

November 30, 2001

Armando Quiroz, Regional Administrator
U.S. Department of Labor
Employment and Training Administration
Pacific-Western Region 6
71 Stevenson Street, Suite 830
San Francisco, California, 94105-2920

Dear Mr. Quiroz:

On behalf of Nevada's State and Local Workforce Investment Boards, I am pleased to submit our Workforce Investment Annual Report for the program year ending June 30, 2001. The information contained in the Report was assembled according to the guidelines published by the U.S. Department of Labor in October 2001.

We would like to acknowledge and thank our partners at NevadaWorks and the Southern Nevada Workforce Investment Board for their valuable contribution and assistance in preparing this report.

We believe the Report accurately reflects the highlights and challenges encountered during the first year of implementation of the Nevada's workforce system, and are confident that our experiences will help to strengthen program partnerships and connections with the business community. Please feel free to contact Val Hopkins, Chief of the Department's Workforce Investment Support Services Unit, at (775) 684-0301, if you have any questions or need additional information.

Sincerely,

Myla C. Florence
Director

Enclosure



Nevada's Workforce Investment System Annual Report

July 2000 - June 2001

Presented By:

Nevada's Workforce Investment Boards

Coordinated By:

Nevada Department of Employment,
Training and Rehabilitation



**State of Nevada
Workforce Investment Annual Report
Program Year 2000**

MESSAGE FROM THE GOVERNOR

Approval of message is pending. The final document will be included in our printed report.

State of Nevada
Workforce Investment System
Annual Report – Program Year 2000

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State of Nevada
Workforce Investment System
Annual Report – Program Year 2000

I. Preface

Nevada is primarily recognized for world-class tourism, but it is far from a one industry State. Nevada offers the amenities of a dynamic urban setting, as well as the peaceful hometown living of rural communities. A vast land ruled by widely varied climates, Nevada provides the setting for significant investment in a variety of industries including services, construction, mining, manufacturing and finance. The fastest growing state in the nation, Nevada has always been considered a good place to do business and is continuously striving to improve opportunities for its growing number of employers and workers.

The diverse demographic composition of Nevada has presented both the State and Local Workforce Investment Boards unique challenges for implementing and operating the State's Workforce Investment System which include:

- 70% of the state's land represents rural communities with 85% of the population residing in Las Vegas, Reno and Carson City;
- Nevada, particularly southern Nevada, continues to be one of the fastest growing states in the Nation. From 1990 to 2000 the population increased from 1.2 million to over 2.0 million and forecasters are projecting over 3.0 million by 2013;
- Over 80% of Nevada's land [110,540 square miles] is federally owned and used by military and related industries;
- 80% of Nevada's streets and highways are country roads;
- Nevada is the nation's leading producer of gold, silver and mercury;
- Nevada ranks number one as a State that promotes and accommodates Entrepreneurship, as rated by the factors of government-related cost of doing business [e.g., corporate, property and sales taxes and costs of utilities].

To ensure accessibility and equal opportunities for workforce system customers, the northern board, NevadaWorks and the southern board, Southern Nevada Workforce Investment Board [SNWIB], will have to develop creative strategies collaboratively with the State Workforce Investment Board [State Board] to address the needs of employers and to design and implement programs for eligible youth, adults and dislocated workers in their respective local areas.

Nevada's economy is primarily based on tourism, especially gaming and resort industries centered in Las Vegas. Over the past few years, the rural communities in northern Nevada have experienced major layoffs and mine closures as a result of a decline in gold prices which is at a 20-year low. One quarter of the mining jobs lost in Nevada can be attributed to this decline in gold prices. Employees in the mining industry are typically among the highest paid in the State with an average starting wage of \$13.50 per hour rising to between \$18 and \$20 per hour within two years. These wage earners in the rural communities represent between 30 and 40 percent of the total wage base. For each job lost in the mining industry, it is estimated that at least one additional job will be lost in the same labor market.

As a result of job losses in the mining and travel/tourism industries, growth and diversification in other industries is critical to the economic future of Nevada. This will require preparation of skilled workers for these new jobs to meet the demand of a more diverse labor market. The quality of Nevada's workforce must be at a caliber to encourage Nevada's businesses to compete in a changing economy and to continue relocation into the State to take advantage of our favorable business conditions. Nevada's Workforce Investment System will need to meet the needs of employers and workers who are struggling to move out of low-wage, low-skill jobs by providing access to continued education and training opportunities.

July 1, 2000 marked the beginning of a new era for Nevada in developing its Workforce Investment System. It offered Nevadans an unparalleled opportunity to build a system that is truly responsive to employer and individual needs and one that is fully integrated with economic development to meet a long-term goal of diversification.

Nevada's economic and workforce investment goal is to ensure the statewide Workforce Investment System is the first choice of all employers and job seekers in Nevada. The lead state agency, Nevada's Department of Employment, Training and Rehabilitation [DETR], representing eight of the required one-stop partners, and both Local Workforce Investment Boards [LWIBs], NevadaWorks and Southern Nevada Workforce Investment Board, have a successful history of creating programs to increase participation in Nevada's labor market and to enhance the stability of workers already in the labor market. Nevada's workforce investment system will increase the entry rate to employment; prolong job retention and position incumbent workers to receive higher wages and job longevity.

Through the implementation of the Workforce Investment Act, the State Board in collaboration with both Local Workforce Investment Boards has successfully:

- Maximized the investment of public funds by providing integrated, unduplicated services;
- Utilized web-based labor market information and employment opportunities;
- Established and monitored performance to ensure quality services are provided;
- Executed a "single point of contact" philosophy for all workforce development activities, and
- Built the capacity to meet the requirements of federal, State and local program services through coordination of integration of resources and data information systems.

II. Key Principles of the Workforce Investment Act [WIA]

These principles of WIA were designed to address the concerns of how employment and training programs were designed and delivered under previous programs, particularly the lack of coordination and collaboration of services to clients.

In Nevada, we have attempted to build our workforce development system around these seven principles. This section outlines briefly some of the achievements and problems encountered for each of these principles during the Program Year 2000.

Although considerable progress has been made during this first year under WIA, full implementation of a workforce development system consistent with the principles of WIA is

an on-going challenge. Full implementation will require gradual progress over an extended period of time and will not happen overnight.

State and Local Collaboration: State and Local Workforce Investment Board staff have worked collaboratively throughout the transition and implementation of Nevada's workforce investment system. These efforts have resulted in not only the advancement of Nevada's workforce development system, but also provided opportunities to deal with issues and reach consensus thereby decreasing the number of problems encountered.

Achievements:

- Face to face monthly WIA Implementation Workgroup Meetings attended by both State and Local Workforce Investment Board staff to openly discuss issues related to implementing the system;
- Video conferencing capabilities allows more frequent communication between staff and has decreased travel expenses and time away from respective offices;
- Both LWIB's have worked independently and collaboratively to discuss issues relevant to their roles and responsibilities;
- LWIB staff has actively participated on State Board subcommittees and are given the opportunity to review and provide input on State policies and procedures prior to their submission to the State Board for approval.

Problems:

- Many of the frustrations encountered during the first year under WIA should be resolved during the second year, most notably reporting requirements for the quarterly and annual reports.

Continuous Improvement Efforts:

- To resolve remaining issues identified during the first year under WIA;
- To evaluate the compliance assurance process for its effectiveness and make necessary recommendations for revision

A. Streamlining Services

Achievements:

- On July 1, 2000, NevadaWorks, the northern Nevada Local Workforce Investment Board, established and certified the one full service One-Stop Job Link Center located at the Reno Town Mall;
- The Southern Nevada Workforce Investment Board [SNWIB] opened the physical one-stop center, Worksource, in November 2000;
- MOUs were developed and implemented for participating partners by both boards;
- LWIBs working with State to implement America's One Stop Operating System [AOSOS], which allows information to be shared among partners;
- The SNWIB Youth Council developed a mapping of youth services based on the 10 youth elements;
- Developing a system that will enable uniformity of partner services to all customers regardless of which partner the customer initially accesses.

Problems:

- Cooperation of partners (e.g. turf issues, information sharing, timeliness, etc.);
- Lack of affiliate site designation;
- Financial concerns including restrictions on the use and type of their funds affect level of participation by partners;
- Better integration of services at the local level is hampered by inconsistencies that need to be addressed at the federal level. These include, but are not limited to, inconsistent definitions and allowable activities between partner programs; confidentiality issues; eligibility requirements and different performance measures/standards for partner programs;
- Concern that the quality of services provided to partner's eligible population could be adversely affected by participation in the one-stop environment;
- Restrictions on how Employment Service, Vocational Rehabilitation and Veterans Employment and Training Services staff could be used make it difficult to work collaboratively in a one-stop environment.

B. Empowering Individuals**Achievements:**

- Physical one-stop allows accessibility to all partner services;
- Eligible Training Providers List is on DETR web-site;
- Consumer Report is on DETR web-site;
- Subsequent Eligibility Procedure developed;
- All service providers have self-service and informational resource centers to provide core services.

Problems:

- Due to lack of partner coordination, services have been disjointed and fragmented;
- Data collection requirements for the eligible-training providers are burdensome, particularly for "all students" measures which will reduce the number of training options available to clients.

C. Universal Access**Achievements:**

- Informational and self-service core services are available at all locations [*"no wrong door"*];
- Working with State to implement America's One-Stop Operating System [AOSOS] which allows information to be shared among partners;
- Developing a system that will enable uniformity of partner services to all customers regardless of which partner the customer initially accesses.

Problems:

- Universal access required more than anticipated provider resources. Due to the lack of affiliate designation, all WIA Title I service provider locations offered core/informational services. The majority of clients accessing the various locations required only this level of service. Upon affiliate site designation the LWIBs will streamline service delivery.

- Local vs. State relationship is difficult when a number of partners are under state umbrella;
- Lack of uniformity in certain areas: service delivery under WIA requires collaboration among the required partners. The system lacks uniformity due to:
 - WIA knowledge and interpretation levels vary among the required partners.
 - Partners not fully aware of their and/or other partners role or menu of services.

D. Increased Accountability

Achievements:

- RFP/contract process for service providers that is performance based;
- Request For Qualifications for Eligible Training Providers

Problems:

- Lack of clear and timely policy guidance from US Department of Labor has hampered the process during the planning and early implementation stages. This was evidenced by final regulations not being issued until August 11, 2000 and lack of final reporting requirements not issued until the second quarter of Program Year 2000. The problem of untimely guidance or clarification still exists regarding the re-negotiation process of performance levels for Program Year 2001 and the five year plan modification process;
- Performance system complicated for State/Local Workforce Investment Boards and eligible training providers;
- Negotiation of performance levels with State and US DOL was not as effective because of lack of information/direction at the federal level, and lack of statistical data for specific performance measures not previously captured at the State level.
- SNWIB lack of enforceability of failing/mediocre performance. During this first year transition of WIA it became apparent that the LWIB members clearly misunderstood the importance of performance accountability. SNWIB is:
 - Educating the members by hosting a WIA Performance Workshop conducted by DOL.
 - Developing a local policy that identifies real time measures.
 - Board Manager is meeting with board members individually to ensure they understand their role on the board and provide WIA guidance.

E. Strong Role for Local Workforce Investment Boards and the Private Sector

Achievements:

- Business-led LWIBs established [SNWIB January 2000 and NevadaWorks March 2000] and each subsequently appointed Youth Councils;
- Additionally, SNWIB appointed an Incumbent Worker Council and four standing subcommittees [Executive, Performance, Marketing and Personnel];
- NevadaWorks Board developed and adopted a Strategic Plan with identifiable goals and objectives;
- NevadaWorks Board conducted and published a “Best Employment Practices” survey;
- Partnerships in economic development initiatives have been increased through stronger linkages with economic development agencies.

Problems:

- Engaging private sector participation on the State and Local Workforce Investment Boards;
- Size of boards due to mandated partners and private sector majority;
- Achieving high visibility and a reputation for quality services to employers within the local areas by accepting universal access to the employer pool by all partners.

F. State and Local Flexibility**Achievements:**

- Request for Proposal [RFP] process provided flexibility for SNWIB to target specific at-risk groups (e.g. Offender's, Teen Pregnancy, School Dropout's, etc.);
- State Board appointed workgroups that included LWIB member representation;
- RFP process was extremely effective in northern Nevada resulting in seventeen providers being awarded WIA funds for youth, adult and dislocated worker programs.

Problems:

- With the increased flexibility granted to the LWIBs under the Act, problems have emerged between the state and local boards regarding these newly defined roles and responsibilities. On one hand more specific guidance or direction is requested of the State or the LWIB, and on the other the desire to develop a system without interference from the State or local level was thought to be more appropriate. To ensure full implementation of the system to meet the intent of the Act and its regulations, State level decision makers will need to strike a balance between being too prescriptive, which may limit local autonomy and not providing adequate direction or guidance to the local areas.

G. Improved Youth Programs**Achievements:**

- Development of a Youth Council at both the State and LWIB levels to assist in the identification and development of youth services strategies;
- SNWIB Youth Council developed a mapping of youth services based on the ten youth elements;
- Basic Skills labs that cater to deficient youth needs.

Problems:

- Unable to garner additional external grant funding resources other than WIA Title I to fulfill vision of youth council;
- Due to Nevada's economic base the type of jobs required in a service industry often do not require traditional education and/or vocational training which makes the engagement of youth difficult, specifically out-of-school youth.

III. Implementation of Nevada's Workforce Development System

A. Governance:

To oversee Nevada's workforce investment system an Executive Order was issued on September 1, 1996, which established the Governor's Workforce Development Board. This order was amended on October 22, 1998 to rename the body formerly known as the Governor's Workforce Development Board as the Governor's Workforce Investment Board. In addition, the amendment redefined the Board's role and responsibilities to conform to the Workforce Investment Act of 1998.

With the assistance from the State, Chief Locally Elected Officials recruited and appointed members of the two local workforce investment boards. As a result of their efforts, the SNWIB, the southern board, was established in January 2000, and NevadaWorks, the northern workforce investment board, was established in March 2000.

The role of both the State and Local Boards is to provide strategic planning and oversight for the workforce development system.

Both of these boards' memberships reflect local area demographics and constituent groups and are in compliance with local board's membership requirements, including One-Stop partners and business representing the majority of members.

In both local areas, a clear separation of staff assigned to the local board and program operations staff has been achieved

Both local boards have developed and executed Memorandums of Understanding [MOUs] with their required partners. These MOUs detail how services are to be delivered and by whom, including the costs of operating the One-Stop Centers.

As required in the Act and its regulations, Youth Councils have been established at the local levels. The State Workforce Investment Board also elected to have a council at the state level, although this is not a requirement. All three councils are aware of their roles and responsibilities regarding the coordination of youth activities, recommending youth service providers and providing oversight of programs. Membership on the two local councils represents a cross section of individuals and organizations with expertise related to providing youth services in the local area. The NevadaWorks Youth Council holds meetings the first Thursday of the month and the Southern Nevada Youth Council meets every other month.

The State Youth Council/Task Force represents members of both the State and LWIBs and other partners. The development of the Youth Plan under WIA is an excellent example of collaboration and cooperation by ensuring all required partners and other interested parties were involved from the beginning of the process. In addition, members from the State Youth Council were instrumental in gaining additional funding for youth programs statewide from the Governor's Reserve funds for this program year.

Members of both Youth Councils have been actively involved in the selection of youth service providers for the last two program years.

B. Establishment of Nevada's One-Stop Delivery System:

State and Local Workforce Investment Boards play a critical role in coordinating local workforce development, business and economic development strategies to meet the needs of the business community.

Nevada's vision as stated in the five-year State Unified Plan is to *“make the workforce investment system the first choice of all employers and job seekers in Nevada”*.

Improving services to employers through the One-Stop system is critical to achieving our vision and to increasing the employer's level of involvement in Nevada's workforce development system. If the system can find qualified workers for new job openings, improving their skills will result in increased participation.

Increased collaboration, at both the State and Local levels, will be required over the next few years to realize our vision of a seamless system of service delivery to employers and job seekers. In addition, staff in the One-Stop Centers are learning to deal with their new support role to provide guidance and information that will enable customers to make wise choices, and to assist them in identifying appropriate resources.

➤ Northern Nevada:

As of July 1, 2000, NevadaWorks established and certified one full service One-Stop Job Link Center located at the Reno Town Mall in southeast Reno. The facility is centrally located with ease of access through local transportation services and is located at the Truckee Meadows Community College and Business Center.

All required partner programs are accessible at the One-Stop Center, including services available through Welfare to Work, Unemployment Insurance, Career Enhancement Program, AARP, Title V, Job Corps, Vocational Rehabilitation, Employment Service, as well as WIA Adult, Dislocated Worker and Youth services.

Prior to the designation of this integrated One-Stop Center, customers frequently had to appear at a variety of social service locations to apply for various separate but related programs. Customers were required to repeatedly supply the same personal information when applying for services and transportation to access the variety of services was difficult to obtain for the customer.

Employers are critical to the partnership successes of NevadaWorks. Through the established partnership of the One-Stop Workforce System, employers can advertise a job opening, search for applicants, obtain information about issues related to conducting business in northern Nevada, have applicants pre-screened, utilize space to interview applicants and participate in a variety of job and career fairs. The State Department of Employment, Training and Rehabilitation's web site, provides employers the opportunity to access:

- ✓ Current and historical labor market information,
- ✓ Unemployment information,
- ✓ America's Job Bank,
- ✓ DETR's Job Bank,

- ✓ America's Career Kit and
- ✓ Links to other helpful sites.

In addition to the One Stop System services available to employers, NevadaWorks has brought the business community into the workforce investment arena by seeking out business involvement through Board membership, and soliciting business input for the development of workforce investment strategies targeting business needs. NevadaWorks is now identified as the hub of workforce investment information supporting economic development initiatives through active partnerships with local economic development agencies throughout northern Nevada.

➤ **Southern Nevada:**

The Southern Nevada Workforce Investment Board (SNWIB) opened its first physical one-stop "Southern Nevada WorkSource" on November 14, 2000. WorkSource is a unique collaboration of locally-based, community, regional, and state organizations working together to advance the economic well-being of the Southern Nevada Workforce Investment area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce investment, education, and economic development services for job seekers, incumbent workers, and employers. The WorkSource mission is to match skilled workers with the employment needs of local business. All services are offered at no cost to the business or the job seeker.

The One-Stop partners agree that the One-Stop Delivery System will be managed by the One-Stop Consortium. The SNWIB has hired a coordinator who is physically housed at WorkSource. The WorkSource staff has:

- Hosted three (3) Employer Extravaganzas.
- Hosted a Job Seeker Focus Group.
- Provided extensive cross training of all WorkSource staff, to include development of a "Menu of Services" manual.
- Established an employer/business office, which allows employers to use the space for recruiting, employment-related meetings, etc.

C. Partner Programs:

➤ **The Career Enhancement Program [CEP]:**

Although not a required partner under the Act, this employment and training program funded by Nevada employers serves a similar population of the Adult and Dislocated Worker programs under WIA. CEP has been a key player during this program year in collaborating with other providers to avoid duplication of services and resources.

Highlights:

- Entered employment is the program's first priority. For Fiscal Year 2001 [July 1, 2000 through June 30, 2001] actual performance level for this measure was 99% of the annual goal of 6,220;
- 6,530 clients were enrolled in the program for the one-year period.

- Sixty-three CEP participants were trained as Youth Developers through the Boys and Girls Clubs of Nevada. This included two weeks classroom training and eleven weeks of intensive on-the-job training;
- CEP activity and services are being converted to America's One-Stop Operating System (AOSOS). This allows CEP participants access to a one-stop environment where programs and services are provided in a seamless manner.

Problems Encountered:

- Converting CEP database to AOSOS is not complete due to both internal and external factors resulting in staff not being able to produce ad hoc and standard reports for Administration, Legislators and State Budget.

Continuous Improvement Efforts:

- Administrative staff received training in November 2001 on the use of an ad hoc reporting software tool, Discoverer, which will enable the agency to produce management reports from AOSOS;
- In the past, CEP has conducted Customer Satisfaction Surveys through the mail, which resulted in a poor response rate. Because of their involvement in the workforce investment system, discussions are being held to include CEP participants in the WIA telephonic customer satisfaction survey;
- Realignment of CEP Operational Procedures Manual is scheduled for early 2002.

➤ **Displaced Homemaker Program:**

Funding for this program is through divorce filing fees in each of Nevada's 17 counties. The purpose of the program is to assist clients in the acquisition of job and life skills necessary to adequately provide the financial and practical needs of their families, and ultimately to attain self-sufficiency.

Highlights:

- Regional Centers offer a variety of training and career options (traditional and non-traditional careers) to assist client in entering or re-entering the labor force, including workshops, assessment of individual goals, and counseling.

Problems Encountered

- Outreach continues to be a problem with the Centers serving the more remote rural areas due to financial and staffing constraints;
- Fees collected did not meet projected revenues for the contract authority levels for each of the four Centers;
- Full integration with other One-Stop Partner programs has not been achieved to the desired level.

Continuous Improvement Efforts

- Two Centers serving rural northern Nevada will be increasing their outreach efforts to encompass more communities, while increasing the number of clients served. With limited Staff and funding it is essential to the program to collaborate and coordinate efforts with other programs and agencies within the one-stop environment;

- Accountability of fees collected in each of the counties is an issue being addressed by the Displaced Homemaker Board, which may go before the next session of the Nevada Legislators;
- The Board will review contract/RFP procedures and a more structured method for tracking and auditing the collection of funds.

➤ **Immigration Programs:**

The Department of Employment, Training and Rehabilitation (DETR), through the Employment Security Division, has been implementing employment based immigration programs since 1980. The current programs include: 1) Permanent Labor Certification, 2) H2-A Temporary Labor Certification (Agriculture), 3) H2-B Temporary Labor Certification (Non-Erg), 4) H1-B Temporary (Professional) Workers, 5) D-1, Longshoremens, 6) National Farmworkers Job Program (formerly MSFW), and 7) the Employment Service Complaint System.

Problems encountered:

- Regulatory changes at the federal level have inundated the state with filings of permanent labor certifications. The state is currently up 2000 % in filings for this program over the same period last year.

Continuous improvement efforts:

- A recently re-designed prevailing wage request form has streamlined that process, removing several labor-intensive steps;
- Internal procedures are being developed to assist team members in assisting assigned staff;
- Changes in the federal guidelines governing the program have streamlined program procedures although the increased number of filings has muted that effect.

➤ **TAA (Trade Adjustment Assistance/NAFTA/TAA (Transitional Adjustment Assistance**

Nevada's TAA-NAFTA program provided services to 75 clients during this program year and 145 clients applying for Trade Readjustment Allowance.

Highlights:

The TAA-NAFTA program was a critical component of the National Reserve Account Grant during the mining closures and layoffs experienced in northern Nevada.

- The Department of Employment, Training and Rehabilitation established the Workforce Investment Support Services [WISS] unit that assists in improving regulatory oversight and policy development of this program;
- Federal funding is flexible and has been sufficient to effectively serve eligible individuals.

Problems Encountered:

- Delays in reauthorization of funds have caused problems for administrative planning and advancement of services to eligible clients.

Continuous Improvement Efforts:

- DETR's endorsement of cross training of staff will continue to result in a better, more responsive, and efficient program.
- Training will be extended to the local job link office staff who serve as the first point of contact for prospective TAA-NAFTA clients.

➤ Title V – Older Americans:**Highlights:**

- Average age of enrollees is 66.5 years, which is well above the national average for this program;
- Placement in unsubsidized employment has increased over the last couple of years, which included severely handicapped and ex-felon participants;
- Customer Satisfaction survey was conducted of current clients and responses provided interesting insight into the desire for more training by older Americans, but their reluctance to attend traditional classes with younger people.

Problems Encountered:

- Waiting list of individuals interested in receiving services;
- Half of enrollees in northern Nevada live in rural areas where jobs are scarce;
- Insufficient dollars for training;
- Title V income counts for purposes of subsidized housing eligibility, which serves as a disincentive for many potential clients.

Continuous Improvement Efforts:

- To improve collaboration efforts with other WIA partner programs to ensure training costs for older Americans can be met.

➤ Unemployment Insurance (UI):**Highlights:**

- A statewide "virtual" call center for processing of unemployment claims became fully operational on April 30, 2001, allowing all Nevadans to file for benefits from the comfort and convenience of their homes. Interstate claimants access the call center utilizing a toll-free number.
- Automated services were expanded for Nevada employers through the implementation of electronic options for filing wage reports and paying UI contributions.
- America's One-Stop Operating System (AOSOS), which was implemented during program year 2000, provides a bridge to Nevada's UI benefits system and improves linkages with WIA partners by automatically registering UI claimants for employment services.

Problems Encountered:

- Increasing annual shortfall assessments applied by the Federal partner to Nevada's UI program are impacting the state's ability to maintain efficient levels of service to claimants. As a result, Nevada is utilizing state penalty and interest

funds that were authorized by the Nevada Legislature for technology and capital improvement projects to supplement claims taking and adjudication operations to meet federal and state performance measures.

- The global demand for information technology expertise has made it difficult to maintain a full compliment of essential UI programming staff.

Continuous Improvement:

- Nevada received federal grant funding to implement Internet UI claim filing during the next program year. The project will be completed in phases, with additional and continued claim filing and inquiry being offered in January 2002, and expanded to include all other claims by June 30, 2002.
- To ensure that UI claimants received fair and timely benefit determinations and payments, the agency received approval to expend state funds for a new adjudication software package that will eliminate duplication in assigning and scheduling cases.
- The primary strategy for continuous improvement in the UI Contributions area will focus on improved services for Nevada employers via a redesign of the core accounting system. The new system will simplify employer-filing options for both quarterly report data and UI tax payments.

- **Veterans' Program** provides employment and training services to eligible veterans through two principal programs, Disabled Veterans' Outreach Program [DVOP] and the Local Veterans Employment Representative Program [LVER].

Highlights:

- Services to Veterans in Nevada are provided at seven DETR Job Link Offices, two One-Stop Career Centers, and one WIA partner agency office;
- Of the 10,980 registered Veterans, 2,602 veterans and eligible persons found suitable employment, including 1,116 Vietnam era veterans and 292 disabled veterans;
- Forty-six (46) Special Disabled veterans found suitable employment after they completed their DVA rehabilitation training;
- To enhance outreach efforts, new locations at the Veteran's Centers were established in Las Vegas and Reno;
- All Job Link Office veterans' staff were trained to use AOSOS which will benefit staff in tracking and reporting of services to Veterans.
- Job performance standards for Disabled Veterans Outreach Program and Local Veterans Employment Representative staff for assignments and evaluations were developed.

Problems Encountered:

- Federal restrictions on how Veterans Employment and Training staff could be used have made it difficult to work collaboratively in the one-stop environment.
- Meet performance and reporting requirements for the number of federal jobs posted. Staff have no control over the number of contracts written per year and the employment retention at six months. Their role has been as job developer or as a referral to job placement;

- Field staff are concerned that many veterans are not being served, since they must concentrate on “specific target groups”;
- Until now, the role of staff serving veterans has been one of job developer with referrals to jobs or other services. Their role has not required tracking employment retention at six months. With emphasis on placing veterans with federal contractors, this presents another problem since most contracts awarded in Nevada last less than six months, which will affect performance for this retention measure;
- The number of veterans and eligible persons registering for service within the One-Stop system continues to decline as more customers either use the self-service system or access jobs and training through non-WIA providers;

Continuous Improvement Efforts:

- A comprehensive Veterans’ Program Procedures Manual and Technical Assistance Guide will be completed by the end of program year 2001.

➤ **Vocational Rehabilitation (VR):**

Highlights:

- Partnership in the One-Stop system has improved access to vocational rehabilitation services by simplifying the referral process.
- A benefit to VR clients is the immediate access to partner services including vocational exploration and employment services.
- Resource centers with assistive technology software and equipment provided an essential tool for VR counselors and clients that shortened the time frame for job search.

Problems Encountered:

- Cross training of One-Stop partners on VR program eligibility guidelines and confidentiality requirements presented challenges.

Continuous Improvement:

- One-Stop centers continue to fine tune policies and procedures for client registration and referral, which will result in seamless access to all partner services.

➤ **Wagner-Peyser:**

Highlights:

- Labor exchange and re-employment services are available in the two comprehensive One-Stop Centers and 11 Job Link Offices located throughout the State.
- Job Link and One-Stop offices provide universal access of services for employer and job seekers. Fully functioning Resource Centers with Internet capability and career exploration software are an integral part of every office and provide a gateway to America’s Job and Talent Banks.
- To assist WIA partners and state and local workforce investment boards in the advancement of Nevada’s integrated workforce system, the functions of the

former State Job Training Office were combined with the Employment Security Division's Employment Service programs to create the Workforce Investment Support Services (WISS) unit in October 2000.

- Staff in Nevada's Job Link and One-Stop offices assisted 12,371 people to enter the workforce during the program year. Staff placed 7,629 individuals at an average wage of \$8.63 per hour and provided supportive services to another 5,102 people who returned to work.

Problems Encountered:

- Nevada, in concert with six other states and the Department of Labor, is developing a new operating system. The America One Stop Operating System (AOSOS) has been installed and is in use in all Job Link and One-Stop offices. Mandated federal reports are not complete or validated at this time, and staff is unable to create ad hoc managerial reports.

Continuous Improvement

- Enhancements of AOSOS is an on-going process which will increase the usage of the system by other partners;
- WPRS programming is nearing completion and that program should be fully functional within the next two months.
- With the additional resources made available through receipt of the Reemployment Services grant, a greater number of unemployment insurance claimants will be provided assistance in returning to work;
- Expansion of Nevada's Workforce Development System will incorporate affiliate and satellite sites.

- **Worker Profiling & Reemployment Services System [WPRS]** is a federally mandated program (Public Law 103-152) that requires that reemployment services be provided to selected unemployment insurance (UI) claimants identified as more likely to exhaust their UI benefits.

Highlights:

- Department of Labor (DOL) sponsored a regional WPRS Workshop for states in February 2001. The focus of the workshop was to discuss the ETA-9048 Worker Profiling and Reemployment Services quarterly report. DOL provided clarification on the reported services;
- In March 2001, Unemployment Insurance Support Services [UISS] and Workforce Investment Support Services [WISS] staff provided WPRS Facilitator Training in southern Nevada. Purpose of the training was to ensure all orientations were conducted jointly by two facilitators, one from Employment Security Division (ESD) and the other a service provider under WIA, and there is consistency statewide;
- WPRS Facilitator Training conducted in rural Nevada in August 2001 [Elko and Winnemucca];
- WPRS activity and services, including the automated selection process, are being converted to America's One-Stop Operating System [AOSOS]. This enables WPRS clients to be accessible to a one-stop environment where programs and services are provided in a seamless manner.

Problems Encountered:

- Conversion to AOSOS is not complete, but staff is developing the report specifications and data information required to create the WPRS federal quarterly reports.

Continuous Improvement Efforts:

- WPRS Facilitator Training is scheduled for Northern Nevada field staff the first week of November 2001, and training has been provided on-going as required to accommodate new staff;
- Automated selection process and federal reports operational under the AOSOS;
- Suggestions and comments of field staff and clients are being used continually to update and improve the orientation presentation materials.

- **Work Opportunity Tax Credit [WOTC]** program, created by the Small Business Job Protection Act of 1996, and reauthorized by the Taxpayer Relief Act of 1997. The program was designed to help individuals from certain groups who consistently have had a particularly high unemployment rate and to promote employer participation by hiring of these target group individuals.

Highlights:

- From July 1, 2000 through June 30, 2001, 8,226 requests for certification were received. In that same time period, 1,986 employer certifications were issued. Of the 1,986 certifications issued 178 were Welfare-to-Work only, and 1,808 were dual certifications;
- If all of the above certifications were actually used to their maximum the 1,808 dual enrolled represents a potential of \$4,339,200 in employer tax credits, and the 178 WtW certifications represents a potential of \$1,513,000 in employer tax credits.

Problems Encountered:

- Staffing levels were insufficient, but as of October 2001 the program has two full-time staff and a part-time Student.
- Lack of staff and length of time the program is reauthorized [9-12 months at a time] has made marketing and outreach of the program to employers difficult.

Continuous Improvement Efforts:

- Utilization of the internet E-mail system will improve the internal processing of final determination results;
- Outside agencies, including Social Security and the Veterans Administration, will be contacted and encouraged to share information to streamline the determination process;
- If the program is reauthorized, outreach and marketing efforts, including mailers to all UI contributing Nevada employers will begin;
- On-site technical assistance and training for employers will be provided to reduce the denial rate.

- **Welfare-to-Work** program is designed to deliver employment and training services to the hardest to serve welfare recipients who enroll in allowable work activities, including job readiness training in vocational education, and on to post employment services to help keep participants employed on their way to becoming self-sufficient.

Highlights:

- Nevada's Welfare-to-Work [WtW] program which resides under the guidance of DETR served over 700 participants associated with long-term Temporary Assistance for Needy Families [TANF] with over 450 successfully placed in unsubsidized employment;
- The Welfare-to-Work 1999 Amendments streamlined the WtW eligibility requirements;
- Both of the state's LWIBs, have begun to dual enroll participants in the WIA and WtW programs, which will ensure continuous service to WtW participants after the sunset of the WtW program funding;
- Participants' job placement continues to hold steady with approximately 75% of those served placed in unsubsidized jobs.

Problems Encountered:

- To prevent projected program shut down in February 2002, the State Board awarded additional funds to the Northern LWIB; which will allow the program to continue through June 30, 2002;
- The Department will work with staff to ensure their new fiscal role will result in thorough fiscal review being conducted at both LWIBs and service providers level to ensure program integrity and accountability are maintained.

Continuous Improvement Efforts:

- A revised WtW State Compliance Policy Guide is scheduled for publication and distribution during the November/December 2001 timeframe;
- Through quarterly meetings and on-site visits, the WISS staff will provide technical assistance as required and continue to update LWIBs regarding the latest WtW initiatives.

IV. Service Delivery Under the Workforce Investment Act

Though not a requirement for reporting purposes either quarterly or annually, LWIB and One-Stop Center staff are very interested in tracking utilization of core self-services due to the substantial time, resources and staff being invested in developing these services for clients.

With emphasis on partnerships and the One-Stop approach to service delivery, we expect to see improved coordination and linkages resulting in a more cost-effective system than in the past. Expansion of the menu of available core and intensive services and development of additional self-service tools for the delivery of core services is on going. Over time, improved coordination and linkages should also increase the employment-related outcomes for participants, the primary goal of the system.

A. Adults/Dislocated Workers

Under WIA, the job seeker and the case manager take on an entirely different role than under previous programs. Case Managers are no longer responsible for just recruitment, screening [eligibility determination] and enrolling the customer in a class. The customer is also required to take on a more active role in the services undertaken. They are not automatically registered, since many will take advantage of the self-service and informational services, available at the One-Stop Center and other resource centers. The intent is not to move a customer to the next tier of service, either intensive or training services, unless they require additional assistance to find employment and/or advance to employment at a wage that can sustain self-sufficiency.

Access to and eligibility for the intensive and training service levels has also caused additional confusion to center staff. Although both Local Workforce Investment Boards are operating under the Priority of Service criteria, it does not mean that only recipients of public assistance and other low-income individuals may receive these services. This is another dramatic change from previous employment and training programs.

➤ **NevadaWorks:**

NevadaWorks issued a single Request for Proposal [RFP] for Adult and Dislocated Worker Programs, incorporating the concepts of core, intensive and training services and transitioning service provider and service delivery systems into the workforce investment system.

NevadaWorks also provided funding and services under the continuation of the National Reserve Grant for the mining and related industries through December 2000.

In February 2001, a Request for Proposal for WIA services for PY 2001 was issued with awards being announced in May 2001. Seven contractors were selected to provide services throughout northern Nevada representing 13 separate and unique programs.

New elements were included in their RFP for the second year under WIA:

- Multiple pre-proposal technical assistance workshops
- Determination and identification of specific local needs was required
- Programs to address gaps in service
- Partnerships and coordination with businesses, local agencies/organizations were required
- Rewarded leveraging of resources and required matching contributions
- Majority of the evaluation committee comprised of business representatives
- On-site evaluations and oral presentations incorporated
- Mandatory training for all contractors on program requirements and NevadaWorks reporting system.

WIA services and staffing at the One-Stop Job Link at Reno Town Mall are also funded through adult and dislocated worker funds.

➤ **Southern Nevada Workforce Investment Board:**

- Adult and Dislocated Worker service providers were chosen on a competitive basis by the SNWIB performance committee and subsequently approved by the SNWIB.
- Core, Intensive and Training services were provided by all the SNWIB Adult and Dislocated Worker services providers throughout the Southern Nevada Workforce Investment Area.
- Over 534 eligible participants were provided basic skills training, work experience, on-the-job training, and occupational skills training.
- Over 710 were placed and retained employment. A large percentage of these individuals also received meaningful and transferable skill certificates.
- A noteworthy partnership program was established between the SNWIB Adult and Dislocated Worker programs and Citibank namely, the "New Hire Partnership" in which the SNWIB service providers recruited, and screened individuals that were referred to Citibank. Citibank subsequently trained and employed many of these WIA clients who were eventually placed in various positions throughout their company.
- Additionally, the State Board were active participants along with several other local community social services agencies in the development and submission by the "Young Offender Initiative: Demonstration Grant Program".

B. Youth

Nevada's youth face a number of social and economic barriers which will be addressed by the Youth Councils to ensure they are given every opportunity to complete their educational activities with a future goal of pursuing a employment in a high-skill, high-wage career. During this program year, the State Board allocated additional youth funds for both LWIBs from the 15% Governor's Reserve.

- Nevada's youth are often under-educated, parenting, abusing drugs and involved in violent crimes. We struggle with "losing" youth who want nothing more than a job. Although we are committed to long-term interventions, this is a reality that we have been trying to address;
- WIA requires that 30% of youth funds at the local level be targeted to dropouts or out-of-school youth. This requirement represents a challenge for Nevada and other states with youth populations that have multiple barriers and a history of nothing but negative experiences associated with the educational system. Clearly the program goals of education and employment to foster long-term employability and self-sufficiency have been an added challenge;
- Dropout rates in Nevada vary dramatically from county to county: Clark County in southern Nevada is 13.0% overall; Pershing is 33%; statewide rate is 11.7%. *[Source: Nevada Department of Education]*
- 22% of Nevada children under the age of 19 were uninsured in Nevada from 1997 to 1999, while in any given year the state's suicide rate for ages 15-19 is between 1.5 to 2.4 times the national rate. The rate of attempted suicide is twice the national average. *[Source: 2001 Nevada KIDS COUNT Data Book]*

- Nevada has a large job market that does not require attainment of a high school diploma or GED.

As a result of these barriers, youth service providers are concerned about developing and implementing a comprehensive service delivery strategy for youth to ensure the long-term impact of their programs and also meeting negotiated levels of performance to enable them to continue to provide services.

➤ **NevadaWorks:**

Youth Services RFP was issued in March 1999 that incorporated WIA concepts and the ten (10) required program elements. Service provider contracts were renewed for PY 2000 ending June 30, 2001.

In November 2000, another request for proposal was issued. Awards were announced in February 2001 with a program start date of April 1, 2001; seven contractors were initially selected to serve youth in northern Nevada representing 13 separate and unique programs. Two (2) additional providers are in the process of being added for a total of nine contractors and 15 programs. Programs represent a wide range of activities and target groups including out of school youth, runaway and homeless youth, youth offenders, youth receiving drug or alcohol abuse treatment and the more traditional services of life skills, GED preparation, occupational training, internships and work experience.

➤ **Southern Nevada Workforce Investment Board:**

- Under the guidance and oversight of the Southern Nevada Workforce Investment Board Youth Council, WIA Title I Youth Services were provided to over 1, 400 youth.
- Youth service providers were selected on a competitive basis by the Youth Council and subsequently approved by the SNWIB.
- The service delivery encompassed all of the required ten elements. Service providers placed special emphasis on educational enhancement initiatives, i.e. dropout prevention programs, GED attainment programs, high school graduation proficiency exam programs.
- Out of school youth were placed in outstanding internships and on-the-job training programs. Special recognition was given to an outstanding leadership, mentorship, and skill enhancement programs that targeted "gang affiliate youth". This program is used as a recruitment stimulus for skill enhancement training in occupations that are related to the music industry. Youth were trained how to utilize all equipment in recording studios that relate to voice and instrumental skills. They were also provided workshops on composing, lyric composition, use of advanced technology in recording, voice and instrumental instructions, etc. The program was so successful that one of the youth who has an interest in the field of lyric composition has been asked to produce a script in the near future for a major record company. There are approximately 25 eligible disadvantaged participated in the program.

C. Success Stories:

- The Boys and Girls Club of Mason Valley, a northern Nevada youth service provider, arranged for one of their Leaders in Training [L.I.T.] youth to attend a four-day camp at Lake Tahoe, called “The Prudential Youth Leadership Institute”. She returned with an award for the most committed, energetic and motivated participant at the camp.
- A Winnemucca youth remained in school and graduated in June. He was a special needs student, but received a regular, not an adjusted, diploma and went to work the day after graduation. He has been accepted to a college for training as an athletic coach. Patience, perseverance and being content to achieve by small steps has marked his success.
- A Carson City woman came with a goal of becoming a welder. She qualified for services as a dislocated worker and was referred to Western Nevada Community College for their accelerated welding program. She was an A student and progressed through the program with perfect attendance and obtained employment as an apprentice welder. As a result of this program, she reached journeyman level and is now building hangars at an Air Force Base in California. Her wage has gone from a pre-training wage of \$6.00-\$8.00/hour to \$18.00/hour.
- An 18 year old left school and work to care for her dying parent and went through severe emotional trauma following the death. As a result of services offered under the Dislocated Worker program she has regained her balance and her desire to complete her education. She completed her GED and is now pursuing both her adult diploma and a two-year degree at the community college because her case manager has aligned her training program with the adult education program to make optimum use of time and training.
- A woman from Fallon was interested in updating her computer skills and obtaining employment. She had always had a job doing physical work, but developed foot problems and needed to change careers. She was served by a number of One-Stop partners, including Vocational Rehabilitation, WIA Title IB service provider and the Career Enhancement Program [CEP]. She enrolled in JOIN, Inc.’s in-house computer lab and began a work experience with Domestic Violence Intervention. After completion of this training, the CEP representative in the local Job Link Office arranged an OJT with the same employer. As a result of the collaborative efforts by these partners, she has been hired full time and has received rave reviews from her new employer.
- A 32 year old woman has demonstrated a strong desire to overcome the many obstacles she has faced with assistance from the Community College of Southern Nevada Welfare to Work program. Her barriers include ovarian cancer, a chronically asthmatic child, the death of her father, homelessness, unreliable transportation, lack of adequate money to pay utilities and a stay in the hospital due to extreme domestic violence. In spite of these barriers she devoted at least 8 hours a day to seeking employment over a two month period resulting in employment as a PBX operator in a major Las Vegas medical center. Without her determination and the assistance of her case manager it is doubtful this story would have such an ending.
- A young mother worked at McDonalds until she was able to pass the background check to become a passenger service agent. As a result of the tragic events of September 11, she was not hired by American Airlines as anticipated. Her case

manager was able to assist with housing, transportation and clothing during her subsequent job search and within a few days was hired as a tour operator.

- A seventeen-year-old mother of a one-year-old daughter faced many challenges not expected of a youth. She was a senior in high school, living on her own, holding down a job and without the assistance from the child's father. After losing her job due to lack of work, she sought assistance from a service provider in Las Vegas, which resulted in a job at the Venetian Hotel and is still currently employed.

V. Statewide Activities

A. Eligible Training Provider List/Consumer Report

The Workforce Investment System established under WIA emphasizes informed customer choice, system performance and continuous improvement. In order to maximize customer choice, the State Workforce Investment Board ITA Task Force, State and Local Board staff, along with training providers worked collaboratively to finalize a subsequent eligibility procedure, an attachment to WIA State Compliance Policy Section 1.12 on Selection of Training Service Providers.

The lead state agency, DETR, has responsibility for ensuring applications submitted by the two boards for either initial or subsequent eligibility meet the requirements of the Act, regulations and Nevada Revised Statutes. In addition, they are responsible for updating both the Eligible Training Provider List and Consumer Report, both of which are available on the DETR website.

During the first year under WIA, the State elected to extend the initial eligibility period to eighteen months since many providers had not been collecting the data required for all students and WIA participants. Applications were being accepted at any time throughout the year.

The amount of information required of providers is not only a Nevada concern but a national one as well. Since the subsequent eligibility process has not been completed as of the submission of this report, we are unable to determine the impact that the required performance data will have on the number of providers remaining on the list beginning in January 2002 and those choosing not to.

B. Rapid Response

The Rapid Response Coordinators, for northern and southern Nevada, are employees of DETR, the lead state agency. The coordinators are responsible for ensuring other Rapid Response Team Members representing one-stop partners, service providers, statewide labor coordinator and other community-based organizations are available to quickly respond to notices of layoffs. Arrangements are made for on-site presentations as soon after notification as possible.

Program Year 2000 statistics include:

- 13,054 dislocated workers were served through Rapid Response Activities;
- 87 WARN notices were received by the Rapid Response Team;
- 138 businesses were affected by layoffs/downsizing/closures;
- Rapid Response Team made 64 on-site presentations with 106 information packets being sent to businesses;

Highlights:

- Staff designed a new single, fold-up program brochure for use both at job fairs and on-site presentations;
- A new, simpler WARN notification form was developed and implemented by staff;
- Additional members of the Rapid Response were added including staff from both One-Stop Centers and Local Workforce Investment Board staff;
- Another team member was added to the State Rapid Response Team.
- In southern Nevada, all local service providers were required to participate in Rapid Response activities by becoming part of the State Rapid Response Team. The various service providers coordinated their activities to avoid duplication and to ensure an efficient delivery of services.

Problems Encountered:

- To more effectively conduct Rapid Response activities to handle the unexpected volume of layoff/closure notices received in a short time frame, cross training of additional staff is needed;
- Printed materials in languages other than English and Spanish.

Continuous Improvement Efforts:

- A newly revised presentation package for future presentations and mail-outs to employees is currently being developed;
- DETR website will include an expanded page on Rapid Response where employees and employers can access forms and information on activities and available services;
- AOSOS will be used to track and record layoffs and closures;
- A full time staff person will be added in southern Nevada to assist coordinator.

C. Evaluation Activities

As required by WIA Section 136(d)(1), the evaluation efforts at both the State and local levels during the first year under WIA have been to assess and document the progress toward implementation by the State and Local Workforce Investment Boards. In addition, these efforts were intended to identify problems and barriers and to assess the efficiency and effectiveness of the statewide Workforce Investment System in improving employability for job seekers and competitiveness for employers.

State staff were unable to attend the US Department of Labor Evaluation meeting held in Washington D.C. [October 2001] due to a variety of reasons: short notice of event, events of September 11, 2001 and travel costs. We would like to see in the future, critical technical assistance events such as this one to be more regionalized to increase participation by State and local staff.

In addition to statewide activities, both LWIBs worked very closely with their program providers to assess their implementation efforts toward a comprehensive workforce investment system.

State Activities:

➤ **WIA Implementation Readiness Guide [Attachment 7]:**

As a result of a US Department of Labor directive to Regional Administrators [Field Memorandum No. 5-01]– Workforce Investment Act Implementation Readiness Guide], DETR staff prepared a readiness guide dated November 2000 which detailed all key implementation elements listed in the attachment to Training and Guidance Letter [TEGL] No. 15-99.

The purpose of this evaluation tool was to ensure all planning and implementation issues would be resolved by June 30, 2001 and to identify any technical assistance and/or training needs at both the State and local levels.

In early January 2001, USDOL National and Regional Staff conducted on-site visits at the State and local areas. Issues identified in their report dated January 10, 2001 were minimal and have been resolved to their satisfaction.

➤ **Timeline and Guidance for WIA Implementation in the Local Areas for Program Year 2000 [Attachment 8]:**

Following the guidance provided by TEGL 15-99 attachment “*Elements of a Substantially Implemented WIA System*”, State staff developed a timeline and guidance document which contained elements of the system relevant to the local area.

The purpose of this document was to assist the two local workforce investment areas in assessing their progress in implementing these elements and to address problem areas not meeting the minimum requirements of the Act or regulations.

➤ **WIA Implementation Workgroup Meetings:**

During this first year under WIA, State and LWIB staff attended monthly meetings to discuss and resolve issues, review policies and other appropriate matters relating to the implementation of the workforce development system in Nevada. During the second year meetings may be held quarterly or more frequently as required.

➤ **Compliance Assurance Reviews:**

On-site visits by Compliance Assurance Team(s) combined with on-going review of quarterly participant and financial reports of local board activities were conducted during the first year. LWIB Questionnaire and Compliance Assurance instruments were developed to assist team members in their compliance review at the local level.

➤ **NevadaWorks:**

- **Mandatory Awardees Training:**

As a requirement to receive an award of WIA funds all successful service providers for youth, adults and dislocated workers were required to attend a two-day training session. Session agenda covered eligibility requirements, allowable activities, performance standards and outcomes and items relating to administrative activities, e.g., reporting requirements, procurement and program monitoring.

- **Customer Satisfaction:**

During the first year under WIA, the Northern Nevada One-Stop Job Link Center concentrated on staff development and customer satisfaction measurement as a means of improving customer service.

By implementing two strategic planning sessions at the One-Stop Job Link Center, staff development efforts and skills were increased and have allowed for improvements in staff skills and enabled them to provide a higher level of service to the customers participating in the One-Stop Job Link Center. Staff focused on the mission of the Center, what services customers primarily seek the center for, who the customers are, and how to provide the services in the most professional manner.

- **On-Site Monitoring:**

Financial: on-site visits were conducted for the WIA and WtW contracts to ensure that the expenditures were recorded correctly and were allowable, in addition to ensuring compliance with the contracts and WIA Regulations. Due to the newness of the program and the expansion of service providers, on-site visits often included technical assistance.

Program: on-site visits were conducted to evaluate the status of programs and to review compliance elements as prescribed under WIA regulations. A combination of participant file review using a monitoring checklist and the NevadaWorks WIA reporting system were used to assess compliance with program and contract requirements.

- **Monthly Program Narrative Reports:**

All service providers and the One-Stop Job Link Center are required to submit monthly reports. Through consistent contact with providers, board members, agencies and businesses, evaluation of the effectiveness and local service delivery and local workforce investment needs are evaluated.

➤ **Southern Nevada Workforce Investment Board:**

- On a quarterly basis, the SNWIB monitoring team conducts program and fiscal monitoring of Service Providers who have received Welfare-to-Work and Workforce Investment Act contract awards. The monitoring is all-inclusive, designed to ensure compliance with appropriate regulations and the terms of the contract, and to provide an evaluation of the Service Provider's program.

Participant files are reviewed for data integrity, eligibility and case management, including justification of client expenditures. Accounting records are reviewed for accuracy of expenditure recording, appropriate backup documentation and assurance of compliance with generally accepted accounting principles and appropriate regulations. An exit conference is held with relevant staff of the Service Provider to provide an overview of the monitoring process and to discuss any questions or problems regarding the results of the monitoring. The monitoring process is also used as a technical assistance tool to aid the Service Provider with the successful operation of the program.

- Additionally, SNWIB conducts on-site monitoring of the One-Stop to ensure compliance with appropriate regulations. An exit conference is held with the Consortium members to provide an overview of the monitoring process and to discuss any questions or problems regarding the results of the monitoring.

D. Incentive Awards

The State Board voted to award incentive dollars, as required under WIA, totaling \$120,000 to be divided equally between the two LWIBs for the first year. During the first year under WIA, they also agreed to award incentive not on performance, but for implementing the elements of a Workforce Investment System outlined in the Timeline and Guidance for WIA Implementation in the Local Area document, which was developed by staff. Document was completed by both LWIBs and approved for award.

The northern Local Workforce Investment Board, NevadaWorks, will be using the majority of their incentive award to fund the planning and implementation stages of the US DOL H1B grant to address the nursing shortage in northern Nevada. The SNWIB plans to use a large portion of their grant award on capacity building activities for their Board, Board staff and service providers through consultants and experts who can provide the necessary guidance that will enhance performance in all areas of WIA program and fiscal operations.

For the second and subsequent years, incentive grants will be awarded on performance and coordination criteria, which are outlined in WIA State Compliance Policy Section 1.16. [Attachment 9]

E. Marketing

➤ Statewide Activities:

The State's Workforce Investment Board appointed a Marketing Task Force whose responsibility was to determine initial marketing needs for Nevada's Workforce Investment System. As a result of their recommendation, the State Board set aside \$400,000 for marketing the system and a formal request for proposal was issued for the development of a marketing campaign and a new logo to be used statewide.

A Las Vegas based advertising firm, Mass Media/Vanguard, was selected. Their first task was to conduct a statewide telephone survey of both employers and job seekers to determine resources they used, where they looked for information about

employment services offered by the State of Nevada and knowledge of the Workforce Investment System.

Results from this survey only reinforced the need to market the services available through Nevada's Workforce Investment System in a more comprehensive manner to ensure users of the system are aware of the available services. As with other States, Nevada faces similar concerns that their agencies and One-Stop Centers must be prepared to deliver the services promised or risk alienating their customers.

A number of strategies are being discussed for next steps in the marketing campaign including:

- Create an on-line business to business campaign beginning in January, 2002 and continuing throughout the first quarter of 2002;
- Design print ads for targeted trade and community magazines to reach business leaders and human resource decision makers;
- Create a Speaker's Bureau of Staff and Board members for presentation to local business organizations; and
- Develop a website that will focus on the needs of business and job seekers.

➤ **NevadaWorks:**

Marketing of NevadaWorks and Workforce Investment System and activities has taken a wide variety of forms. From the development of a new logo, program specific and informational brochures, radio interviews and production of public service announcements for broadcast on cable television to participation in career fairs and the open house for the One Stop Job Link Center, marketing and outreach has been a primary focus for NevadaWorks.

Their Chief Executive Officer, Tom Fitzgerald, has conducted rural tours to every county, meeting with Local Elected Officials, business individuals, economic development authorities and attended various functions at Chambers of Commerce in Reno, Dayton, Virginia City, Yerington, Carson City, Fernley and Sparks. Presentations on the role of NevadaWorks have been made to all 13 county commissions. In addition, NevadaWorks is actively participating in on-going projects with EDAWN, NNDA, SPPCO, ECEDA, has met with Washoe Legislative Delegation and U.S. Senate and House staffs in Reno and Washington D.C.

➤ **Southern Nevada Workforce Investment Board:**

- The Southern Nevada One-Stop facility opened in November 2000 operating under the name of WorkSource Southern Nevada. Per directives from the State level, it was advised that all marketing efforts should be temporary since a broader State marketing plan was being developed.
- The overall marketing efforts for the program year included:
 - ✓ Grand opening/ribbon cutting ceremony with local media coverage.
 - ✓ Printed materials such as brochures, letterhead, envelopes and business cards

- ✓ Signage including three (3) outdoor framed banners and two (2) indoor menu of services boards.
- ✓ Three (3) employment extravaganzas – approximately 50 employers were on site recruiting potential employees from over 1,000 job seekers. Direct marketing for these events included posters, flyers and advertising in local employment newspaper.
- ✓ One (1) program orientation for 35 external employment specialists affiliated with a religious social services group.
- ✓ WorkSource listing in local telephone directory.

F. Technical Assistance/Capacity Building

Nevada is committed to ensuring State and LWIB members, state and local staff receive the assistance to provide high quality customer service and support continuous improvement efforts through a variety of technical assistance activities.

These activities will be on going as required to ensure all needs are met and new staff are given the opportunity to participate:

- Identifying the training needs and other support required by staff delivering services;
- Use new management information systems, labor market information, or other important resources;
- Cross training of staff to understand the variety of services available within the Center and to assist client's access to all available services.

➤ **State Level Activities:**

State Workforce Investment Board Members Guide [Attachment 10]: acquaints board members with their role and responsibilities including the composition requirements of the board as required by the Act.

LEO Guide [Attachment 11]: outlines their increased roles, responsibilities and duties under WIA with respect to implementing workforce investment activities in the respective areas including a more visible role with the State Workforce Investment Board and the Governor.

Memorandum Of Understanding [MOU] Template: lead agency staff developed a template to provide guidance to the two local workforce investment boards on the minimum requirements of an MOU as required in the Act and its regulations. The template included information on how costs of services and activities would be shared among partners, their levels of participation or investment, designation of a fiscal agent, cost allocation methods and plan. If used by the LWIBs their MOU would more than meet the minimum requirements.

Technical Assistance Guide: provides supervisory and front line staff a brief overview of the Act with the intent to promote common understanding and consistent application of workforce development activities in the one-stop delivery system. It offers users a consolidated, condensed, easy reference tool for services to

be provided including eligibility and service requirements, training providers and Individual Training Accounts [ITAs].

WIA State Compliance Policies [Table of Contents – Attachment 12]: Initial development of policies began with a workgroup representing State and Local Workforce Investment Board staff. Prior to submission to the State Board all new and revised policies are reviewed collaboratively to ensure full understanding of those who would be required to comply with their content.

WIA Implementation Workgroup Meetings: these monthly meetings between State staff and LWIB staff provided an opportunity to discuss implementation issues, address concerns, and provide technical assistance during the first year under WIA. Meetings will be held quarterly during the second year, but more frequently if required. New equipment purchased by DETR will also allow for teleconferencing for meetings that will cut down on the staff time out of the office and also the costs of travel.

➤ **Local Level Activities**

❖ **NevadaWorks:**

- Staff provided three one-day Workforce Investment Act training sessions to service providers, board members, state and local staff and the general public. These technical workshops provided a detailed overview of the Act, specifically focusing on the authority of local board and information regarding the coordination/streamlining services, empowering individual customers, universal access, increased accountability and improved youth programs.
- Representatives of all program providers participated in mandatory training on WIA program requirements and the NevadaWorks Reporting System. Program Guides for Youth, Adult and Dislocated Worker programs were developed and provided to all program operators during the mandatory training sessions.
- During the first three (3) months of every new contract period, on-going intensive technical assistance is provided by NevadaWorks to program providers followed by monthly contact and provider program narrative reporting.
- The Youth Council will be developing and sponsoring at least two (2) capacity building events for all youth providers in northern Nevada, not limited to WIA funded providers, during the coming year.
- NevadaWorks sponsored a Performance Standards workshop for program providers conducted by staff from DOL, Region VI.
- Staff attended beginning and intermediate classes in Microsoft Access. A Computer Consultant was hired to train our MIS staff on the Data collection system.
- Staff and Board Members attended conferences in Washington, DC to learn about the WIA funding on a national level and also to meet with the Senator (Harry Reid) and his staff that represent the State of Nevada.
- Staff also participated in the training from the SNCAT television station to learn about the television form of marketing.

- Staff also attended a conference on Equal Opportunity Regulations to bring our agency current with the law.
- Monthly meetings held with some of the contractors to follow their progress on their contracts with NevadaWorks. Technical assistance was provided at these meetings, or later followed up on depending on the extent of the help needed. Monthly meetings between NevadaWorks program and finance staff and contractors are held to cover contract status, program status, expenditure status, and any problems or needs for technical assistance.
- Staff participated in the testing of the One-Stop Operating System (OSOS) and attended Train the Trainer sessions.
- Staff attended the Regional Youth Council Conference in San Francisco, California. The focus of the conference was on the vision of what a youth council should be and common issues/problems that are effecting youth councils. It was stated that the vision of a Youth Council is to partner youth expertise and business together to provide training and employment services. One of the common issues is the need to look at local needs and determine where there are gaps. Some of the problems facing youth councils are:
 - ✓ How to have youth/employers involved in a meaningful way
 - ✓ How to keep enthusiasm up
 - ✓ How to get competing organizations to collaborate
 - ✓ How to leverage funds/resources
 - ✓ How to get the rural job done
- Staff also attended the Performance Excellence in Contracting for Workforce Program Outcomes in Oakland, California. The conference covered contracting, monitoring, scopes of work to include services, outcomes, role of customer satisfaction, and payment structures.
- NevadaWorks has participated in the Nevada Association of Counties Annual Convention in Fallon, attended the National Association of Workforce Boards and National Association of Counties annual meeting in Washington D.C. and has visited local workforce investment boards in Oregon and California.

❖ **Southern Nevada Workforce Investment Board:**

- The SNWIB staff provides a comprehensive training session at program inception to educate Service Providers as to the requirements and regulations governing WIA. All front-line staff and management staff are required to attend this intensive training session, at which time a Client Service Manual is distributed and discussed in detail. During this session all Service Providers are encouraged to contact SNWIB staff as questions arise.
- Additionally, monitoring is performed on a quarterly basis; all client files and fiscal records are reviewed. During these monitoring sessions the SNWIB staff continues to provide technical assistance and suggestions as to program design elements SNWIB staff has observed to elicit success in the past.
- The SNWIB has also hosted a WIA Performance Workshop, which was attended by all Service Providers. This Workshop was conducted by Maria Remboulis-Weidmark from the Department of Labor, and provided an intense and comprehensive format to ensure that Service Providers are aware

of and understand the importance of the performance requirements under WIA.

G. Reporting and Data Collection

America's One Stop Operating System was implemented in Nevada on July 2, 2001. The total number of partner staff using the system exceeds 300.

Highlights:

- Department of Employment, Training and Rehabilitation (DETR) and WIA partners have been using AOSOS as a labor exchange application since July 2, 2001;
- The application has been well received and has been proven to be a valuable data sharing one stop tool. The application has exceeded our expectations on its reliability and stability having been down once for a period of two hours since July 2nd;
- Nevada recently (October 8, 2001) finished installing the latest version of AOSOS, version 2.0, which allows for multiple agencies to use the application, improved and expanded security capabilities, allows AOSOS to be used with an interactive voice response (IVR) system and improved the employment plan module;
- During the development stage and the pre-implementation period, there was cooperation among the partners in setting up business requirements for the product, testing of the application, resolving security issues, populating data tables and in the training of the field staff;
- Preparation of the training curriculum, training the trainers and office coaches transpired over a three-month period. The training of partner staff took over ten weeks to accomplish;

Problems encountered:

- Although the partners helped with implementation of AOSOS and had every intention of using the application to produce the WIA mandated reports, the reality is that the WIA and ES reports produced out of AOSOS are not authenticated. The various federal mandated reports [WIA and ES] are still in the process of being validated for accuracy;
- Therefore, our WIA partners are using AOSOS only for labor exchange activities at this time and will use the case management capabilities of the application sometime in the future once WIA reports are produced from AOSOS;
- In the meantime, all WIA reports are being produced from legacy systems that the Local Workforce Investment Boards had in place prior to implementation of WIA in Nevada.

Continuous improvement efforts:

- Continue improving and adding of enhancements to the AOSOS product with full utilization of the application by all partners being the final outcome;
- All federally mandated ES and WIA reports will soon be available from AOSOS;

- The partners to produce management reports will also utilize an ad hoc reporting tool, Discoverer.

❖ **NevadaWorks:**

- The NevadaWorks Reporting System was developed as a web-based, user-friendly data collection and reporting system for all NevadaWorks programs and activities. It was also designed to capture and report WIA and other program specific reporting and performance information.
- The system was introduced and launched in February 2001, replacing the Dataflex reporting system instituted under JTPA. The NevadaWorks Reporting System captures and generates all WIASRD required elements, in addition to management reporting features.
- The NevadaWorks reporting system will have the capability for data exchange with the AOSOS system in the near future.

❖ **Southern Nevada Workforce Investment Board:**

- SNWIB is committed to using America's One Stop Operating System (AOSOS) for our primary data collection system. However, AOSOS was not fully operational for Program Year 2000, so our current client tracking system was modified to include, at a minimum, the required data collection elements as identified by DOL Training and Employment Guidance Letter 14-00.
- SNWIB has established a Southern Implementation Workgroup who provides guidance and oversight regarding the use of AOSOS among the partners. The Workgroup identifies which components will be implemented and appropriate timelines for implementation; has developed an AOSOS Policy and Procedures Manual; identifies potential partners who would benefit from AOSOS and provides an overview of the system; identifies training needs and provides training to partner agencies.

VI. Performance Accountability

A. State Performance

In preparation for negotiation with U.S. DOL Region VI staff of State's levels of performance for the first three years under WIA, the State Board appointed a Performance Measures Task Force.

The Task Force collected and analyzed data from a variety of sources for the fifteen core measures. Statistics were collected from the Job Training Partnership Act [JTPA] programs, Department of Education, Wagner-Peyser, and Welfare's NEON program.

By end of May 2000, the Task Force completed their analysis of the supporting baseline measures. Justifications for anticipated levels of performance with the exception of the two customer satisfaction measures for employers and job seekers were documented for presentation to Regional staff during the negotiation process.

A negotiation meeting was held on June 14, 2000 attended by US DOL Regional Administrator and State Liaison, Task Force Members, State and local board staff. During this meeting levels of performance were established for the first year under WIA resulting in changes to one core measure, Younger Youth – Placement and Attainment of Secondary School Diploma or Equivalent and the Employer Satisfaction measure. Performance levels for years two and three remained the same with the understanding that they could be renegotiated at the State’s request after first year’s performance was finalized. Also at this meeting the term, “*national standards*”, was mentioned. This reference concerned all in attendance since everyone was under the impression that each State would have the opportunity to provide justification of each measure based on their own individual uniqueness and not against a national standard like under JTPA which compared apples and oranges or Nevada and New York.

As of the date of this report, US Department of Labor National Office has not provided guidance on the renegotiation process.

B. Local Area Performance

NevadaWorks:

- NevadaWorks performance, under the criteria of the Workforce Investment Act and coupled with expansion and diversification of new service providers during the annual report period, reflects the flexibility of northern Nevada programs to meet the challenges of workforce development.
- Over one-third of the total WIA clients served during the period were previously enrolled during the tenure of the Job Training Partnership Act and continued to receive planned services under the Workforce Investment Act.
- Each local program provider is held accountable with specific performance objectives established, monitored and measured which creates the cumulative effect of NevadaWorks program performance. The efforts, dedication and creativity of all NevadaWorks providers and WIA partners are reflected in the northern Nevada Workforce Investment System.

Southern Nevada Workforce Investment Board:

- SNWIB encountered difficulty meeting the negotiated level of performance for the credential measures, due to a narrow and restrictive interpretation of the credential definition. SNWIB is re-visiting the definition to ensure locally recognized credentials. Additionally, we encountered difficulty with the Younger Youth Diploma measure, due to Las Vegas economic climate.
- SNWIB has provided additional guidance to service providers regarding the WIA performance management measures.

C. Tables A – O: Workforce Investment System Performance Measures for PY 2000

**Table A – Workforce Investment Act Customer Satisfaction Results
July 1, 2000 – June 30, 2001**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level [ACSI]	Number of Customers Surveyed	Number of Customers Eligible for Survey	Number of customers included in sample	Response Rate
Program Participants	65	78.5	878	1510	1510	58%
*Employers	65	73.6	271	321	321	84%

*Number of employers served was considerably below the 500 minimum required and as a result these numbers would not be statistically valid.

**Table B - Adult Program Results At A Glance
October 1, 1999 to September 30, 2000**

Performance Measure	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63%	73.0%	449
			615
Employment Retention Rate	78%	*83.0%	396
			477
Earnings Change In Six Months	\$2,500	*\$4,953	\$2,362,375
			477
Employment And Credential Rate	30%	41.4%	262
			633

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive Or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	81.4	96	62.2%	23	68.9%	62	72.3%	60
		118		37		90		83
Employment Retention Rate*	87.2	82	69.2%	18	80.5%	62	82.8%	48
		94		26		77		58
Earnings Change in Six Months*	\$7,377	\$693,468	\$4,036	104,945	\$4,186	322,331	\$4,937	286,353
		94		26		77		58
Employment and Credential Rate	20.9%	23	38.5%	15	41.2%	42	43.8%	32
		110		39		102		73

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	74.9%	384	63.7%	65
		513		102
Employment Retention Rate *	83.5%	345	44.7%	51
		413		114
Earnings Change in Six Months *	\$5,076	2,096,280	\$2,334	\$266,095
		413		114

Data for Employment Retention Rates and Earnings Change in Six Months represents only three-quarters of data. Final data for fourth quarter of the time period covered for these measures will not be available until January 2002.

**WIA Annual Report – Program Year 2000
October 1, 1999 to September 30, 2000**

Table E - Dislocated Worker Program Results At A Glance

PERFORMANCE MEASURE	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	
Entered Employment Rate	67%	77.7%	668
			860
Employment Retention Rate	82%	89.6%	550
			614
Earnings Replacement Rate	80%	101.7%*	\$7,561,727
			\$7,436,618
Employment and Credential Rate	51%	64.3%	498
			774

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	77.1%	131	76.1%	51	68.7%	114	100%	1
		170		67		166		1
Employment Retention Rate*	83.3%	95	89.7%	35	88.7	86		0
		114		39		97		0
Earnings Change in Six Months*	104.3%	1,492,558	70.4%	494,547	96.3%	1,065,491		\$0
		1,431,011		702,438		1,106,921		\$0
Employment and Credential Rate	66.4%	99	57.1%	32	53.9%	76	100%	1
		149		56		141		1

Table G – Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core And Intensive Services	
Entered Employment Rate	76.5%	563	84.7%	105
		736		124
Employment Retention Rate *	90.0%	458	91.1%	82
		509		90
Earnings Replacement Rate *	104.9%	6,363,211	87.4%	1,198,516
		6,065,950		1,370,668

*Data for Employment Retention Rates and Earnings Change in Six Months represents only three-quarters of data. Final data for fourth quarter of the time period covered for these measures will not be available until January 2002.

**WIA Annual Report - Program Year 2000
October 1, 1999 to September 30, 2000**

Table H - Older Youth Results at a Glance

Performance Measure	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65%	69.5%	107
			154
Employment Retention Rate	78%	*75.5%	74
			98
Earnings Change in Six Months	\$2,200	*\$3,650	\$357,738
			98
Credential Rate	21%	29.1%	53
			182

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out Of School Youth	
Entered Employment Rate	76.2%	16	100%	1	30.6%	11	79.6%	90
		21		1		36		113
Employment Retention Rate *	81.3%	13	0%	0	60.0%	6	75%	63
		16		1		10		84
Earnings Change in Six Months *	\$4,825	\$77,194	\$501	\$501	\$2,547	25,467	\$3,452	289,988
		16		1		10		84
Employment and Credential Rate	14.3%	3	0%	0	20.0%	5	32.8%	41
		21		1		25		125

* Data for Employment Retention Rates and Earnings Change in Six Months represents only three-quarters of data. Final data for fourth quarter of the time period covered for these measures will not be available until January 2002.

**WIA Annual Report - Program Year 2000
July 1, 2000 to June 30, 2001**

Table J - Younger Youth Results at a Glance

Performance Measure	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	60%	84.5%	1620
			1917
Diploma or Equivalent Attainment Rate	25%	20.8%	55
			264
Retention Rate	35%	60.2%	59
			98

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out of School Youth	
Skill Attainment Rate	93.5%	172	67.3%	418	63.7%	170
		184		621		267
Diploma or Equivalent Rate	33.3%	1	41.2%	28	35.4%	46
		3		68		130
Retention Rate	85.7%	6	57.9%	22	69.1%	38
		7		38		55

**WIA Annual Report - Program Year 2000
October 1, 1999 to September 30, 2000**

Table L – Other Reported Information

	Placements for Participants in Non-Traditional Employment		Wages at Entry Into Employment for those who Entered Unsubsidized Employment		Entry into Unsubsidized Employed Related to the Training Received of Those Who Completed Training Services	
Adults	1.6%	9	\$3,797	\$2,103,450	18.3%	59
		554		554		323
Dislocated Workers	1.1%	8	\$6,167	\$4,354,057	28.5%	134
		706		706		471
Older Youth	0.0%	0	\$3,330	\$399,567		
		120		120		

Table M – Participation Levels

	Total Participants Served	Total Exiters
Adults	1463	977
Dislocated Workers	1016	650
Older Youth	240	131
Younger Youth	1504	572

**WIA Annual Report - Program Year 2000
July 1, 2000 to June 30, 2001**

Table N – Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$2,410,129
Local Dislocated Workers		\$1,736,374
Local Youth		\$1,922,054
Rapid Response		\$ 194,595
Statewide Required Activities		\$ 405,835
Statewide Allowable Activities	Program Activity Description	
	•	
	•	
	•	
	•	
	•	
	•	
	•	

WIA Annual Report - Program Year 2000

Table O – Local Performance

NevadaWorks Northern Nevada	Total Participants Served 7/1/00 – 6/30/01	Adults	369
		Dislocated Workers	552
		Older Youth	92
		Younger Youth	249
ETA Assigned Number 32010	Total Exiters 7/1/00 – 6/30/01	Adults	309
		Dislocated Workers	428
		Older Youth	72
		Younger Youth	166
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction 7/1/00 – 6/30/01	Participants	70%	76.2%
	Employers	70%	73.4%
Entered Employment Rate 10/1/99 – 9/30/00	Adults	65%	72.2%
	Dislocated Workers	68%	75.0%
	Older Youth	65%	71.8%
*Retention Rate 10/1/99 – 9/30/00	Adults	78%	86.3%
	Dislocated Workers	83%	88.7%
	Older Youth	78%	76.9%
	Younger Youth	35%	56.2%
*Earnings Change Replacement Rate in Six Months 10/1/99 – 9/30/00	Adult	\$,2500	\$4,513
	Dislocated Workers	80%	92.9%
	Older Youth	\$2,200	\$3,125
Credential Diploma Rate 10/1/99 – 9/30/00 7/1/00 – 6/30/01 Younger Youth	Adults	30%	56.3%
	Dislocated Workers	51%	61.8%
	Older Youth	22%	37.7%
	Younger Youth	21%	26.5%
Skill Attainment 7/1/00 – 6/30/01	Younger Youth	60%	37.9%
Overall Status of Local Performance		Not Met	Met
		2	15

* Data for Employment Retention Rates and Earnings Change in Six Months represents only three-quarters of data. Final data for fourth quarter of the time period covered for these measures will not be available until January 2002.

Table O – Local Performance

Southern Nevada Workforce Investment Board	Total Participants Served 7/1/00 – 6/30/01	Adults	1052
		Dislocated Workers	447
		Older Youth	148
		Younger Youth	1253
ETA Assigned Number 32010	Total Exiters 7/1/00 – 6/30/01	Adults	722
		Dislocated Workers	237
		Older Youth	61
		Younger Youth	411
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction 7/1/00 – 6/30/01	Participants	70%	80.7%
	Employers	70%	78.2%
Entered Employment Rate 10/1/99 – 9/30/00	Adults	65%	73.6%
	Dislocated Workers	68%	81.2%
	Older Youth	65%	66.7%
*Retention Rate 10/1/99 – 9/30/00	Adults	78%	80.7%
	Dislocated Workers	83%	90.5%
	Older Youth	78%	73.9%
	Younger Youth	35%	72.0%
*Earnings Change Replacement Rate in Six Months 10/1/99 – 9/30/00	Adult	\$,2500	\$5,262
	Dislocated Workers	80%	113.8%
	Older Youth	\$2,200	\$4,244
Credential Diploma Rate 10/1/99 – 9/30/00 7/1/00 – 6/30/01 Younger Youth	Adults	30%	28.4%
	Dislocated Workers	51%	68.1%
	Older Youth	22%	17.1%
	Younger Youth	21%	14.3%
Skill Attainment 7/1/00 – 6/30/01	Younger Youth	60%	91.7%
Overall Status of Local Performance		Not Met	Met
		4	13

Data for Employment Retention Rates and Earnings Change in Six Months represents only three-quarters of data. Final data for fourth quarter of the time period covered for these measures will not be available until January 2002.

**State of Nevada
Workforce Investment Act Grant - PY 00
For the Period July 1, 2000 - June 30, 2001**

Operating Results

<u>Total All Fund Sources</u>	<u>Total Authorized</u>	<u>Expended*</u>	<u>Percent</u>	<u>Balance Remaining</u>
Adult Program Funds	2,716,484	2,716,484	100%	0
JTPA PY 99 Carry In Monies	216,489	130,024	60%	86,465
Dislocated Worker Program Funds	3,495,560	3,495,560	100%	0
JTPA PY 99 Carry In Monies	161,750	161,750	100%	0
Youth Program Funds	2,801,036	2,801,036	100%	0
JTPA PY 99 Carry In Monies	168,833	160,826	95%	8,007
Out-of-School Youth		1,065,362		
In-School Youth		856,692		
Summer Employment Opportunities		617,229		
Unliquidated Obligations		878,982		
Local Administration Funds	1,001,454	918,750	92%	82,704
JTPA PY 99 Carry In Monies	60,786	49,363	81%	11,423
Rapid Response Funds	430,805	430,805	100%	0
JTPA PY 99 Carry In Monies	0	0		0
Statewide Activity Funds	1,843,295	1,411,306	77%	431,989
JTPA PY 99 Carry In Monies	392,060	33,472	9%	358,588
JTPA PY 98 Carry In Monies	23,863	23,863	100%	0
Total PY 00 Funds	12,288,634	11,773,941	96%	514,693
Total PY 99 Carry In Monies	999,918	535,435	54%	464,483
Total PY 98 Carry In Monies	23,863	23,863	100%	0
Grand Total	13,312,415	12,333,239		979,176

*Includes unliquidated obligations.

VII. Attachments

- A. Governor’s Workforce Investment Board Membership List**
- B. NevadaWorks Council and Board**
- C. NevadaWorks Youth Council**
- D. NevadaWorks One-Stop Committee**
- E. Southern Nevada Workforce Investment Board and Committee Members**
- F. WIA Implementation Readiness Guide**
- G. WIA State Compliance Policy Section 1.16**
- H. Timeline and Guidance for WIA Implementation in the Local Areas for PY 00**
- I. State Workforce Investment Board Guide**
- J. Local Elected Officials Guide**
- K. WIA State Compliance Policy Table of Contents**

GOVERNOR'S WORKFORCE INVESTMENT BOARD

NAME	REPRESENT	ADDRESS	EXPIR. DATE
Nathan, Arthur E. – Chair	Business	c/o DETR 500 E. Third Street, Suite 200 Carson City, Nevada 897013	09-30-98 10-30-01
Arberry, Assemblyman Morse Jr.	Assemblyman-Southern Nevada		09-30-98 10-30-01
Bercier, Ron	Nevada's Minority Citizens	East Ridge Temps 4220 S. Maryland Pkwy. Las Vegas, NV 89119	09-30-98 10-30-01
Brewer, Robert E.	Southern Nevada Private Industry Council Chair	Southwest Gas Corporation 5241 Spring Mountain Road Las Vegas, NV 89150	
Carpenter, Assemblyman John C.	Assemblyman-Northern Nevada	P.O. Box 190 Elko, NV 89803-0190	10-30-01
Chairsell, Chris	Nevada's University and Community College System	UCCSN 5550 W. Flamingo Rd., Suite C-1 Las Vegas, NV 89103	Pleasure of Governor
Willden, Mike	Welfare and Aging, Director	Dept. of Human Resources 505 East King St., Room 600 Carson City, NV 89710	Pleasure of Governor
Emmett, Jessie	Nevada's Small Businesses		09-30-98 10-30-01
Fisher, Judie	Northern Nevada Elected Officials	Carson City Personnel 201 North Carson, #4 Carson City, NV 89701	10-30-01
Florence, Myla	Department of Employment, Training & Rehabilitation, Director	500 East Third, Room 200 Carson City, NV 89713	Pleasure of Governor
Grady, Thomas J.	Nevada League of Cities	Nevada League of Cities 310 S. Curry Street Carson City, NV 89703	09-30-98 10-30-01
Ham, Vicki	Private Industry	Krispy Kreme 313 Pilot Road, Suite B Las Vegas, Nevada 89119	10-30-01
Liliam Hickey	Private Small Business		09-30-97 09-30-98 10-30-01
Jones, Jeanne mailto:alphai19@aol.com	Private Citizen and Small Business	4425 Spring Mountain Road, # 305 Las Vegas, NV 89102 or P.O. Box 81647 Las Vegas, Nevada 89080	09-30-97 09-30-98 10-30-01
Kelly, Kathryn	Small Business and Seniors	Homemakers Services, Inc. 5875 Tyrone Road Reno, NV 89509-4764	10-30-01
Luce, Celeste	Nevada's Single Parents		09-30-98 10-30-01
Mathews, Senator Bernice	Senator-Northern Nevada		10-30-01
McComb, Karla	Safe and Drug Free Schools Vocational Rehabilitation Council	Safe & Drug Free Schools 601 North 9 th Street Las Vegas, NV 89101	09-30-98 10-30-01
Vacant	Private Sector		
Batjer, Marybel	Chief of Staff, Governor's Office	Governor Kenny Guinn's Office Capitol Complex Carson City, Nevada 89701	Pleasure of Governor
Mullet, Craig	Nevada's Manufacturing Industry		09-30-98 10-30-01

Murphy, Aleta	Banking Industry/Carson City Chamber of Commerce	Cal-Fed Bank 201 West Telegraph Street Carson City, NV 89703	09-30-98 10-30-01
Naegle, Paula	Nevada's Teachers	Chaparral High School Nedra N. Joyce Communications Cntr 4212 Eucalyptus Avenue Las Vegas, NV 89121	09-30-98 10-30-01
McLaughlin, Jack	Nevada's Department of Education, Superintendent of Public Instruction	Department of Education 700 East Fifth Street Carson City, NV 89710	Pleasure of Governor
Publow, Chris	Private Business and School-to-Careers	Ted Wien's Tire & Auto Centers 1701 Las Vegas Boulevard South Las Vegas, NV 89104	09-30-98 10-30-01
Ranney, Bob	Southern Nevada Community-Based Services and Youth	Aspen Community Services 2375 E. Tropicana #5 Las Vegas, NV 89119	09-30-98 10-30-01
Rider, Cindy J.	Nevada's Mining Industry	Newmont Gold Company P.O. Box 669 Carlin, NV 89822 (Physical Address: 5.5 miles North of Carlin, Nevada)	09-30-98 10-30-01
Riley, Jim	Chair , Northern Nevada Workforce Investment Board	c/o NevadaWorks 600 Mill Street Reno, Nevada 89502	06-30-03
Shalmy, Donald (Pat)	Southern Nevada Chamber of Commerce, President	Las Vegas Chamber of Commerce 3720 Howard Hughes Parkway Suite 100 Las Vegas, NV 89109-0937	09-30-98 10-30-01
Sheppard, Michael	Northeastern Nevada Regional School-to- Careers Partnership; Private Business, and Construction Industry (rural)	Michael Clay Constructors 410 Minor Street Winnemucca, NV 89445	09-30-98 10-30-01
Shriver, Robert	Nevada's Commission on Economic Development, Director	Commission on Economic Development 108 East Proctor Street Carson City, NV 89701	Pleasure of Governor
Thompson, Danny	Nevada's Labor Unions	Nevada State AFL-CIO 223 S. Division Street Carson City, Nevada 89703	09-30-98 10-30-01
EX-OFFICIO MEMBERS			
Carlisle, Judy		U.S. Department of Labor Veterans Employment and Training Service 1925 North Carson Street Carson City, NV 89701	Ex-Officio

Updated 09-23-01

Tamara Nash, Board Liaison
Department of Employment, Training and Rehabilitation
500 E. Third Street, Suite 200
Carson City, Nevada 89713
Tlnash@nvdetr.org

775-684-3891
775-684-3908 (FAX)
775-721-5318 (Cell)

**NevadaWorks Board
July 1, 2001 – June 30, 2002**

Name	Title	Company	Address
Breternitz, John C.	Executive Vice President	Q & D Construction	P.O. Box 10865 Reno
Clark, L. Nathan	College President and Corporate Vice President	Career College of Northern Nevada	1195-A Corporate Blvd., Reno
Clausen, Kirk V.	Executive Vice President	Wells Fargo Bank	5340 Kietzke Lane, Suite 201, Reno
Decker, Joyce	Regional Director of Recruitment	Park Place Entertainment – No. NV	2550 East Second St. Reno
Fleming, Jack	Builder/Developer	J.J. Fleming and Associates	1764 Klatt Drive Carson City
Glenn, Valerie	President/CEO	Rose Glenn Group	P.O. Box 20158 299 S. Arlington Ave Reno
Lees, Patricia L.	Director of Training Services	Nichols Consulting Engineers, CHTD.	1885 S. Arlington Ave. Suite 111, Reno
Lewis, Kris	Sales Representative	Super Store Industries	9435 Ogden Trail Dr. Sparks
Miller, M. Wayne	Manager of Human Resources	Day Zimmermann Hawthorne Corp.	2 South Maine Street Hawthorne
Oakes, Dean	Manager of Human Resources	Day Zimmermann Hawthorne Corp.	2 South Maine Street Hawthorne
Oldham, Sue	Attorney		P.O. Box 1282, Verdi
Parker, Dennis	Owner	Parker Heating & Sheet Metal	400 Front St. P.O. Box 669, Elko
Riley, Jim	Consultant	Nevada Bell	1575 Sharon Way, Reno
Rutherford, Frank	Assistant General Manager	Sturgeon's Restaurant Casino & Hotel	1420 Cornel Avenue, Lovelock
Thomas, Stan	Director of Business Planning & Growth	Sierra Pacific Power Co.	P.O. Box 10100 Reno
Wilson, Geoffrey	Chief Financial Officer	Club Cal Neva & Virginian	P.O. Box 2071 Reno
Holt, Kris E.	Executive Director	Northern Nevada Development Authority	896 W. Nye Lane #201 Reno
Thomas, Stan	Economic Director	Sierra Pacific Power Co.	P.O. Box 10100, Reno
Adair, Dennis	Northern District Manager	Bureau of Vocational Rehabilitation DETR	1325 Corporate Blvd. Reno
Baker, Birgit Wolf, Bob	Administrator Chief of Field Direction and Management	Employment Security Division – DETR	500 E. Third Street Carson City
Dugan, Kenneth	Center Director	Sierra Nevada Job Corps Center	5005 Echo Avenue, Reno
Fisher, Judie	Personnel Manager	Carson City	201 N. Carson Street Carson City
Rosaschi, Rota	Chief of Benefits and Support Services	Dept. of Human Resources – Welfare Division	2527 N. Carson Street Carson City
Waite, Wayne	Area Coordinator Reno Area Office	HUD	3702 .S. Virginia Street Reno
Darney, Alan	Administrator	No. NV Electrical Apprenticeship	1150 Greg Street Sparks
Smith, Greg	Administrator	No. NV Operating Engineers	P.O. Box 20962 Reno
Brandt, Joy	Chamber of Commerce	Lander County	P.O. Box 116 Austin
Nichols, Bob	Chamber of Commerce	White Pine County	P.O. Box 331, Ely
Moen, Mary Katherine	Adult Education Consultant	Department of Education	700 e. 5 th Street

			Carson City
Rainey, Michael	Outreach College Dean	TMCC – Reno Town Mall	4001 S. Virginia Reno
Clark, L. Nathan	College President and Corporate Vice President	Career College of Northern NV	1195 A Corporate Blvd, Reno
Durham, L. Keyth	City Manager	City of West Wendover	P.O. Box 2825 West Wendover

Local Elected Officials

Name	Title	County	Address
Bond, Joanne	Commissioner	Washoe County	P.O. Box 11130, Reno
Ellison, John	Commissioner	Elko County	569 Court St., Elko
Elquist, Bill	Commissioner - Chair	Lander County	745 S. Humboldt St. Battle Mountain
Fisher, Judie	Personnel Manager	Carson City Human Resources	201 No. Carson St. Suite 4, Carson City
Frey, Norman	Commissioner	Churchill County	3975 Reno Highway Fallon
Funk, Arlo	Commissioner	Mineral County	P.O. Box 1450, Hawthorne
Hunewill, Phyllis	Commissioner	Lyon County	315 Artist View, Wellington
Kershaw, Bob	Commissioner	Storey County	126 Bleu De Clair, Lockwood
Kite, Kelly	Commissioner	Douglas County	P.O. Box 218 Minden
Mancebo, Roger	Commissioner	Pershing County	P.O. Box Drawer E Lovelock
Provost, Dave	Commissioner	White Pine County	953 Compton St. Ely
Robinson, Wayne	Commissioner	Eureka County	P.O. Box 287, Eureka
Wright, Don	Commissioner	Humboldt County	Courthouse Room 205 50 W. Fifth St., Winnemucca.

**NevadaWorks
Youth Council Members**

Attachment C

Name	Company	Street	City
Aguirre, Pablo	The Children's Cabinet	1090 South Rock Blvd.	Reno
Bessett, Jane	WCSD Education Collaborative	P.O. Box 30425	Reno
Crowder, Travis	Boys & Girls Club of Mason Valley School	124 N. Main St.	Yerington
Cunning, Toni	I Can Do Anything Charter High School	1195 Corporate Blvd. Suite C	Reno
Darney, Alan	Northern NV Electrical Apprenticeship	1150 Greg St.	Reno
Deyhle, Sara	Housing Authority of The City of Reno	1525 East. Ninth St.	Reno
Dickey, Laura	City of Reno	P.O. Box 1900	Reno
Dugan, Ken	Sierra Nevada Job Corps Center	5005 Echo Ave	Reno
Fierra, Shawnee	Nevada Hispanic Services	3905 Neil Road	Reno
Fitzgerald, Tom	NevadaWorks	600 Mill Street	Reno
Fleming, Jack	J. J. Fleming & Associates	1700 County Road Suite C	Minden
Foger, Chavez	Senator Harry Reid's Office	400 S. Virginia St. Suite 902	Reno
Garcia, Ed	NESD – One-Stop Link Office	4001 S. Virginia St.	Reno
Golder, Stuart	The Children's Cabinet	1090 So. Rock Blvd.	Reno
Grefrath, Tina	JOIN, Inc. – One-Stop Job Link Office	4001 So. Virginia St.	Reno
Hilton-Robinson, Paulette	Job Corps/UNR	P.O. Box 60280	Reno
Kneibler, Barbara	NevadaWorks	600 Mill St.	Reno
Manning, Jane	Sierra Nevada Job Corps Center	5005 Echo Ave.	Reno
Maragakis, Mary	United Cerebral Palsy	4068 So. McCarran Blvd. Suite B	Reno
Melloway, Chis	Washoe County Department of Juvenile Services	P.O. Box 1130	Reno
O'Massey, Mike	Center for Employment Training	520 Evans Ave.	Reno
Riley, Jim	NevadaWorks	1574 Sharon Way	Reno
Riley, Tim	Washoe County Department of Juvenile Services	P.O. Box 11130	Reno
Salla, Pauline	Sagewind	P.O. Box 11491	Reno
Smith, Greg	Northern Nevada Operating Training	P.O. Box 20962	Reno
Walker, Bill	DOL Bureau of Apprenticeship and Training	Federal Building Room 204 – 300 Booth Street	Reno
Youth Members			
Maldonado, Lurena	Children's Cabinet		
Marineau, Whitney	Children's Cabinet		
Martinez, Monica	SNJCC		
Martinez, Kim	Children's Cabinet		
Montgomery, Kayla	Children's Cabinet		
Perez, Maria	Hispanic Youth Images		
Rivera, Sergio	Children's Cabinet		
Solorio, Angela	Children's Cabinet		
Stansitz, Ryan	SNJCC		

Nevada Works One Stop Committee				
Last	First	Position	Company	Address
Adair	Dennis	Northern District Manager	Bureau of Vocational Rehabilitation DETR	1325 Corporate Blvd., Reno
Baker	Birgit	Administrator	Employment Security Division – DETR	500 East Third Street Carson City
Breternitz	John C	Executive Vice President	Q & D Construction, Inc.	P.O. Box 10865 Reno
Glenn	Valerie	President/CEO	Rose Glenn Group	P.O. Box 20158 Reno
Lees	Patricia	Director of Training Services	Nichols Consulting Engineers, CHTD	1885 S. Arlington Ave. Suite 111 Reno
Rainey	Mike	Dean Of Outreach Services	TMCC	4001 S. Virginia Reno
Cheslak	Loretta	Director Of Operations	NevadaWorks	600 Mill St Reno
Nipp	Sharon	Grants Analyst II	NevadaWorks	600 Mill St. Reno.

Southern Nevada Workforce Investment Board

Local Elected Officials	Title	Representing
Lawrence Weekly	Councilman	City of Las Vegas
Chip Maxfield	Commissioner	County of Clark
William Robinson	Councilman	City of N. Las Vegas
Mike Pacini	Councilman	City of Boulder
Jack K. Clark	Councilman	City of Henderson
Tommie Rowe	Commissioner	Lincoln County
Cameron McRae	Commissioner	Nye County
One-Stop Partners	Title	Representing
Richard Arnold	Executive Director	Las Vegas Indian Center
Theo Byrns	VP Academic Affairs CCSN	Adult Education & Literacy
Howard Castle	Rehabilitation Manager	(DETR) Vocational Rehabilitation
Leslie Ciski	Community Builder	Dept. of Housing & Urban Development (HUD)
Jacqueline Phillips	Project Director, AARP	Title V of the Older Americans Act of 1995
Melissa Cozad	Job Corps	Job Corps
Ross Whitacre	Deputy Administrator	(DETR) Veterans Programs, Wagner Peyser Act, Migrant & Seasonal Farm Workers, Unemployment Insurance, Trade Adjustment Assistance, and NAFTA
Marcia Rose Walker	Executive Director Economic Opportunity Board of Clark County	Community Services Block Grant
Sandee Wyand	Social Welfare Manager	Welfare-to-Work Programs
Community Based Organizations	Title	Representing
Mujahid Ramadan	Board of Directors	Nevada Partners
Candace Ruisi Massey Gentry	Executive Director Clark County Ministerial Association	Women's Development Ctr. Faith Based Organizations
Vince Triggs	Executive Director	NV Association for the Handicapped

Labor	Title	Representing
Daniel Rose	Training Coordinator	Sheet Metal Local 88 JATC
Steve Horsford		Culinary Union Training Ctr.
Dana Wiggins	Director of Labor Relations	Associated General Contractors
Economic Development/ Redevelopment	Title	Representing
Bob Cooper	Economic Development Mgr.	City of Henderson
A. Somer Hollingsworth	President & CEO	Nevada Development Authority
Education	Title	Representing
N. Lorell Bleak	Assistant Superintendent/Principal	Lincoln County School Dist. Bastian High School
Kathleen Frosini	Director School-to-Work Program	Clark County School District
Paul E. Meacham	Professor of Higher Education	UNLV
Business	Title	Representing
Victoria Balint	School-to-Career Director	Pahrump Chamber of Commerce
Laurie Blend	Independent Insurance Agent	American Family Assurance Company
Robert Brewer	Sr. Mgr. Corporate and Administrative Services	Southwest Gas Corporation
Richard Crawford	President	Green Valley Grocery
Charles Darling, Sr.	Chairman of the Board	Darcor Construction Company
Renato V. Baciarelli	Chief Operating Officer	St. Rose Dominican Hospital
John Gibson	Chairman, President & CEO	American Pacific Corporation
Winston Henderson	President	Henderson Architects
Willie Fileds, Jr.	Owner	Vegas Shoe Repair
Henry Melton	Board of Directors	Casino Management Association
E. Louis Overstreet	Executive Director	Urban Chamber of Commerce
Sydney Hendrickson	Director of Community Relations	Las Vegas Chamber of Commerce
Terrie Jean Stanfill	President	Stanfill & Associates, Inc.
Victor Thomas	President & Owner	Thomas Enterprises
Gordon Wadsworth	President & Owner	Dolan & Edwards Financial Services
Ted Wiens, Jr.	President	Ted Wiens Tire & Auto Centers

Blossom Kay	Career Planning & Placement Director	Las Vegas College
Bob Linden	President & Gen. Mgr.	Shred-It Las Vegas
David Lee	President	Taiwanese Chamber of Commerce
Executive Committee	Title	Representing
Lawrence Weekly	Councilman	City of Las Vegas
Mike Pacini	Councilman	City of Boulder
Robert Brewer	Sr. Mgr. Corporate and Administrative Services	Southwest Gas Corporation
Henry Melton	Board of Directors	Casino Management Association
Dana Wiggins	Director of Labor Relations	Associated General Contractors
E. Louis Overstreet	Executive Director	Urban Chamber of Commerce
Kathleen Frosini	Director School-to-Work Program	Clark County School District
Marcia Rose Walker	Executive Director Economic Opportunity Board of Clark County	Community Services Block Grant
Victoria Balint	School-to-Career Director	Pahrump Chamber of Commerce
Daniel Rose	Training Coordinator	Sheet Metal Local 88 JATC
Theo Byrns	VP Academic Affairs CCSN	Adult Education & Literacy
Victor Thomas	President & Owner	Thomas Enterprises
Charles Darling, Sr.	Chairman of the Board	Darcor Construction Company
Youth Council	Title	Representing
Henry Melton	Board of Directors	Casino Management Association
N. Lorell Bleak	Assistant Superintendent/Principal	Lincoln County School Dist. Bastian High School
Blossom Kay	Career Planning & Placement Director	Las Vegas College
Kathleen Frosini	Director School-to-Work Program	Clark County School District
Daniel Rose	Training Coordinator	Sheet Metal Local 88 JATC
Victoria Balint	School-to-Career Director	Pahrump Chamber of Commerce
Marcia Rose Walker	Executive Director Economic Opportunity Board of Clark County	Community Services Block Grant
Willie Fileds, Jr.	Owner	Vegas Shoe Repair

Mujahid Ramadan	Board of Directors	Nevada Partners
Melissa Cozad	Job Corps	Job Corps
David Lee	President	Taiwanese Chamber of Commerce
Earl White	RPS Corporation	RPS Corporation
Gesha Sanders	Family Self Sufficiency Coordinator	Las Vegas Housing Authority
Tanya Manning	Parent	Parent
Bill English	Clark County Youth Services	Clark County Youth Services
Damelda Byrd	Residence Specialist	Housing Authority City of North Las Vegas
Kirby Burgess	Director	Clark County Family & Youth Services

Attachment F

**STATE OF NEVADA
WORKFORCE INVESTMENT ACT IMPLEMENTATION
READINESS GUIDE
November 2000**

ELEMENTS	YES	NO	N/A	COMMENTS
I. State Readiness				
A. STATE BOARD HAS BEEN APPOINTED AND IS OPERATIONAL: Substantially implemented State Board is one whose membership and operations are consistent with the Act and the Regulations. The State Board must have met at least once, and there must be applicable conflict of interest provisions.				
1. For new Boards, have the following requirements been met? (required State Board members are listed in WIA section 111(b); other requirements are found at 20 CFR 661.200 and 661.203): <ul style="list-style-type: none"> a. business majority; b. chair from business; c. nominated by organizations where required; d. selection of other required members; e. evidence indicates that members are individuals with optimum policy making authority or (business) hiring authority; and f. the Board represents diverse regions of the State. 	X X X X X X			Refer to Attachment 1 - list of State Workforce Investment Board Members
2. For grandfathered Boards, are the following requirements met? <ul style="list-style-type: none"> a. In existence on December 31, 1997; b. Established pursuant to section 122 or Title VII of JTPA; or Governor found the Board to be "substantially similar" to the WIA State Board described in WIA section 111; and c. Includes at least two business and labor representatives. 	X X X			b. The majority of members were newly appointed by the Governor to meet the membership requirements of WIA. Four members of the State Job Training Coordinating Council (SJTCC) established pursuant to Section 122 of JTPA were grand fathered into the new State Workforce Investment Board.

ELEMENTS	YES	NO	N/A	COMMENTS
3. For grandfathered Boards, if required membership categories are not represented on the board, how are they provided an ongoing role in the system?			X	
4. Has the Board met at least once?	X			The State Workforce Investment Board, formerly the Workforce Development Board, met for the first time on December 2, 1996. Since that time the Board has met at a minimum of quarterly per year.
5. Does the Board have conflict of interest provisions that meet the Requirements of 20 CFR 661.200(a)(4)?	X			Refer to [Attachment 34]
6. a. Does the Board conduct its business in an open manner as required by WIA section 111(g) and 20 CFR 661.207? b. Is this documented?	X			
B. ALL LOCAL AREAS HAVE BEEN DESIGNATED: Substantial implementation of this element requires designation of all local areas according to the Act and regulations, as well as creation of an appeals procedure.				
1. Have all local areas been designated according to WIA section 116(a)?	X			The northern and southern service delivery areas applied for temporary designation in December 1998 to become the two local workforce investment areas for Nevada. The Governor has recently approved two year designation and letters are currently being developed for delivery to the two LWIBS.

ELEMENTS	YES	NO	N/A	COMMENTS
2. Is there an appeals process for areas applying under WIA sections 116(a)(2) or (3) who were not designated as local workforce investment areas?	X			Refer to WIA State Compliance Policies 4.3 & 4.4 – Attachments 2 & 3 for the grievance and complaint process established by the State Board on grievance/

ELEMENTS	YES	NO	N/A	COMMENTS
				complaint.
3. a. Are there any appeals involving local workforce area designation in process or instances where a decision has been reached on the appeal? b. Were they resolved in accordance with WIA section 116(a)(5)?		X		
			X	
C. ALL LOCAL ALLOCATIONS HAVE BEEN ISSUED: Substantial implementation of this element requires allocation of funds to local areas in accordance with the Act and regulations and designation of a local grant recipient for the funds.				
1. Which allocation formula is utilized for adult employment and training activities? a. the standard formula, or b. the governor's discretionary formula? c. If b is yes, was the State Board involved with the development of the governor's discretionary formula? d. Was the hold harmless used?	X		X X X	
2. Which allocation formula is utilized for youth activities? a. The standard formula, or b. The governor's discretionary formula? c. If b is yes, was the State Board involved with the development of the governor's discretionary formula? d. Was the hold harmless used?	X		X X X	
3. Has a system been set up to allocate: a. at least 85% of adult and youth funds to local areas, and b. at least 60% of dislocated workers funds to local areas?	X X			Refer to Memos dated March 8, 2000 to both LWIBs regarding their PY 2000 allocation [Attachments 5 & 6]
D. ALL LOCAL PLANS HAVE BEEN APPROVED: Substantial implementation of this element requires State review of local plans, with feedback to the local areas on any plan deficiencies.				
1. Has the State Board reviewed and recommended to the Governor approval for all the local workforce investment plans?	X			
2. Has the Governor approved all local plans? If not, what is the expected date?	X			
3. Has the State approved any local workforce investment plan on a transitional basis?			X	
4. If yes, when are the plans expected to receive full approval from the State?			X	

<p>E. THE STATE ELIGIBLE SERVICE PROVIDER LIST HAS BEEN DEVELOPED: Substantial implementation of this element requires development and dissemination of an eligible training provider list, which includes performance and cost information. The State must establish procedures for providers to appeal denial of inclusion on, or termination from, the list.</p>				
<p>1. Which State agency has been designated to develop and maintain the eligible training provider list?</p>	X			Department of Employment, Training and Rehabilitation, Workforce Investment Support Services
<p>2. Has the State developed and maintained a list of eligible providers of training services?</p>	X			Refer to Attachment 7
<p>3. Does the eligible training service provider listing contain performance and cost information? (HEA and apprenticeship programs are not required to provide this information.)</p>	X			Refer to Attachment 8
<p>4. Has the State established a process for training providers to appeal a decision by the State to deny or terminate their inclusion on the eligible training service provider list?</p>	X			WIA State Compliance Policies Sections 1.12 4.3 & 4.4 [Attachments 2 & 3]
<p>5. Have the State and the Local Boards established minimum levels of performance that must be met by providers in order to remain on the eligible service provider list?</p>	X			LWIBs have used their negotiated levels of performance for the local area as the level of performance for providers.
<p>6. Has the eligible service provider list been distributed widely throughout the State including to all One-Stop centers?</p>	X			List is located on the DETR Website in addition to hard copies being provided to LWIB(s) [Refer to Attachment 7] and revised list dated 11/13/00 will be distributed to Board staff at the November 16, 2000 WIA Implementation Workgroup Meeting

ELEMENTS	YES	NO	N/A	COMMENTS
F. STATE IS PROVIDING STATEWIDE ACTIVITIES AS REQUIRED BY SECTION 129(b)(2) AND SECTION 134(a)(2): Substantial implementation of this element requires State provision of certain statewide activities required by the Act and the Regulations.				
1. Has the State established a system for providing Rapid Response activities in accordance with the requirements outlined at WIA section 134(a)(2)(A) and 20 CFR 665.310?	X			The approved and executed Rapid Response Scope of Work for Nevada is attached for your reference. (Attachment 25)
2. Has the State provided assistance in the establishment and operation of the One-Stop system, which could include providing guidance on:	X			The Lead State Agency, DETR, represents seven of the required One-Stop Partners and has been actively involved in establishing and operating the One-Stop system.
a. core services;	X			Refer to MOUs for both the northern and southern areas [Attachments 9 & 10]
b. access to programs and activities carried out by One-Stop partners;	X			Refer to MOUs for both the northern and southern areas [Attachments 9 & 10]
c. access to Wagner-Peyser labor exchange services and to information on employment statistics;	X			Refer to MOUs for both the northern and southern areas [Attachments 9 & 10]
d. at least one physical center and any affiliated sites; and	X			Refer to MOUs for both the northern and southern areas [Attachments 9 & 10]
e. ensuring that individuals have access to information on the availability of core services regardless of where the individuals initially enter the One-Stop system.	X			
3. Has the State made plans to provide incentive grants to local areas for regional cooperation among local boards, local coordination of activities carried out under the Act, and for exemplary performance on local performance measures? If not, what is the timetable?	X			The State Board approved \$120,000 in incentive monies at their May 2000 meeting.

ELEMENTS	YES	NO	N/A	COMMENTS
4. Has the State made plans to provide technical assistance to local areas that fail to meet local performance measures? If not, what is the timetable?	X			In the event a local area fails to meet local performance measures, DETR Workforce Investment Support Services staff will be available to assist LWIB staff through technical assistance and identification of needs which may be provided in a variety of ways, including one on one, group training, etc.
5. How is the State providing additional assistance to local areas that have high concentrations of eligible youth?	X			Additional funding has not been established; however continuing building of partnerships with youth programs – public & private - is on going.
<ul style="list-style-type: none"> • Has the State made plans to conduct evaluations, in conjunction with the Local Boards? evaluation activities and DOL evaluations, of the State's workforce investment activities being implemented by the State and the local areas? • If not, what is the timetable? 	X			On-site visits to both LWIBs were conducted in October 2000 by DETR Workforce Investment Support Services staff. The purpose of the visits was to provide technical assistance, as requested or required and to determine the state of implementation of WIA activities. The criteria for LWIBs listed in the WIA Readiness Implementation Guideline provides the status with an excellent tool to evaluate on a continuous basis the level and extent of activities being undertaken at the LWIB level.
LDid the assessment of State-level WIA implementation identify any promising/effective practices? Please list, and obtain copies, if appropriate, of any documents pertaining to these practices.				

ELEMENTS	YES	NO	N/A	COMMENTS
II. LOCAL LEVEL ASSESSMENT				
A. ALL LOCAL BOARDS HAVE BEEN APPOINTED AND ARE OPERATIONAL:				
A substantially implemented Local Board is one whose membership and operations are consistent with the Act and Regulations.				
1. Do business members represent a majority of the Board?	X			Refer to Attachments 11 & 12 for current membership list.
2. Is the chair a business representative?	X			Refer to Attachments 11 & 12 for current membership list.
3. Are there at least two members representing the following: a. Education b. Labor c. CBOs; and d. Economic development?	X X X X			Refer to Attachments 11 & 12 for current membership list.
4. Are the One-Stop partners listed in WIA section 121(b)(1)(a) represented on the Local Board?	X			Refer to Attachments 11 & 12 for current membership list.
5. Is there evidence that members are individuals with optimum policy making authority or (business) hiring authority?	X			
6. Were the following members nominated by appropriate organizations or agencies? (which are found in WIA section 117(b)(2)(A)) and 20 CFR 661.315: Business Labor; and Education (covered in statute but not regulations)	X X X			Local Board staff have copies of nomination letters
7. If the Local Board was grandfathered, have the requirements at 20 CFR 661.330 been met, including having mechanisms in place for meaningful input of required members not represented on the Board?			X	
8. If the Local Board serves a multi-jurisdictional area, have the CEOs entered into agreement on liability?	X			SNWIB – Consortium Agreement dated April 19, 2000 contains such a provision [Attachment 13]; NevadaWorks – Cooperative Agreement signed in 1999 contains such a provision. [Attachment 14].

ELEMENTS	YES	NO	N/A	COMMENTS
a. Has the CEO designated a local grant sub-recipient or fiscal agent? b. If so, who?	X			The agreement between the Chief Elected Officials consortium and the Southern Nevada Workforce Investment Board (SNWIB) dated April 19, 2000 created the SNWIB as the administrative and grant recipient to administer WIA funds [Attachment 26]. The Resolution authorizing the Cooperative Agreement creating NevadaWorks executed in October 1999 establishes a separate, legal and administrative entity, Nevada Works, [Attachment 27]
9. Has the Local Board met at least once?	X			Southern Board meets monthly and Northern Board meets quarterly.
10. If that date was after submission of the Local Plan to the State, has the Local Board acted to approve or modify the plan?			X	
11. Are Local Board meetings open to the public and announced in advance? Is there documentation?	X			Both LWIBs, post agendas and certification notices in compliance with Nevada's open meeting law. [NRS 241.020]
12. Has the Local Board been certified by the State?	X			Certified with the approval of their Five-Year Local Plan
13. Is the Local Board (or its staff) a. providing core or intensive services b. designated as a One-Stop Operator c. If yes to a or b is there an agreement between the CEO and Governor?		X X	X	
14. Does the Local Board provide training services? If yes, did the Governor approve a waiver request that:		X		
a. establishes provider insufficiency in the area;			X	
b. demonstrates the Local Board meets the requirements of an eligible provider of training services			X	
c. demonstrates the Local Board is providing training for occupations in demand in the local area;			X	
d. provides 30 days of public comment; and			X	
e. Ultimately incorporates those comments?			X	

<p>B. ALL LOCAL PLANS HAVE BEEN APPROVED AND ACTIVITIES AND PROGRAMS ARE IN PLACE: A substantially implemented Local Plan is a Plan which has been approved by the State, either fully or on a transitional basis. Plans for achieving full approval are in place. In addition, the activities and programs described in the Local Plan are in place and available to customers.</p>				
<p>1. Has the Local Board made copies publicly available and provided an opportunity for public comment and input (e.g., public hearings, web site posting, newspaper notices) on the development of the local workforce investment plan, including comments from business and labor representatives?</p>	X			Refer to Attachments 15 & 16
<p>2. Has the Local Board provided for at least a thirty-day comment period?</p>	X			Refer to Attachments 15 & 16
<p>3. Has the Local Board reviewed and considered comments received from the public?</p>	X			Refer to Attachments 15 & 16
<p>4. Was the Local Area? WIA Plan developed and approved with the involvement of the Local Board and the appropriate CEO?</p>	X			Refer to Local Plan signature pages [Attachments 28 & 29].
<p>5. After obtaining a copy of the Local Area?s WIA Plan, determine whether the programs and activities described therein are available to customers.</p>	X			
<p>a. Are the adult and dislocated worker employment and training activities described in the Local Plan available to customers?</p>	X			Refer to pages 32–39 [Attachment 30] of the NevadaWorks Workforce Investment Plan and pages 38-47 of the SNWIB Local Workforce Investment Plan [Attachment 31].
<p>b. How is the Local Board coordinating workforce investment activities carried out in the Local area with statewide rapid response activities?</p>	X			Refer to pages 38-39 [Attachment 30] and page 47 [Attachment 31].
<p>c. If activities and programs are not entirely available to customers, are there plans in place to bring about the full implementation of the Local Area?s service delivery design of the Adult and Dislocated Worker programs?</p>			X	

ELEMENTS	YES	NO	N/A	COMMENTS
<p>C. ALL LOCAL BOARDS HAVE CERTIFIED AT LEAST ONE ONE-STOP OPERATOR: Substantial implementation of this element requires a written certification or designation of at least one One-Stop Operator for each Local Area. The certification must have been made with agreement from the CEO.</p>				
<p>1. Is there a certification or designation for at least one One-Stop Center Operator in the Local area? If yes, obtain a copy.</p>	X			Refer to MOUs [Attachments 9 & 10]
<p>2. Who is/are the One-Stop Operator(s) in the Local area?</p>				NNLWIB - consortium between NevadaWorks, DETR and the Board of Regents of the UCCSN on behalf of TMCC [Attachment 9]; SNWIB – consortium between the Community College of Southern Nevada, Nevada Business Services, Inc., Nevada Partners, Inc., and DETR. [Attachment 10]
<p>3. Which of the following procedures was used to certify or designate the One-Stop Operator(s) identified above? Was it a competitive process?</p>				Both LWIBs and their chief elected officials designated/certified a consortium that represents three or more of the required one-stop partners as the One-Stop operator.
<p>4. Was it an agreement between the Local Board and a consortium of entities that includes at least three required One-Stop Partners?</p>	X			Refer to MOUs [Attachment 9 & 10]
<p>5. Was the One-Stop Operator grand fathered in accordance with 20 CFR 662.430 (the One-Stop Delivery System was in place prior to August 7, 1998 and the One-Stop System has been modified to meet the requirements regarding inclusion of required One-Stop Partners, execution of MOUs, and the provision of services)?</p>		X		
<p>6. Is there evidence of agreement from the CEO?</p>	X			Refer to MOUs [Attachment 9 & 10]

ELEMENTS	YES	NO	N/A	COMMENTS
<p>D. ALL LOCAL BOARDS HAVE EXECUTED MOUS WHICH MEET THE REQUIREMENTS OF SECTION ? 121(c)(2) WITH ALL REQUIRED PARTNERS:</p> <p>MOUs, which are substantially implemented, include as signatories the required One-Stop Partners and the Local Board. The contents of the MOU(s) must include the required elements in WIA section 121(c)(2). A plan must be in place to execute MOUs which include all required One-Stop Partners and all required elements. Required One-Stop partners are listed in WIA section 121(b)(1)(A).</p>				Refer to Attachments 9 & 10; MOUs for North and South LWIB(s) have been executed.
1. Is the CEO in agreement with the MOU(s)?	X			Refer to [Attachments 9 & 10]
2. Which required Partners:				The MOUs executed between the LWIBs and the Consortiums details participation of all required partners.
<ul style="list-style-type: none"> • have entered into an MOU with the Local Board? Please list 	X			
<ul style="list-style-type: none"> • have not entered into an MOU with the Local Board? Please list. 			X	
3. Obtain copies of all MOUs for the Local Area. For each MOU, evaluate the following:				Refer to Attachments 9 & 10
<ul style="list-style-type: none"> • that it describes the services the Partner(s) will be providing through the One-Stop delivery system; 	X			
<ul style="list-style-type: none"> • that it identifies the funding for the services described; 	X			
<ul style="list-style-type: none"> • that it describes a cost allocation method for funding of the operating costs of the One-Stop delivery system which addresses how each Partner will contribute its fair share; 	X			
<ul style="list-style-type: none"> • that it describes the methods of referral between the Partner and the One-Stop Operator; and 	X			
<ul style="list-style-type: none"> • that duration and amendment procedures are included. 	X			
4. If the MOUs do not include all required One-Stop Partners or all required elements, what is the Local Area's plan to bring its MOUs into full compliance by June 30, 2001?			X	

ELEMENTS	YES	NO	N/A	COMMENTS
<p>E. A FULL-SERVICE ONE-STOP CENTER IS OPERATIONAL IN EACH LOCAL AREA: A substantially implemented comprehensive One-Stop Center must be located in each Local Area, and it must be able to meet customers' needs for core, intensive, and training services as well as additional Partner activities. Staff may want to review the One-Stop portion of the plan before inquiring about the system.</p>				
1. How many comprehensive One-Stop Centers are open in the Local area?				One in the North and one in the South
2. How many comprehensive One-Stop Centers are scheduled to open?				No additional comprehensive One-Stops are planned at this time. Refer to Attachment 17 for list of statewide satellite resource centers.
3. Are the required Partners making available appropriate core services through the One-Stop Center as required in 20 CFR section 662.250(a) (can be via technology, cross-training of staff, in-person, etc.)?	X			Refer to MOUs [Attachments 9 & 10]
4. Are all core services listed in WIA section 134 (d)(2) and 20 CFR 662.240:	X			Refer to MOUs [Attachments 9 & 10]
a. available at the One-Stop Center?	X			
b. If no, which core services are unavailable to customers?	X			
5. How is access provided to required Partners? additional programs and activities?	X			Referrals at the One-Stop centers.
6. How are intensive and training services available to adults and dislocated workers?				Referrals to contracted intensive service providers and referrals to training providers listed in the approved Training Providers List.
7. Is an Eligible Training Provider list in use?	X			Distributed to LWIB Staff [Attachment 7]
8. Is a comprehensive consumer report available to customers in an understandable format?	X			Distributed to LWIB Staff on November 16, 2000 [Attachment 8]
a. Are ITAs used to obtain training services from eligible providers for adults and dislocated workers? b. If contracts are used, have the requirements for ITA exceptions at 20 CFR 661.430 been met?	X		X	b. Contracts are not being used at this time.

ELEMENTS	YES	NO	N/A	COMMENTS
9. Describe the availability of Wagner-Peyser services at the One-Stop Center, with special attention to the three levels of Wagner-Peyser services (self-service, facilitated self-help service; and staff-assisted service).				The three levels of Wagner-Peyser services are accessible at each of the One-Stop centers.
10. Are staff funded under the Wagner-Peyser Act providing core and applicable intensive services including staff-assisted labor exchange services and services to veterans in at least one comprehensive One-Stop Center?	X			
11. Are labor exchange services funded under the Wagner-Peyser Act, including services to veterans, provided by State merit staff employees?	X			
L Did the assessment of Local-level WIA implementation identify any promising/effective practices? Please list, and obtain copies, if appropriate, of any documents pertaining to these practices.				
III. INFRASTRUCTURE READINESS				
A. INANCIAL MANAGEMENT SYSTEMS ARE OPERATING IN ACFCORDANCE WITH STATE AND FEDERAL REQUIREMENTS: Substantial implementation requires that uniform fiscal requirements of DOL and OMB are in place which accurately and timely capture required information.				Staff at DETR/Financial Management has expertise relating to a variety of federal programs including JTPA, Veterans, TAA/NAFTA, etc. addition they work closely with State Department of Administration, Budget Division
1. Does the State?s financial management system meet the requirements in 29 CFR 97.20 and 29 CFR 95.21, as appropriate, by allowing for:	X			
a. accurate, current and complete disclosure of financial results;	X			
b. accurate accounting records which identify source and use of grant funds provided;	X			
c. proper internal controls over grant/subgrant cash, real and personal property, and other assets;	X			
d. proper budget controls;	X			

ELEMENTS	YES	NO	N/A	COMMENTS
e. conformance with OMB cost principles; maintenance of source documentation; and	X			
f. proper cash management procedures that minimize the time elapsing between the drawing of funds and their disbursement for immediate cash needs?	X			
2. Does the State have the capability to accumulate the data needed to complete all of the line items on the required quarterly financial reports (e.g., administrative, youth, adult and dislocated worker expenditures and obligations; in-school vs. out-of-school youth expenditures (to assure that 30% of youth funds is expended on out of school youth); expenditures for summer employment opportunities; transfers between the adult and dislocated worker funding streams; program income earned and expended; expenditures for WIA activities using non-Federal funds; etc.)?	X			1 ST Quarter Report was submitted to USDOL on 11/15/00. Refer to Attachment 18 for copy of Combined Report developed by DETR/WISS for use by LWIBs for financial reporting.
B. State/Local Performance Goals Negotiation has been completed.				
1. Has the negotiation of all 17 performance goals for PYs 2000, 2001 and 2002 (PYs 2000 and 2001 for the seven early-implementing States) been completed, with both DOL and the State agreeing on the levels?	X			State level negotiations with USDOL finalized as evidenced by letter dated May 22, 2000 from Region VI Administrator, [Attachment19]; Negotiations between the State and Regional Administrator included an agreement to allow the State the option to renegotiate performance levels for years 2 & 3 at the conclusion of year 1; local negotiations completed. [Attachments 20 & 21]
2. Does the State plan now include the final negotiated levels of performance for the 17 indicators for three program years (two program years for the 17 measures for early-implementing States)?	X			Refer to Attachment 22 [State Plan Attachment G]
2. If no, what is the time line for completing the negotiations with Local Boards where they have not been completed?			X	

ELEMENTS	YES	NO	N/A	COMMENTS
<p>C. PERFORMANCE MEASUREMENT AND REPORTING SYSTEMS ARE IN PLACE: Substantial implementation of this element requires that the State has an MIS system which accurately captures data necessary for managing and reporting required WIA information.</p>				
<p>1. Does State have a system in place for collecting information on WIA registrants, their characteristics, program activities, and outcomes?</p>	X			Currently using an interim system based on the draft WIASRD data elements until full implementation of OSOS (January 2001) and final WIASRD is implemented.
<p>2. If yes, describe the system.</p>				See C.1 above
<p>3. If no, describe actions being taken to develop such a system, including an expected start date.</p>			X	
<p>4. Does the State have the capability to produce Quarterly Summary Reports?</p>				The State cannot determine their level of capability to produce these required reports until USDOL finalizes changes, final format and instructions.
<p>5. Does the State have the capability to produce WIA Annual Reports?</p>				The State cannot determine their level of capability to produce these required reports until USDOL finalizes changes, final format and instructions.
<p>L Did the assessment of WIA infrastructure implementation identify any promising/effective practices? Please list, and obtain copies, if appropriate, of any documents pertaining to these practices.</p>				

ELEMENTS	YES	NO	N/A	COMMENTS
IV. YOUTH READINESS				
A. ALL TEN REQUIRED YOUTH PROGRAM ELEMENTS ARE BEING MADE AVAILABLE IN ALL LOCAL AREAS: Substantial implementation of this element requires a program design framework among program deliverers that assures that the design framework component (such as services for intake, assessment, ISS development) as well as required program activities are available in each local area, within that system or network.				Refer to pages 36-38 of Attachment 30 and pages 44-46 of Attachment 31.
1. Which of the design frame work components and 10 program elements listed below:				
a. are being provided by the Local Area using WIA funds?	X			
b. being made available through provision of program and provider information, referral and/or linkages with other funding sources?	X			
c. are widely available in the Local Area?	X			
i. Intake and referral; ii. objective assessment of each youth's skill levels and service needs (Has the assessment process been developed and implemented?); iii. a service strategy (Is an ISS or other planning document available?); iv. tutoring, study skills training and instruction leading to completion of secondary school, including dropout prevention; v. alternative school services; vi. paid and unpaid work experiences, including internships and job shadowing (If locally defined, is the definition consistent with 20 CFR 664.460);	X X X X X X			
vii. occupational skills training; viii. leadership development opportunities (If locally defined, is the definition consistent with 20 CFR 664.420?); ix. supportive services (If locally defined, is the definition consistent with 20 CFR 664.440?); x. adult mentoring for not less than 12 months; xi. follow-up services for not less than 12 months as appropriate (If locally defined, is the definition consistent with 20 CFR 664.450?); xii. comprehensive guidance and counseling; and	X X X X X X			

ELEMENTS	YES	NO	N/A	COMMENTS
xiii. summer employment opportunities that are directly linked to academic and occupational learning.	X			
B. YOUTH PROVIDERS HAVE BEEN SELECTED IN ACCORDANCE WITH THE LAW AND REGULATIONS: Substantial implementation of this element requires that the Local Board used a competitive selection process for all youth activities except the design framework component and/or summer employment opportunities where the grant recipient provides them. The process must have been based on youth council recommendations and followed State criteria for selecting eligible providers of youth services and activities.				
1. Has the State disseminated a list of eligible providers of youth activities as described in WIA section 129(b)(2)(A) and 20 CFR 665.200 (b)(4)?		X		The LWIBs went through a competitive process for the selection of youth providers; the State needs clarification of their role regarding dissemination of a list of eligible providers for youth. Unlike Adults/Dislocated Workers, the State is not involved in the approval of youth providers.
2. Is there evidence that providers of the 10 program elements were selected by awarding grants or contracts on a competitive basis? This does not include the design framework components (intake, assessment and individual service strategy) or summer employment opportunities if the grant recipient/fiscal agent is the provider.	X			Request for Qualifications and Proposals at the LWIB level.
3. Did the youth council have a role in making recommendations for and/or selection of youth providers?	X			
4. Did the selection process follow the State Plan selection criteria?	X			

Elements	Yes	No	N/A	Comments
C. ALL LOCAL YOUTH COUNCILS HAVE BEEN APPOINTED AND ARE OPERATIONAL:				
A substantially implemented youth council is one whose membership and operations are consistent with the Act and Regulations.				
1. Does the youth council include representatives from the following groups/agencies, as required in 20 CFR 661.335:	X			Youth Council Membership List Attachments 23 & 24
a. Local Board Members with special interest or expertise in youth policy;	X			Refer to Attachments 23 & 24
b. Youth service agencies, such as juvenile justice and local law enforcement;	X			
c. Local public housing authority;	X			
d. Parents of eligible youth seeking assistance under WIA Title I, subtitle B;	X			
e. Individuals, including former participants, with youth activity-related experience; Job Corps, as appropriate; and	X			
f. Other individuals that the chair of the Local Board, in cooperation with the CEO, determines to be appropriate?	X			
2. What were the criteria for nominations and requirements for membership?	X			Refer to Attachments 32 & 33
3. If an alternative entity performs the functions of the Local Board, how is it ensuring that the duties of the youth council are being met?			X	
4. Has the youth council met at least once?	X			The NNWIB Youth Council meets every 4 – 6 weeks and the SNWIB meets quarterly.
5. Is the youth council carrying out the roles and responsibilities the Local Board has developed with or for the youth council, regarding:	X			
a. Developing, revising and/or endorsing the local plan relating to youth;	X			
b. Recommending providers of youth activities;	X			
c. Coordinating youth activities in local area; and	X			
d. Providing oversight of youth activities in the local area.	X			
e. Did the assessment of implementation of WIA youth activities identify any promising/effective practices? Please list and obtain copies, if appropriate, of any documents pertaining to these practices.				

**Workforce Investment Act
State Compliance Policies**

SECTION 1.16

Performance Standards/Incentive Awards

July 2001

I. INTRODUCTION

Sections 128(a) & 133(a)(1) of the Workforce Investment Act of 1998 and §666.400 of the Final Regulations dated August 11, 2000 require that the State Workforce Investment Board use a portion of the funds reserved for statewide activities to provide Incentive Grants to local areas for exemplary performance on the local performance measures and for local coordination of activities carried out under the Act.

The amount of funds to be used for the incentive grants will be decided annually by the Governor in collaboration with the State Workforce Investment Board.

The State will negotiate annually with each Local Workforce Investment Board on the expected local levels of performance for each of the seventeen performance measures as required by §666.310. [Refer to Attachments B – Northern Board & C – Southern Board – Negotiated levels of performance for each local board (attachments will be updated annually after negotiations are concluded)]

II. LOCAL INCENTIVE GRANT CRITERIA [TEGL 8-99]

- A.** §666.110 and §666.300 allows the Governor to add additional performance measures for the local areas, which must be included in the State Plan. No additional performance measures for the local areas were added by either the Governor or the State Workforce Investment Board and only the federally mandated performance measures outlined in §666.100 will be used.
- B.** To be eligible to receive an incentive grant the local workforce investment area must achieve at least a 100% cumulative average score for each of the program areas and for the customer satisfaction group. In addition, none of the 17 measures can fall below 80% of the negotiated performance levels. [refer to Attachment A - Illustration of Calculations]

III. INCENTIVE GRANT AWARD PROCESS

- A. CALCULATION OF PERORMANCE LEVELS:** the following documents will be used to calculate the performance levels on the seventeen core measures for each Local Workforce Investment Board [LWIB]:

1. Quarterly Summary Report for the 4th Quarter [due to DETR/IDP Research & Analysis 30 days after the end of the program year];
2. Workforce Investment Act Standardized Record Data (WIASRD) for exiters only [due to DETR/IDP Research & Analysis annually by November 1];
3. Customer Satisfaction Survey Results: on-going survey conducted and analyzed by DETR/IDP Research and Analysis.
4. Unemployment Insurance Quarterly Wage Records – DETR/IDP Research and Analysis will access records, when required.

B. AMOUNT OF INCENTIVE AWARD:

1. After calculation of program year performance levels and eligibility for an award has been determined, the State Workforce Investment Board may use the following criteria to determine the dollar amount each Local Workforce Investment Board will receive:
 - a. The extent to which goals were exceeded; and
 - b. The extent of improvements from the previous year.
2. A Local Workforce Investment Board will be notified in writing the dollar amount of the grant awarded.

C. APPLYING FOR INCENTIVE GRANT:

1. Within thirty (30) days of the date of notification of the award, the Local Workforce Investment Board will submit to DETR/ESD-Workforce Investment Support Services a narrative outlining the allowable WIA Title IB activities to be undertaken and a supporting budget [§666.410];
2. DETR/ESD – Workforce Investment Support Services will review the narrative and budget submitted and recommend approval or request revisions by the local board(s), as required, within thirty (30) days of receipt.

IV. FISCAL REQUIREMENTS:

- A. Separate quarterly expenditure reports for Incentive Grants are required and will be submitted to DETR/ESD – Workforce Investment Support Services within thirty (30) days after the end of each quarter [TEGL 16-99 & §667.300(c) & (d)];

- B. Funds will be reported and tracked separately by year of appropriation and identified by cost category [§667.210]; funds not expended within the current year and the succeeding program year must be returned to the State. [§667.107]

V. FAILURE TO MEET THE NEGOTIATED PERFORMANCE LEVELS. (§666.420 (a) & (b), TEGLs 7-99 & 8-99 and WIA State Compliance Policy Section 5.6)

A. If a local area fails to meet the negotiated levels of performance for the core measures of performance or customer satisfaction indicators for a program in any program year, technical assistance must be provided with funds reserved for the statewide workforce investment activities. Technical assistance may include:

1. Development of a performance improvement plan;
2. A modified local plan or
3. Other actions designed to assist the local area in improving performance.

B. If a local area fails to meet the negotiated levels of performance for the core measures of performance or customer satisfaction indicators for a program for two consecutive years, corrective action must be taken which may include:

1. Development of a reorganization plan;
2. Requiring the appointment and certification of a new Local Workforce Investment Board;
3. Prohibiting the use of particular service provider(s) or One-Stop partners that have been identified as achieving poor levels of performance; or
4. Requiring other appropriate measures designed to improve the performance of the local area.

Note: the Local Workforce Investment Board may appeal to the Governor to rescind or revise a reorganization plan not later than thirty (30) days after receiving notice of the plan; the Governor has thirty (30) days after receipt of the appeal to reach a final decision; in turn the Local Workforce Investment Board may appeal the Governor's decision to the Secretary of Labor; the reorganization plan becomes effective on the date it is issued and remains in effect from that date unless the Secretary rescinds or revises the plan [§666.420 (c)].

Attachment A

ILLUSTRATION OF CALCULATIONS

1. Below is an illustration of how LWIBs would meet performance levels to be eligible for incentive awards. The example indicates four performance measures for the adult area, and the extent to which a LWIB exceeded or fell below the negotiated performance levels on each of those measures.

Note: although the LWIB did not achieve two of the negotiated targets of 100%, their performance on each of the measures was above the 80% benchmark, therefore they are within the acceptable performance range.

Adult Program Performance Scores

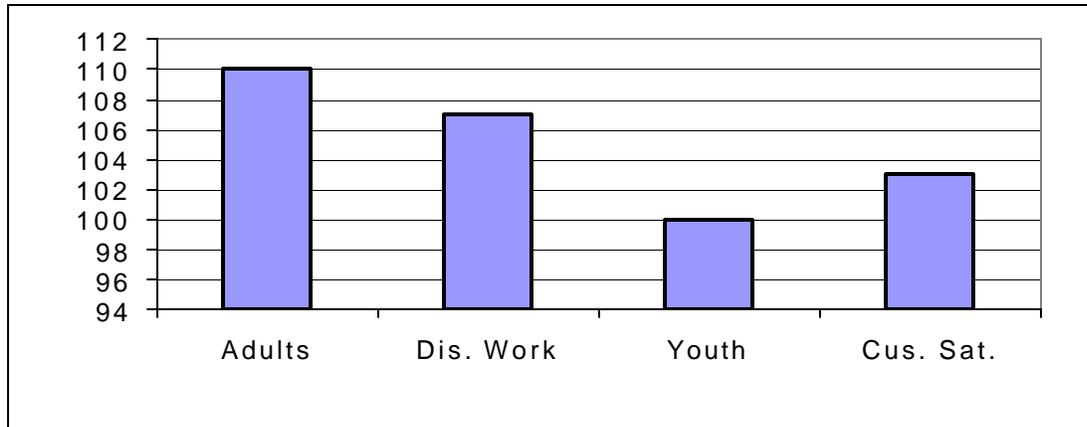


2. The next chart indicates how the cumulative program scores across all programs including customer satisfaction are used to determine LWIBs eligibility for an incentive award. The bars for each program represent the cumulative program score.

To encourage LWIBs to strive to achieve negotiated levels of performance, rather than just meet the lower 80% acceptable level, incentive grants will only be awarded to LWIBs that achieve a cumulative score in each area, adults, youth, dislocated worker, and customer satisfaction, that is 100% or greater. In addition to achieving a 100% cumulative score in each area, LWIBs must not fall below 80% of their negotiated level on any single measure.

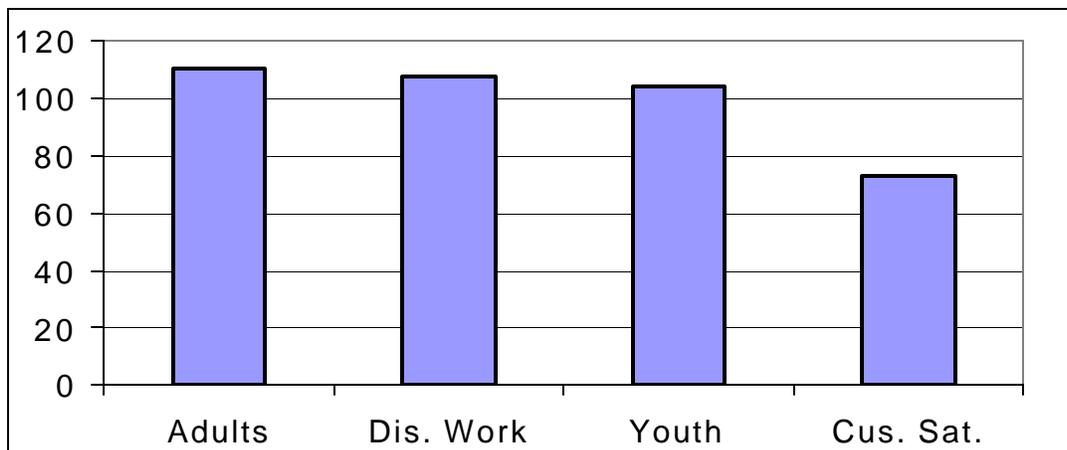
The chart below indicates the LWIB has a cumulative program score of 110% of the negotiated target for the adult program, 107% for the dislocated workers, 100% for the youth program, and 103% cumulative score for the two customer satisfaction measures. No performance measures are below 80% of the negotiated level, therefore, the LWIB would be eligible for an incentive grant.

LWIB Cumulative Program Scores



3. In the illustration below, a LWIB has cumulative program scores of 100% or higher in all of the negotiated target performance level, but has less than 100% cumulative score in customer satisfaction. As a result, the LWIB would not be eligible to receive an incentive grant.

LWIB Cumulative Program Scores With One Program Area Below the 80% Threshold



Cumulative scores will not be averaged across areas and LWIBs cannot make up a deficit in one area by exceeding performance in another.

**DEPARTMENT OF EMPLOYMENT, TRAINING AND
REHABILITATION**

Myla C. Florence, Director

**Employment Security Division
Workforce Investment Support Services**

Valorie Hopkins, Chief

***Timeline and Guidance for WIA Implementation
In the Local Areas for PY00***

**Northern Office
500 East Third Street
Carson City, NV 89713
(775) 684-0301
(775) 684-0327 Fax**

**Southern Office
1830 East Sahara Ave.
Las Vegas, Nevada, 89104
(702) 486-6636
(702) 486-6633 Fax**

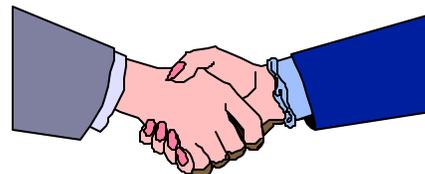
Implementation Task	Steps to Completion	Target Completion Date
Establish Reporting and Monitoring Procedures	<ol style="list-style-type: none"> 1. Establish plan for oversight of One Stops and service providers [§667.410] 2. Establish procedures to monitor progress of service providers against statewide performance goals [Section 136(e)] 3. Develop reporting requirements or strategies to meet state requirements regarding the activities carrier out by One Stops and service providers [§667.410(b)(1&2)] 	
Local Plan Preparation	<ol style="list-style-type: none"> 1. Develop local plan utilizing format content requirements and forms in compliance with state requirements [§661.305(a)(1) and §661.345] 2. Operationally define programs and activities for the Workforce Investment Act [§661.350] 3. Develop local chart of accounts per cost classification requirements and cost limitations. 4. Determine need for 20% fund transfer across adult programs and implement procedure outlined by state. 5. Utilize labor market information to support local planning. [§661.350] 	
	<ol style="list-style-type: none"> 6. Specify specifics of expenditures for out-of-school youth program based on DOL's minimum expenditure requirements. 7. Integrate Governor's priorities for use of limited adult training funds. [§661.350(a)(11)] 8. Provide opportunity for public comment on local plans. [§661.345(b) & §661.350(a)(8)] 9. Negotiate with Governor on local outcome oriented performance measures [Section 117(d) & 118] 10. Negotiate with Governor on local performance measures of coordination and non-duplication. [Section 117(d) & 118] 11. Request technical assistance from state as needed. 	
Submit Local Plan		
Convert JTPA participant records for "onboard" participants at the start of WIA.		

<p>Local Board to have completed transition to required membership composition.</p>	<ol style="list-style-type: none"> 1. Appoint Board Members that represent the composition requirements and job responsibilities according to state and federal policy and regulation. [§661.315] 2. Develop a LEO/WIB Agreement [§661.300(e)] 3. Identify administrative staff to carry out the work of the WIB. 4. Establish a local youth council [§661.305(b) and §661.335] 	
<p>Establish One-Stop Delivery System</p>	<ol style="list-style-type: none"> 1. Develop policy and procedures for certification/chartering of One-Stop Operators. [§662.410] 2. Develop procedures for de-certification of One-Stop Centers/Operators. [Section136(g)(2)(A)(ii)] 3. Develop MOUs with required partners. [§662.260] 4. Designate/certify One-Stop Centers. [§662.410] 5. Work with State to train One-Stop Operators 6. Physical One-Stop sites operational 	
<p>Develop grievance, appeals and hearing procedures.</p>		
<p>Develop Local Policy for Participant Eligibility</p>	<ol style="list-style-type: none"> 1. Operationally define core [Section 134(134(d)(2), §661.150, §661.155 & §662.240] and intensive [Section 134(d)(3)©, §663.200 & §663.210], and training services [Section 134(d)(4)(D) & §663.300] to be delivered through One-Stop Centers/other service providers. 2. Develop procedures for determining priority of services [§663.600] 3. Operationally define eligibility concepts limiting access to training services including: inability to obtain employment through core services; criteria to be determined “in need of training”, criteria to demonstrate ability to “successfully participate in the training”; criteria to demonstrate local occupational demand related to training; and documentation of efforts to obtain other financial assistance. 	
<p>Develop Procedures to Designate Eligible Service Providers</p>	<ol style="list-style-type: none"> 1. Work with state in identifying eligible service providers based on past performance. [§663.510(b)] 2. Provide input to the state procedure development for provider designation. [§663.510(c)(1)] 3. Utilize state policy and procedures in determining local adult and dislocated worker training providers “initially eligible” as WIA 	

	<p>service providers [§663.350]</p> <ol style="list-style-type: none"> 4. Develop local provider performance criteria based on local economic, geographic, demographic factors as well as characteristics of the population served. [Section 1222 (c)(4) and §663.535(f)(1&2) 5. Work with state to develop and implement procedures to remove providers from the list [§663.565] 6. Address local provision of On-the-Job (OJT) training and customized training providers as it relates to the state criteria. [Section 122(h) and §663.595] 7. Collect adult and dislocated worker training provider information for dissemination to state and local partners. [Section 122(e)(4)(A) and §663.540 & §663.550] 8. Establish a list of eligible providers of youth activities [Section 122(e)(4)(A) and §664.400(d) & §661.350(a)(7)] 9. Establish a strategy for collection and dissemination of lists of eligible providers and providers of non-traditional training services. [Section 122(e)(4)(A) and §663.510(d)(6)] 10. Establish a local appeals procedure for providers in conjunction with the state appeals procedure for providers denied approval by the LWIB. [section 122(g) and §663.510(d)(7&8)] 11. Establish a competitive procurement process of local service providers with minimum criteria additional to the state criteria. [Section 122(c), 123 and §661.350(a)(10)] 	
<p>Common Data Collection Tracking Systems/ Customer Access Technology Developed</p>	<ol style="list-style-type: none"> 1. Participate in state data system and access technology planning. 2. Develop technology for system use in local areas. 	
<p>Establish Local Performance Accountability System</p>	<ol style="list-style-type: none"> 1. Operationally define and set standards for core performance indicators for adults and youth ages 19-21 that is responsive to federal and state standards. [Section 136(b)(2)(iv)] 2. Operationally define and standards for core performance indicators for youth ages 14-18 that is responsive to federal and state standards. [Section 136(b)(2)(iv)] 3. Develop indicators and set standards for measures of customer satisfaction for employers and job seekers. [Section 136(b)(2)(B)] 	

	<ol style="list-style-type: none"> 4. Develop other local performance indicators as appropriate. [Section 136(b)(3)(B)]. 5. Develop an local incentive award strategy to improve local coordination and achievement of local performance standards. [§66.400] 6. Negotiate with the state regarding the acceptable level of performance measures for the defined workforce investment area [§661.350(a)(4)] 7. Establish dialogue with state on performance measure issues that are impacted geographically as it relates to the workforce investment area. [§663.310] 8. Set local performance goals for each measure and a mechanism to communicate with the state to adjust local performance expectations based on local economic conditions, service mix and characteristics of the population served [§663.310] 	
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State Workforce Investment Board Guide



**Working Together to Prepare
Today's Workforce for
Nevada's Future**

Roles and Responsibilities for the Implementation of the Workforce Investment Act

I. Introduction

The intent of this guide is to acquaint State Workforce Investment Board Members with their roles, responsibilities and duties with respect to implementing workforce investment activities statewide.

In 1998, the Workforce Investment Act (WIA) was signed into law. The intent of the Act is to provide workforce investment services to employers and job seekers through a seamless “no wrong door” One-Stop service delivery system. These services will meet employer demands for a skilled workforce and increase the employment, retention and earning of job seekers. The Act’s general goals are:

- 3 Increase occupational skill attainment to improve the quality of the workforce
- 3 Reduce welfare dependency
- 3 Enhance the productivity and competitiveness of the nation’s economy

The scope and extent of the federal legislation is a perfect complement to the strategic direction taken by Nevada’s former Governor, Bob Miller and now supported by Governor Kenny C. Guinn, to rename and redefine the role of the Governor’s Workforce Development Board to the Governor’s Workforce Investment Board. Nevada submitted and subsequently received approval of the state transition plan to implement Title I of the Workforce Investment Act and the Wagner-Peyser Act July 1, 2000.

Note: This document does not provide an overview of the Workforce Investment Act of 1998. If additional information is needed, you may contact the Department of Employment, Training and Rehabilitation, Workforce Investment Support Services at (775) 684-0301 for additional guidance.

II. Moving from JTPA to WIA

A. Differences Between the Workforce Investment Act (WIA) and the Job Training Partnership Act (JTPA)

On June 30, 2000, JTPA will be repealed and replaced by WIA which offers a broader approach to employment and training. Some of the key differences from JTPA are:

- 3 WIA requires the collaboration of entities responsible for administering separate workforce investment, educational and other

human resource programs to create seamless delivery of services under the One-Stop delivery system.

- 3 WIA establishes State Workforce Investment Board [SWIB] to oversee the workforce investment system at the state and local levels.
- 3 WIA establishes Local Workforce Investment Boards [LWIB] to oversee the One-Stop delivery system and a Youth Council as a subgroup of the board.
- 3 WIA mandates a “One-Stop” service delivery system that integrates employment and training programs.
- 3 WIA allows services to be provided to the general public, not just disadvantaged persons.
- 3 WIA adopts 3 levels of service for adults. The initial level, core services, is available for all; more intensive and training services is available for those who need them. If funds for adult services are limited, priority for intensive and training services must be given to disadvantaged customers.
- 3 Youth programs and funds are combined. While there is no longer a specific summer youth program, local areas are required to provide summer youth services using youth funds. The scope of youth services is to be determined by the Local Elected Officials [LEO]/LWIB.

III. What are the Roles and Responsibilities of the State Workforce Investment Board Members?

This section provides an overview of the roles and responsibilities of Board Members under the Workforce Investment Act. Most of the responsibilities of the members are accomplished in cooperation with other decision-makers in the Workforce Investment System.

A. The SWIB must assist the Governor in the:

- 3 Development of the State Plan.
- 3 Develop and ensure continuous improvement of a statewide system of activities funded under subtitle B of Title 1 of WIA or carried out through the One-Stop delivery system including development of linkages to assure coordination and non-duplication among the programs and activities carried out by One-Stop partners.
- 3 Review of local plans.
- 3 Provide comments at least once annually on the measures taken under section 113(b)(14) of the Carl D. Perkins Vocational and Technical Education Act.
- 3 Designation of local workforce investment areas.
- 3 Development of allocation formulas for the distribution of funds for adult employment and training activities and youth activities to local

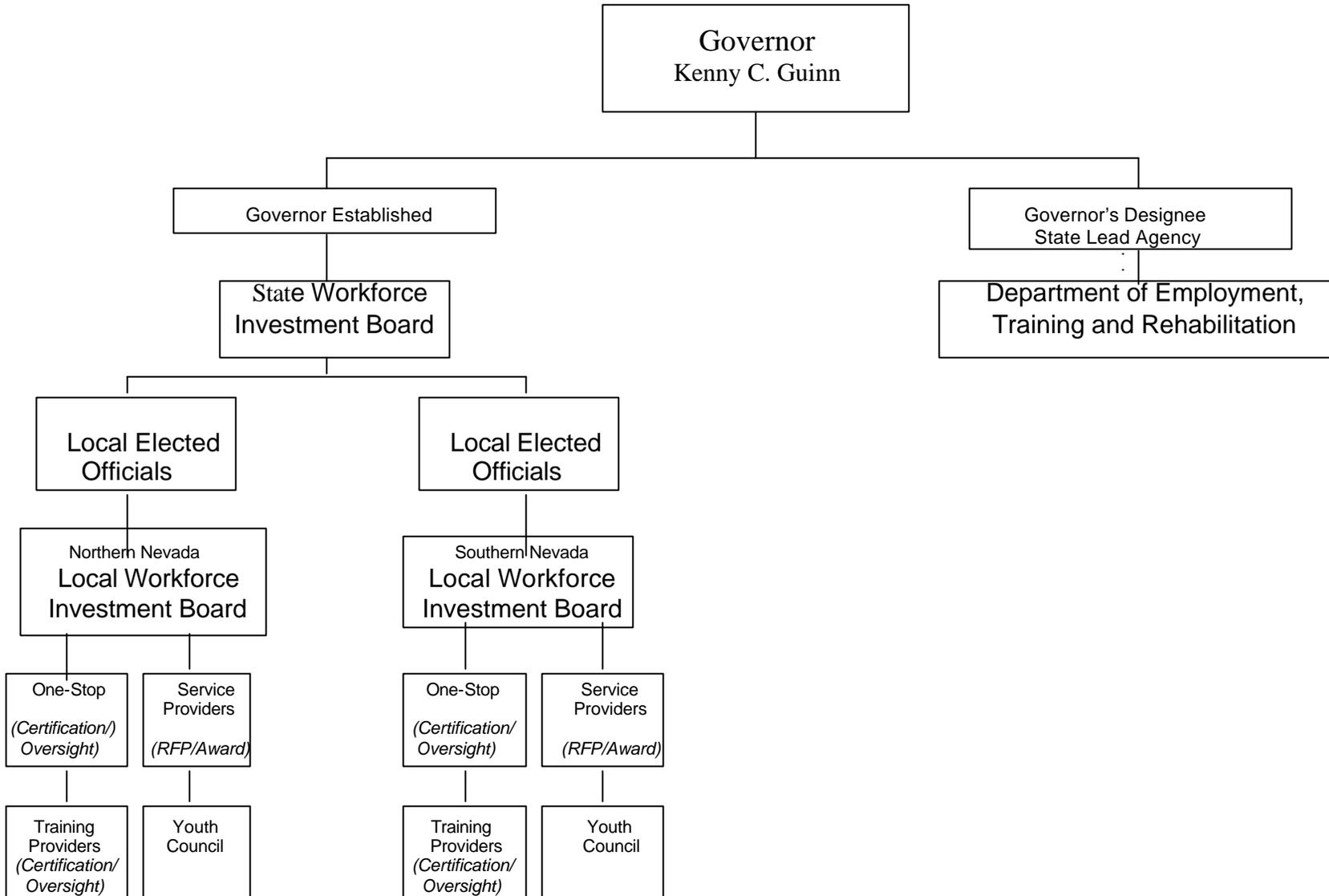
areas, as permitted under WIA sections 128(b)(3)(B) and 133(b)(3)(B).

- 3 Develop and ensure continuous improvement of State performance measures, including State adjusted levels of performance, to assess the effectiveness of the workforce investment activities in the State, as required under WIA section 136(b).
- 3 Preparation of the annual report to the Secretary described in WIA section 136(d).
- 3 Develop the statewide employment statistics system described in section 15(e) of the Wagner-Peyser Act; and
- 3 Develop an application for an incentive grant under WIA section 503 and WIA section 111(d)]

IV. How is the State Workforce Investment Board Organized?

- A. The Governor shall establish a State Workforce Investment Board [SWIB] to assist in the development of the State plan described in section 112 and to carry out the other functions described in section 111(d). The following chart provides the minimal composition requirements of the SWIB. Unless otherwise indicated, each category must have at least one representative. Private sector representatives must be the majority of the members [section 111(b)(3)]; members shall represent diverse regions of the State, including urban, rural, and suburban areas.

Nevada's Workforce Investment System



Local Elected Officials Guide



**Working Together to Prepare
Today's Workforce for
Nevada's Future**

**For the Implementation of the
Workforce Investment Act**

September 1999

Department of Employment, Training and Rehabilitation

I. Introduction:

The intent of this guide is to acquaint Local Elected Officials (LEO) with their roles, responsibilities and duties with respect to implementing workforce investment activities in their respective designated local workforce investment areas.

In 1998, the Workforce Investment Act (WIA) was signed into law. The intent of the Act is to provide workforce investment services to employers and job seekers through a seamless “no wrong door” One-Stop service delivery system. These services will meet employer demands for a skilled workforce and increase the employment, retention and earnings of job seekers. The Act’s general goals are:

- ✓ Increase occupational skill attainment to improve the quality of the workforce
- ✓ Reduce welfare dependency
- ✓ Enhance the productivity and competitiveness of the nation’s economy

The scope and extent of the federal legislation is a perfect complement to the strategic direction taken by Nevada’s former Governor Bob Miller, and now supported by newly-elected Governor Kenny Guinn, to rename and redefine the role of the Governor’s Workforce Development Board to the Governor’s Workforce Investment Board and ask to become an “early state” in implementing the Workforce Investment Act beginning in July 2000.

Thanks to efforts by the National Association of Counties and the League of Cities, as well as individual leaders across the country, Local Elected Officials will have a stronger role under WIA. They will continue to provide leadership in workforce development, but will have a more visible role with the State Workforce Investment Board and the Governor including a more active role in the development of the five year Local Plan with the Local Workforce Investment Board.

Note: This document does not provide an overview of the Workforce Investment Act of 1998. If additional information is needed, you may contact the Department of Employment, Training and Rehabilitation in Las Vegas at (702) 486-6723 or in Carson City at (775) 684-3911 for additional guidance.

II. Moving from JTPA to WIA

A. Differences Between the Workforce Investment Act (WIA) and the Job Training Partnership Act (JTPA)

On June 30, 2000, JTPA will be repealed and replaced by WIA which, offers a broader approach to employment and training. Some of the key differences from JTPA as they relate to local areas are:

- ✓ WIA requires the collaboration of entities responsible for administering separate workforce investment, educational, and other human resource programs to create seamless delivery of services under the One-Stop delivery system.
- ✓ WIA establishes Local Workforce Investment Boards (LWIB) to oversee the One-Stop delivery system and a Youth Council as a subgroup of the board.
- ✓ The partnership between the Local Elected Officials and the LWIB is strengthened to ensure that local needs drive the system.
- ✓ WIA mandates a “One-Stop” service delivery system that integrates employment and training programs.
- ✓ The role of the local board is broadened to include planning and coordinating the delivery of employment and training services in the local area, not just oversight of one service provider.
- ✓ LWIBs cannot operate programs directly. The Department of Employment, Training and Rehabilitation will issue policies which will detail under what conditions a waiver to that requirement may be granted by the Governor.
- ✓ WIA adopts three levels of services for adults. The initial level-core services are available for all; more intensive and training service is available for those who need them. When the local boards determine that funds for adult services are limited, priority for intensive and training services must be given to disadvantaged customers.
- ✓ Youth programs and funds are combined. While there is no longer a specific summer youth program, local areas are required to provide summer youth services using youth funds. The scope of youth services is to be determined by LEOs/LWIB.

III. What are Roles and Responsibilities of the Local Elected Official?

This section provides an overview of the roles and responsibilities of Local Elected Officials under the Workforce Investment Act. Most of the responsibilities of the LEO are accomplished in cooperation with other decision-makers in the Workforce Investment System.

- A. Appoint the members of the Local Workforce Investment Board (LWIB) following the criteria established by the Act [WIA Section 117(b)(2)(A)] and the Governor. Refer to Section IV below.
- B. Enter into a Chief Elected Officials Agreement which must include the following: [Section 117(c)(1)(B)(I)]
 - ✓ Respective roles and responsibilities of the individual chief elected officials including the appointment of the members of the LWIB.
 - ✓ The specific role and responsibilities of the LWIB and its members.
 - ✓ Financial responsibility including financial responsibility among the officials.
 - ✓ Specific responsibilities regarding oversight of workforce activities in the local area in cooperation with the LWIB.
 - ✓ Time frame of the agreement.
- C. In cooperation with the Local Workforce Investment Board:
 - ✓ Develop employer linkages and promote private sector involvement in the Workforce Investment System to assist employers in meeting their hiring needs.
 - ✓ Appoint a Youth Council as a subgroup of the board, based on WIA criteria.
 - ✓ Select eligible youth providers and coordinate youth activities with the local youth council.
 - ✓ Determine which portion of youth funds will be used for summer youth employment activities.
 - ✓ Develop five-year Local Plan for the local Workforce Investment Area.
 - ✓ Develop a budget for purpose of carrying out the activities of the local board.
 - ✓ Conduct oversight of the One-Stop system as well as youth, core, intensive, and training services delivered under Title I of the WIA.
 - ✓ Select One-Stop operators and service providers.
 - ✓ Approve Memorandums of Understanding between the local board and the One-Stop operators/partners.
 - ✓ Negotiate state and local performance measures for the local area.

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- ✓ Determine whether to seek waivers from the Governor.
 - ✓ Within state policy parameters, develop local area policy and procedures.
 - ✓ Coordinate workforce investment activities with economic development organizations.
 - ✓ Appointment and Incumbent Worker Council.

D. In cooperation with the Governor:

- ✓ Determine whether the LWIB may provide core or intensive services if they can act as a One-Stop operator; [§661.310]
- ✓ Negotiate on waiver requests, when required
- ✓ Negotiate state and local performance measures
- ✓ Coordinate state Rapid Response activities for plant closings, mass layoffs and disasters
- ✓ Assist the Governor in developing the statewide employment statistics system under the Wagner-Peyser Act.

E. In cooperation with State Workforce Investment Board:

- ✓ Determine the methods and factors used for distributing youth, and employment and training funds.

IV. How is the Local Workforce Investment Board Organized?

A. Membership Composition Requirements

The following chart provides minimal composition requirements of the Local Workforce Investment Board. Unless otherwise indicated, each category must have at least one representative. While LEOs have the option of appointing additional members, it is important to keep in mind that doing so may require the appointment of additional private sector representatives to ensure that the business majority requirement is maintained.

Composition Requirements	Nomination Process Criteria
Private Sector Business	
<p>The majority of the board members must be individuals representing local businesses that offer employment opportunities in the local area which pay a livable wage. [Section 117 (b)(4)]</p> <p>Business representatives must be individuals with optimum policy making or hiring authority in their organization. [§661.320(d) and Section 117 (b)(2)(A)]</p> <p>Note: Chair of LWIB must be from this category.</p>	<p>✓ Nominations should be solicited from business organizations and/or trade associations.</p> <p>To assist in the selection of members who have employment opportunities in the area an industry matrix is used which shows percentages of industries, located in each local area.</p>
Education	
<p>Two or more members from this category are required to be appointed [§661.315(a)]</p> <p>Eligible members include representatives from local educational entities/agencies, local school boards, adult education and literacy entities, post secondary educational institutions (e.g., Community Colleges). [Section 117(b)(2)(A)(ii)].</p>	<p>✓ Nominations must be solicited from regional or local educational agencies, institutions or organizations. [Section 117(b)(2)(A)(ii)].</p>
Labor	
<p>Two or more members from this category are required to be appointed. [§661.315(a)]</p>	<p>✓ The Chief Elected Official must solicit nominations from local labor councils or union organizations. If these organizations are not represented in the local area, other representatives of employees may be selected. [Section 117(b)(2)(A)(iii) and §661.315(a)]</p>

Composition Requirements	Nomination Process Criteria
Community Based Organizations	
Two or more members from this category are required to be appointed [§661.315(a)].	✓ The Chief Elected Official must solicit nominations from a wide variety of community based organizations with expertise in workforce development or human services including those who represent individuals with disabilities and veterans. [Section 117(b)(A)(iv)].
Economic Development	
Two or more members from this category are required to be appointed. [§661.315(a)].	✓ The Chief Elected Official must solicit nominations from both public and private local economic development agencies. [Section 117(b)(2)(A)(v)].
Other	
	✓ The Chief Elected Official may select for membership other individuals or representatives of other entities, including those representing individuals with multiple barriers to employment and other special populations. [§661.315(b)].
Mandatory One-Stop Partners	
Department of Employment, Training and Rehabilitation (DETR): <ul style="list-style-type: none"> ✓ Vocational Rehabilitation ✓ Veterans Programs ✓ Programs authorized under WIA Title I ✓ Wagner-Peyser Act ✓ Migrant & Seasonal Farm Workers ✓ Unemployment Insurance Services ✓ Trade Adjustment Assistance (TAA) and NAFTA 	✓ The Department of Employment, Training and Rehabilitation will submit nominations to fill vacancies for these mandated partners as requested by LEOs.

Composition Requirements	Nomination Process Criteria
<p>Other required Partners:</p> <ul style="list-style-type: none"> ✓ Welfare-to-Work Programs ✓ Carl D. Perkins Vocational and Applied Technology Education Act ✓ Community Services Block Grant Act ✓ Department of Housing and Urban Development (HUD) ✓ Title V of the Older Americans Act of 1965 ✓ Adult Education and Literacy ✓ Job Corps ✓ Native American programs 	<ul style="list-style-type: none"> ✓ The Department of Employment, Training and Rehabilitation will assist, as requested, with providing contact information in order to solicit nominations from required Partners.
<p>Additional One-Stop Partners may be represented if the LWIB and Chief Elected Official approve their participation. Additional partners may include:</p> <ul style="list-style-type: none"> ✓ TANF ✓ Food Stamp Employment and Training Programs ✓ National Community Service Act programs ✓ Other appropriate programs 	<ul style="list-style-type: none"> ✓ The Department of Employment, Training and Rehabilitation will assist, as requested, with providing contact information in order to solicit nominations from optional Partners.

B. Using Alternative Entity in Place of the Local Workforce Investment Board

The Local Board may use any local entity, including a local council, regional workforce development board or similar entity that: [Section 117(h)(4)(D)(I)(1)(A-D)].

- ✓ Was established to serve youth residing in the local area and was in existence on December 31, 1997;
- ✓ Was established pursuant to Section 102 of the Job Training Partnership Act, as in effect on December 31, 1997 or is substantially similar to the LWIB described in [Section 117(h)(4)(D)(I)(1)(C)]
- ✓ Includes local representatives of business and labor/employees organizations [Section 117(h)(4)(D)(I)(D)(I)]
- ✓ And any other membership requirements established by the LWIB or in state policy.

C. Vacancies on the Board and Councils

As vacancies occur on the Local Workforce Investment Board, they must be reported to the Department of Employment, Training and Rehabilitation (DETR) within 15 calendar days of the vacancy. All vacancies in the business, education, labor, community based organizations and economic development must be filled within 90 calendar days while vacancies of One-Stop partners must be filled within 60 calendar days.

A written request for extensions will be considered by DETR if LEO/Board can show good cause for the need of an extension.

V. *How is the Local Workforce Investment Board Certified?*

A. Certification Process

The Governor certifies a Local Workforce Investment Board for each designated workforce investment area every two years. Certification is based on compliance with requirements of Nevada's State Plan and Section 117(2) of the Workforce Investment Act [§661.325].

For initial and subsequent certification, the LWIB must submit a written request to the Department of Employment, Training and Rehabilitation 30 calendar days prior to the beginning of the two year period and should include the following information/documentation:

- ✓ **Membership information:** The LWIB must provide an up-to-date membership list including, name of member, title, business address and phone number along with a brief description of the member's functional employment responsibilities and his/her qualifications, plus member's terms of appointment, (including beginning and ending dates), and indicate any board positions held. This information will be used to determine compliance with Act regarding composition of the board.

- ✓ **Statements confirming that:**
 - The LWIB has a signed and dated State of Financial Interest form for each board member.
 - A Youth Council has been established in compliance with the Act.
 - An Incumbent Worker Council has been established.

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- ✓ **A fully executed copy of the Chief Elected Official (CEO) Agreement** [Section 117(c)(1)(B)(I)] which describes how the CEOs of units of local government in the area will carry out their respective roles (Refer to Section III B for additional information on the minimum requirements for the agreement).
 - ✓ **LWIB By-laws** which must include a “conflict of interest” clause that is in compliance with Section 117(g)(1&2) and State Policy and quorum guidelines for both the LWIB and any permanent councils.
 - ✓ **Statement confirming that LWIB has staff independent of programs**

A. Decertification of LWIB

The Governor, after providing notice and an opportunity for comment, may decertify a LWIB at any time for:

- ✓ Fraud, abuse, failure to carry out functions per Section 117(c)(3)(A);
- ✓ Failure to meet the local performance measures for the local area for two consecutive years per Section 117(c)(3)(ii) and 136 (h).

If the current LWIB is decertified, the Governor may require a new LWIB be appointed. If such action is taken, the Governor, in consultation with the Chief Elected Official will develop a reorganization plan developed in accordance with the criteria established under WIA Section 117(b)(1&2). [Section 117(c)(3)(C)].

VI. *What are the Functions and Organization of the Youth Council?*

A. Duties of the Youth Council

- ✓ Develop the portions of the local plan relating to eligible youth, as determined by the Chair of the LWIB.
- ✓ Develop and recommend local youth employment and training policy and practice.
- ✓ Broaden the youth employment and training focus in the community to incorporate a youth development perspective.
- ✓ Establish linkages with other organizations serving youth in the local area.
- ✓ Taking into account a range of issues that can have an impact on the success of youth in the labor market.

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- ✓ Subject to the approval of the LWIB and consistent with WIA Section 123:
 - Recommend eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the LWIB to carry out the youth activities.
 - Conduct oversight with respect to the eligible providers of youth activities in the local area.
 - Coordinate youth activities authorized under Section 129 in the local area.

 - ✓ Other duties determined to be appropriate by the Chair of the LWIB.

B. Organization of the Youth Council

The LWIB, in cooperation with the Chief Elected Official, must appoint a Youth Council to serve as a subgroup of the LWIB. Youth Council members must have a special interest or expertise in youth policy [Section 117(h)(1) and §661.335 (a)]. Members of the Council must include representatives from [Section 117(h)(2)(A&B) §661.335(b)(1-6) and (c)].

- ✓ LWIB members with special interest or expertise in youth policy.
- ✓ Youth service agencies, including juvenile justice and local law enforcement.
- ✓ Local public housing authorities.
- ✓ Parents of eligible youth seeking assistance under subtitle B of Title I of WIA.
- ✓ Individuals including former participants and representatives of organizations that have experience relating to youth activities.
- ✓ Job Corps (Northern Nevada only).
- ✓ Other individuals as the Chair of the LWIB, in cooperation with the Chief Elected Official, determines to be appropriate.

VII. What are the Functions and Organization of the Incumbent Worker Council?

A. Purpose of the Incumbent Worker Council

The Council's primary function is to develop and recommend a plan for services and activities to be provided to the incumbent workforce. This plan must be included as part of the local workforce investment plan.

B. Organization of the Incumbent Worker Council

The Local Board, in cooperation with the Chief Elected Official, must establish an Incumbent Worker Council to serve as an advisory group to the LWIB. The Council's members must include representatives from:

- ✓ Labor (minimum of 33% of the total membership)
- ✓ Department of Employment, Training and Rehabilitation
- ✓ Economic development entities
- ✓ Local businesses
- ✓ Other individuals the LWIB Chair and Chief Elected Official determine to be appropriate.

The LWIB must submit a membership list for the Council and their sector affiliation to the Department of Employment, Training and Rehabilitation (DETR) prior to June 1, 2000.

VIII. What Tasks must be completed in Order to Transition from JTPA to WIA?

A. Immediate Steps to be Taken

- ✓ Develop and enter into a Chief Elected Officials Agreement.
- ✓ Develop and approve LEO Consortium By-Laws.
- ✓ Organize the Local Workforce Investment Boards according to membership requirements.
- ✓ Develop and enter into an agreement between the LEO and the LWIB.
- ✓ Submit a letter to the Governor requesting Local Workforce Investment Board certification.
- ✓ Legally separate the Local Board as the Board of Directors for the JTPA Service Delivery Area Provider.

B. Steps to be Taken Immediately After the Local Board is Organized

- ✓ Designate a Youth Council
- ✓ Designate an Incumbent Worker Council

The State Workforce Investment Board will provide further guidance on the transition from JTPA to WIA. They will address JTPA administrative requirements during the transition year as well as grant close-outs and continuation of services to JTPA clients during the transition year and after full implementation of WIA on July 1, 2000.

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