support economic development reform and growth. As the cornerstone of the delivery of workforce activities, the GWIB, Local Elected Officials, and DETR will play a vital role in deliverables planning and implementing these goals. With a focus on a more flexible, nimble and effective system, Governor Sandoval has articulated his vision for a workforce system in Nevada that:

- Anticipates employer labor needs while building and strengthening Nevada's workforce;
- Supports the development of a highly qualified labor force; and
- Empowers individuals to pursue and retain good paying careers.

Governor Sandoval has laid out his priorities to elevate Nevada's workforce system as the best in the world, and to be the workforce system of choice, by:

- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;
- Coordinating federal and state economic and workforce development funds to target resources more effectively;
- Aligning school system curricula with the education and training needed for successful job placements, including basic education requirements for all systems along with the ability to tailor programming to reflect the needs of a local area; local regions would be able to modify their curricula based on regional employers' skilled worker pipeline needs;
- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and
- Researching and incorporating best practices from other states to support an effective, well coordinated programming system that is in line with federal requirements.

Economic Goals

The Governor's Office of Economic Development promotes a robust, diversified, and prosperous economy, enriching the quality of life for Nevada citizens by stimulating business expansion and retention, encouraging entrepreneurial enterprise, attracting new businesses and facilitating community development to enable economic growth and prosperity. Through incorporation of DETR with the strategic initiatives of the Office of Economic Development, the state will attain seamless improvement of training slated to provide a workforce that will serve the industries of the current and future components of the Nevada economy.

Assembly Bill 449 which passed during Nevada's 2011 Legislative session creates a structure for the economic development programs in the state. The bill specifically establishes the following:

- Creates an Advisory Council on Economic Development
- Creates the Board of Economic Development, consisting of the Governor, Lt. Governor, Secretary of State, Chancellor of the Nevada System of Higher Education, and six private sector business people appointed by the Governor and legislative leadership.
- Creates and provides for the administration of a Catalyst Fund to grant or loan money to regional development authorities to assist businesses seeking to locate or expand in the state.
- Creates a Knowledge Fund to be used by the university system to provide funding for: 1) the recruitment, hiring and retention of faculty and teams to conduct research in science and technology; 2) research laboratories/equipment; 3) construction of research clinics, institutes, facilities, and related buildings; 4) matching funds for federal and private grants that further economic development; and 5) to establish a technology outreach program at strategic locations throughout the state.

Founded on the principles of innovation, sustainability, and inclusiveness, Nevada's economic platform and workforce development will be driven by technology and human ingenuity and facilitated by collaboration and strategic alliances.

Maximizing and Leveraging Federal and State Resources

In June of 2009, the Nevada State Legislature passed Senate Bill 239 which requires the GWIB to establish industry sector councils to identify job training and educational programs that assist in meeting regional economic development goals. Section I of this bill also requires the GWIB to identify and seek federal funding to provide grants to fund those job training and educational programs.

Governor Sandoval has partnered with the Education Reform Blue Ribbon Task Force, Legislative Leadership, and Catalyst Fund to sponsor a planning session for the Data Quality Campaign, to work with Nevada state policymakers and interested stakeholders to formulate a comprehensive plan for effective data use in Nevada's educational system. The planning session will explore the current state of Nevada's data system and its capacity, what is possible for Nevada's future, examples from leading states on how to best link and share data across agencies, information on state models and data governance structures, data privacy and security, and tools and resources for Nevada's education reform efforts

Continuum of Education and Training

Governor Sandoval recognizes that education is the single most important economic investment. To underscore the importance of education to the Governor's overall agenda, public K-12 schools are the largest expenditure in the 2011-13 budget.

One of Governor Sandoval's major priorities is an improved alignment between the skills employers need and the education and state job training systems. Core to this priority is a system that not only identifies existing key sectors and anticipates future sector growth in Nevada, but is also able to act quickly and proactively to meet the skilled labor needs of employers.

Specifically, the sector strategy approach identifies workforce needs and aligns resources to promote the economic competitiveness of key industries. Sector strategies are a proven mechanism for meeting the needs of workers for family-sustaining jobs and the needs of employers for skilled workers.

Sector strategies are built on regional, demand-driven approaches to education, workforce and economic development in specific industries, and do the following:

- Focus attention on key industries, developing extensive knowledge about the industries’ current, future and emerging workforce needs;
- Support alignment of K-12, technical colleges, universities, and training institutions; support alignment of curriculum and programs with industry needs; support modernization, technology transfer, and other economic development programs with industry needs;
- Promote education, training, and career ladder programs to help workers meet the demands of employers; and
- Facilitate the alignment of resources making it possible to work across funding streams.

The statistics below detail some of Nevada’s workforce successes:

Measure	Target	Actual	Amount Exceeded
Adult Average Earnings – Exiters	\$11,500.00		
Nevada Works			
Great Basin College		\$16,979.42	\$5,479.42
Disability Resources		\$16,747.27	\$5,247.27
WorkForce Connections			
Bridge Counseling		\$15,687.14	\$4,187.14
Easter Seals South Nv		\$14,143.05	\$2,643.05
Native American Community Services		\$13,266.55	\$1,766.55
Nevada Partners		\$12,173.41	\$673.41
Area Health Education Center of Southern Nevada		\$13,433.94	\$1,933.94
Adult Employment Retention – Exiters	70%		
Nevada Works			
Great Basin College		100.0%	30.0%
Join – Sparks		100.0%	30.0%
Pronet		100.0%	30.0%
Northern Nevada Painters		100.0%	30.0%
Workforce Connections			
Native American Community Services		76.9%	6.9%
Adult Entered Employment – Exiters	63.0%		
Nevada Works			
Childrens Cabinet		71.4%	8.4%

	Join Carson		66.7%		3.7%
	Join Sparks		100.0%		37.0%
	Fallon Industries		100.0%		37.0%
	Disability resources		81.8%		18.8%
WorkForce Connections					
	Native American Community Services		82.4%		19.4%
	Nevada Partners- Henderson Youth		100.0%		37.0%
	The Housing Authority of LV		63.6%		0.6%
DW Average earnings – Exiters			\$14,500		
Nevada Works					
	Bristlecone Family Resource		\$17,220.92		\$2,720.92
	CSA - Community Services Agency		\$17,145.00		\$2,645.00
	Join- Fallon		\$15,914.44		\$1,414.44
	Join- Winnemucca		\$16,251.14		\$1,751.14
	Pronet		\$22,161.81		\$7,661.81
	SNCAT Sierra NV Community Access		\$15,635.61		\$1,135.61
WorkForce Connections					
	Bridge Counseling Asoc		\$15,330.38		\$830.38
	Catholic Charities		\$15,157.21		\$657.21
	CHR Inc		\$15,159.00		\$659.00
	Easter Seals Southern Nv		\$17,391.97		\$2,891.97
	GBC Career Connections		\$14,575.84		\$75.84
	GNJ Family Life Center		\$22,995.78		\$8,495.78
	Native American Community		\$15,175.59		\$675.59
DW Employment Retention – Exiters			80%		
Nevada Works					
	Join Sparks		87.50%		7.50%
	Join Winnemucca		82.40%		2.40%
Workforce Connections					
DW Entered Employment – Exiters			70%		
Nevada Works					
	Career College of North NV		75.00%		5.00%
	CSA - Community Services Agency		71.40%		1.40%
	Disability Resources, Inc		87.50%		17.50%
Workforce Connections					
Youth Attainment of Degree or Certificate - Exiters			40.00%		
Nevada Works					
	Ace- Academy for Career Education		88.90%		48.90%
	Children’s Cabinet		73.30%		33.30%

Churchill County Juvenile Probation		58.30%		18.30%
Communities in Schools of Nv		57.10%		17.10%
Deans Future Scholars		94.40%		54.40%
Join - Carson		80.00%		40.00%
Join - Elko		87.50%		47.50%
Join - Reno		80.00%		40.00%
Join - Winnemucca		80.00%		40.00%
City of Reno City Hall		100.00%		60.00%
Workforce Connections				
Help of Southern Nevada		72.70%		32.70%
Nevada Partners Henderson Youth		100.00%		60.00%
Nevada Partners		56.40%		16.40%
Youth Placement in Employment or Education - Exiters		40.00%		
Nevada Works				
ACE-Academy for Career Education		75.00%		35.00%
Deans Future Scholars		94.10%		54.10%
Join Carson		53.20%		13.20%
Join Elko		75.00%		35.00%
Join Fernley		66.70%		26.70%
Join Winnemucca		66.70%		26.70%
City of Reno City Hall		100.00%		60.00%
Workforce Connections				
GNJ Family Life Center		75.00%		35.00%
Help of Southern Nevada		50.00%		10.00%
Nevada Partners Henderson Youth		83.30%		43.30%
Nevada Partners		50.70%		10.70%
Nye Communities Coalition		42.90%		2.90%
Youth Literacy and Numeracy Gains		29%		
Nevada Works				
Join Fernley		100.00%		71.00%
Workforce Connections				
Olive Crest		100.00%		71.00%

Engaging Key Players to Address Challenges

Governor Sandoval recognizes that Nevada has significant workforce challenges. His vision for collaboration will soon be reflected in the new membership of the Governor's Workforce Investment Board. A majority of the membership will continue to represent private-sector businesses. The new vision entails taking a new look at workforce challenges, bringing together members from the private sector, government, education, Legislature and many other stakeholders to explore and implement innovative approaches and then measure the success.

His vision for collaboration brings together economic development regions, the private sector, and various workforce development partners to address workforce challenges and invest resources toward the same goals. In order to address the challenges of many people being served by other workforce partners outside of the One-Stop system who train people to meet the needs of employers, the Governor will continue to engage in collaborative efforts with community-based organizations. Through enhanced collaboration and greater alignment, Nevada will promote a well-coordinated system that is ready to assist workers, employers and other key stakeholders.

The Governor's plan will be implemented, in part, through the state's workforce investment system. In order to better inform job seekers and employers about resources available through the workforce system. Nevada created a single affiliate brand known as, "Nevada JobConnect", a proud partner of American Job Center, linking state and local workforce partners. The Governor's Workforce Investment Board then developed and deployed a statewide marketing campaign to advance the brand identity of "Nevada JobConnect."

Nevada's businesses, their employees, job seekers, students, training providers, workforce customer service representatives and professionals have unlimited access to online employment services virtually anywhere at any time. Job seekers can use the site to build resumes, research careers and wages and find jobs - all at no cost. Businesses have access to candidate search and screening services including Nevada's largest database of job seeker resumes, also at no cost.

It is also part of the Governor's vision to establish co-located Nevada JobConnect centers on the campuses of two of Nevada's largest community colleges – Truckee Meadows Community College in Reno and College of Southern Nevada in Las Vegas.

Ensuring Youth Opportunity

As part of the overarching workforce priorities, the Governor is focusing on aligning the school system's curricula with the education and training needed for successful job placements.

Additional educational options for K-12 are a priority. The Governor will also have his cabinet strategize to coordinate and augment the common activities related to the workforce goals to ensure alignment of policies and funding. The core functions of "Education and Workforce Development" are the target of collaborative strategic planning being conducted by the heads of DETR, Nevada System of Higher Education, and the Department of Education.

These activities will augment existing programs and services to serve youth, such as work permit activities, information sharing on minimum wage, and career exploration activities.

State Workforce Investment Priorities

Governor Sandoval has identified some key workforce investment priorities for the State's workforce investment system that will lead to the actualization of his vision for workforce and economic development in Nevada. Governor Sandoval's priorities are as follows:

- An integrated, seamless service delivery system where all of the mandated partners are actively participating in the Workforce Investment System through co-location, single point of service and a shared vision.

- A demand-driven workforce system focused on meeting the talent needs of high-growth, high demand industries within a regional development context where individuals are trained with an awareness of the skill sets necessary for specified State, regional, and locally targeted industries.
- Customers being given the opportunity to make informed choices regarding work and training based on quality workforce information including pay, benefits and local economic issues.

Of primary importance, the Governor proposed and worked closely with the leaders of the state legislature to pass legislation that will completely overhaul the state's economic development program. Assembly Bill 449 which passed during Nevada's 2011 Legislative session creates a structure for economic development programs in the state. This bill included the following objectives for the Governors Workforce Investment Board:

The Governor's Workforce Investment Board shall:

(a) Identify:

- (1) Industry sectors which are essential to this State; and
- (2) The region or regions of this State where the majority of the operations of each of those industry sectors is conducted.

(b) Establish:

- (1) Regional goals for economic development for each of the industry sectors identified pursuant to paragraph (a); and
- (2) A council for each industry sector.

(c) Consider and develop programs to promote:

- (1) Strategies to improve labor markets for industries and regions of this State, including, without limitation, improving the availability of relevant information;
- (2) Coordination of the efforts of relevant public and private agencies and organizations;
- (3) Strategies for providing funding as needed by various industry sectors;
- (4) Increased production capacities for various industry sectors;
- (5) The development of useful measurements of performance and outcomes in various industry sectors;
- (6) Participation by and assistance from state and local government agencies;
- (7) Expanded market penetration, including, without limitation, by providing assistance to employers with small numbers of employees;
- (8) Partnerships between labor and management;
- (9) Business associations;
- (10) The development of improved instructional and educational resources for employers and employees; and
- (11) The development of improved economies of scale, as applicable, in industry sectors.

Each industry sector council established

(a) Must be composed of representatives from:

- (1) Employers within that industry;
- (2) Organized labor within that industry;
- (3) Universities and community colleges; and
- (4) Any other relevant group of persons deemed to be appropriate by the Board.

(b) Shall, within the parameters set forth in the American Recovery and Reinvestment Act of 2009 or the parameters of any other program for which the federal funding is available, identify job training and education programs which the industry sector council determines to have the

greatest likelihood of meeting the regional goals for economic development established for that industry sector.

Economic and Workforce Information Analysis: The Integrated Workforce Plan must describe the labor market and economic context in which the state's workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.) This description should include an assessment of the needs of constituents within the state who will become, or currently comprise, the state's workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan.

The state's analysis of the current economy and future trends of the economy forms the foundation for strategic planning. Using the workforce information produced by the state workforce agency, other data available from Federal, state, and private sector sources, and informed by the business representatives of the state workforce investment board (SWIB), the Integrated Workforce Plan must include the following specific information, consistent with Section 112(b)(4) of the Act:

- *An assessment of the current situation and projected trends of the state's economy, industries and occupations, including major economic regions and sectors within the state and across state lines*
- *An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state*
- *A description of the characteristics and needs of the state's population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities*
- *An assessment of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan*
- *An analysis of the challenges associated with the state's population attaining the education, skills, and training needed to obtain employment*
- *A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps*

State's Economic Base by Industry

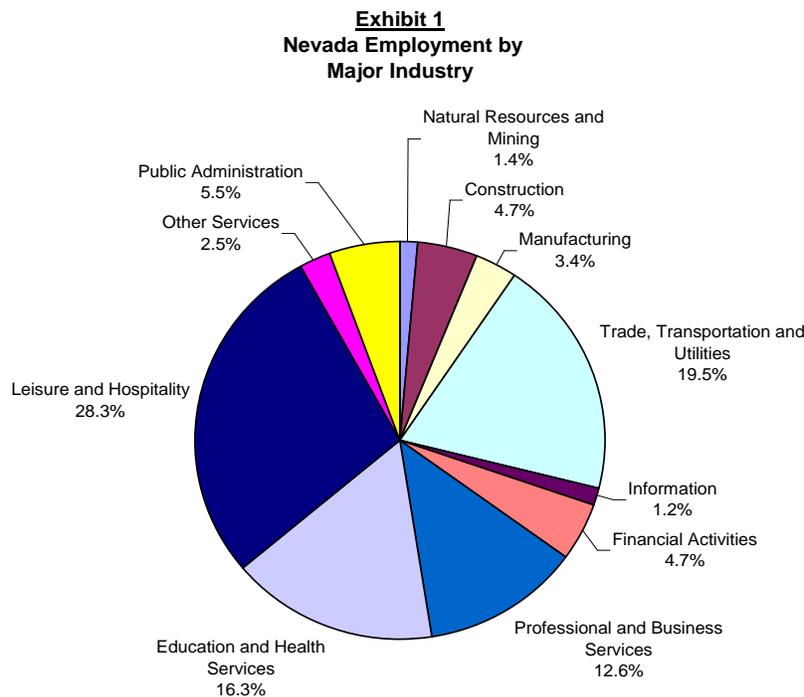


Exhibit 1

Exhibit 1 reflects that the Nevada economy is dominated by the leisure and hospitality industry. Leisure and hospitality directly provides more than one-fourth of the state's employment (28.3%). The casino hotels and gaming component of the 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 and gaming related technology.

Included in trade, transportation & utilities, the retail trade industry also provides significant economic impact to the economy. The more than 30 million tourists who visit the state sustain a large portion of the retail sector. Approximately 11 percent of total employment can be found in the retail trade sector.

The mining industry is the economic engine in many of Nevada's rural counties. Nevada is one of the world's largest gold producers. The state produces large quantities of silver and copper as well. Although the metal mining industry provides 1.4 percent of the direct employment in the state, its economic impact is significantly greater. Wages are also significantly higher, as the metal mining industry paid an average annual wage of \$85,907 in 2010, more than double the all-industry average of \$42,536.

Following the 2001 recession, the construction industry boomed in Nevada. The state recorded double-digit gains in construction employment growth throughout 2004 and 2005. However,

the housing slowdown that began in the first half of 2006 brought construction growth to a halt. It has since continued to decline. From providing 11 percent of the state's total employment in 2006, the construction industry only accounts for 4.7 percent today.

Industry and Occupation Projections

In recent months, Nevada's much maligned economy has begun to stabilize, and a number of sectors are beginning to add employment. The unemployment rate peaked in 2010 and has declined to 13.1 percent through the first 10 months of 2011. Despite the improvement, the near term economic outlook for Nevada remains stagnant, and the economy will struggle to add jobs in the early stages of the recovery. Overall, expectations are that Nevada's employment base will grow by 0.75 percent in 2011, 0.85 percent in 2012, and 0.95 percent in 2013. This equates to a 30,000 job increase over the projection period. While the employment picture is improving, it is a far cry from the growth seen during the most recent expansionary period.

Exhibit 2

Nevada Employment Growth by Industry 2011-2013 (In Percent)

Industry	Total Employment Growth		
	2011	2012	2013
Accommodation and Food Services	0.37%	0.56%	0.85%
Retail trade	3.65%	3.98%	4.12%
Construction	0.19%	0.32%	0.43%
Health Care and Social Assistance	-0.32%	-0.49%	-0.28%
Administrative and Support and Waste Management and Remediation Services	-0.13%	0.50%	0.64%
Education	0.25%	0.41%	0.51%
Government	0.81%	0.75%	0.68%
Transportation & warehousing	0.38%	0.54%	0.50%
Professional, Scientific, and Technical Services	-0.03%	0.43%	0.50%
Manufacturing	-0.75%	0.33%	0.45%
Wholesale trade	-1.30%	-0.65%	-0.36%
Finance & insurance	-1.08%	0.22%	0.44%
Arts, Entertainment, and Recreation	1.12%	0.82%	0.77%
Other services	2.88%	1.03%	0.86%
Real estate & rental & leasing	-0.62%	-0.43%	-0.22%
Management of Companies and Enterprises	1.75%	1.96%	2.38%
Information	0.91%	1.38%	1.55%
Mining	1.44%	1.65%	1.66%
Utilities	0.33%	0.46%	0.55%
Agriculture	-0.19%	-0.33%	-0.10%
TOTAL ALL INDUSTRY	0.75%	0.85%	0.95%

Source: DETR/Research and Analysis Bureau.

Exhibit 3 shows the long term expectations for growth in Nevada. Through 2018, all but five of the twenty major industry groups expect employment increases, with six being over ten percent. Expect Nevada's growth to lag the national growth rate in the short term and exceed it in the

long term. With the value of gold at an all time high, the mining sector will show the largest growth rate in the long term. The projected employment growth from 2008-2018 is 20.62 percent.

Nevada's dominant industries will provide the largest number of jobs through 2018. This includes: Retail trade (13 percent job gain over the period), health care and social assistance (19 percent), accommodation and food services (4 percent), professional, scientific, and technical services (13 percent), manufacturing (13 percent), and wholesale trade (15 percent).

Five industries are predicted to have a negative growth rate. These are: Construction (-2 percent), government (-1 percent), information (-3 percent), art, entertainment, and recreation (-0.5 percent), and utilities (-2 percent). Real estate, rental, and leasing are predicted to barely grow in the long term (1 percent).

Exhibit 3

Nevada Employment Gains and % Growth by Industry (2008-2018)

Industry	2008	2018	New Jobs	% Growth
Mining	12,116	14,614	2,498	20.62%
Health Care and Social Assistance	96,115	114,214	18,099	18.83%
Wholesale trade	37,343	43,128	5,785	15.49%
Professional, Scientific, and Technical Services	52,980	60,101	7,121	13.44%
Retail trade	138,316	156,808	18,492	13.37%
Manufacturing	48,116	54,184	6,068	12.61%
Transportation & warehousing	49,322	53,852	4,530	9.18%
Agriculture	10,223	11,010	787	7.70%
Administrative and Support and Waste Management and Remediation Services	78,508	84,292	5,784	7.37%
Other services	36,091	38,564	2,473	6.85%
Education	75,563	79,613	4,050	5.36%
Accommodation and Food Services	303,459	315,466	12,007	3.96%
Management of Companies and Enterprises	17,715	18,199	484	2.73%
Real estate & rental & leasing	26,058	26,294	236	0.91%
Finance & insurance	35,134	35,414	280	0.80%
Arts, Entertainment, and Recreation	29,060	28,908	-152	-0.52%
Government	80,013	79,204	-809	-1.01%
Construction	115,929	114,021	-1,908	-1.65%
Utilities	4,584	4,488	-96	-2.09%
Information	14,919	14,447	-472	-3.16%

Source: DETR/Research and Analysis Bureau.

Occupational growth in the short term will remain sluggish while long term projections show it will pick up again by 2018. The largest number of available jobs will continue to be found in the low- and semi-skilled occupations required by employers in the leisure and hospitality and retail trade industries. These occupations include jobs such as cashier, waiter/waitress, retail sales, gaming dealer, bartender, food server, office clerks, account clerks, hotel desk clerks and laborers (see Exhibit 4).

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

Exhibit 4

Nevada Total Annual Openings by Occupation 2008-2018

Occupation	2018Emp	2018 Emp	Total Annual Openings	Average Annual Growth	2011 Average Hourly Wage
Food Preparation and Serving Related Occupations	167,532	178,383	7,724	6.5%	\$11.77
Sales and Related Occupations	139,571	154,281	6,188	10.5%	\$15.59
Office and Administrative Support Occupations	213,525	212,738	5,854	-0.4%	\$16.09
Food and Beverage Serving Workers	85,327	91,028	4,631	6.7%	\$10.60
Retail Sales Workers	84,267	93,383	4,446	10.8%	\$11.70
Transportation and Material Moving Occupations	94,352	101,276	2,880	7.3%	\$16.52
Construction and Extraction Occupations	114,675	116,976	2,736	2.0%	\$25.43
Personal Care and Service Occupations	77,607	82,447	2,602	6.2%	\$12.24
Retail Salespersons	43,198	50,273	2,278	16.4%	\$12.22
Management Occupations	76,795	84,692	2,224	10.3%	\$45.27
Waiters and Waitresses	39,264	40,302	2,124	2.6%	\$10.70
Building and Grounds Cleaning and Maintenance Occupations	75,969	79,420	1,874	4.5%	\$13.10
Construction Trades Workers	85,125	86,492	1,810	1.6%	\$24.84
Cashiers	33,007	34,869	1,792	5.6%	\$10.58
Healthcare Practitioners and Technical Occupations	46,577	55,853	1,785	19.9%	\$39.67
Installation, Maintenance, and Repair Occupations	53,148	58,207	1,737	9.5%	\$22.38

Information and Record Clerks	51,338	53,807	1,670	4.8%	\$14.82
Production Occupations	46,018	50,624	1,615	10.0%	\$16.24
Combined Food Preparation and Serving Workers, Including Fast food	27,382	31,343	1,583	14.5%	\$9.63
Cooks and Food Preparation Workers	37,208	40,733	1,544	9.5%	\$12.50
Education, Training, and Library Occupations	52,914	56,871	1,485	7.5%	\$22.55
Material Moving Workers	41,548	43,698	1,453	5.2%	\$13.83
Entertainment Attendants and Related Workers	35,878	37,420	1,370	4.3%	\$9.27
Building Cleaning and Pest Control Workers	57,333	59,641	1,366	4.0%	\$12.65
Health Diagnosing and Treating Practitioners	30,007	36,028	1,181	20.1%	\$48.29
Business and Financial Operations Occupations	39,191	43,839	1,176	11.9%	\$29.99
Protective Service Occupations	39,755	39,226	1,145	-1.3%	\$19.74
Material Recording, Scheduling, Dispatching, and Distribution	36,749	34,932	1,140	-4.9%	\$15.03
Financial Clerks	40,356	41,051	1,137	1.7%	\$16.27
Other Food Preparation and Serving Related Workers	32,392	32,931	1,124	1.7%	\$11.48

Demand Industries and Occupations

Of the 11 occupations in Nevada that provide more than 2,000 jobs openings annually (shown in Exhibit 4), only office and administrative support occupations (5,854), personal care and service occupations (2,602), construction and extraction occupations (2,736), and management occupations (2,224) require more than short-term on-the-job training. However, there is a demand for skilled workers in the Nevada economy. Some of these occupations include healthcare practitioners and technical occupations (1,785), production occupations (1,615), education, training, and library occupations (1,485), health diagnosing and treating practitioners (1,181), business and finance operations occupations (1,176), and financial clerks (1,137).

Jobs/Occupations 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 growing and aging population, health care occupations are also in-demand and critical. These include registered nurses, respiratory therapists, and pharmacists. Mining is the main employment driver for Nevada's rural areas. Occupations in the mining sector include: engineers, laborers, and general business operations.

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. 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.

Current and Projected Demographics of the Available Labor Force

Currently the labor force includes more than 1.3 million people. The unemployment rate has ranged between 12.1 percent and 14.9 percent since the end of the national recession in June 2009. Labor force growth has declined by about -0.5 percent annually over the past year, however it has stopped declining and remains stagnant over the last 5 months. According to the 2010 Census, a vast majority of the labor force (66.2 percent) is white, while 26.5 percent are Hispanic, 8.1 percent Black, 7.2 percent Asian and some other race 12 percent.

The Nevada State Demographer estimates that the population will grow by approximately 413,729 people over the 2011-2021 periods, with gains nearly equally divided between males and females. Nevada's primary labor pool, those age 19 to 64, will grow from 1.66 million to 1.84 million, an increase of more than 180,000 potential full-time workers. The pre-school and school age population is expected to increase by more than 80,000, while senior citizens, the 65-and-over population, should grow by more than 160,000. Hispanics, currently are about one-fourth of the state's population, should account for about 117,800 of the 413,729 new residents.

In-migration and Out-migration of Workers that Impact the Labor Pool

Nevada led the nation in the cumulative rate of population and labor force growth from the 1980s until the most recent recession. However, since the start of the Great Recession Nevada's "in migration" has come to a halt and some evidence suggest an "out migration" is taking place to some extent. In the last two years, Nevada's labor force has fallen considerably. Since February 2010, Nevada's labor force fell by 44,000 workers. It is assumed that many of those workers have left the state to seek employment elsewhere. Additionally, the state demographer predicts a population decline of roughly 38,000 in 2011 before returning to slow to moderate growth in 2012.

Skill Gaps

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

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

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

- Establishing and maintaining interpersonal relationships
- Handling and moving objects
- Working directly with the public
- Communication with other workers
- Getting the information to do the job
- Organizing, planning and prioritizing work
- Updating and using job-relevant knowledge
- Performing general physical activities to do the job
- Monitoring processes, materials or surroundings
- Making decision and solving problems

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

State Identified Workforce Development Issues

In the southern Nevada workforce investment area, the issues associated with the needs of employers and job seekers were identified primarily from statistical data derived from the Nevada Career Information System (NCIS) study of the most demanded occupations. In a study released in April of 2011, the following occupations were deemed the highest demand (based on the degree of training or education needed):

- Bachelors degree or higher
 - General and Operations managers
 - Managers, All Other
 - Business Operations Specialists, All Other

- Accountants and auditors
- Property, Community/Real Estate Association Managers
- Associate degree or other formal training
 - Gaming dealers
 - Registered nurses
 - Automotive Service Technicians/Mechanics
 - Nursing Aids, Orderlies and Attendants
 - Computer Support Specialists
- Moderate to long term OJT
 - Cooks, Restaurant
 - Customer Service Representatives
 - Sales Reps – Manufacturing/Wholesale, except Technical
 - Maintenance and repair workers, General
 - Truck Drivers, Heavy/Tractor – Trailer
- Short term OJT
 - Retail salespeople
 - Waiters and Waitresses
 - Cashiers
 - Food Preparation and Serving Workers
 - Freight, Stock, and Material Movers

Issues for the workforce system included:

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

- How do we better connect students to employers and employers to sources of students and other potential employees?

Workforce development issues identified in Nevada center around the high unemployment levels fueling a need for employers to hiring excess skilled and unskilled workers throughout the State. The construction industry and housing market continue to decline but the accommodation and food services industry has come back while the national economy improves and visitors are entering the State once again.

Rural Nevada counties are 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 Local Workforce Investment Area (LWIA) continues to support rural county economies through funding to support four rural workforce liaisons initiatives, which provide:

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

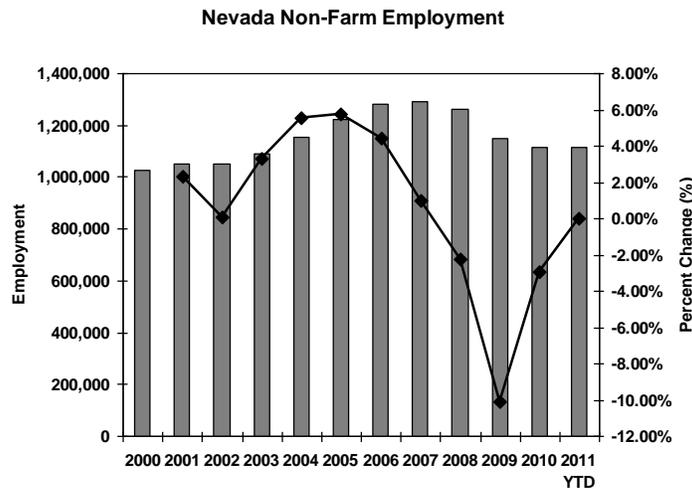
A major issue that Nevada faces in the coming years is stagnant growth. Major impacts are being felt in construction (a result of excess housing supply left over from the housing market crash), the housing sector while it attempts to recover from the most recent recession, and the public sector dealing with continued budget cuts and a restructuring across the board.

Workforce Development Priorities Critical for 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 coming years. Providing jobs for the unemployed and discouraged labor force is also going to be a critical challenge. Adequate transportation systems, and availability of affordable housing (in Rural Nevada) 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.

Economic and Labor Market Context



Nevada’s non-farm employment peaked at 1,303,800 in May 2007. Employment steadily declined throughout 2007, 2008, 2009 and sporadically in 2010 and the beginning of 2011. During the second half of 2009, employment levels began to recede more rapidly even as the national recession began to moderate. From June 2009 to June 2011, employment fell by roughly 27,000 or 2.4%. Nevada recently has seen a bit of an improvement in job growth. Through the third quarter of 2011, Nevada has gained 7,400 jobs on a year-over-year basis.

Nearly all industry sectors have lost jobs in the current recession. Only mining and health services have defied recessionary pressures. Despite recent stability the public sector and financial activities continue to shed jobs. State, county and local governments shed about 5,100 jobs and financial activities lost 4,400 jobs relative to a year ago.

Construction job levels continue to recede as well. The construction industry has steadily lost jobs since peaking at 148,800 in June 2006. Initially, losses were contained to the residential sector, but the credit market freeze and falling visitor demand continue to adversely affect commercial construction. Many large scale developments have been scaled back, put on hold or cancelled all together. Through October of 2011, construction industry employment totaled 56,800, a decline of 2,800 from the same month a year ago.

The current downturn has impacted nearly every industry in Nevada. Nevada’s industrial base does not appear likely to change considerably, making it difficult to identify future growth industries. If history is any indicator, overall employment growth will remain stagnant until conditions improve in the construction industries. It is likely Nevada’s economy will recover once construction employment picks up. There have been improvements recently in the leisure and hospitality sector due to increasing visitor volume. Job losses in the construction sector have also begun to lesson. Nevada has been in a state of stagnant employment growth but will probably experience some small gains throughout the approaching program year.

**Nevada Employment Projections by Industry -
Year-Over-Year Percent Change**

Naics Code	Industry Title	2011	2012	2013
11	Agriculture, Forestry, Fishing & Hunting	0.53%	0.56%	0.45%
21	Mining	10.97%	7.64%	7.86%
22	Utilities	-2.45%	-	-
23	Construction	-12.73%	-	-
31-33	Manufacturing	0.64%	0.99%	0.62%
42	Wholesale Trade	-0.34%	-	-
44/45	Retail Trade	1.07%	0.96%	0.94%
48/49	Transportation and Warehousing	3.31%	3.15%	2.57%
51	Information	0.42%	0.48%	0.48%
52	Finance and Insurance	-2.57%	-	-
53	Real Estate and Rental and Leasing	-0.21%	1.87%	2.49%
54	Professional, Scientific & Technical Services	-	-	-
55	Management of Companies and Enterprises	0.12%	0.15%	0.19%
56	Administrative & Support & Waste Mgmt. & Rem. Services	0.43%	0.55%	0.93%
61	Educational Services	0.43%	0.56%	0.42%
62	Health Care and Social Assistance	4.82%	4.25%	3.93%
71	Arts, Entertainment, and Recreation	1.43%	1.88%	3.01%
72	Accommodation and Food Services	2.44%	2.30%	2.32%
81	Other Services	4.48%	2.69%	1.53%
92	Public Administration	2.53%	1.58%	1.09%
00	Total Employment, All Jobs	2.74%	2.15%	2.02%
			-	-
92	Public Administration	-5.11%	3.59%	2.75%
00	Total Employment, All Jobs	0.75%	0.95%	1.00%

The mining industry continues to benefit from high gold prices. Exploration and production are expected to grow while the global economy continues to struggle and while investor confidence remains at all time lows. Gains in gold mining will be bolstered by increasing demand for other commodities, such as copper and molybdenum, whose futures are tied to the global economic recovery. Overall, the industry should continue to grow.

Employment in Healthcare has increased by 4,300 since October 2010, reaching an all time high of 96,400 in late 2011. Despite recent losses in wealth and income, Nevadans continue to demand increased services, likely due to a historical gap in service availability caused by rapid population growth. In the year 2000, there were 34 Nevadans for every healthcare and social assistance worker. By 2010, that ratio had declined to 29.6 Nevadans for every healthcare and social assistance worker; however it is considerably higher than the U.S. as a whole, where there are 18.8 Americans for every health care and social assistance worker. Changes in Nevada's demographics favor continued growth in the industry as well. As the population ages, more

services will be required. The industry as a whole is expected to grow 2.44 percent in 2011 and an additional 2.3 percent in 2012. The increase will add roughly 2,334 jobs to Nevada's economy.

Based on results from the monthly Current Population Survey (CPS) (a monthly Census Bureau survey encompassing approximately 50,000 households in the nation, about 1,000 of which are in Nevada), the recession continues to impact Nevada's population differently based on demographics. Due to the nature of the recession, particularly the negative effect on the construction sector, traditionally male dominated industry men have a significantly higher unemployment rate than women. The unemployment rate for the State's male population averaged about 14.9 percent in October 2011. The female unemployment rate over the same period is 11.8 percent, a 3.1 percentage point difference.

Race and ethnicity also appears to affect the likelihood that an individual is unemployed. The unemployment rate for the State's Black population was 20.1 percent in October 2011. The unemployment rate for the State's Hispanic population was roughly 15.2 percent, and the unemployment rate for the State's White population was 12.7 percent over the same period.

By age group, the recession has negatively affected workers of all ages. The unemployment rate has doubled for nearly every age group, except younger workers. The youngest and least experienced workers in the labor force have to compete with older more experienced workers for jobs than have traditionally gone to new labor market entrants. While the unemployment rate for most workers is hovering around 12 percent, the unemployment rate for workers 16 to 24 was 22.6 percent in October 2011.

The Nevada State Demographer estimates that the population will grow by approximately 413,729 people over the 2011-2021 periods, with gains nearly equally divided between males and females. Nevada's primary labor pool, those age 19 to 64, will grow from 1.66 million to 1.84 million, an increase of more than 180,000 potential full-time workers. The pre-school and school age population is expected to increase by more than 80,000, while senior citizens, the 65-and-over population, should grow by more than 160,000. Hispanics, currently less than one-fourth of the state's population, should account for about 117,800 of the 413,729 new residents.

Given that roughly 176,445 Nevadans are currently unemployed from across most industries and occupations, it is likely there is an oversupply of most skills as opposed to gaps. A very tight job market will allow employers to be selective about potential hires. The challenge for employers will be finding the individual whose skills best match open positions.

The following list is a cross section of Nevada's demand occupation list. The list is derived from a 10 year projection, 2008-2018. All the occupations require less than a bachelor's degree and have above average expected growth and wages.

SOC Code	Occupation Title	Hourly Wage
100000	Total, All Occupations	\$19.82
173026	Industrial Engineering Technicians	21.38
232011	Paralegals and Legal Assistants	24.8
292021	Dental Hygienists	40.35
292056	Veterinary Technologists and Technicians	16.86
312021	Physical Therapist Assistants	26.34
292032	Diagnostic Medical Sonographers	34.28
271022	Fashion Designers	20.05
292071	Medical Records and Health Information Technicians	17.73
499062	Medical Equipment Repairers	23.47
291111	Registered Nurses	36.21
292012	Medical and Clinical Laboratory Technicians	18.53
493092	Recreational Vehicle Service Technicians	17.29
271012	Craft Artists	17.53
493052	Motorcycle Mechanics	17.47
513011	Bakers	13.46
513021	Butchers and Meat Cutters	15.58
319091	Dental Assistants	15.71
319092	Medical Assistants	15.51
514061	Model Makers, Metal and Plastic	19.42
512091	Fiberglass Laminators and Fabricators	15.47
292052	Pharmacy Technicians	16.46
475049	Mining Machine Operators, All Other	28.39
414011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	47.88
514081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	12.82
514191	Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	17.44
312022	Physical Therapist Aides	12.46
513022	Meat, Poultry, and Fish Cutters and Trimmers	11.67
399021	Personal and Home Care Aides	10.32
311011	Home Health Aides	11.06
519031	Cutters and Trimmers, Hand	13.99
512022	Electrical and Electronic Equipment Assemblers	17.35
513091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	14.04
319095	Pharmacy Aides	10.83
475081	Helpers--Extraction Workers	18.83
434111	Interviewers, Except Eligibility and Loan	14.43

A large proportion of new jobs in the coming years will be in healthcare and related fields. In the health care and social assistance industry, educational requirements vary widely among the occupations. Registered nurses require a bachelor's or associate degree. Nursing aides, personal and home care aides, and home health aides require a high school diploma, or GED certificate and some vocational or job-related course work to obtain state certification.

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

- Assisting and Caring for Others
- Documenting/Recording Information
- Gathering Information
- Communicating with Supervisors, Peers, or Subordinates
- Making Decisions and Solving Problems
- Identifying Objects, Actions, and Events
- Establishing and Maintaining Interpersonal Relationships
- Organizing, Planning, and Prioritizing Work
- Evaluating Information to Determine Compliance with Standards
- Updating and Using Relevant Knowledge

Also, mining will provide a large number of jobs to Nevadans in the next 5 to 10 years. The most common Work Activities in the mining industry are varied, but are generally the following:

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

State Dissemination of Accurate and Timely Workforce Information

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.

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. In the first quarter of 2006, visits to these sites totaled nearly 115,000, up 24 percent from a year ago.

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

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

Workforce Information System's Alignment with Workforce Activities

The Nevada JobConnect (NJC) system directly supports the WIA/WP Integrated 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 GWIB'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."

State Workforce Information Products and Tools

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

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

Skill Needs for the Available, Critical and Projected Jobs

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

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

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

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

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

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

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

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

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

State Strategies: *The Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals.*

Cross-Program Strategies – *The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the discussion of the state's economic*

analysis, strategies for meeting the workforce needs of the state’s employers, and regional and sectoral strategies tailored to the state’s economy.

The following strategies with associated resources will be deployed to aid in increasing the number of workers served with regular formula dollars in the specific populations of displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including but not limited to ex-offenders, older individuals, limited English proficiency individuals, and people with disabilities):

- Development and refinement of a statewide “Business Driven, Worker Pipeline” – which will be the core to Nevada’s Sector Strategies framework to:
 - Focus on identifying workforce needs with emphasis on sector initiatives
 - Bring business to the table through a industry sector framework
 - Raise the credibility of the state workforce development system
 - Supply industry sectors with qualified human capital
- Adults and dislocated workers, including low income adults needing new or upgraded skill-sets shall have access to education and training programs through the state’s Nevada JobConnect system. Individuals will have the opportunity to access services through Nevada’s 10 JobConnect Centers and/or through Local Area service providers who are affiliates of Nevada’s statewide workforce development system (JobConnect).
- To meet the skill-set needs of existing and emerging employers, as well as those needed for high-growth occupations, a dual approach to customers will be implemented by ensuring all associated NJC partners collaborate and coordinate client’s employment and training services activities. Through statewide coordinated efforts, employment and training agencies will be able to leverage their resources while providing quality support to job seekers and businesses.
- Through the Governor’s Workforce Investment Board Industry and Regional Sector Councils, partnerships and statewide workforce development alignment have been firmly established. Representatives associated with community colleges, business and labor organizations, registered apprenticeships, civic groups, and community-based organizations have been aligned using workforce development strategies to drive both industry and regional economic development.

Partnerships – The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population. (WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c).)

State agency cabinet members are represented on the GWIB and committees/councils to maximize the effectiveness of the workforce investment programs across state agencies and collaborate on innovative strategies.

The State's organizational structure facilitates collaboration among the major workforce programs in that Workforce Investment Act, Wagner-Peyser, Trade Act, Vocational Rehabilitation, Veterans’ Employment Service, and Migrant and Seasonal Farmworker services

are housed within DETR. The Labor Market Information activities are also conducted within DETR.

Unemployment Insurance (UI) is a program also housed within DETR. It is this Administration's top priority that the UI program collaborates closely with other workforce partners to serve common customers. Reemployment Services (RES) and Reemployment and Eligibility Assessment (REA) initiatives involve ongoing coordination and collaboration between the divisions. Local DETR staff schedule RES and REA orientation workshops using UI's computer system. UI then provides lists of claimants to be scheduled for these events. In the case of REA, both UI and DETR staff participate in the group and individual appointments with the claimants. Finally, staff communicates on an ongoing basis to report claimant participation levels for scheduled activities.

Nevada's Governor has established the following lines of communication to ensure effective sharing of information among State agencies responsible for implementing his vision for the state's workforce investment system. Key members of the Governor's cabinet, including: the Director of the DETR, Director of Health and Human Services, and the Executive Director of the Nevada Commission on Economic Development were appointed by the Governor to serve as key members of the Governor's Workforce Investment Board and provide input, direction, and influence in Nevada's Workforce Investment System. As the Governor continues his term in office, communication lines will be reviewed and enhanced as needed to ensure the effective implementation of the Governor's vision for the state workforce investment system – Nevada JobConnect.

As a Governor appointee, the Chair of the Governor's Workforce Investment Board has direct access and discussions with the governor, and via different committees of the Board, the Governor is kept advised through briefing summaries as to the Board's issues and direction. Information is shared in a timely manner between local workforce investment areas, Governor's Workforce Investment Board and DETR State Department of Labor (DOL) through multiple ways: 1) Monthly meetings are held to cover any State or local-level issues that need to be discussed; 2) WIA State Compliance Policies are posted on the Internet site at www.nvdetr.org [click on Workforce Investment Act – WIA State Compliance Policies]; and 3) State policy review process. When Federal guidance is issued, revisions to State policies are made accordingly. After the revisions are drafted, they are reviewed by the Agency Legal Counsel and when approved, they are currently sent to staff of the two Local Workforce Investment Boards for a 10-day review and comment period. If there are no recommended changes, the policy is posted on the Internet site where it is open for public comment. If after 30 days of posting, there are no comments then the policy is heard at a public meeting of the GWIBs Planning, Policy, and Procedures (PPP) Committee. Once it has been heard and approved by the PPP Committee, it is placed on the next agenda of the full board as a Consent Agenda item for final approval and implementation.

Governor's Workforce Investment Board Youth Council

The Governor's vision recognizes that an important group needing education and workforce training are youth, including 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, Native American and Indian youth, youth with disabilities, and other youth at risk. Awareness by employers and the public of the resources

available through the workforce system shall be enhanced through marketing and branding efforts.

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

Leveraging Resources – The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor’s vision. The state’s planned commitment of Federal and non-Federal funds to these investments should be included. The plan should also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services. (WIA Section 112(b)(10).)

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

- Employer Access to Information and Services
- Application Screening and Referral
- Application Assessment and Testing
- Training Available to New/Current Employees and Employers
- Assistance to New/Current Employees with Value-Added Services to Employers
- Labor Trends and Wage Information
- Economic and Business Development Assistance
- Customer Service and Performance Accountability
- Outreach and Marketing to Employers

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

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

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

The GWIB 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.

Policy Alignment – The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b). (WIA Sections 111(d)(2)(A), 112(b)(8)(A), 121(b), 20 CFR 661.205(b)(1).)

The goal of the Governor's plan is to restructure the state's workforce system to strengthen the alignment of policies, operations and administrative systems. Under the restructured system, the opportunity for duplication of workforce programs and services will be virtually eliminated. Although both local areas currently operate under the state's compliance policies, the local areas have developed individual policies that are not always in alignment with each other. The new unified state governance will eliminate these diversions in policy and will allow more focus upon the direction given from the GWIB in alignment with other state initiatives. This elimination of duplicative or misaligned policy will also reduce administrative costs resulting in more service dollars reaching participants.

The new unified structure will also allow for better MOUs that will align service provision to statewide goals and direction. The new MOUs will align the state's needs with both economic and workforce development resulting in a cohesive system. This system will be responsive to changing economic conditions and labor market needs.

Desired Outcomes: The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs. The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes. (WIA Sections 112(b)(3), 136(b)(1)(A)(ii), (b)(2)(C), 20 CFR 666.110, 666.120(g), 666.300.)

In addition to the state’s program performance goals, the state may also discuss the other goals it intends to achieve. Does the state examine broader economic and social indicators? For example, is the state attempting to increase the percentage of workers employed in family wage jobs; increase earnings to support a better quality of life; increase the number of employers with job opportunities; or increase high school and college graduation rates as metrics? In sum, the state should describe its desired results for the state workforce investment system and the metrics it is using to measure those results.

Table 1
Optional table for State WIA/W-P Performance Indicators and Goals

WIA Requirement at Section 136(b)	PY10 Performance 7/1/2010 – 6/30/2011	PY11 Goal 7/1/2011 – 6/30/2012
Adults:		
Entered Employment Rate	69.6 %	63.0 %
Employment Retention Rate	79.6 %	70.0 %
Average Six-Months Earnings	\$12,070.8	\$11,500.00
Dislocated Workers:		
Entered Employment Rate	74.6 %	70.0 %
Employment Retention Rate	84.1 %	80.0 %
Average Six-Months Earnings	\$15,365.5	\$14,500.00
Youth Common Measures*:		
Placement in Employment or Education	67.4 %	40.0 %
Attainment of a degree or Certificate	64.9 %	40.0 %
Literacy and Numeracy Gains	25.3 %	29.0 %
W-P Requirement at Section 13(a)	PY10 Performance 7/1/2010-6/30/2011	PY11 Goal 7/1/11-6/30/2012
Entered Employment Rate	53.0 %	50.0 %
Employment Retention Rate	76.0 %	68.0 %
Average Six-months Earning	\$12,374.00	\$11,000.00

Goals are negotiated for these measures by states reporting common performance measure outcomes only

Table 1
Section II. State Operational Plan

Overview of the Workforce System: *The State Operational Plan must present an overview of the workforce system in the state.*

Organization – *The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state’s workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described earlier in the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.*

Current WIA Structure

Currently in the State of Nevada, WIA has been implemented in structure similar to the Job Training Partnership Act (JTPA) which predated WIA. Under JTPA and now under WIA, the State is divided into two local areas, one north, and one south, which are governed by two Local Workforce Investment Boards (LWIBs). The local area WIBs receive federal WIA funds through the State by formula to carry out WIA services. Because the WIBs are legislatively restricted from carrying out client services directly, they must contract with other local service providers to perform actual client services.

At the State level, governance is provided by the GWIB that is responsible to oversee workforce programs in Nevada. Administrative leadership, oversight, and support to the State's WIA system come from DETR. DETR is responsible for distributing funds, providing policy guidance, monitoring program activity, and giving technical assistance to the local workforce areas and WIBs.

Status of the WIA System in Nevada

The two designated local workforce areas and their respective WIBs, receive funding annually to carry out duties under the Workforce Investment Act. Each WIB has administrative staff and office overhead costs. During the last full program year, this overhead cost amounted to 32% of the total amount spent for WIA formula (adult, dislocated worker and youth) program services. The State of Nevada believes that the level of expenditure for overhead costs is excessive and ultimately reduces the availability of WIA services to the citizens of Nevada. In addition, the State believes that there exists an unnecessary level of duplication of duties and costs due to the need to support two local boards and their respective staff, offices and other overhead costs.

Another issue which has recently been highlighted by the DOL is the minimal participation of WIA program providers located within the State of Nevada JobConnects (One-Stop Career Centers). Currently, only two WIA service providers have a presence in a JobConnect office. The lack of co-location of services is directly opposed to the intent of the WIA legislation and causes customer inconvenience and difficult program service collaboration.

Recently, DOL announced in TEG 9-11, that WIA Governor's Reserve funding was reduced from fifteen percent of the total WIA allocation to five percent. The action taken by DOL adversely affects the ability of the State to utilize the funds for innovative projects and incentives for exemplary performance. Lowering overhead costs is even more important to ensure the state can direct the remaining limited funding to continue to provide such services.

Because of these issues, the State of Nevada proposes a new WIA structure be created to allow more services to be available to eligible participants.

Proposed WIA Structure for Nevada

Nevada is currently undergoing a complete restructure of our economic development system, and we are aligning our workforce development delivery to support the revised structure. Governor Sandoval's Vision is to provide "A vibrant, innovative and sustainable economy"; with the Mission being "High-quality jobs for Nevadans". The objectives of the state's Plan for Excellence in Economic Development include:

- Establishing a cohesive economic development operating system.
- Advancing targeted business sectors and opportunities in the various regions of the state.
- Expanding global engagement.
- Catalyzing innovation in core and emerging industries.
- Increasing opportunity through education and workforce development.

The geography of our state, as well as the emerging industry sectors we target, demand a statewide perspective where regional strategies for workforce development may be employed; and consistent foundational and/or remedial workforce training as well as industry-specific training will be provided, whether in our urban or rural environments.

Studies of our training delivery mechanisms reveal that we have not utilized our strongest higher education component, the community college system, to any great degree. Our interaction and collaboration between our local workforce boards and the industry sector employers or regional development authorities, has not been adequate or consistent. And, finally, the relationship between our local workforce investment boards and the state government is not as productive as it should be.

DOL regulations, 20 CFR 661.300(f) permit a state board (GWIB) to carry-out the roles of a local board in a single local area to a statewide regional planning area. The precedence for operating WIA on a statewide basis has already been established by other sparsely populated states including Alaska, Idaho, Vermont, North Dakota, South Dakota, Utah, Wyoming, Delaware and New Hampshire. Nevada is reviewing these states' structures and implementation processes to assist with the development of a restructuring plan.

To accomplish this task, the State of Nevada is requesting a waiver for this change. The State is proposing designation of a single regional plan for the single statewide regional planning area, and establishing a consortium of the two areas to conduct business using a single administrative agency. As part of this plan, Nevada is requesting a waiver to apply 20 CFR 661.300(f) which permits the state board to carryout the roles of a local board in a single area state, to a single statewide planning area. The waiver will allow functioning of the state as a single workforce planning area governed by a single board. This will allow the state to meet many of the goals outlined in this plan including:

- The redirection of funding from planning and duplicative administrative systems to direct client services
- Expanded opportunities to align and integrate workforce development, economic development and education policy and services
- Expansion of service access through development of a more comprehensive one stop system and
- Increased efficiency in administration and operation of the system

Restructuring would necessitate the following:

The GWIB would take over the duties of both local WIBs in the State in providing program priorities and direction.

- The GWIB would include the following committees:

- Executive Committee
 - Finance Committee
 - WIA Policy, Procedure and Performance Committee
 - Youth Council
 - Sector Council Committee (Advisory)
- GWIB Participation:
 - The Governor;
 - Two members of each chamber of the State legislature, appointed by the appropriate presiding officers of each such chamber;
 - Representatives of business within the State, who:
 - are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority
 - represent businesses with employment opportunities that reflect the current and future employment opportunities of the State
 - are appointed from among individuals nominated by State business organizations and business trade associations
 - Chief elected officials (representing both cities and counties, where appropriate)
 - Representatives of labor organizations, nominated by State labor federations
 - Representatives of individuals and organizations having experience with respect to youth activities
 - Representatives of individuals and organizations having experience and expertise in the delivery of workforce investment activities, including chief executive officers of community colleges and community-based organizations within the State
 - The lead State agency officials with responsibility for the programs and activities carried out by one-stop partners
 - Such other representatives and State agency officials as the Governor may designate, e.g. State agency officials responsible for economic development and juvenile justice programs in the State

The Governor’s restructuring plan of the Governor’s Workforce Investment Board, will incorporate many of the great public and private sector minds that are currently involved, or should be involved in oversight of workforce development in Nevada. Nevada will also utilize the Industry Sector Councils being formed under DETR to invite other public and private sector intellects to participate, thereby asking many of the members serving on our current local workforce investment boards to serve on the council of the sector that interests them. Under this plan, local input into the workforce training system will increase and broaden. This will also ensure that all current areas have the opportunity to continue to participate in workforce development

Nevada will expand our community and industry based participation through the use of Statewide Industry Sector Councils. These councils, mandated by 2009 Nevada legislation (SB239) will be (or have been) established to provide “industry intelligence” regarding training needs for the seven(7) industry sectors identified by the Brookings-SRI study and embraced by the Governor’s Office of Economic Development (GOED). Each of the seven sector councils will comprise approximately twenty to twenty-five (20-25) members, and will meet monthly initially and then quarterly, as their working committees are established. At least 51% of the

membership of each sector will be from the private sector, and each council will have as core members:

- The GOED Industry Specialist for the specific industry;
- Operations level executives from companies within the industry;
- A member of the Regional Development Authority (RDA) geographically relevant to the industry;
- A labor representative from the industry sector;
- Local elected officials (3) representative of the various geographic regions of the state;
- An elected official from the Senate and Assembly, representative of the primary region(s) for the featured industry;
- Representatives of higher education (NSHE and the community colleges);
- A representative of K-12 education;
- A DETR Research and Analysis Division economist; and
- Other pertinent public and private sector representatives.

These councils will report to the Governor's Board and be responsible for assisting the Board with the following:

1. Developing a sector strategy to support businesses in meeting their human resource needs.
2. Review and recommend workforce development funded appropriate training curriculum and skills credential certifications.
3. Map the talent pipeline for their sector and identify where the talent needed will come from now and in the future.
4. Analyze and apply workforce intelligence to develop sector-wide strategies to improve the talent pipeline.
5. Identify the critical jobs, skills and competencies needed by the workforce of the industry sector.
6. Generate public and private resources (including, but not limited to, grants) to support the sector's work and projects.
7. Maintain communications with the GOED to determine the workforce training needs of companies moving to or expanding in the state.
8. Providing guidance from future training policy formations and implementation.

Local Workforce Investment Areas

The two existing local workforce investment areas will remain. The procurement of WIA service providers, by DETR, will occur in a manner to select service delivery for all metro and all rural service areas, as appropriate, utilizing the current formula for distribution to the local areas. A goal of the state is to obtain as broad a selection as possible of service providers both geographically as well as programmatically. A requirement of potential WIA service providers within the procurement response will be to address how the provider will integrate services within the JobConnect system. Preference will be given to providers who co-locate and financially participate in JobConnect facilities. In particular, there will be an emphasis on

procurement of WIA services in the rural areas of the state to ensure adequate levels of service take place in every JobConnect in less populated areas of the state. To do this, specific funds will be set aside for procurement of services in these rural areas. The desire of the state is to have a comprehensive career service system that includes WIA service providers in all JobConnect locations, potentially increasing the number of comprehensive one-stops statewide to ten.

GWIB and Local Area Service Administration

The GWIB will be staffed by DETR's Workforce Investment Support Services (WISS) unit. WISS will provide support to the following WIA activities:

- GWIB meeting and committee staffing
- Policy and procedure development and distribution
- Service delivery procurement
- Contract management of service delivery
- Initial invoice processing
- Compliance monitoring
- Provision of training and technical assistance
- Internal and external performance reporting

Benefits of proposed structure

The primary benefit of the new structure would be an increased level of WIA services delivered to the citizens of Nevada. The reduced overhead costs of having the GWIB act as the board for both local areas would be substantial. As stated previously, during the last full program year, the overhead costs, statewide, amounted to 32% of the total amount spent for WIA. The State anticipates that due to the proposed structure; the overhead cost would drop to 15% or less. In the current Local Board configuration, there is 79 staff. In the proposed structure, staffing levels would drop to no more than 20. This reduction in necessary staff alone makes up a majority of cost savings.

The single statewide structure will strengthen administrative oversight and accountability processes. Current administrative deficiencies have resulted in questioned costs and confusing financial and programmatic systems. Under the proposed waiver, the strengthened administrative structure will help avoid future disallowed costs and inappropriate program activities.

The transition to a statewide board and program administration will streamline our processes, and result in many advantages, including:

- Decreased administrative costs, resulting in a much larger investment in the training needed to meet the demands of our expanding and emerging industries.
- A singular vision with regards to the implementation of the state plans for workforce development and economic development.
- Dramatically increased collaboration between the Governor, Legislature, DETR, the Governor's Office of Economic Development, and the Nevada System of Higher Education.
- Increased and consistent utilization of the state's community college assets, working in conjunction with the private and public sector to deliver market-driven training linked to

- employment opportunities in existing and emerging industries.
- Increased collaboration and participation with WIA partners statewide.
- The efficient and effective meeting of performance measures, resulting in an improved workforce, employable citizens, reduced unemployment, and a more sustainable economy.
- The smooth implementation of innovative pilot training programs such as Right Skills Now, under the Dream It Do It initiative in the manufacturing sector. Parenthetically, Nevada will be only the second state to pilot the Right Skills Now, fast track machinist training program, in late February.
- A sustainable workforce delivery system that transcends any change in administration at the state or local government level.

State Board – The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include the following items related to the SWIB:

- ***How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)***
- ***How the SWIB member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its SWIB; and (2) do not use an alternative entity as its SWIB as described in 20 CFR 661.210.) (WIA Sections 111(b)(1), 112(b)(8)(A)(iii), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1).)***
- ***How the state will ensure an ongoing role in the workforce investment system for any group not represented on the SWIB. This might be regularly scheduled consultations, opportunities for input into the Integrated Workforce Plan or other policies, or an advisory committee. (Only applicable to states which use an alternative entity as its SWIB as described in 20 CFR 661.210.) (WIA Section 111(e), 20 CFR 661.210(c).)***

Nevada’s Governor has established the following lines of communication to ensure effective sharing of information among State agencies responsible for implementing his vision for the state’s workforce investment system. Key members of the Governor’s cabinet, including: the Director of the DETR, Director of Health and Human Services, and the Executive Director of the Nevada Commission on Economic Development were appointed by the Governor to serve as key members of the Governor’s Workforce Investment Board and provide input, direction, and influence in Nevada’s Workforce Investment System. Since Nevada is restructuring the current Board membership, the Vocational Rehabilitation Agency Director will be reassigned to this cabinet. As the Governor continues his term in office, communication lines will be reviewed and enhanced as needed to ensure the effective implementation of the Governor’s vision for the state workforce investment system – Nevada JobConnect.

As a Governor appointee, the Chair of the GWIB has direct access and discussions with the governor, and via different committees of the Board, the Governor is kept advised through briefing summaries as to the Board’s issues and direction.

In accordance with the Executive Order issued March 22, 1999, the GWIB is currently comprised of 31 members appointed by the Governor and four State Legislators assigned by the majority party leadership. The current standing committees of the GWIB are as follows:

- **Planning, Policy, and Performance Committee** – created to provide general high-level guidance and for ensuring that the Governor’s Workforce Investment Board is informed and addresses workforce issues affecting persons with disabilities and other special populations as they are identified; input on new and revised state planning documents, review and approval mandated Workforce Investment Act State Compliance Policies, guidance on policies that advance the skills and workforce development opportunities for Nevada’s residents who are incumbent workers, unemployed, underemployed, youth and adults and dislocated workers who lack of skills prevent or limit their successful employment. In particular the committee is charged identifying professional development and technical assistance needs and resources to strengthen workforce Nevada’s development programs.
- **Youth Council** - created to review service delivery of education and workforce training programs and recommend additional policies to advance initiatives targeting youth.
- **Marketing and Business Support Committee** – created to guide and monitor the campaign to market the services of the state’s workforce investment system – Nevada JobConnect.
- **Budget Committee** – created to oversee the allocation formulas for the distribution of funds for adult employment and training activities and youth activities to local areas. This committee may also make recommendations to the Governor, through the Director of the DETR, as to the disposition of reserve funds.

In response to Senate Bill (SB) 239, which was passed during the 2011 Nevada State Legislative session, Nevada established four additional councils to support the development of the state’s workforce investment system. SB239 requires the GWIB to establish industry sector councils to identify job training and education programs that best meet regional economic development goals. Based on specific labor market information available at the time, DETR’s Research and Analysis Bureau identified industry sectors that had the potential for high growth and high-demand job openings in Nevada. The GWIB established the four councils identified below to reflect the industry sector strategy activities, avoid duplication of effort, and ensure coordination with existing policy bodies and advisory groups who provide input to the Governor on industry needs. These and future councils will align with the industry sectors managed by the Office of Economic Development.

The four industry sector councils include GWIB members along with private and public individuals who serve on other related local and State entities, and are as follows:

- Clean Energy and Sustainability Sector Council
- Health Care and Medical Services Sector Council
- Tourism, Gaming and Entertainment Sector Council
- Mining, Materials and Manufacturing Sector Council
- Logistics and Operations Sector Council
- Aerospace and Defense Sector Council
- Information Technology Sector Council

The primary roles of the seven industry sector councils include:

- Develop a sector strategic plan to support sector businesses in meeting their human resources needs.
- Map the talent pipeline for the sector and identify where that talent needed will come from now, in the near-term, and in the future.
- Analyze and apply workforce intelligence to develop sector-wide strategies to improve the talent pipeline.
- Seek to increase the quantity and quality of the talent pool for the sector so individual employers will have a better talent pool to tap.
- Define career pathways for individuals that will ensure a continuous supply of qualified talent.
- Communicate the skills needed by the sector to public and private workforce, education, and training organizations so these suppliers may improve responsiveness and better prepare workers for the sector.
- Implement specific projects that will assist the sector in improving current and potential talent.
- Identify (and seek removal of) regulatory barriers that stand in the way of talent acquisition, expansion, and retention.
- Generate public and private resources (including, but not limited to, grants) to support to sector's work and projects.

The Chair or Vice-Chair of each committee or council provides a report at each quarterly meeting of the GWIB. The Chairs are required to be a representative of the private sector.

The GWIB is subject to the Nevada Open Meeting Law requirements (Nevada Revised Statutes 241). Open meeting requirements are specified in the Board's By-Laws. To ensure open meeting requirements are met, meetings of the full GWIB and its working committees and councils are published on the DETR web page at www.nvdetr.org. WIA State Compliance Policies and plans are also posted on this web page and can be accessed by clicking on the "Workforce Investment Act" link at the bottom of that page. Reasonable notice of all meetings, within three working days, is required under Nevada law. All meeting agendas and minutes are posted on the web page at www.nvdetr.org/publicmeetings.htm. This is the method that DETR uses to inform the news media and the public in general about all meetings of councils and committees for which DETR is responsible. Agendas are also sent via electronic mail to a list of "Interested Parties." In addition, GWIB and committee meetings are held in locations that are physically accessible to persons with disabilities. In addition, people who need special accommodations, such as an interpreter or written materials in an alternative format, are directed in the public meeting notice to contact DETR staff for assistance with reasonable accommodations within at least 72 hours of the scheduled meeting.

Local Areas – The State Operational Plan must also describe WIA title I local areas in the state, including:

- ***An identification of local areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270.)***
- ***The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions,***

describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c).) States may also discuss other types of regional structures here.

As mentioned before, the State is divided into two local areas, one north, and one south. The local areas receive federal WIA funds through the State by formula to carry out WIA services. Under the Governor's proposal for restructuring Nevada's economic and workforce structures, the two existing local workforce investment areas will remain.

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. Nevada currently does not participate in any interstate regional collaboration.

Operating Systems and Policies Supporting the State's Strategies: The State Operational Plan must describe:

- ***State operating systems that support coordinated implementation of state strategies. (WIA Section 112(b)(8)(a).)***

The NJCOS, one-stop management information system is designed to inform workforce investment partners, job-seekers, and employers about the employer openings posted directly through Nevada JobConnect One Stop offices and the national US Jobs site for the state of Nevada. Employers may also request and receive data related to the number of Nevada job-seekers registrants, specific to their labor market area needs, the occupational skills and work experience matched to provide qualified job applicants required which a service is provided from this one stop management information system. The system communicates and provides linkage to the national labor market.

- ***State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(a).)***

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

Staff at the local NJC offices, the Governor's Workforce Investment Board and Local Areas as well as community-based organizations has the opportunity to participate in training concerning the development and utilization of workforce information on a continuous basis throughout the

state. This training focuses on the proper interpretation and utilization of workforce information in their daily jobs. Hands-on training on the web-based Nevada Career Information System, a comprehensive career planning guide, will allow front-line staff to provide exceptional direction to job seekers and those interested in evaluating their career direction.

The State of Nevada has ten JobConnect offices that manage and operate in the following Nevada communities: Las Vegas, Reno, Fallon, Carson City, Elko, Ely, Winnemucca, Sparks, North Las Vegas and Henderson. Urban Nevada JobConnect offices are strategically located in their geographic areas and most are in proximity to disadvantaged populations and accessible by public transportation.

Wagner-Peyser Act staff is assigned to the Nevada JobConnect offices with the greatest demand for reemployment and/or training services. This demand can very accurately be determined using data from the NJCOS and also the Client Front Office Management System which is in place in each urban office. The Client Front Desk Management System provides reports which can ascertain the number of clients that visit each office for reemployment or training services. It is also used to provide reports that indicate the wait times for customers accessing services.

Each of the state operated Nevada JobConnect offices utilizes the NJCOS as the common intake and initial assessment instrument. This instrument is also utilized by Workforce Investment Act Title I subgrantees Northern Nevada, State of Nevada Welfare Employment Specialists and Community College Workforce Development Staff.

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

On-Line

Individuals can register on-line with Nevada JobConnect and be matched to job openings listed with the Nevada JobConnect system. The Nevada JobConnect self-service site has resume, job scout and self-referral features. The online resumes are accessible to registered employers who may contact the job seekers directly. In addition, information on training opportunities and labor market information are also accessible on-line.

Individuals may also register and post their resumes to US.Jobs/Nevada (<http://nevada.us.jobs>) as a secondary source for job search and to apply directly to employer posted jobs. Included in the jobs posted to US.Jobs/Nevada are listings from Nevada JobConnect job bank and private sources.

Employers may request staff assistance for Job Orders posted online via the DETR/JobConnect website. The staff assisted services may include prescreening of applicants, job fairs, or use of interview rooms, etc. Employers click on the appropriate links and then complete a simple form which includes information about the job they wish to post. JobConnect Business Services staff will contact the employer within 24 hours of receipt of the job order, excepting weekends and holidays.

Self Help

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

In addition, the resource centers include adaptive technology which allows person with disabilities access to all services.

Staff Assisted Self Help

Staff assistance is available to all customers requiring assistance utilizing the resource center technologies. Offices also provide job search workshops on a regular basis to assist individuals develop job search strategies, interviewing skills and to enhance their employability.

Mediated Services

Mediated services are available at each NJC office. These services include labor exchange services, resume development, employment counseling and job development, as well as referral to training opportunities funded by the Workforce Investment Act sub-grantees.

These four venues outlined above, which describe the various methods in which customers can access services, ensure that customers with any level of expertise are able to access a full range of services in a manner that best matches their capabilities.

- ***How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)***

The comprehensive One-Stop Centers in both of Nevada's local workforce areas embody the quality of customer service and level of efficiency that will be predicated on the following requirements:

- Must enter into a MOU with Local Areas 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 is easily accessible to individuals seeking assistance
- Must provide all WIA specified core services to customers
- Must have experienced staff that is well versed in all aspects of local labor market information, employment and training programs and WIA regulations
- Must have a fiscal accountability system in place that consists of policies and procedures which exemplify integrity, financial competency of Generally Accepted Accounting Practices, and a thorough knowledge of federal monetary regulations

- Must have a previous, demonstrated history of salient performance in employment and training programs that address the needs of a diverse population of adults and youth

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

All ten of the NJC offices throughout the state have resource centers and a range of employment and training services available to the employer and job-seeking customers. The employment and training services available from partner organizations in some centers include WIA adult, dislocated worker, youth services, and labor market information, as well as Wagner-Peyser, Veterans Employment and Training, Reemployment and Eligibility Assessment, Worker Profiling, Trade Act, Vocational Rehabilitation, Rapid Response, Silver State Works (SSW) and the employer-funded Career Enhancement Program.

As the Governor's board and the local areas 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.

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 Local Areas in establishing 10 One-Stop centers throughout the state by committing all resources available to the department to provide the foundation for the Nevada JobConnect system. In addition to providing staffing and infrastructure resources, the State acts as a conduit between the Governor and the Local Areas for communicating strategic priorities for system development and continuous improvement.

The GWIB ensures 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, Nevada .US. Jobs and contracted service providers
- Job and industry growth trends and forecasts
- Wage data and other valuable labor market information
- Economic and business development assistance
- Hiring and Training incentives

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

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 Business Service Representatives who establish relationships with employers and industries. This specialized staff conducts local area outreach to individual employers and become the employer's primary point of contact. This approach has encouraged employers to list their job openings with the NJC offices. This helps to eliminate duplication of effort of the partnering agency staff that may also engage employers.

Additionally, Wagner-Peyser Act funded staff work with industry clusters, sectors 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:

- Business Service Representatives and staff develop positive, service-oriented relationships with employers. The success of these relationships is measured by customer satisfaction surveys conducted over the telephone by NJC management and DETR's R&A Bureau.
- Business Service Representatives and staff conduct business outreach by contacting new employers weekly. (There are a variety of resources available to conduct business outreach including phone, direct mail and face-to-face visits). Among the services offered to businesses are:
 - Job placement
 - Recruitment
 - Training Resources
 - Labor market Information
 - On-line resources
 - Business incentives
- Business Service Representatives and staff maintain a supply of NJC brochures and information packets, which include a menu of our services. Packets are customized to individual business needs based on preliminary research done by the Business Service Representatives and staff using NJCOS, the Internet, and local business directories.
- Business Service Representatives and staff meet monthly with local economic development representatives and human resource professionals to discuss current workforce system needs and projected needs
- Business Services staff visit and become familiar with e-based workforce system resource tools to include www.workforceatm.org
- Business Service Representatives and staff write and, when appropriate, train on a procedure about how to target new employers
- Business Service Representatives and staff write, and when appropriate, train on a procedure about how to target specific industry employers

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

Strategy/Action Steps:

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

development issues, and have provided local media with sound bites and film for area broadcasts addressing unemployment rates, the local job market and other employment-related topics

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

Strategy/Action Steps:

- Business Service Representatives and staff conduct strategic outreach to target those sectors whose employers want the skills that applicants possess based upon NJC One-Stop surveys.
- Business Service Representatives attend sector council meetings for green energy, health care, manufacturing, and hospitality. These sector councils are comprised of management representatives of the various business sectors that meet frequently to listen to expert speakers and to discuss areas of common interest. They also act as a research resource that allows ESO personnel to better serve both industry and individual company needs.
- 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. Co-enrollment maximizes training dollars, assists the customer to increase their employability and helps all WIA partners achieve their goals.
- 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.
- Nevada JobConnect is a primary partner in the Silver State Works program which provides the following type of hiring and training incentives to businesses.
 - Employer Based Training: This component allows laid off workers who qualify for UI benefits to simultaneously receive workplace training and regular UI benefits.
 - Employer Incentive Job Program: This component allows employers to enter into a contract to provide on the job training to a worker and receive a reimbursement for a portion of the workers salary.
 - Incentive Based Employment: This component supports employers who hire and retain eligible individuals in full time employment by providing a wage and training subsidy based on the total amount of time the qualified individuals remains actively employed. The maximum of this subsidy is \$2,000 per worker.
- ***How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Section 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)***

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 that result in a job dislocation, to assist dislocated workers in obtaining reemployment as soon as possible. Additional information pertaining to Rapid Response can be found at DETR's website <http://www.nvdetr.org>.

Rapid Response activities are funded through the use of up to 25 percent of the Work Investment Act (WIA) Dislocated Worker Program funds allocated for Nevada to operate the program. The remainder of the funds may be used by the State to provide funds to local areas that experience increased numbers of unemployed individuals due to natural disasters, plant closings, mass layoffs or other events, for provision of direct services to participant (such as intensive, training, and other services).

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

Nevada's Rapid Response team is comprised of individuals from the local workforce investment boards, dislocated worker service providers, organized labor, and the Employment Security Division (ESD). 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 immediate and on-site assessments with the employer, representatives of the affected workers, and the local community to evaluate the specific needs of the affected business and workers and to provide intervention services. Nevada's Rapid Response unit endorses all activities necessary to plan and furnish services that enable dislocated workers to transition into reemployment, as quickly as possible, following a job dislocation.

Layoff aversion is defined as the prevention or minimization of unemployment, either for employees of companies that have announced layoffs, are struggling, or looking to retool for new products or industries, through a range of strategies and approaches. Effective July 1, 2011, DETR announced a statewide layoff aversion strategy, coordinated with the two local areas. The objectives of the strategy are to:

- Examine major issues in the field of workforce and economic development; work to create programs, partnerships and solutions to complement local area policy decisions,
- Promote creative service design within Rapid Response that is tailored to meet the needs of regional economies,
- Drive change within the workforce development system that aligns services to workers with benefits and resources that educate and prepare them, for structural changes in the global marketplace,
- Facilitate the vision of talent development within economic development planning by proactively assisting with the adoption of common policies across regional systems and structures,
- Build on the principles of transformation for Rapid Response: initiating proactive collaboration and partnership; connecting strategic planning to regional economies; and creating customized solutions for businesses and workers in transition,
- Adopt tools, approaches and successes to/in regional transformation that overcome barriers to performance and encourage innovative practices,
- Focus on creation of a demand-driven, integrated publicly-funded workforce investment system.

In order to achieve the objectives of the plan, local staff will actively participate and strive to create partnerships, implement policies and solutions to complement current service delivery

design and encourage innovative practices that benefit dislocated workers and the business industry.

One example of this strategy resulted in retraining an existing employee, rather than a layoff due to company cutbacks. This retraining provided the employer with a more diversified employee and allowed them to retain instead of lay this employee off. This is the ultimate goal of layoff aversion and Nevada is committed to continue finding ways to assist the employer community to meet this goal.

- ***Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)***

The NJCOS, a partner of the America's One-Stop Operating System (AOSOS) 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 the reporting requirements of all One Stop program partners under WIA, Labor Exchange and TAA reporting requirements. NJCOS is a single common data collection and reporting process, that facilitates seamless integrated service delivery and performance management.

- ***State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)***

WIA federal reports are run early and give ample time for data corrections prior to the date of submission. The numerators and denominators of the measures are provided if a data anomaly is found. The WIASRD report edit checks provide details for data entry errors to correct in the state Management Information System (MIS). Ad-hoc reporting is available for all WIA data and performance outcomes. The case management system sends reminders to the case managers for exit and outcome analysis. The state system has a Local WIA Management Report (LWIAMR) module that provides the case managers the ability to run ad-hoc and static queries geared for WIA follow-up, performance and inaccurate or lack of data entry.

The state generates projected WIA performance reports giving time to review the real-time data and make corrections for increased WIA performance reporting. These reports provide the client record identifiers so that the WIA providers can review the current numerators and measure denominators for each of the WIA target measures. Those not reflecting a positive outcome are analyzed to determine if data entry error correction is needed or case managers need to contact the clients for further WIA services.

The State Performance Indicator report is done monthly which provides for review of performance. The target measures that are not met are analyzed to develop and implement strategies for improvement.

- ***State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)***

Nevada uses quarterly wage records received from the Nevada Unemployment Insurance Employer Contribution records. Wages from multiple participating states are also provided through the Wage Record Interchange System (WRIS). Access to wage information is not available to workforce staff and is used and validated for accuracy of federal reports only. NJCOS does indicate Nevada employment after exit from workforce services occur, however no wage information or employer information is provided or available to workforce staff due to wage confidentiality agreements.

Services to State Target Populations: The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:

- ***Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment. (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(18)(A), (b)(8)(A), 20 CFR 652.207, 663.60-.640, 29 CFR part 37.)***

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 providers ensures optimum exposure to the programs and activities for persons seeking employment and/or training opportunities.

Nevada's Workforce System provides linkages in service delivery for active partners in Vocational Rehabilitation (VR), Career Enhancement Program (CEP), Veteran's services, job counselors, Title I Dislocated Workers, Worker Profiling, Reemployment Services and Business Employment Representatives, and Temporary Assistance to Needy Families (TANF). Nevada DETR has a history of prior coordination activities with the following agencies and programs: Bureau of Vocational Rehabilitation, the Social Security Administration, the Division of Mental Health, substance abuse programs, homeless programs, Developmental Disability Advisory Committee, Department of Veterans Administration, criminal justice, Medicaid and Medicare, community colleges and state universities, Job Corps, state and local Independent Living Centers, and regional economic development agencies. These relationships will continue and will enhance program delivery to all populations listed above.

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 and the needs of designated sub-populations.

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

- Outreach to both job seekers and businesses to provide information on the services available at Nevada JobConnect.
- Initial assessment of aptitudes, abilities, interests and skills, as well as supportive services needs.
- Placement services in mediated, facilitated or self-service modes.
- Rapid Response and Worker Profiling services for dislocated or soon to be dislocated workers.
- Worker Profiling and Reemployment Services (WPRS) offers reemployment assistance through a group orientation and individualized one-one-one assistance to Nevada's unemployment compensation claimants.
- Access to current labor market information (LMI), including demand occupations, and future forecasts for labor market needs. Current job listings and employment opportunities are available in both printed and electronic formats.
- Access to performance information and costs associated with various training providers.
- Information on the available supportive services including, but not limited to, housing, food stamps, child care, medical assistance, education, protective shelters, employment and training.
- Information on filing unemployment claims, including both telephone and Internet claim filing.
- Other core services as determined by legislation and regulation governing the specific partner programs.

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

Wagner-Peyser services are provided through Nevada's One-Stop Career Centers, the Nevada Job Connect offices. The NJC One Stop system provides a range of employment related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for all job seekers, re-employment services, and recruitment services to employers with job openings.

Veterans' services are provided in all NJC offices. Nevada follows Public Law 107-288, United States Code (USC) Title 38, and all Special Grant Provisions, Veterans Program Letters, and DOL/VETS directives. Veterans' performance measures (ETA 9002 & VETS 200 reports) assist in the success of the vision of the State Plan. 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.

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. Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff is available at NJC offices to provide facilitated self-help service to veterans who require additional services. LVER and DVOP assess veterans for potential barriers to employment and identify the need for additional services. LVER and DVOP staff raises 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 include referrals to and 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.

The Career Enhancement Program (CEP) is an employer-funded training and re-employment program that provides job seekers, in the specified sub-populations, with training to improve earning potential and increase job skills. The program will also provide, to job seekers, basic items necessary for job related expenses. The CEP program works closely with partners through a referral system to ensure that all identified populations are provided with the services available to them during their training and job search period. Job seekers have access to aptitude and skills proficiency testing, vocational guidance, individualized reemployment plans and labor market information, all designed to facilitate re-entry into the labor force.

Silver State Works (SSW) is an initiative created to address employers' needs by hiring pre-screened qualified workers to staff their businesses. The SSW program identifies UI eligible participants, TANF or TANF eligible, Ex-Offenders, Veterans, Youth and Persons with Disabilities and refers them to exclusive job openings with the SSW program. In addition to job referral services, the SSW program partners with other programs such as but not limited to, CEP and Vocational Rehabilitation to provide additional services the identified sub-populations may need.

The Trade Adjustment Assistance (TAA) Program is a federal program, available through the NJC One-Stop center, which assists workers who have lost their jobs as a result of foreign trade. The TAA program seeks to provide these trade-affected workers with opportunities to obtain the skills, resources, and support they need to become reemployed. Participants work with representatives within the NJC centers to identify needs, address barriers, and receive training in order to reenter the workforce. When sub-populations are identified, the NJC representative will work with other partner programs to ensure the participant receives the broad range of services available and make referrals as needed.

Nevada is committed to ensuring that reemployment services continue to provide the bridge between employment services and the UI program. The Governor's vision includes the commitment that one stop services are available to all job seekers in Nevada and that the one stop system make a concerted effort to intervene with UI claimants to ensure that they are provided reemployment services prior to UI benefit exhaustion. Nevada received national recognition from the DOL in 2011 because of the efforts to combine REA with RES. It has been found that this provide a seamless service in our efforts to get Nevadans back to work. When compared to other states, Nevada's results suggest that the combination of REA and RES services may be more effective than either of these services alone.

UI claimants are selected and called in to the Nevada JobConnect offices by the WPRS system and the REA and RES initiatives. A primary component of each one of these initiatives is to provide the claimant information on the workforce system so the claimants are knowledgeable of the employment and training services that are available to assist in returning to work. The REA and RES initial interview is a one-on-one interview and includes eligibility review, work search review and plan, reemployment plan, skill assessment, labor market information and referral to intensive services or short-term training if such services are needed or desired. Worker Profiling services are offered in a group orientation and provided by an assigned WPRS Facilitator. A

Dislocated Worker (DW), Title 1 provider is invited to participate in the orientation. The orientation provides detailed information on Workforce Investment Act services, Labor Exchange services, state employment and training resources and Nevada Career Information System (NCIS). Each claimant then meets individually with a representative to go over eligibility review, develop a reemployment plan and a personalized work search plan.

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

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

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

The Federal tax credit program administered in Nevada is the Work Opportunity Tax Credit (WOTC). During the interview process, staff determines eligibility and when referred to an employer, the jobseeker will be provided with a copy of the employer packet identifying the employer's potential tax credit if hired. This addresses how the state targets subpopulations identified in the economic analysis.

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

In concert with the DOL brochures, Nevada is in the development stages of designing new brochures for jobseekers and employers. These new brochures will be distributed to all NJC offices and various state and/or private sector agencies. JobConnect staff promotes WOTC during their on-site employer visits and during jobseeker orientations.

To address the specific needs of the MSFW population, the State Monitor Advocate (SMA) works to ensure that MSFWs are informed of the services available to all job seekers by providing bilingual informational brochures. Efforts are made to provide equitable availability

to programs within the NJC One Stop system. When hardships are identified, additional referrals are provided to various community service organizations.

- ***Serve the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).)***

Under the Workforce Investment Act of 1998, the U.S. Department of Labor Employment and Training Administration (DOLETA) directed funds and resources to improve workforce services for individuals with disabilities, including those with psychiatric and other non-visible disabilities. Funding for the Disability Program Navigator (DPN) Initiative was in response to barriers to One-Stop services including physical and program accessibility, and meaningful and effective participation of job seekers in the workforce investment system.

Nevada participated in the DPN initiative from 2008 until the initiative's close out in 2011. The primary objective was to increase employment and self-sufficiency for individuals with disabilities by enhancing contact between employers and One-Stop Career Centers. Nevada successfully increased program accessibility to all job seekers and also increased NJC staff awareness that improves workforce services for individuals with disabilities. Nevada continues to utilize the philosophies of the DPN initiative.

- ***Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)***

The core functions of "Education and Workforce Development" are the target of collaborative strategic planning being conducted by the heads of DETR, Nevada System of Higher Education, and the Department of Education. Nevada will have the Governor's cabinet strategize to coordinate and augment the common activities related to the workforce goals to ensure alignment of policies and funding.

These activities will augment existing programs and services to serve youth, such as work permit activities, information sharing on minimum wage, and career exploration activities for 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.

Because Job Corp is only located in the Northern region of the state Northern Nevada's Urban One Stop's regularly schedule presentations with Job Corp. The One-Stop's make referrals to Job Corp for services and Job Corp will refer Youth seeking employment back to NJC. When the implementation of one board goes into effect the Job Corp will be encouraged to have a representation in these offices on a regular basis.

The Governor's vision recognizes that an important group needing education and workforce training are youth, including 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, Native American and Indian youth, youth with disabilities, and other youth at risk. Awareness by employers and the public of the resources available through the workforce system shall be enhanced through marketing and branding efforts.

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.

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

The GWIB State Youth Council will be comprised as follows, with a maximum of 13 voting members (other members can be invited to participate in an advisory capacity only):

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

Wagner-Peyser Agricultural Outreach: *Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farmworkers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:*

- *Assessment of need*
- *Proposed outreach activities*
- *Services provided to agricultural employers and MSFWs through the One-Stop delivery system*
- *Numerical goals*
- *Data analysis*

Agriculture is a significant part of the economy in several counties in Nevada. Nevada has identified that MSFW clients are transitioning to employment in other industries, particularly the

service and hospitality with limited interest in agricultural employment. In addition competition from California's higher wage opportunities and MSFWs seeking other positions are affecting Nevada employers' ability to fill agricultural job openings.

The state will ensure that all NJC centers make employment and program information available to all MSFW customers. Training is provided to NJC staff on the MSFW Program interviewing and identifying MSFW clients, and providing equitable service. Agricultural workers are provided the full range of services at all NJC offices, both in urban and rural locations. DETR staff is currently reviewing outreach procedures to better identify and serve eligible MSFW clients with the limited resources available to the state. The DOL Wage and Hour Division established an office in Las Vegas and are actively investigating issues involving MSFW interests.

DETR will work with the GWIB, state and federal agencies, and private employers to accurately identify the MSFW population and ensure equitable service including referrals to support service, job development and career guidance.

Projections developed as part of the State Strategic Plan estimate growth of less than 0.3% annually through 2014. With better prospects for agricultural employment in adjoining states few MSFW job seekers are willing to travel to Nevada; however, the department will work to increase the placement level for agricultural job orders from 1.3 to 2.0 percent in the current program year.

The limited numbers of domestic workers currently available are insufficient to meet the needs of agricultural employers, which cause increased reliance on the Foreign Labor Certification, H-2A program. H-2A application job orders are listed by industrial category and all one-stop offices have access to foreign language assistance for clients, to provide information on opportunities available to the MSFW community, and to meet the requirements of the H-2A program.

MSFW Affirmative Action Review and Comments: The State Monitor Advocate is given the opportunity to review and comment on the State Affirmative Action Plan, also;

- Nevada is not a significant state,
- No significant Affirmative Action offices are located within the state.

NJC offices will identify twelve individuals who qualify under the MSFW criteria. Nevada has a total of seventeen MSFWs registered for service. Because of the low concentration of MSFWs within the state, Nevada is reviewing procedures to further identify MSFW persons within the state. Staff will continue to distribute bi-lingual materials describing programs and resources available to assist MSFWs and their families. Outreach activities will also include conducting H-2A inspections and other related activities, which also assist with outreach activities.

Data Analysis (Data Extracted from NJCOS records)

- Previous Year's History (7/01/10-6/30/11)

Number of Agricultural Openings Received:	2,079
Number of Agricultural Openings Filled:	28
Percent Filled:	1.3%
Number of Interstate Clearance Orders Received:	31

Number of Interstate Clearance Orders Transmitted: 49

- Plan for Upcoming Year (07/01/11-06/30/12)

Number of Agricultural Openings Received:	2,100
Number of Agricultural Openings Filled:	42
Percent Filled:	2.0%
Number of Interstate Clearance Orders Received:	35
Number of Interstate Clearance Orders Transmitted:	55

Services to Employers: *The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1).)*

WIA Single-Area States Only – Additional WIA Title I Requirements: *In states where there is only one local workforce investment area, the governor serves as both the state and local chief elected official. In such cases, the state must submit with its State Operational Plan any information required in the local plan. Therefore, states with a single workforce area should also include in their State Operational Plan:*

- *A copy of each memorandum of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area. (WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii).)*
- *Any comments from the public comment period that represent disagreement with the Plan. (WIA Sections 118(c)(3), 112(b)(9), 20 CFR 661.220(d), .350(a)(8).)*
- *The entity responsible for the disbursement of grant funds, as determined by the governor, if different from that for the state. (WIA Section 118(b)(8), 20 CFR 661.350(a)(9).)*
- *The type and availability of WIA title I Youth activities, including an identification of successful providers of such activities. (WIA Section 118(b)(6), 20 CFR 661.350(a)(7).)*

(Optional) WIA Waiver Requests: *States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:*

- *Statutory and/or regulatory requirements for which a waiver is requested.*
- *A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.*
- *A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.*
- *A description of individuals impacted by the waiver.*
- *A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.*

**STATE OF NEVADA
WAIVER REQUEST**

Date: June 1, 2012

State: Nevada

Agency: Department of Employment, Training and Rehabilitation

Provide narrative for the following elements:

Statutory and/or regulatory requirements to be waived

With this plan, the Governor's Workforce Investment Board and State of Nevada Department of Employment, Training, and Rehabilitation is formally seeking a waiver to apply 20 CFR 661.300(f) which permits a state board to carry-out the roles of a local board in a single local area to a statewide regional planning area.

Actions undertaken to remove state or local barriers

Currently, the two designated local workforce areas and their respective WIBs, receive funding annually to carry out duties under the Workforce Investment Act. Each WIB has administrative staff and office overhead costs. During the last full program year, this overhead cost amounted to 32% of the total amount spent for WIA formula (adult, dislocated worker and youth) program services. The State of Nevada believes that the level of expenditure for overhead costs is excessive and ultimately reduces the availability of WIA services to the citizens of Nevada. In addition, the State believes that there exists an unnecessary level of duplication of duties and costs due to the need to support two local boards and their respective staff, offices and other overhead costs.

Another issue which has recently been highlighted by the Department of Labor (DOL) is the minimal participation of WIA program providers located within the State of Nevada JobConnects (One-Stop Career Centers). Currently, only two WIA service providers have a presence in a JobConnect office. The lack of co-location of services is directly opposed to the intent of the WIA legislation and causes customer inconvenience and difficult program service collaboration.

Recently, the Department of Labor announced in TEGL 9-11, that WIA Governor's Reserve funding was reduced from fifteen percent of the total WIA allocation to five percent. The action taken by DOL adversely affects the ability of the State to utilize the funds for innovative projects and incentives for exemplary performance. Lowering overhead costs is even more important to ensure the state can direct the remaining limited funding to continue to provide such services.

Because of these issues, the State of Nevada proposes a new WIA structure be created to allow more services to be available to eligible participants.

Goals and expected programmatic outcomes of waiver

The waiver will allow functioning of the state as a single workforce planning area governed by a single board. This will allow the state to meet many of the goals outlined in this plan including:

- The redirection of funding from planning and duplicative administrative systems to direct client services
- Expanded opportunities to align and integrate workforce development, economic development and education policy and services
- Expansion of service access through development of a more comprehensive one stop system
- Decreased administrative costs, resulting in a much larger investment in the training needed to meet the demands of our expanding and emerging industries
- A singular vision with regards to the implementation of the state plans for workforce development and economic development
- Dramatically increased collaboration between the Governor, Legislature, DETR, the Governor's Office of Economic Development, and the Nevada System of Higher Education
- Increased and consistent utilization of the state's community college assets, working in conjunction with the private and public sector to deliver market-driven training linked to employment opportunities in existing and emerging industries.
- Increased collaboration and participation with WIA partners statewide.
- The efficient and effective meeting of performance measures, resulting in an improved workforce, employable citizens, reduced unemployment, and a more sustainable economy.
- The smooth implementation of innovative pilot training programs.
- A sustainable workforce delivery system that transcends any change in administration at the state or local government level.

The primary benefit of this new structure will be in the form of cost savings which will translate into increased services to participants. This is outlined in the following budgets:

workforceConnections – State Fiscal Year (SFY) 2013

\$4,944,233 – After adoption of the revised budget.

Nevadaworks – SFY 2012

\$1,042,890

Total: \$5,987,123

Less Projected Statewide Board Costs: \$1,904,476

Total Savings: \$4,085,647

Individuals impacted by the waiver

The waiver is expected to benefit Nevada businesses, especially small business, and job seekers by maximizing training services and to meet the need of training for a skilled workforce. The State also expects a positive impact with other stakeholders throughout the state. In particular, the increased level of funding at lower levels of the system will benefit local community based

organizations that provide WIA services, local training providers, education, one-stop partners and also organized labor. As a result, all the customers of these organizations/providers, especially those who are more vulnerable and at-risk, will have far greater opportunities for workforce services than in the past.

Process for monitoring progress in implementation

To implement this waiver, the following will take place:

The GWIB would take over the duties of both local WIBs in the State in providing program priorities and direction. This includes the establishment of statewide policy to carry out all of these mandated activities, including the expanded role of GWIB youth council.

- The GWIB would include the following committees:
 - Executive Committee
 - Finance Committee
 - WIA Policy, Procedure and Performance Committee
 - Youth Council
 - Sector Council Committee (Advisory)
- GWIB Participation:
 - The Governor;
 - Two members of each chamber of the State legislature, appointed by the appropriate presiding officers of each such chamber;
 - Representatives of business within the State, who:
 - are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority;
 - represent businesses with employment opportunities that reflect the current and future employment opportunities of the State;
 - are appointed from among individuals nominated by State business organizations and business trade associations;
 - Chief elected officials (representing both cities and counties, where appropriate);
 - Representatives of labor organizations, nominated by State labor federations;
 - Representatives of individuals and organizations having experience with respect to youth activities;
 - Representatives of individuals and organizations having experience and expertise in the delivery of workforce investment activities, including chief executive officers of community colleges and community-based organizations within the State;
 - The lead State agency officials with responsibility for the programs and activities carried out by one-stop partners;
 - Such other representatives and State agency officials as the Governor may designate, e.g. State agency officials responsible for economic development and juvenile justice programs in the State.

The Governor's restructuring plan of the Governor's Workforce Investment Board, will incorporate many of the great public and private sector minds that are currently involved, or should be involved in oversight of workforce development in Nevada. Nevada will also utilize

the Industry Sector Councils being formed under DETR to invite other public and private sector intellects to participate, thereby asking many of the members serving on our current local workforce investment boards to serve on the council of the sector that interests them. Under this plan, local input into the workforce training system will increase and broaden. This will also ensure that all current areas have the opportunity to continue to participate in workforce development.

Nevada will expand our community and industry based participation through the use of Statewide Industry Sector Councils. These councils, mandated by 2009 Nevada legislation (SB239) will be (or have been) established to provide “industry intelligence” regarding training needs for the seven(7) industry sectors identified by the Brookings-SRI study and embraced by the Governor’s Office of Economic Development (GOED). Each of the seven sector councils will comprise approximately twenty to twenty-five (20-25) members, and will meet monthly initially and then quarterly, as their working committees are established. At least 51% of the membership of each sector will be from the private sector, and each council will have as core members:

- The GOED Industry Specialist for the specific industry;
- Operations level executives from companies within the industry;
- A member of the Regional Development Authority (RDA) geographically relevant to the industry;
- A labor representative from the industry sector;
- Local elected officials (3) representative of the various geographic regions of the state;
- An elected official from the Senate and Assembly, representative of the primary region(s) for the featured industry;
- Representatives of higher education (NSHE and the community colleges);
- A representative of K-12 education;
- A DETR Research and Analysis Division economist; and
- Other pertinent public and private sector representatives.

These councils will report to the Governor’s Board and be responsible for assisting the Board with the following:

- Developing a sector strategy to support businesses in meeting their human resource needs.
- Review and recommend workforce development funded appropriate training curriculum and skills credential certifications.
- Map the talent pipeline for their sector and identify where the talent needed will come from now and in the future.
- Analyze and apply workforce intelligence to develop sector-wide strategies to improve the talent pipeline.
- Identify the critical jobs, skills and competencies needed by the workforce of the industry sector.

- Generate public and private resources (including, but not limited to, grants) to support the sector’s work and projects.
- Maintain communications with the GOED to determine the workforce training needs of companies moving to or expanding in the state.
- Providing guidance from future training policy formations and implementation.

GWIB and Local Area Service Administration

The GWIB will be staffed by DETR’s Workforce Investment Support Services (WISS) unit. WISS will provide support to the following WIA activities:

- GWIB meeting and committee staffing
- Policy and procedure development and distribution
- Service delivery procurement
- Contract management of service delivery
- Initial invoice processing
- Compliance monitoring
- Provision of training and technical assistance
- Internal and external performance reporting

Local Workforce Investment Areas

The two existing local workforce investment areas will remain. The procurement of WIA service providers, by DETR, will occur in a manner to select service delivery for all metro and all rural service areas, as appropriate, utilizing the current formula for distribution to the local areas. A goal of the state is to obtain as broad a selection as possible of service providers both geographically as well as programmatically. A requirement of potential WIA service providers within the procurement response will be to address how the provider will integrate services within the JobConnect system. Preference will be given to providers who co-locate and financially participate in JobConnect facilities. In particular, there will be an emphasis on procurement of WIA services in the rural areas of the state to ensure adequate levels of service take place in every JobConnect in less populated areas of the state. To do this, specific funds will be set aside for procurement of services in these rural areas.

The desire of the state is to have a comprehensive career service system that includes WIA service providers in all JobConnect locations, potentially increasing the number of comprehensive one-stops statewide to ten. Existing WIA State Compliance Policy (SCP) 1.4 establishes the guidance necessary to procure an effective one-stop system. The newly proposed governance structure will provide the consistency and authority necessary to create and sustain a comprehensive one-stop system that provides equitable workforce services statewide.

Notice to affected local boards

Because both of the state’s workforce investment boards will be affected by this restructuring plan, multiple efforts have been made to inform the boards and their members. These efforts include:

- Local board administrators were notified by state administrative staff
- The restructure plan was presented at local WIB meetings

- State administrative staff presented the plan to Local Elected Officials

Public Comment

The proposed waiver request will be posted on the home page of the Department of Employment, Training, and Rehabilitation's for public comment. The comments received will be attached prior to submission.

**STATE OF NEVADA
WAIVER REQUEST**

**RAPID RESPONSE FUNDS FOR INCUMBENT WORKER TRAINING/OTHER
STATEWIDE ACTIVITIES**

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title I B programs, request a waiver to use up to 20 percent of rapid response funds for incumbent worker training only as part of a layoff aversion strategy and other statewide activities that enhance services to dislocated workers. Statewide activities include:

The purpose of this waiver is to provide enhanced services to dislocated workers, and will not be used as a means to deliver WIA services to individuals who would not otherwise be served under a WIA program.

It is in the best interest of Nevada and its citizens to seek a waiver due to the continued economic downturn in Nevada and reaching the highest unemployment rate since 1983 in the month of December 2010 (14.5% statewide and 14.9% in the Las Vegas Metropolitan area). December of 2011 has dropped to 12.6% with Nevada still being the highest in the country.

Waiver Duration: Program Year 2012 and subsequent years.

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

Statutory and Regulatory Sections to be Waived:

The State of Nevada requests a waiver from the provisions of Section 134 (a) (1) (A) of the Workforce Investment Act; 20CFR §663.145; §665.320(d) (2); §665.210 and §665.220

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

This waiver is instrumental as a component in Nevada's workforce strategy, which is consistent with national policy direction, to develop amore integrated, efficient and effective workforce system.

The goals of this waiver are:

- Increase employer exposure to and use of the state's public workforce system.
- Increase employer/board collaboration to address industry needs and worker training.

- Investing public resources to support occupational, technical and/or soft skills training of incumbent workers as a practical layoff aversion strategy.
- Target industries, which offer high skill and high wage jobs, as part of Nevada’s layoff aversion strategy.
- Improve the state’s overall economic and business climate.
- Enhance the Local Areas ability to respond more quickly and efficiently to immediate local needs of employers and workers.
- Maintain and increase the competitiveness of Nevada employers, allowing them to remain in business.
- Increase skills and wages for the incumbent workers and dislocated workers.
- Enhance employment, reemployment and job retention for job seekers and workers by providing education, training and other enhanced services necessary to assist dislocated workers.
- Enhance effective access of individuals and businesses to training and employment services that meet workforce needs.
- Provide greater flexibility in designing and implementing WIA programs.

Nevada’s Overall Layoff Aversion Approach and How Incumbent Worker Training Fits Into that Strategy:

Unemployed workers are not the only Nevadans who need to increase their skills to gain and retain employment. Incumbent workers must also increase their skills for their employers to remain competitive in the global economy.

Investing public resources to support occupational, technical and/or soft skills training of incumbent workers is a practical layoff aversion strategy for the State and Local Areas. It is critical that funds used for incumbent worker training benefit the employer and employee, as well as improve the local area’s economic outlook. The plan for incumbent worker training, as part of Nevada’s layoff aversion strategy, will target industries and economic sectors, which offer high skill and high wage jobs.

If approved, this waiver will allow Local Areas the opportunity to provide incumbent worker training as part of an overall layoff aversion strategy and their overall service delivery to incumbent workers. In May 2010, Nevada’s unemployment rate climbed to 14.0%, the highest in history and the use of labor market data alone cannot accurately predict where the demand for layoff aversions may be needed. Just identifying target industries and sectors alone is not a viable option. Rather than attempting to predict where incumbent worker strategies may be needed, Nevada will establish a two-tiered process for Local Areas who wish to establish incumbent worker training efforts:

1. A layoff aversion plan must be submitted by the local area and approved by the Department of Employment, Training and Rehabilitation (DETR). The plan will be considered an amendment to the local area’s plan and must address the following:
 - Overall layoff aversion strategies including establishing linkages with the economic development and employer communities;
 - The exact percentage of funds to be set aside;
 - A description of the various services and activities to be funded;

- A target number of employers and/or employees that will benefit from the funds, and how these were identified;
 - Assurance that the training is for high demand or high growth industries; and
 - Description of the eligibility criteria to be used to select employers and incumbent workers.
2. Once the layoff aversion plan is approved by DETR, Local Areas will be able to accept applications from employers. The application specific to the project must be provided to DETR for approval and include the following:
- The type of training to be delivered and the skills acquired as a result;
 - Number of employees to be trained, names, job titles and current salary/wage;
 - Amount of funding requested;
 - How employers were selected (announced layoffs through a WARN, other public notice, reduced employee hours or another indicator of economic difficulty, e.g., mid-range or lower Dun and Bradstreet scores);
 - A determination that incumbent worker training is the appropriate solution for the employer and that the training will provide the employer with the skills it needs to maintain operations and avoid closure or lay-offs;
 - Evidence of employer commitment, either to retain the employee or to pay the employee a higher wage.

Individuals Impacted by the Waiver:

The waiver is expected to benefit Nevada employers, job seekers and incumbent workers by maximizing training services to meet the need of a skilled workforce.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation will ensure regular review of funds and activities to monitor outcomes and impacts and make appropriate adjustments as needed.

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

The waiver was posted to the home page of the Department of Employment, Training and Rehabilitation for public comment. No comments were received.

**STATE OF NEVADA
WAIVER REQUEST**

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

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

Waiver Duration: July 1, 2012 and subsequent years 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, the Governor's Workforce Investment Board (GWIB) 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 Local Area programs.

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

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

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

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

The responsibility of Local Areas 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 Local Areas to respond more effectively to their individual communities.

With the waiver, Local Areas 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 Local Areas, Nevada JobConnect partner programs, employers, service providers, and WIA customers overall.

- Local Areas will have the flexibility to design and implement programs based on local needs and priorities
- Nevada JobConnect partner programs will be able to better align their service offerings with those of the local WIA Programs
- Employers will be better served through job-seekers that acquire skills specific to each employer's needs
- WIA program participants will receive appropriate services based on client needs

- Funding will be utilized effectively and efficiently, resulting in an increase in the number of individuals to be served in the aggregate

Process Used to Monitor Progress in Implementing the Waiver:

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

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

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

**STATE OF NEVADA
WAIVER REQUEST**

EMPLOYER REIMBURSEMENT RATE FOR ON-THE-JOB TRAINING

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

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

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

Waiver Duration: Through June 30, 2013 and subsequent years.

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

Statutory and Regulatory Sections to be Waived:

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

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

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

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

Individuals Impacted by the Waiver:

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

Process Used to Monitor Progress in Implementing the Waiver:

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

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

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

**STATE OF NEVADA
WIA WAIVER REQUEST**

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

Statutory and Regulatory Sections to be Waived:

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

Waiver Duration: Date approved by the Employment and Training Administration through June 30, 2013 and subsequent years or upon re-authorization of the Workforce Investment Act.

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

State or Local Statutory Regulatory Barriers:

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

Goals to be Achieved by the Waiver:

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

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

To increase efficiency and customer choice for the older and out-of-school youth, while reducing some of the administrative costs of procuring training providers for youth.

Charging the ITA cost to the youth program instead of adult or dislocated worker program would reduce the dependence on the limited adult/dislocated worker funds and would increase the funds applied to the 30 percent out-of-school expenditure rate, which is a requirement for youth funds.

Individuals Impacted by the Waiver:

- Older and out-of-school youth will benefit because they will be able to select from a list of certified training providers and will receive services more quickly.
- Local Areas will benefit because they will not have to direct their resources to costly and time-consuming, competitive procurements.

- Training providers will benefit because they will not have to follow two separate procedures to provide training for adults and dislocated workers, which require certification, and for older and out-of-school youth, which require competitive bidding.

Process Used to Monitor Progress in Implementing the Waiver:

Once the waiver is approved, the WIA State Compliance Policy Section 1.9 – Individual Training Accounts, will be revised to reflect the use of ITAs for both older and out-of-school youth.

The compliance instrument for on-going review of youth records in the Nevada JobConnect Operating System will be changed to include which training provider was selected and to ensure provider is on the current ETP list.

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

The waiver was posted to the home page of the Department of Employment, Training and Rehabilitation (DETR) for public comment. The Southern Local Area requested the waiver, and both Local Areas discussed and approved the waiver at the March 10 Workforce Development Coordination Meeting, a meeting between DETR and Local Area's staff.

**STATE OF NEVADA
WAIVER REQUEST**

EMPLOYER MATCH FOR CUSTOMIZED TRAINING

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title I B programs, request a waiver for the required 50 percent employer match for customized training at WIA 101(8) to a match based on a sliding scale, ranging from 10 to 50 percent for the employer match.

Specifically, the Governor shall establish or may authorize the Local Areas to establish the sliding scale, which shall be not less than 10 percent of the costs for employers with 50 or fewer employees; 25 percent of the costs for employers with 51 to 100 employees; and 50 percent of the costs for employers with more than 100 employees.

It is in the best interest of Nevada and its citizens to seek a waiver of the required 50 percent employer match for customized training due to the continued economic downturn in Nevada and reaching the highest unemployment rate since 1983 in the month of December 2010.

Waiver Duration: Program Year 2012 and subsequent years.

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

Statutory and Regulatory Sections to be Waived:

Section 101 (8) (C) of the Workforce Investment Act and §663.715 (c).

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

- By removing the requirement for a 50 percent employer match toward the cost of customized training, Local Areas and their service providers will be able to more effectively market customized training to the private sector and build or expand relationships with employers in demand/high growth industries.
- The proposed sliding scale will provide the Local Areas with greater flexibility for responding to changes in their local labor markets and other demand-driven needs of the business community.
- The sliding scale will allow Local Areas to serve those businesses that demonstrate the greatest need for financial assistance to support economic development.

- The proposed sliding scale will provide the required match at a level more suited to business size and should increase participation in the customized training program at the local level.
- The waiver will increase the number of employers using customized training as a means to train/retrain their workers for higher paid/higher skilled positions.

Individuals Impacted by the Waiver:

The waiver is expected to benefit both Nevada employers and the large number of under-employed and lower skilled Nevadans. Employers will benefit from the waiver due to the reduced match requirement. This will make customized training a more attractive option for training workers to their unique specifications.

Process Used to Monitor Progress in Implementing the Waiver:

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

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

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

**STATE OF NEVADA
WAIVER REQUEST**

SEVENTEEN STATUTORY WIA PERFORMANCE MEASURES

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title IB programs, requests a waiver of the 17 (15 core and 2 customer satisfaction) performance indicators. This waiver request will enable Nevada's Workforce Investment Act programs to implement the six (three adult and three youth) common performance measures as presented by the U.S. Department of Labor in Training and Employment Guidance Letter 17-05 beginning July 1, 2007.

Waiver Duration: July 1, 2013 and subsequent years or upon re-authorization of the Workforce Investment Act, whichever occurs later.

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

Statutory and Regulatory Sections to be Waived:

Section 136 of the Workforce Investment Act

Nevada is requesting this waiver to implement common measures in order to simplify and streamline the statewide performance accountability system, which we believe is crucial to the seamless delivery of services.

It is in the best interest of Nevada and its citizens to seek a waiver of the current statutory performance measures for WIA Title 1B programs. This will allow the state to adopt the common measures developed by USDOL, which we believe will ultimately yield improved case management and coordination across multiple programs, as well as resulting in improved performance and enhanced customer service.

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

With the shift to the six standards under common measures, Nevada would achieve the following goals:

- 1) Eliminate duplicative administrative systems, which will reduce paperwork and labor costs associated with redundant data collection. Examples include:
 - Eliminate the tracking and performance for –
 - a. the credential measure for Adults and Dislocated Worker clients
 - b. the skill attainment measure for Younger Youth; and

- c. the current Customer Satisfaction measurement system required by the USDOL;
- 2) Enhance integration of the Nevada JobConnect System by use of a single measurement system to test performance for all employment and training programs within.
- 3) Better implementation the USDOL's Strategic Vision for Services to Youth, with emphasis on out-of-school populations with increased accountability for employment and/or increased secondary and post-secondary education outcomes.
- 4) Cost Savings through streamlining. A simplified and streamlined performance measurement system is more cost effective. With consistent direction, program resources can be directed to a single set of goals, rather than competing goals and costly processes.

USDOL requires states to report on the current 17 measures in addition to the six common measures. By requesting a waiver to remove Nevada from the original measures, the state avoids a duplication of efforts in reporting and is able to apply its diminishing resources where they are most needed.

Individuals Impacted by the Waiver:

The waiver is expected to benefit the Local Areas, their service providers and our WIA customers. Customers from any program that become a part of the common measures process will be impacted. However, approval of this waiver will positively impact all customers by providing accountability while improving program management and performance.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation, Workforce Investment Support Services unit will monitor the implementation and impact of the waiver through a combination of performance reporting and local level input. Nevada's statewide performance tracking system, Nevada JobConnect Operating System, has the capability to continually assess the performance levels of both Local Areas and the performance results achieved following the adoption of common measures.

Service provider case management staff and others will be looked to for feedback and asked to discuss issues related to the common measures process and to address issues as they arise.

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

Nevada's two Local Areas were notified via electronic submittal of this waiver request to afford them the opportunity to comment prior to formal submittal to USDOL-ETA. Preliminary endorsement of this waiver request has been received from both Local Areas.

**STATE OF NEVADA
WAIVER REQUEST**

Date: December 2, 2011

State: Nevada

Agency: Department of Employment, Training and Rehabilitation

Statutory and/or regulatory requirements to be waived

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.

Actions undertaken to remove state or local barriers

There is no state or local barriers.

Goals and expected programmatic outcomes of waiver

The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of incentive grants to local areas. The state's reduced funds are being used to cover the following required activities:

- Operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1)),
- submitting required reports (WIA Section 136(f)),
- Disseminating the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i) and 20 C.F.R. 665.200 (b)(1)), and youth activities (20 C.F.R. 665.200(b)(4)), and
- Providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R 665.200(f)).
- Conduct evaluations (WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d))
- Disseminate training provider performance and cost information (20 CFR 665.200(b)(3)).
- Required rapid response activities, as described in § 665.310;
- Information identifying eligible providers of on-the-job training (OJT) and customized training;
- Disseminate a list of eligible providers of youth activities as described in WIA section 123;
- Assisting in the establishment and operation of One-Stop delivery systems, in accordance with the strategy described in the State workforce investment plan. (WIA sec. 112(b)(14).)
- Providing additional assistance to local areas that have high concentrations of eligible youth.

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver

This waiver will provide the state agency with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

The State will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards

The State of Nevada will follow legislatively required notice policy as well as a direct communication to the local boards of the waiver request.

Public Comment

(Public comment will be included at the end of the comment period and prior to submission.)

**STATE OF NEVADA
WAIVER REQUEST**

**RAPID RESPONSE FUNDS FOR INCUMBENT WORKER TRAINING/OTHER
STATEWIDE ACTIVITIES**

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title I B programs, request a waiver to use up to 20 percent of rapid response funds for incumbent worker training only as part of a layoff aversion strategy and other statewide activities that enhance services to dislocated workers. Statewide activities include:

The Silver State Works (SSW) initiative, announced by Governor Sandoval in his State of the State address, is designed to encourage employers to hire in order to move the state towards economic recovery and provide enhanced services to dislocated workers and assist workers in removing barriers to employment in order to promote a work first culture.

Silver State Works (SSW) contains three separate and distinct components.

Employer Based Training Program: This component allows laid-off workers who qualify for Unemployment Insurance (UI) benefits to simultaneously receive on-site workplace training and regular UI benefits. It provides a special training allowance paid to participants for a maximum of \$599.00. Job seekers would be required to work 24 hours per week up to six weeks while continuing regular work search.

Employer Incentive Job Program: Employers will enter into a contract which establishes the agreed upon wage, number of hours to master the tasks, and the maximum amount of reimbursement based on the wage paid. Employers will be reimbursed up to a maximum of 50% of the participant's initial agreed upon gross wage for the contract period and a maximum of 40 hours per week.

Incentive Based Employment: This component supports employers who hire and retain eligible individuals in full-time employment (30 hours or more) by reimbursing a portion of wages paid in order to offset the costs associated with training and developing the employee into the employer's regular workforce. Upon completion and satisfying certain requirements, the employer may receive a wage retention supplement on average up to \$2,000.

To ensure businesses have the broadest range of choices, the selection of one of the three options above will be the decision of the business. It is anticipated that up to 10,000 unemployed Nevadans will participate in the three components of SSW.

The purpose of this waiver is to provide enhanced services to dislocated workers, and will not be used as a means to deliver WIA services to individuals who would not otherwise be served under a WIA program.

The State will be required to report performance outcomes for any Silver State participants including incumbent worker served under this waiver in the Workforce Investment Act Standardized Record Data (WIASRD) system.

It is in the best interest of Nevada and its citizens to seek a waiver due to the continued economic downturn in Nevada and reaching the highest unemployment rate since 1983 in the month of December 2010 (14.5% statewide and 14.9% in the Las Vegas Metropolitan area). December of 2011 has dropped to 12.6% with Nevada still being the highest in the country.

Waiver Duration: Program Year 2012 and subsequent years.

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

Statutory and Regulatory Sections to be Waived:

The State of Nevada requests a waiver from the provisions of Section 134 (a) (1) (A) of the Workforce Investment Act; 20CFR §663.145; §665.320(d) (2); §665.210 and §665.220

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

This waiver is instrumental as a component in Nevada's workforce strategy, which is consistent with national policy direction, to develop amore integrated, efficient and effective workforce system.

The goals of this waiver are:

- Increase employer exposure to and use of the state's public workforce system.
- Increase employer/board collaboration to address industry needs and worker training.
- Investing public resources to support occupational, technical and/or soft skills training of incumbent workers as a practical layoff aversion strategy.
- Target industries, which offer high skill and high wage jobs, as part of Nevada's layoff aversion strategy.
- Improve the state's overall economic and business climate.
- Enhance the Local Areas ability to respond more quickly and efficiently to immediate local needs of employers and workers.
- Maintain and increase the competitiveness of Nevada employers, allowing them to remain in business.
- Increase skills and wages for the incumbent workers and dislocated workers.
- Enhance employment, reemployment and job retention for job seekers and workers by providing education, training and other enhanced services necessary to assist dislocated workers.

- Enhance effective access of individuals and businesses to training and employment services that meet workforce needs.
- Provide greater flexibility in designing and implementing WIA programs

Nevada’s Overall Layoff Aversion Approach and How Incumbent Worker Training Fits Into that Strategy:

Unemployed workers are not the only Nevadans who need to increase their skills to gain and retain employment. Incumbent workers must also increase their skills for their employers to remain competitive in the global economy.

Investing public resources to support occupational, technical and/or soft skills training of incumbent workers is a practical layoff aversion strategy for the State and Local Areas. It is critical that funds used for incumbent worker training benefit the employer and employee, as well as improve the local area’s economic outlook. The plan for incumbent worker training, as part of Nevada’s layoff aversion strategy, will target industries and economic sectors, which offer high skill and high wage jobs.

If approved, this waiver will allow Local Areas the opportunity to provide incumbent worker training as part of an overall layoff aversion strategy and their overall service delivery to incumbent workers. In May 2010, Nevada’s unemployment rate climbed to 14.0%, the highest in history and the use of labor market data alone cannot accurately predict where the demand for layoff aversions may be needed. Just identifying target industries and sectors alone is not a viable option. Rather than attempting to predict where incumbent worker strategies may be needed, Nevada will establish a two-tiered process for Local Areas who wish to establish incumbent worker training efforts:

3. A layoff aversion plan must be submitted by the local area and approved by the Department of Employment, Training and Rehabilitation (DETR). The plan will be considered an amendment to the local area’s plan and must address the following:
 - Overall layoff aversion strategies including establishing linkages with the economic development and employer communities;
 - The exact percentage of funds to be set aside;
 - A description of the various services and activities to be funded;
 - A target number of employers and/or employees that will benefit from the funds, and how these were identified;
 - Assurance that the training is for high demand or high growth industries; and
 - Description of the eligibility criteria to be used to select employers and incumbent workers.
4. Once the layoff aversion plan is approved by DETR, Local Areas will be able to accept applications from employers. The application specific to the project must be provided to DETR for approval and include the following:
 - The type of training to be delivered and the skills acquired as a result;
 - Number of employees to be trained, names, job titles and current salary/wage;
 - Amount of funding requested;

- How employers were selected (announced layoffs through a WARN, other public notice, reduced employee hours or another indicator of economic difficulty, e.g., mid-range or lower Dun and Bradstreet scores);
- A determination that incumbent worker training is the appropriate solution for the employer and that the training will provide the employer with the skills it needs to maintain operations and avoid closure or lay-offs;
- Evidence of employer commitment, either to retain the employee or to pay the employee a higher wage.

Individuals Impacted by the Waiver:

The waiver is expected to benefit Nevada employers, job seekers and incumbent workers by maximizing training services to meet the need of a skilled workforce.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation will ensure regular review of funds and activities to monitor outcomes and impacts and make appropriate adjustments as needed.

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

The waiver was posted to the home page of the Department of Employment, Training and Rehabilitation for public comment. No comments were received.

**STATE OF NEVADA
WAIVER REQUEST**

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

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

Waiver Duration: July 1, 2012 and subsequent years 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, the Governor's Workforce Investment Board (GWIB) 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 Local Area programs.

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

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

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

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

The responsibility of Local Areas 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 Local Areas to respond more effectively to their individual communities.

With the waiver, Local Areas 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 Local Areas, Nevada JobConnect partner programs, employers, service providers, and WIA customers overall.

- Local Areas will have the flexibility to design and implement programs based on local needs and priorities
- Nevada JobConnect partner programs will be able to better align their service offerings with those of the local WIA Programs
- Employers will be better served through job-seekers that acquire skills specific to each employer's needs
- WIA program participants will receive appropriate services based on client needs

- Funding will be utilized effectively and efficiently, resulting in an increase in the number of individuals to be served in the aggregate

Process Used to Monitor Progress in Implementing the Waiver:

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

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

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

**STATE OF NEVADA
WAIVER REQUEST**

EMPLOYER REIMBURSEMENT RATE FOR ON-THE-JOB TRAINING

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

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

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

Waiver Duration: Through June 30, 2013 and subsequent years.

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

Statutory and Regulatory Sections to be Waived:

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

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be achieved by the Waiver:

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

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

Individuals Impacted by the Waiver:

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

Process Used to Monitor Progress in Implementing the Waiver:

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

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

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

**STATE OF NEVADA
WIA WAIVER REQUEST**

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

Statutory and Regulatory Sections to be Waived:

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

Waiver Duration: Date approved by the Employment and Training Administration through June 30, 2013 and subsequent years or upon re-authorization of the Workforce Investment Act.

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

State or Local Statutory Regulatory Barriers:

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

Goals to be achieved by the Waiver:

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

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

To increase efficiency and customer choice for the older and out-of-school youth, while reducing some of the administrative costs of procuring training providers for youth.

Charging the ITA cost to the youth program instead of adult or dislocated worker program would reduce the dependence on the limited adult/dislocated worker funds and would increase the funds applied to the 30 percent out-of-school expenditure rate, which is a requirement for youth funds.

Individuals Impacted by the Waiver:

- Older and out-of-school youth will benefit because they will be able to select from a list of certified training providers and will receive services more quickly.
- Local Areas will benefit because they will not have to direct their resources to costly and time-consuming, competitive procurements.

- Training providers will benefit because they will not have to follow two separate procedures to provide training for adults and dislocated workers, which require certification, and for older and out-of-school youth, which require competitive bidding.

Process Used to Monitor Progress in Implementing the Waiver:

Once the waiver is approved, the WIA State Compliance Policy Section 1.9 – Individual Training Accounts, will be revised to reflect the use of ITAs for both older and out-of-school youth.

The compliance instrument for on-going review of youth records in the Nevada JobConnect Operating System will be changed to include which training provider was selected and to ensure provider is on the current ETP list.

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

The waiver was posted to the home page of the Department of Employment, Training and Rehabilitation (DETR) for public comment. The Southern Local Area requested the waiver, and both Local Areas discussed and approved the waiver at the March 10 Workforce Development Coordination Meeting, a meeting between DETR and Local Area's staff.

**STATE OF NEVADA
WAIVER REQUEST**

EMPLOYER MATCH FOR CUSTOMIZED TRAINING

The Governor's Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada's administrative entity for WIA Title I B programs, request a waiver for the required 50 percent employer match for customized training at WIA 101(8) to a match based on a sliding scale, ranging from 10 to 50 percent for the employer match.

Specifically, the Governor shall establish or may authorize the Local Areas to establish the sliding scale, which shall be not less than 10 percent of the costs for employers with 50 or fewer employees; 25 percent of the costs for employers with 51 to 100 employees; and 50 percent of the costs for employers with more than 100 employees.

It is in the best interest of Nevada and its citizens to seek a waiver of the required 50 percent employer match for customized training due to the continued economic downturn in Nevada and reaching the highest unemployment rate since 1983 in the month of December 2010.

Waiver Duration: Program Year 2012 and subsequent years.

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

Statutory and Regulatory Sections to be Waived:

Section 101 (8) (C) of the Workforce Investment Act and §663.715 (c).

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

- By removing the requirement for a 50 percent employer match toward the cost of customized training, Local Areas and their service providers will be able to more effectively market customized training to the private sector and build or expand relationships with employers in demand/high growth industries.
- The proposed sliding scale will provide the Local Areas with greater flexibility for responding to changes in their local labor markets and other demand-driven needs of the business community.
- The sliding scale will allow Local Areas to serve those businesses that demonstrate the greatest need for financial assistance to support economic development.

- The proposed sliding scale will provide the required match at a level more suited to business size and should increase participation in the customized training program at the local level.
- The waiver will increase the number of employers using customized training as a means to train/retrain their workers for higher paid/higher skilled positions.

Individuals Impacted by the Waiver:

The waiver is expected to benefit both Nevada employers and the large number of under-employed and lower skilled Nevadans. Employers will benefit from the waiver due to the reduced match requirement. This will make customized training a more attractive option for training workers to their unique specifications.

Process Used to Monitor Progress in Implementing the Waiver:

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

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

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

**STATE OF NEVADA
WAIVER REQUEST**

SEVENTEEN STATUTORY WIA PERFORMANCE MEASURES

The Governor’s Workforce Investment Board, and the State of Nevada Department of Employment, Training and Rehabilitation, Nevada’s administrative entity for WIA Title IB programs, requests a waiver of the 17 (15 core and 2 customer satisfaction) performance indicators. This waiver request will enable Nevada’s Workforce Investment Act programs to implement the six (three adult and three youth) common performance measures as presented by the U.S. Department of Labor in Training and Employment Guidance Letter 17-05 beginning July 1, 2007.

Waiver Duration: July 1, 2013 and subsequent years or upon re-authorization of the Workforce Investment Act, whichever occurs later.

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

Statutory and Regulatory Sections to be Waived:

Section 136 of the Workforce Investment Act

Nevada is requesting this waiver to implement common measures in order to simplify and streamline the statewide performance accountability system, which we believe is crucial to the seamless delivery of services.

It is in the best interest of Nevada and its citizens to seek a waiver of the current statutory performance measures for WIA Title 1B programs. This will allow the state to adopt the common measures developed by USDOL, which we believe will ultimately yield improved case management and coordination across multiple programs, as well as resulting in improved performance and enhanced customer service.

State or Local Statutory Regulatory Barriers:

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

Goals and Programmatic Outcomes to be Achieved by the Waiver:

With the shift to the six standards under common measures, Nevada would achieve the following goals:

- 5) Eliminate duplicative administrative systems, which will reduce paperwork and labor costs associated with redundant data collection. Examples include:
 - Eliminate the tracking and performance for –
 - d. the credential measure for Adults and Dislocated Worker clients
 - e. the skill attainment measure for Younger Youth; and

- f. the current Customer Satisfaction measurement system required by the USDOL;
- 6) Enhance integration of the Nevada JobConnect System by use of a single measurement system to test performance for all employment and training programs within.
- 7) Better implementation the USDOL's Strategic Vision for Services to Youth, with emphasis on out-of-school populations with increased accountability for employment and/or increased secondary and post-secondary education outcomes.
- 8) Cost Savings through streamlining. A simplified and streamlined performance measurement system is more cost effective. With consistent direction, program resources can be directed to a single set of goals, rather than competing goals and costly processes.

USDOL requires states to report on the current 17 measures in addition to the six common measures. By requesting a waiver to remove Nevada from the original measures, the state avoids a duplication of efforts in reporting and is able to apply its diminishing resources where they are most needed.

Individuals Impacted by the Waiver:

The waiver is expected to benefit the Local Areas, their service providers and our WIA customers. Customers from any program that become a part of the common measures process will be impacted. However, approval of this waiver will positively impact all customers by providing accountability while improving program management and performance.

Process Used to Monitor Progress in Implementing the Waiver:

The Nevada Department of Employment, Training and Rehabilitation, Workforce Investment Support Services unit will monitor the implementation and impact of the waiver through a combination of performance reporting and local level input. Nevada's statewide performance tracking system, Nevada JobConnect Operating System, has the capability to continually assess the performance levels of both Local Areas and the performance results achieved following the adoption of common measures.

Service provider case management staff and others will be looked to for feedback and asked to discuss issues related to the common measures process and to address issues as they arise.

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

Nevada's two Local Areas were notified via electronic submittal of this waiver request to afford them the opportunity to comment prior to formal submittal to USDOL-ETA. Preliminary endorsement of this waiver request has been received from both Local Areas.

Trade Adjustment Assistance (TAA): *States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:*

- *Provides early intervention (e.g., Rapid Response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340.)*

- *Provides core and intensive services to TAA participants, especially where TAA-funded case management services are not available. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))*
- *Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (May alternatively be discussed in "operating systems and policies" section of Operating Plan.) (WIA Sections 112(b)(8)(A), (B).)*

Trade Adjustment Assistance (TAA)

Through referral to WIA Title I services integration and aligning of services has been accomplished. WIA Title I providers are active participants in on-site Rapid Response activities, and co-enrollment with TAA is completed when applicable.

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

(Optional) SCSEP: States that include SCSEP in the Integrated Workforce Plan must include:

- *Long-term projections for jobs in industries and occupations in the state that may provide employment opportunities for older workers. (May alternatively be discussed in the economic analysis section of strategic plan.)*
- *A description of the state's long-term strategy for serving older workers under SCSEP. (May alternatively be discussed in the state strategies section of strategic plan.)*
- *A description of actions to coordinate SCSEP with other programs. This may alternatively be discussed in the state strategies section of the strategic plan, but regardless of placement in document, must include:*
 - *Planned actions to coordinate activities of SCSEP grantees with WIA title I programs, including plans for using the WIA One-Stop delivery system to serve individuals, aged 55 and older.*
 - *Actions to coordinate activities of SCSEP grantees with other Older Americans Act (OAA) activities carried out by the state.*
 - *Actions to coordinate SCSEP with other private and public entities that provide services to older Americans, and planned actions to coordinate SCSEP with other job training initiatives.*
 - *Actions to ensure that SCSEP is an active partner in the One-Stop delivery system and the steps the state will take to encourage and improve coordination with the One-Stop delivery system.*

- *The state's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment. (May alternatively be discussed in the state strategies section of strategic plan.)*
- *The state's long-term strategy for achieving an equitable distribution of SCSEP positions within the state that:*
 - *Move positions from over-served to underserved locations within the state.*
 - *Equitably serves rural and urban areas.*
 - *Serves individuals afforded priority for service under 20 CFR 641.520. (20 CFR 641.302(a))*
- *The ratio of eligible individuals in each service area to the total eligible population in the state. (20 CFR 641.325(a))*
- *The relative distribution of eligible individuals who:*
 - *Reside in urban and rural areas within the state*
 - *Have the greatest economic need*
 - *Are minorities*
 - *Are limited English proficient.*
 - *Have the greatest social need. (20 CFR 641.325(b))*
- *A description of the steps taken to avoid disruptions to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365. (20 CFR 641.325(i))*
- *A list of community services that are needed and the places where these services are most needed. Specifically, the plan must address the needs and location of those individuals most in need of community services and the groups working to meet their needs. (20 CFR 641.330)*
- *A discussion of how the long-term job projections discussed in the economic analysis section of strategic plan relate to the types of unsubsidized jobs for which SCSEP participants will be trained and the types of skill training to be provided. (20 CFR 641.302(d))*
- *The state's long-term strategy to improve SCSEP services, including planned longer-term changes to the design of the program within the state, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the Department as appropriate. (20 CFR 641.302(k))*
- *The state's strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii).*

NOTE: The Department's Fiscal Year 2012 Budget proposes to move SCSEP to the U.S. Department of Health and Human Services

This is not applicable in Nevada.

Section III. Integrated Workforce Plan Assurances and Attachments

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the Department, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurance statements, the legal reference that corresponds to each statement, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification statement at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Department guidance. By checking each box and signing the certification statement, the state is also indicating that its supporting documentation meets all applicable Federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the state plan review process may result in additional technical assistance and a written corrective action as part of the Department's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

<input checked="" type="checkbox"/>	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS	
1.	<input checked="" type="checkbox"/>	The state established processes and timelines, consistent with WIA Section 111(g), to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f) 20 CFR 641.325(h)	http://nvdetr.org/workforce_investment_pages/Policies/1.2.PDF
2.	<input checked="" type="checkbox"/>	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	
3.	<input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		
4.	<input checked="" type="checkbox"/>	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.108(f)	<i>No comments were received.</i>
5.	<input checked="" type="checkbox"/>	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	
6.	<input checked="" type="checkbox"/>	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	http://nevadabudget.org/index .

7.	<input type="checkbox"/>	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the state and area agencies on aging, and public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except national grantees serving older American Indians or Pacific Island and Asian Americans, which are encouraged, but not required, to participate in the state planning process.	20 CFR 641.325(f) 20 CFR 641.325(h)	N/A.
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ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

		STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8.	<input checked="" type="checkbox"/>	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	http://detr.state.nv.us/worforce_investment_pages/WIA_Policies.htm
9.	<input checked="" type="checkbox"/>	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	http://detr.state.nv.us/worforce_investment_pages/Policies/1.1.PDF
10.	<input checked="" type="checkbox"/>	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	http://detr.state.nv.us/worforce_investment_pages/Policies/1.1.PDF
11.	<input checked="" type="checkbox"/>	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	http://detr.state.nv.us/worforce_investment_pages/Policies/1.1.PDF
12.	<input checked="" type="checkbox"/>	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	http://detr.state.nv.us/worforce_investment_pages/Policies/1.1.PDF

13.	<input checked="" type="checkbox"/>	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	http://detr.state.nv.us/workforce_investment_pages/Policies/1.1.PDF
14.	<input checked="" type="checkbox"/>	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	http://detr.state.nv.us/workforce_investment_pages/Policies/1.1.PDF
15.	<input checked="" type="checkbox"/>	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system.	WIA Sections 111(b), (e) 20 CFR 661.210(c)	http://detr.state.nv.us/workforce_investment_pages/Policies/1.1.PDF
16.	<input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	<i>Please see Section 2 of the state plan bullet number 1.</i>
17.	<input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	http://detr.state.nv.us/workforce_investment_pages/Policies/1.3.pdf .
18.	<input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	http://detr.state.nv.us/workforce_investment_pages/Policies/4.2.PDF
19.	<input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	http://detr.state.nv.us/workforce_investment_pages/Policies/1.4.pdf
20.	<input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	http://detr.state.nv.us/workforce_investment_pages/Policies/4.1.PDF
21.	<input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	http://detr.state.nv.us/workforce_investment_pages/Policies/4.1.PDF

22.	<input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	http://detr.state.nv.us/worforce_investment_pages/Policies/4.1.PDF
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ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
23.	<input checked="" type="checkbox"/>	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	<i>See Attachment E</i>
23 a.	<input checked="" type="checkbox"/>	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	<i>See Attachment E</i>
24.	<input checked="" type="checkbox"/>	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B) 20 CFR 661.205(e)	<i>See Attachment F</i>
25.	<input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	<i>See Attachment E</i>

26.	<input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	http://nvdetr.org/worforce_investment_pages/Policies/3.9.PDF
27.	<input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	http://nvdetr.org/worforce_investment_pages/Policies/2.2.PDF
28.	<input type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	N/A
29.	<input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer unnecessarily significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	
30.	<input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 29 USC 49(h), (c) 20 CFR 652.8(b), (c)	
31.	<input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	http://nvdetr.org/worforce_investment_pages/Policies/5.7.PDF
32.	<input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Department regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	<i>Include a link or copy of the policy, if available in the state. Documentation not required.</i>
33.	<input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
34.	<input checked="" type="checkbox"/> Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	http://nvdetr.org/workforce_investment_pages/Policies/2.1.PDF
35.	<input type="checkbox"/> Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664.200(c)(6), 664.210	N/A
36.	<input checked="" type="checkbox"/> The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: <ol style="list-style-type: none"> 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers. 	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	<i>See Attachment C</i>

ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
<p>37. <input checked="" type="checkbox"/> The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p><i>See Attachment B</i></p>
<p>38. <input checked="" type="checkbox"/> Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with DOL regulations.</p>	<p>W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)</p>	
<p>39. <input checked="" type="checkbox"/> The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	<p><i>See Attachment B</i></p>
<p>40. <input checked="" type="checkbox"/> If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	

STATEMENT OF ASSURANCES CERTIFICATION

The State, Commonwealth, or Territory of _____ certifies on the _____ day of _____ month in _____ year that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, and _____ (insert name of Act that authorizes programs included in State Plan). The State, Commonwealth, or Territory also 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.

Governor

Date

Attachment A

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: fawoodbeck@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: Frank Woodbeck, 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: frwoodbeck@nvdetr.org

Name of WIA Title I Liaison: Renee Olson, 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: rlolson@nvdetr.org

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Renee Olson, 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: rlolson@nvdetr.org

Name and title of State Employment Security Administrator (Signatory Official):

Dennis A. Perea, Deputy Director

Address: Employment Security Division

500 East Third Street, Carson City, Nevada 89713

Telephone Number: (702) 486-6637

Facsimile Number: (775) 684-3910

E-mail Address: daperea@nvdetr.org

As the governor, I certify that for the State/Commonwealth/Territory of _____, the agencies and officials designated above have been duly designated to represent the State/Commonwealth/Territory 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_____

Signature of Governor_____ Date_____

Attachment B

**State of Nevada
Department of Employment Training and Rehabilitation
Employment Security Division
Workforce Investment Support Services
WIA-WP State Plan**

ASSURANCES AND ATTACHMENTS –PERSONNEL AND REPRESENTATION

The State of Nevada uses a part time State Monitor Advocate (SMA) to administer the Migrant and Seasonal Farmworker (MSFW) program. This is justified by the small number of MSFW customers within the state. Since 2007, Nevada has registered less than ten individuals per year, which the State believes is an accurate indication of the number of individuals in the state. There is a limited amount of agricultural activity in Nevada compared to adjoining states where workers can better obtain employment within the industry. MSFW customers who do come to Nevada are usually seeking more settled employment in the hospitality and other service industries.

Nevada is committed to identify and provide equitable service to MSFW customers. The SMA provides annual program training at all Nevada JobConnect (NJC) offices and is available for staff questions at all times. Foreign language assistance is available at all NJC offices. Nevada has no significant offices and the small number of agricultural workers limits the effectiveness of on site visitation. The SMA is reviewing outreach procedures to identify nongovernmental service agencies serving MSFW customers to share services available through Nevada's JobConnect system. The SMA is also closely involved with the Job Service Complaint System and actively participates in the writing of annual plans and program reports. Department staffing is continually reviewed by senior management but at this time believes that the program needs are met with part time staffing.

Items 37, 39.

ATTACHMENT C

GOVERNOR'S WORKFORCE INVESTMENT BOARD

MEMBER NAME:	REPRESENTS:
Brown, Mary-Ann	Youth – Northern Nevada
Cato, Jo	Business – Southern Nevada
Manendo, Senator Mark	Nevada State Senate
Egan, Pamela	Labor
Geinzer, Douglas	Business – Southern Nevada
Grost, Kathy	Business – Northern Nevada
James, Eric	Business – Southern Nevada
Kirkpatrick, Assemblywoman Marilyn	Nevada State Assembly
Kihuen, Senator Ruben	Nevada State Senate
Lee, Richard (Vice-Chair)	Business – Statewide
Martin, Leslie	Business – Rural Nevada
Ohrenschall, Assemblyman James	Nevada State Assembly
Salazar, Maria	Business – Southern Nevada
Sheehan, Dr. Maria	Nevada System of Higher Education
Wilson, Geoffrey	Business – Northern Nevada
Woodbeck, Frank	Director, Department of Employment, Training and Rehabilitation
Vacant	Department of Health and Human Services
Woodring, Bradley	Chair, Nevadaworks/Business – Northern Nevada
Vacant	Nevada's Department of Education, Superintendent of Public Instruction

ATTACHMENT D

Workforce Investment Act State Compliance Policies

NJC Section: 5 Program Eligibility/Priority of Services to Veterans

October 2011

I. Introduction:

With the passage of Federal Rule (Part II, 20CFR Part 1010) dated December 19, 2008, Veterans Program Letter 07-09 dated November 10, 2009 and Training and Employment Guidance Letter No. 10-09 dated November 10, 2009, Priority of Service will be provided to Veterans and their eligible spouses. Priority of Services means (with respect to any qualified job training program) that a covered person shall be given priority over a non-covered person for the receipt of employment, training and placement services provided under that program. The implementation of these rules calls for Priority of Service to be implemented by all “qualified job training programs”. These are defined as “any workforce preparation, development or delivery program or service that is directly funded, in whole or in part, by the Department of Labor.”

II. Key Definitions:

A. **Covered persons:** Veterans or the eligible spouse of a Veteran.

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

1. Service in the active military, naval, or air service; for a minimum of one day and,
2. Discharged under conditions other than dishonorable.

C. **Eligible Veteran: (eligible to receive DVOP/LVER services)**

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

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

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

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

The United States Department of Labor (USDOL) provides additional clarification for “1” and “4” above by indicating that the re-marriage of the spouse would not terminate their eligibility. However, if a spouse becomes divorced from a Veteran under “2” and “3” above, eligibility for priority of service is terminated.

It is further understood that this policy does not exclude from eligibility spouses who were not citizens at the time that the Veteran was discharged or retired, nor does it stipulate that a spouse had to be married to a Veteran at the time of his or her discharge or retirement.

E. Categories eligible to receive LVER and DVOP services:

Only the following two categories are eligible to receive services from LVER and DVOP staff:

1. Eligible Veteran
2. Eligible Spouse

F. Non-Covered Persons: Non-Veterans

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

III. Identifying Covered Persons at Point of Entry [20 CFR 1010 – §1010.300]:

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

IV. Implementing Priority of Services: Federal Rule (Part II, 20 CFR Part 1010)

Priority of Service means the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining services. Taking precedence may mean:

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

V. Priority of Referrals

In making referrals of qualified applicants to job openings (with emphasis placed on the Veterans Head Start, and Silver State Works programs), the following order of priority shall be observed:

- 1. Special Disabled Veterans,
- 2. Disabled Veterans,
- 3. All other Veterans,
- 4. Eligible persons,
- 5. Non-Veterans.

ATTACHMENT E

Workforce Investment Act

State of Nevada Workforce Investment Act - Internal Policy

Policy for Workforce Investment Act Allocation w/out Governor's Reserve – May 2012

1. Initial Allocation of the new grant

1. Determine total federal policy year allocation.

2. Subtract from federal policy allocation:

Statewide Governor Reserve (10%)

Statewide Administration Reserve (5%)

Total Statewide Reserve (15%)

Calculate remaining amount.

3. Up to 25% of the Dislocated Work Allocation is reserved for Rapid Response. The remainder of the grant is allocated to the local level.

All rapid response funds are reserved by the state to carry out statewide rapid response activities. A local area may request rapid response funds over and beyond their regular dislocated worker allocation. To request this additional funding the local area must submit a proposal in writing that at a minimum outlines the following:

- Description of project
- Rationale of why normal DW funds are not sufficient, including verification of obligation of current DW funds
- Proposed budget
- Proposed performance outcomes, including number of participants served and the timeframe to complete the project outcomes

2. Allotment Amounts – Used to calculate amounts for Adult, Youth and Dislocated Worker Programs as specified in the below criteria.

A. 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).

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).

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.

B. Dislocated Worker Allotment

- 1) Insured unemployment @ 20%
- 2) Unemployment concentrations @ 0%
- 3) Plant closings and mass layoff @ 30%
- 4) Declining industries @ 0%
- 5) Farmer-rancher economic hardship @ 15%
- 6) Long-term unemployment @ 35%

List totals according to Adult, Youth, Dislocated Worker and the Grand Total of all three programs.

3. Adult and Youth Allotments

1) Substantial Unemployment – Calculated as the North’s and South’s percentage of the average unemployment. The unemployment information is obtained from the Research & Analysis unit. The information source is the USDA, BLS, and Designation of Potential Area of Substantial Unemployment from Research & Analysis.

North (Number & Percent)

South (Clark, Nye, Lincoln, Esmeralda) – (Number & Percent)

Total – The North and South amounts (percentage and number) shown above must equal 100% of the total of the unemployed number.

The amounts calculated for the NLWIB and SLWIB below are determined by multiplying the Adult and Youth Allotments from section 2A(1) on page 1 by the North and South percentages in section 3(1).

NLWIB

SLWIB

Subtotal – Must equal the total amount of the Adult and Youth Allotments in section 2(A)(1).

2) Excess unemployment (exceeding 4.5%) – Based on average unemployment in areas over 4.5%. Source is Labor Force Summary Data (downloaded from www.Nevadaworkforce.com)

North

Total Labor Force (Number)

Unemployment (Number)

Unemployment Rate (Percentage)

Percent of Total Excess Unemployment (Percent of total excess unemployment exceeding 4.5%)

South

Total Labor Force (Number)
Unemployment (Number)
Unemployment Rate (Percentage)
Percent of Total Excess Unemployment (Percent of total excess unemployment exceeding 4.5%)

Total Excess Unemployment (Number)

The amounts calculated for the NLWIB and SLWIB below are determined by multiplying the Adult and Youth Allotments from section 2A(2) on page 1 by the North and South percentages in section 3(2).

NLWIB (Dollar Number)

SLWIB (Dollar Number)

Subtotal – Must equal the total amount of the Adult and Youth Allotments in section 2(A)(2).

3) Economically Disadvantaged – Source: Economically disadvantage population is based on 2006-2010 American Community survey. Check for a more current study.

	<u>Adults</u>	<u>Youths</u>
North (number)		
South (number)		
Total (number)		

The amounts calculated for the NLWIB and SLWIB below are determined by multiplying the Adult and Youth Allotments from section 2A(3) on page 1 by the North and South percentages in section 3(3).

NLWIB (Dollar Number)

SLWIB (Dollar Number)

Subtotal – Must equal the total amount of the Adult and Youth Allotments in section 2(A)(3).

4. Dislocated Worker Allotment

1) Insured unemployment @ 20% of total allotment – Source is benefit payments EM252-R from Research & Analysis Division.

North (Number & Percent)

South (Number & Percent)

Total (Number)

The amounts calculated for the NLWIB and SLWIB below are determined by multiplying the Dislocated Worker allotment from section 2B(1) on page 1 by the North and South percentages in section 4(1).

NLWIB (Dollar Number)

SLWIB (Dollar Number)

Subtotal (Dollar Number) – Must equal total in Dislocated Worker allotment 2B(1).

2) Unemployment concentrations @ 0%

3) Plant closings and mass layoff @ 30% of total allotment – Source is Rapid Response Database from the Employment Security Division.

North (Number & Percent)

South (Number & Percent)

Total (Number)

The amounts calculated for the NLWIB and SLWIB below are determined by multiplying the Dislocated Worker allotment from section 2B(3) on page 1 by the North and South percentages in section 4(3).

NLWIB (Dollar Number)

SLWIB (Dollar Number)

Subtotal (Dollar Number) – Must equal total in Dislocated Worker allotment 2B(3).

4) Declining industries @ 0%

5) Farmer-rancher economic hardship @ 15% of the total allotment – Source is USDA Nevada Farm Service Agency Farm Loan Program (Delinquent Loan Accounts).

North (Number & Percent)

South (Number & Percent)

Total (Number & Percent)

The amounts calculated for the NLWIB and SLWIB below are determined by multiplying the Dislocated Worker allotment from section 2B(5) on page 1 by the North and South percentages in section 4(5).

NLWIB (Dollar Number)

SLWIB (Dollar Number)

Subtotal (Dollar Number) – Must equal total in Dislocated Worker allotment 2B(5).

6) Long-term unemployment @ 35% - Source is EM252-R-1 from the Research & Analysis Division (UI Benefits Exhausted)

North (Number & Percent)

South (Number & Percent)

Total (Number & Percent)

The amounts calculated for the NLWIB and SLWIB below are determined by multiplying the Dislocated Worker allotment from section 2B(6) on page 1 by the North and South percentages in section 4(6).

NLWIB (Dollar Number)

SLWIB (Dollar Number)

Subtotal (Dollar Number) – Must equal total in Dislocated Worker allotment 2B(6).

5. Summaries

<u>A. Summary Before Hold Harmless</u>	<u>Adult</u>	<u>Youth</u>	<u>Dislocated Worker</u>	<u>Total</u>
NLWIB (Dollar)				

SLWIB (Dollar)

Total

<u>B. Percentage Before Hold Harmless</u>	<u>Adult</u>	<u>Youth</u>	<u>Dislocated Worker</u>	<u>Total</u>
NLWIB (Dollar)				

SLWIB (Dollar)

Total (Should be 100% for all columns)

6. *Hold Harmless* – In order to adjust for extreme or temporary changes in the yearly unemployment and economic disadvantage indicators or the policy year grant amount, a hold harmless provision may be implemented. The hold harmless provision calculates a 90% average of the allocations for the preceding two years, excluding rescission and re-allotment and adjusts the amounts in the summary table above to compensate for relative declines or increases in the new policy year allotments for the NLWIB and SLWIB.

ATTACHMENT F

Workforce Investment Act

State of Nevada Workforce Investment Board - Internal Policy

In-State Funding Policy - May 2012

The State Board shall assist the Governor in development of allocation formulas for the distribution of funds for adult employment and training activities and youth activities to local areas as permitted under sections 128(b)(3)(B) and 133(b)(3)(B) of Public Law 105-220;

The State Board will include a description of the methods and/or factors the State will use in distributing funds to local areas for youth activities and adult employment and training activities under sections 128(b)(3)(B) and 133(b)(3)(B) of Public Law 105-220, including:

- a description of how the individuals and entities represented on the State board were involved in determining such methods and factors of distribution; and
- a description of how the State consulted with chief elected officials in local areas throughout the State in determining such distribution;

1. With-in State Allocations for Youth

- **Methods.**--The Governor, acting in accordance with the State plan, and after consulting with chief elected officials in the local areas, shall allocate the funds that are allotted to the State for youth activities and statewide workforce investment activities under section 127(b)(1)(C) of Public Law 105-220, and are not reserved under subsection (a), in accordance with paragraph (2) or (3).

3. Formula Allocation for Youth Activities

- **Allocation.**--In allocating the funds to local areas, the State may allocate--
 - 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(I) of Public Law 105-220;
 - 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(II) of Public Law 105-220; and
 - 33 1/3 percent of the funds on the basis described in clauses (ii)(III) and (iii) of section 127(b)(1)(C) of Public Law 105-220.
- **Minimum percentage.**--Effective at the end of the second full fiscal year after the date on which a local area is designated under section 116 of Public Law 105-220, the local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.

- Definition.--The term “allocation percentage”, used with respect to fiscal year 2000 or a subsequent fiscal year, means a percentage of the funds received through an allocation made under this subparagraph, for the fiscal year.
- Youth discretionary allocation.--In lieu of making the allocation described above to local areas, the State may distribute--
 - a portion equal to not less than 70 percent of the funds in accordance allocation formula above and
 - the remaining portion of the funds on the basis of a formula that incorporates additional factors (other than the factors described in the formula above) relating to:
 - excess youth poverty in urban, rural, and suburban local areas; and
 - excess unemployment above the State average in urban, rural, and suburban local areas; and
 - was developed by the State board and approved by the Department of Labor as part of the State plan.

4. Allocations for Adult and Dislocated Worker Activities

- Methods.--The Governor, acting in accordance with the State plan, and after consulting with chief elected officials in the local areas, shall allocate
 - the funds that are allotted to the State for adult employment and training activities and statewide workforce investment activities under section 132(b)(1)(B) of Public Law 105-220 and are not reserved under subsection (a)(1), in accordance with paragraph (2) or (3); and
 - the funds that are allotted to the State for dislocated worker employment and training activities under section 132(b)(2)(B) of Public Law 105-220 and are not reserved under paragraph (1) or (2) of subsection (a), in accordance with paragraph (2).
- Adult employment and training activities formula allocation.
 - 33 1/3 percent of the funds on the basis described in section 132(b)(1)(B)(ii)(I);
 - (II) 33 1/3 percent of the funds on the basis described in section 132(b)(1)(B)(ii)(II); and
 - (III) 33 1/3 percent of the funds on the basis described in clauses (ii)(III) and (iii) of section 132(b)(1)(B).
- Minimum percentage.--Effective at the end of the second full fiscal year after the date on which a local area is designated under section 116, the local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.
- Definition.--The term “allocation percentage”, used with respect to fiscal year 2000 or a subsequent fiscal year, means a percentage of the funds received through an allocation made under this subparagraph, for the fiscal year.

- Adult employment and training discretionary allocations.-- In lieu of making the formula allocation described above, the State may distribute—
 - a portion equal to not less than 70 percent of the funds in accordance with the formula and
 - the remaining portion of the funds on the basis of a formula that—
 - incorporates additional factors (other than the factors described in the formula) relating to
 - excess poverty in urban, rural, and suburban local areas; and
 - excess unemployment above the State average in urban, rural, and suburban local areas; and
 - was developed by the State board and approved by the Secretary as part of the State plan.

- Dislocated worker employment and training activities formula.
 - In allocating the funds to local areas, the State shall allocate the funds based on an allocation formula prescribed by the Governor of the State. Such formula may be amended by the Governor not more than once for each program year. Such formula shall utilize the most appropriate information available to the Governor to distribute amounts to address the State's worker readjustment assistance needs.
 - The information described in Governor's formula shall include insured unemployment data, unemployment concentrations, plant closing and mass layoff data, declining industries data, farmer-rancher economic hardship data, and long-term unemployment data.

Attachment G

