

IMPLEMENTATION OF THE AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) OF 2009

ARRA Workforce Investment Act (WIA) Local Plan Modification Program Year 2009

Due Date **July 31, 2009**
(revision 8-31-09 to reflect state comments on submitted local plan)
(revision date 9-15-09 to reflect state policy regarding unrestricted funds)

Name of LWIA: Mohave/ La Paz Workforce Investment Area

Agency Name: Mohave County Community Services Dept.

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The individual named above must be able to answer questions from the Arizona Department of Economic Security, WIA Section.

LWIA ARRA ALLOCATIONS:

ADULT	YOUTH	DISLOCATED WORKER	RAPID RESPONSE
\$250,280	\$547,562	\$718,999	\$86,280

SECTION I: LWIB VISION

GENERAL PLAN

1. Provide the refined vision developed by the LWIB to use ARRA funds to improve its effectiveness and leverage changes in the system's basic operations that will lead to a strong, invigorated workforce system.

Mohave/ La Paz Local Workforce Investment Board (LWIB) will fulfill the expectations set out by the United States Department of Labor (USDOL) for local Workforce Investment Boards and the One-Stop system. The refined vision is:

“The Mohave/ La Paz workforce investment system will not only increase services and training for workers facing unprecedented challenges but will retool, reinvigorate and create a more innovative public workforce system capable of spurring economic growth.”

Using ARRA funding, a stronger, more comprehensive One-Stop system will emerge that advances the transformational efforts ARRA requires. Innovative and effective One-Stop delivery strategies will be designed to ensure:

- Customers will be able to move easily between the labor market and further education and training in order to advance their careers and upgrade their skills.
- Disconnected youth will be able to reconnect through multiple pathways to education and training that results in their entering and advancing in the workplace.
- Adult education, job training, postsecondary education, registered apprenticeship, career advancement activities, and supportive services are fully aligned with economic and community development strategies.
- Seamless career pathways are developed and offered, and support services and needs-based payments are available.
- Sector Strategies for renewable energy, health care, information technology, construction, tourism, teacher education and advanced manufacturing should become an integral part of comprehensive approaches to workforce development and regional growth.

Mohave/ La Paz workforce investment system will adhere to the four guiding principles in utilizing ARRA funds established by the United States Department of Labor and described in detail in the Training and Employment Guidance Letter, No. 14-08:

- Transparency and accountability in the use of Recovery Act funding;
- Timely spending of the funds and implementation of activities;
- Increasing workforce system capacity and service levels; and
- Using data and workforce information to guide strategic planning and service delivery.

2. Describe the LWIB's ramp up efforts undertaken in response to the increased ARRA funding for WIA.

- Mohave County's Workforce Development Division and La Paz County Career Center were restructured to more strategically address the WIA and ARRA objectives. Functional areas were constructed to develop and coordinate program activities for the Youth Program and the One-Stop Career Center Adult, Dislocated Worker and Business Services.
- New Coordinator and Program Representative (Youth and Business Services) positions were created to tackle the expansion of program services and participants and to develop expertise and partnerships in targeted industry sectors including renewable energy and healthcare. A Teacher/ ARRA Documentarian position was created to work with partners to create training and educational opportunities for customers – and to produce public information regarding expenditure of funds and ARRA impact.
- Youth participation goals for the Youth Summer Program (COYOTE) were tripled. Innovative recruitment activities including an Application Fair resulted in record number of youth applicants.
- Summer staff were increased to address expanded participants and provide leaderships for new green and entrepreneurial youth summer projects.
- Partnerships are being developed with Mohave Community College to create customized training opportunities for adult and dislocated worker populations in the fields of renewable energy, healthcare and entrepreneurship.
- REPAC (Dislocated Workers) and WIA Adult program are partnering to hire a Business Services position that will identify “green” job opportunities in our region and link to program services.
- A working definition of “green jobs” has been drafted (based on MN task force results). Green jobs are employment and entrepreneurial opportunities that are part of the green economy including jobs in four industry sectors:
 - Green Products - used in building, transport, consumer or industrial products;
 - Renewable Energy - includes industries related to the production of energy from natural sources such as solar, wind, hydropower, geothermal, biomass and biofuels such as ethanol, cellulosic ethanol and biodiesel;
 - Green Services – industries and occupations that provide a range of services that help business and individual consumers use green products and technologies, and are building energy infrastructure and occupations related to energy efficiency, farming, and recycling and waste management;
 - Environmental Conservation – industries related to conservation of energy, air water and land including air emissions control, monitoring and compliance, water treatment, water conservation, wastewater treatment, land management (including prairie), natural pesticides, aqua culture, local/organic farm.

- New policy development has been initiated with the LWIB approving an OJT Policy for WIA Adult program. Other policies being prepared for LWIB consideration include “unrestricted funds”, needs related payments, increase in ITA funding for each individual and expansion of ITA timelines. (Note: The unrestricted funds policy was adopted by the Mohave/ La Paz LWIB , but superceded by draft state policy issued 9-4-09 that established criteria which this workforce region does not meet.)
- Mohave Community College (MCC) began ramping up Green Program development approximately ten (10) months ago. They have participated in a statewide inventory of Green Programs and Future Plans. MCC has partnered with Coconino Community College (CCC) and Northland Pioneer College to transfer Construction Technology curriculum including Building Construction Technology and Solar Installation Technician. MCC plans to develop a Pre-Engineering curriculum and Industrial Operations and Maintenance and enhance some existing programs.
- Mohave County Economic Development, Workforce Development and MCC are working with incoming renewable energy companies to perform skills gap analysis and link to program development.

3. In reviewing the LWIA allocation amount, will the LWIA be able to build capacity enough to accept and spend the total amount designated for the entire service area?

YES

NO

If the response is no, you must contact the WIA Fiscal Section and notify them of the amount you will not be able to expend.

SECTION II: ECONOMIC INDICATORS

COLLABORATION

1. Describe the collaboration efforts the LWIB has in place to obtain job listings of employment opportunities connected to other ARRA recipients and related economic recovery. (e.g. weatherization, transportation, etc.)

Mohave County has partnered with local transit authorities and utility companies for youth summer work experiences. La Paz Career Center has partnered with the Colorado River Indian Tribe (CRIT) to provide work readiness.

Local economic development partners have initiated discussions with workforce and education to identify jobs associated with new solar power facilities projected to be built in this region.

Customized training and education is being developed to prepare workforce for incoming solar construction and possibly manufacturing positions. In addition, MCC is cultivating new and/or enhanced healthcare curriculum to address emerging hospital, assisted living and home care positions.

One-Stop partners are collaborating on a Career Fair for July, 2009 that will showcase job opportunities in some of the targeted fields. WIA is co-sponsoring an E-Tour (Entrepreneurship training) with the Small Business Development Center and Mohave Community College. This will be a showcase event and may serve as a feeder to MCC's new Entrepreneurship and Small Business programs.

REPAC and WIA are partnering to hire a Business Services Representative to identify job opportunities in the green and healthcare industries in our region. This person will assist in defining and developing apprenticeship and customized training programs.

A dialogue has been initiated between the LWIB and local Public Housing Agencies (PHAs) to identify and create green employment opportunities for residents of HUD housing and/or other eligible programs.

LABOR MARKET INFORMATION

2. Explain in detail the method in which the LWIB has conducted/identified economic trends and emerging industry and job growth for both short and long term planning.

In Mohave County, emerging industry and job growth information is identified through state / federal data resources (Census, Bureau of Labor, Economic Development Administration, AZ Department of Commerce), business recruitment activities and a business retention and expansion program known as Building Bridges to Business (B3).

Since 2005, the County has been focused on developing and recruiting industry within the following four key market segments: 1) Distribution / Logistics; 2) Construction / Building Materials; 3) Light

Manufacturing; and 4) Renewable Energy. Each of these market segments has been impacted differently by the current economic downturn. Prospect activity within construction / building materials and light manufacturing has decreased dramatically while distribution / logistics activity has been stable and renewable energy project activity has grown significantly.

In the near future, the development of renewable energy projects is likely to transform the workforce needs and economic landscape of Mohave County. In the past six (6) months, five (5) solar projects have been announced in Mohave County. The projects range from a relatively small, one-megawatt generating station to very large, multi-billion dollar, concentrating solar power plants. Together these announced projects are expected to require a construction workforce of more than 5,000 and we expect additional projects to be announced in the near future.

To address program development associated with in-demand jobs, Mohave Community College utilizes a Program Development Trend Analysis service.

Private sector members of the LWIB such as NUCOR and UniSource Energy Services have corporate marketing and sales groups that monitor and identify economic trends pertaining to their industries. This information is made available to the Board and is offered to local and smaller business to enhance the collaboration concept.

3. Indicate how the LWIB is addressing the key provisions of the ARRA by outlining the growth of green jobs and healthcare jobs and the strategies for providing training in these fields.

Under LWIB leadership, the organizational structure of the Workforce Investment Act (WIA) adult and youth programs have been redesigned and key positions redefined. The intent is to ensure that ARRA mandates are fulfilled and a seamless One-Stop delivery system evolves to meet the new and future needs of employers and job seekers in targeted industries (including local green job market and healthcare).

Mohave County Economic and Workforce Development Departments and Mohave Community College (MCC) are engaged in on-going, open dialogue with existing and in-coming green industries and healthcare entities. New training programs are being developed in partnership with local employers to address skill development needs (LPN in Kingman, new Medical Assisting degree, CNA, Solar Construction, etc.)

One-Stop partners are collaborating in a statewide initiative targeting green job development as part of anticipated DOL competitive grants. The AZ Community College's Inventory of Green Programs and Future Plans has been completed. Workforce Directors are developing strategies to engage all stakeholders including employers, community/ faith-based organizations and educators so that Arizona is prepared to align with the national Request For Proposal when issued.

SECTION III: SERVICE DELIVERY

TARGET GROUPS, SERVICES, NEEDS RELATED PAYMENTS (NRP), SUPPORT SERVICES, PARTNERSHIPS

1. Describe innovative service delivery strategies the LWIB has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration, and meet other key provisions of the ARRA.

The ARRA legislation emphasizes the need to increase training and innovative service delivery strategies. The Act also stresses that employment and training funds should be primarily expended on direct services and training, with administrative and infrastructure expenditures kept to a minimum. Local area service delivery strategies should be focused on innovative training approaches. ARRA's intent related to the provision of training is consistent with the Mohave/ La Paz Local Workforce Investment Board (LWIB) vision to better prepare workers for the 21st century economy by encouraging increased participation in post secondary and customized training and/or apprenticeship opportunities. This strategy will prepare workers for post-recovery employment opportunities and better position Mohave and La Paz Counties' workforce for the future. The LWIB intends to take advantage of the ARRA opportunity to vastly increase the number of Mohave /La Paz citizens who have access to skills training.

Strategies:

1. Increase Investment in Occupational Skills Training:

ARRA funds will be used to increase the number of adult and dislocated workers who are placed in career pathways training leading to post secondary credentials, particularly those leading to industry recognized credentials/certifications. Contracts will be awarded to institutions of higher education or other eligible training providers with the intent of training multiple individuals in high demand occupations. At least 50% of ARRA adult and dislocated worker funds will be spent on direct training services to prepare participants for employment in targeted industry sectors.

2. Increase Funds for Support Services:

High unemployment, lack of available jobs and need for increased training to upgrade the workforce call for an increased level of support to be available. Support Services policies will be revised to increase the amount available to participants including availability of Needs Related Payments.

3. Increase Training Outcomes and Credentials:

A Career Pathway approach will lead to, or result in, the achievement of recognized industry credentials, post secondary certifications/degrees, and completion of apprenticeships or pre apprenticeships. Job preparedness, adult basic education and ELAA (English Language Acquisition for Adults) programs may be considered the beginning of a career pathway when integrated with other skills training that leads towards an industry credential or certificate/degree outcome.

4. Increase Sector Strategies/Industry Partnerships:

At least 20% of ARRA training funds will be allocated to locally driven sector-based industry partnerships. Under ARRA, local workforce boards should vigorously engage in targeted “sector strategies (or “industry partnerships”), in collaboration with their institutions of higher education, community colleges, other local agencies and training providers’ where appropriate. Mohave/ La Paz LWIB will develop industry partnerships that (1) supply high-demand industry sectors with skilled workers to meet critical workforce shortages; and (2) provide workers with skills training needed to advance their employment and income opportunities.

This effort should align resources and training strategies for a group of employers with a shared industry need. These strategies should be demand-driven and industry-led, preparing jobseekers for real job opportunities.

Sector strategies will address industry needs related to energy and “greener jobs”: Mohave/La Paz LWIA will seek opportunities to prepare workers for “greener jobs” by enhancing existing or developing new training programs that will prepare workers and place them in careers in energy efficient and renewable energy industries.

Mohave/ La Paz LWIA will seek opportunities to collaborate with partners that represent other sources of federal funding in support of “greener jobs” initiatives.

5. Increase Career Pathways for Adult Education and English Language Learners:

Mohave/ La Paz LWIA will increase/ enhance “career pathway” programs for Adult Education and English Language learners that lead to an industry certification or credential, apprenticeships, and or a job.

6. Increase Use of Contract, Customized and Incumbent Worker Training:

In addition to the usual WIA training strategies employed by the one-stop system, Mohave/ La Paz will employ training strategies as outlined in USDOL TRAINING AND EMPLOYMENT GUIDANCE LETTER NO. 14-08. This guidance provides for increased flexibility in the delivery of training and includes increased use of customized training, direct contracts with institutions of higher education and other eligible training providers, and contracts with community-based organizations for the provision of training, and incumbent worker training. These direct contracts allow for a more efficient and effective use of ARRA funds.

7. Increase Collaboration with Non-Profit Faith and Community Based Organizations:

Mohave/ La Paz LWIA will collaborate with faith-based and community organizations to address the needs of populations that have been heavily impacted by the recession, and have particular challenges in regaining employment. An Access Points initiative has been undertaken to expand one-stop services at local non-profit faith and community based organizations.

2. Explain the service strategy designed by the LWIB, which aligns all services and resources to support career pathways to emerging and future high growth jobs and industries designed to target the populations identified in the ARRA.

Mohave/ La Paz LWIA will execute a series of short and long-term strategies designed to align services and resources to support career pathways to emerging and future high growth jobs and industries.

One-Stop Career Centers, working closely with Mohave Community College, AZ Western College, employers, high schools, JTED and Tech Prep will promote understanding of and access to Career and Technical Education (CTE) certificate and degree programs. A Career Pathways approach will promote common understanding of curriculum pathways for the many who serve as career advisors, teachers and mentors within the workforce and educational system. It also will promote creation of Mohave County educational opportunities that reflect industry norms, advance career ladders/lattices, build community partnerships and leverage local resources.

Mohave/ La Paz Local Workforce Investment Board (LWIB) has applied for an Energy Career Project system-building grant that will focus on green job development. Objectives will include:

Short term:

- Create a regional awareness of the importance of workforce development's involvement in the Renewable Energy/ Energy Efficiency business sectors.
- Build momentum for ongoing partner dialogue that results in workforce training and job creation.
- Create competency models that strongly support the employers initially targeted under this project.

Long-term:

- Become a primary contributor to economic recovery in Mohave and La Paz Counties.
- Become a national model for strategic public/private partnerships that yield a well-trained, high skilled energy workforce.

3. Provide in detail, how the LWIB has reviewed and updated policies for delivering supportive services and providing Needs Related Payments (NRP), based on the emphasis to serve recipients of public assistance, low-income, displaced and under-skilled adults and dislocated youth.

The Mohave/ La Paz Local Workforce Investment Board is responsible for determining local policies that guide the use of resources for the purposes of skills training and support payments. Historically, the LWIB has focused on shorter-term support payments, which supported short term training efforts. Given ARRA's focus on longer term training strategies and outcomes, the LWIB intends to modify policies related to Individual Training Accounts (ITA's), Supportive Services and Needs Related Payments (NRP).

Declaration of Unrestricted Funds:

Mohave/ La Paz Workforce Investment Area is not eligible for an unrestricted funds policy under new draft guidelines of AZ DES. This region does not meet criteria including:

- Local area has an unemployment rate that is less than the state average; AND
- There has been no transfer of Adult and Dislocated Worker funds in the current program year.

Individual Training Accounts (ITA)

The Mohave/La Paz LWIB will increase local training caps to support long term skills training for WIA and ARRA Adult participants. This will not apply to Dislocated Workers Program. The Board will also extend the length of time available to complete an ITA.

Currently, the ITA cap is \$6,000 and the length of time to expend funds is two (2) years. The LWIB will be asked to either eliminate the cap for the period of ARRA funding or raise it to a level that will cover the majority of local community college programs (\$15,000). The LWIB extended the ITA period to four (4) years so that people who are working and going to school have time to complete a certificate or degree program.

Supportive Services and Adult Needs Related Payments

The Needs Related Payment (NPR) Policy of the Mohave/ La Paz LWIB for adults will be designed to provide payments to participants based upon individual documented need. These payments will enable the participant to participate in training. NPR will apply to WIA and ARRA adult and dislocated worker participants.

The maximum needs related payment allowable will not exceed Unemployment Insurance levels. NRP will be based on weekly attendance in the training program. NRP will be considered a training stipend or allowance and not an entitlement.

The existing Supportive Services Policy will be revised to include capacity for NRP. The cap for Supportive Services other than NRP will be raised from \$3,000 to \$5,000.

4. Explain how WIA case managers are focusing on assisting diverse customers, including TANF and other low-income individuals, along with dislocated workers by matching skills competency training with job growth projections in the LWIA.

The WIA case managers work with customers using assessment based strategies and the Career Decision-Making Model to identify appropriate career pathway opportunities. Customers who are interested in receiving WIA Intensive and Training services attend assessment workshops in which academic skill levels are determined, vocational interests and values defined and and barriers to employment identified.

Tools that are currently used include the World of Work Inventory (WOWI), O*Net Online, BESI (Barriers to Employment Inventory), and TABE.

Case managers (Career Coaches) work with customers to link these assessments with career goals and ultimately, training programs. For the customer, it is a process that involves introspection, research/ career exploration, decision making and action toward defined career paths and goals.

Once the case manager and the customer have agreed upon appropriate career decisions and action steps, the plan is documented through the use of Individual Employment Plans (IEPs) or Individual Service Strategies (ISS – Youth).

The case manager ensures that the customer's career pathway is linked to Mohave/ La Paz LWIB's Occupations-in-Demand list. This list reflects local occupations in demand and growth occupations. To create this list, LWIB representatives from economic and workforce development, education, private sector and public agencies overlay their collective knowledge of the local market to national and state job growth projections/trend analysis.

In order to ensure service to dislocated workers and TANF Jobs low-income individuals, there is a strong referral system between the WIA Adult and Dislocated Worker programs and ARBOR Jobs program. One-Stop staff are trained to assist and assess clients and to provide appropriate referrals to the WIA adult or dislocated worker program. In addition, WIA Adult and Dislocated Worker case managers are working together more closely to provide services to clients. These services include implementation of common policies such as needs related payments and partnering to provide rapid response initiatives.

While ARBOR Jobs is undergoing a reduction in force due to economic cutbacks, the referral of Jobs clients for One-Stop services is increasing. The Jobs clients are being referred for the WOW assessment workshop. Subsequently, WIA Adult program case managers interview Jobs clients and when appropriate, co-enroll in WIA for intensive and training services.

5. What partnerships has the LWIB formed with community colleges and education agencies, business and labor organizations, and civic groups to align workforce development strategies for local/regional development and shared prosperity?

Mohave/ La Paz workforce and education organizations have partnered as part of a statewide initiative to apply for competitive grant funds for the development of Green Job opportunities.

The LWIB has supported Tech Prep and local high school districts to facilitate the creation and development of a Joint Technological Education District (JTED). There will be on-going involvement as Career and Technical Education (CTE) programs are expanded and added throughout the workforce region.

Mohave Community College (MCC) has installed a second ITV system that allows simultaneous broadcast of training courses in four cities throughout Mohave County. MCC has designated the second system for delivery of Career and Technical Education. This system will be available for use in ARRA training delivery, leveraging intellectual capital throughout the county.

As part of a regional effort, economic development entities are implementing a Building Bridges to Business program that ensures that businesses are surveyed periodically. This information is used

to project business needs and growth opportunities.

6. Describe the LWIB strategies to ensure that the full range of core, intensive, training programs and services delivered through the local One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities. *X.C.4.a(\$112(b)(17)(A)(iv))*)

The Mohave/La Paz Local Workforce Investment Board promotes an integrated, efficient One-Stop service delivery system that builds on a work readiness model. This model recognizes that:

- One-Stop programs and services need to be organized sequentially according to the customers' level of employment readiness as defined by the skill requirements of businesses. The goal is to offer a continuum of services until the individual is career ready and in a self-sustaining job;
- Customers enter the One-Stop system at varying degrees of employment readiness and therefore, require different programs and services based on their individual need; and,
- Comprehensive One-Stop Centers provide a location for One-Stop partners to merge programs and resources in a manner that enables customers to be provided with a seamless delivery of services.

Universal Access

Comprehensive and Satellite One-Stop Career Centers are located throughout Mohave/La Paz LWIA. These Centers offer employers and job seekers access to information and coordinated services for federally-funded employment and training programs and state and local resources.

Each One-Stop Career Center offers access to the entire spectrum of One-Stop services through staff co-location, coordination/referral of services, and integration of activities. Specific responsibility for program implementation is housed in various agencies as follows:

Mohave County One-Stop Career Centers

- WIA Title I serving Adults and Youth
- Senior Community Service Employment Activities of Title V of the Older Americans Act of 1965
- Department of Housing and Urban Development Employment and Training Activities

La Paz Career Center

- WIA Title I serving Adults and Youth
- WIA Title II Adult Education and Literacy Programs

Department of Economic Security One-Stop Centers

- Wagner Peyser Act Programs
- WIA Section 121(b)(1)(B)(i) Veterans Workforce Programs
- Veterans' Employment Representative and Disabled Veterans Outreach Activities authorized by Chapter 41, Title 38, U.S.Code
- Title I, Rehabilitation Act Programs
- State Unemployment Compensation Activities
- Senior Community Service Employment Activities of Title V of the Older Americans Act of 1965

Arbor Education and Training

- Temporary Assistance to Needy Families (TANF)/JOBS Program

AARP

- Senior Community Service Employment Activities of Title V of the Older Americans Act of 1965

Mohave Community College

- Postsecondary Vocational Ed. Activities of the Carl D. Perkins Career and Technical Education Improvement Act of 2006
- WIA Title II Adult Education and Literacy Programs

Arizona Western College

- Postsecondary Vocational Ed. Activities of the Carl D. Perkins Career and Technical Education Improvement Act of 2006
- WIA Title II Adult Education and Literacy Programs

REPAC

- WIA Title I serving Dislocated Workers

Job Corps—Phoenix and Tucson

- Job Corps programs (WIA Title I-C)

Western Arizona Council of Governments – WACOG

- Community Services Block Grant Employment and Training Activities

The Mohave/La Paz LWIB will continue to pursue strategies to improve availability and coordination of One-Stop system services to employers and job seekers. The strategies address US Department of Labor's strategic *demand driven* priorities, will reflect the Governor's priorities (including alignment with Arizona Industries of Opportunity) and will integrate local workforce and economic development initiatives by continuing or cultivating the following:

- Establish partnerships to leverage resources and enhance One-Stop system operations by executing and implementing Memorandum-of-Understandings, Intergovernmental Agreements and other forms of partnership agreements.
- Pursue regional partnerships with private and public sectors to foster workforce and economic development initiatives, especially those that target high demand, high growth industries including renewable energy and healthcare.

- Cultivate Business Services as part of lay-off aversion and system enhancement strategies; promote utilization of WIA Set-aside funds for incumbent and new worker training.
- Engage private sector in adult and youth workforce training programs including On-the-Job Training programs, Work Experience (WEX), youth program sponsorships, and apprenticeship programs.
- Carry out and support Youth Council initiatives in conjunction with the communities' priorities and in partnership with the business sectors.
- Support the development of customized training and On-the-Job (OJT) Training for specific high growth and demand industries in Mohave/La Paz Counties.
- Further integrate One-Stop services so that customers from multiple programs are served via common processes (to the extent possible) for assessment, career-planning, workshops, job search/development, and co-case management.
- Utilize Individual Training Accounts (ITAs) to leverage other financial resources for education and training.
- Enhance delivery of One-Stop programs and services through staff professional development.
- Link the local workforce development system to regional economic development efforts; align LWIB resources with the Mohave/La Paz Counties' Economic Development Strategic Plan dealing with Education, Labor Force and Economic Development.
- Continue to fund and support the Mohave/La Paz One-Stop Centers' Business Services initiatives to provide business outreach and information regarding available business services for business retention and expansion; provide high quality training at the level of skills and work readiness that employers require; effectively and efficiently match job seekers to the specification of the jobs required by the business community; assist business to create and promote high wage jobs.
- Direct resources to address the workforce needs of business: basic education and occupational skills gap improvement, increased availability of skilled and work ready labor, enhanced support for employment screening, training and re-employment.
- Support the creation of the apprenticeship programs tailored to businesses that are most needed in the region; strengthen the linkages between employers, MCC, high school districts, and workforce to facilitate apprenticeship success.
- Sponsor the use of WorkKeys as an Assessment and Training System for the educational and business communities throughout the Mohave/La Paz LWIA.
- Support the strong articulation from the education systems and vocational education programs in Mohave and La Paz Counties to facilitate well- defined education and career ladders for students.
- Create a competitive workforce by supporting training programs and continuing education programs for incumbent workers and older workers.

Ensure that education and training provided through the Individual Training Accounts meet the business needs for occupations-in-demand and promote the skilled workforce required in high growth and demand industries, especially those aligned with renewable energy and healthcare.

PRIORITY OF SERVICES

7. Explain the policies and strategies the LWIB will use to provide priority of service to veterans and eligible spouses to include identifying covered persons at the point of entry whether virtual

or in person; how covered persons will be given priority over non-covered persons for the receipt of employment, training and placement services; how covered persons will be monitored and tracked for reporting purposes.

The Mohave/ La Paz LWIB will develop and implement a Veterans' Priority of Service policy based on the AZ Department of Economic Security (DES) WIA Guidance Letter #09-08 dated June 1, 2009. This policy will ensure that covered entrants are made aware of and afforded priority of service at the point of entry and at every phase of services offered. These services can range from basic functions of the One-Stop System, such as assistance with job search and identification of needed skills, to more customized initiatives such as creating career pathways, or other strategies which allow covered persons to advance their careers in high growth sectors of the economy.

PRIORITY OF SERVICE: With respect to any qualified job training program, a covered person shall be given priority over non-covered persons for the receipt of employment, training and placement services provided under the program. Priority of the context of providing priority of service to veterans and other covered persons means the right to take precedence over non-covered persons in obtaining services. Taking precedence may mean:

1. The covered person receives access to the service or resource earlier in time than the non-covered person.
2. If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person. Priority of Service does not change the intended function of a program or service. Covered persons must meet all eligibility and program requirements for participation in order to receive priority for a program or service.

Covered Entrant: A Veteran or an Eligible Spouse who is at the point of entry to the workforce system or a qualified job training programs (i.e. at the initial point of contact, prior to receipt of any services; e.g.: an applicant, not a participant.)

Covered Person: A Veteran or Eligible Spouse of a veteran, as defined in section 2(a) of the Jobs for Veterans Act (38 U.S.C. 4215(a)).

Veteran: A person who served in the active military, naval, or air service, and who was discharged or released there from under conditions other than dishonorable. Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.

Eligible Spouse means the spouse of any of the following:

1. Any veteran that died of a service connected disability;
2. Any member of the armed forces service on active duty who, at the time of application for the priority, is listed as one or more of the following categories and has been so listed a total of more than 90 days:
 - Missing In Action;

- Captured in line of duty by a hostile force; or
- Forcibly detained or interned in the line of duty by a foreign government.

3. Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Veterans Affairs; or

4. Any veteran who died of a disability was in existence.

Priority services include, but are not limited to:

- Registration;
- Intensive services by DVOP/LVER staff;
- Testing;
- Vocational guidance;
- Referral to employment services;
- Job search workshops;
- Referral to job training;
- Referral to job openings;
- Job development;
- Training; and
- Case Management.

Qualified job training programs: Any program or service for workforce preparation, development or delivery that is directly funded, in whole or in part, by the DOL and includes the following:

1. Any program or service that uses technology to assist individuals to access workforce development programs (such as job and training opportunities, labor market information, career assessment tools and related support services).
2. Any such program or service under the public employment service system, One-Stop Centers, the Workforce Investment Act of 1998, a demonstration or other temporary program; any workforce development program targeted to specific groups; and those programs implemented by the U.S. Dept. of Labor.

POLICIES and PROCEDURES:

Veterans' priority must be applied consistent with programmatic eligibility standards and other priorities mandated by the statute. One-Stop Career Centers, in coordination with the Arizona Department of Economic Security, will ensure that a veteran representative is available to meet with customers in the One-Stop.

Policies and procedures will be developed to ensure:

1. Covered persons are identified at the point of entry to allow entrants to take full advantage of priority of service.

2. Identifying covered persons at the point of entry will be designed to:

- A. Permit the individual to make known his or her covered person status.
- B. Permit those qualified job training programs to initiate the data collection for covered person; and
- C. Not require that the covered person verify the status as a veteran or eligible spouse at the point of entry unless they immediately undergo eligibility determination and enrollment in a program.

3. Covered persons who physically access service delivery points or who access virtual service delivery programs or websites in order to obtain timely and useful information will be provided with priority of service.

Data Collection

An applicant-tracking method will be developed to include veteran and non-veteran applications and enrollments that are not included in the Arizona Virtual One-Stop System (VOS). VOS will collect and maintain data on covered and non-covered persons who receive services.

Compliance

Compliance with veterans' priority of service will be determined by the percentage of veterans and/or eligible persons who complete an application and were enrolled into an activity versus the numbers of non-veterans who completed an application and were enrolled into an activity. If the percentage of veterans or eligible persons is greater than the percentage of non-veterans enrolled, then the program will be considered compliance.

8. Explain the policies and strategies the LWIB will use to provide priority of service to low-income and public assistance customers.

The Mohave/La Paz Local Workforce Investment Board enrollment of Adult customers funded by formula funds and ARRA will be on a priority of service basis to low-income and public assistance customers. Financial eligibility determinations for these applicants will be required. Several methodologies will be used to assign priorities for services.

Intensive and Training Services for Adults is targeted for those who are low-income and public assistance recipients, are most-in-need and are able to benefit from program services as identified in the Priority for ARRA Adult Services, below.

The availability of WIA funds for direct and training services for those customers who require and are determined in need of such services to achieve employment goals. The customers who are determined to be the "most-in-need" and who can benefit from the program will be selected for services. Availability of funds determines the amount of training dollars an individual may receive.

In addition, services are available through partner programs or other community organizations to those individuals who have priority for intensive and training services. If funding is not available for specific partner programs such as Older Workers, eligibility for enrollment or co-enrollment for services will be considered.

Mohave/La Paz LWIA adopts the criteria and priorities indicated on the following chart to identify priority groups to receive WIA Formula and ARRA Adult services. REPAC Consortium also established a ‘Most in Need Policy’ to be used for prioritizing services, described below.

Mohave La Paz Workforce Investment Area Priority for ARRA Adult Services

Use to establish priority for services for adults to identify most in need and *with the ability to benefit from program services*.

Initial Eligibility Criteria

- | | |
|-------------------------------------|--|
| <input type="checkbox"/> Low income | <input type="checkbox"/> Cash assistance recipient |
|-------------------------------------|--|

Other Priorities

- | | |
|--|--|
| <input type="checkbox"/> Basic skills deficient | <input type="checkbox"/> Multiple barriers to employment |
| <input type="checkbox"/> Older worker | <input type="checkbox"/> Reading or math at or below 8 th grade |
| <input type="checkbox"/> Veterans | <input type="checkbox"/> School dropout |
| <input type="checkbox"/> Individual with disability | <input type="checkbox"/> Homeless |
| <input type="checkbox"/> Displaced homemaker | <input type="checkbox"/> Offender |
| <input type="checkbox"/> Meet local WIB designated needs | <input type="checkbox"/> Single parent |

Other Factors Affecting Priority for Service

- | | |
|--|--|
| <input type="checkbox"/> Already has marketable skills, education or experience | <input type="checkbox"/> Exhibits incoherent, violent, or other inappropriate behavior |
| <input type="checkbox"/> Chronically late or missed appointments | <input type="checkbox"/> Requests training for low-demand occupation in area |
| <input type="checkbox"/> Life is in immediate crisis | <input type="checkbox"/> Previously enrolled with negative term |
| <input type="checkbox"/> Lacks reliable transportation even with support service | <input type="checkbox"/> Previously enrolled and no longer using that training |
| <input type="checkbox"/> Lacks child care even with support service | <input type="checkbox"/> Family member or significant other currently enrolled |
| <input type="checkbox"/> Better served by another agency | <input type="checkbox"/> Needs other services before WIA training |
| Referred to: _____ | Referred to: _____ |

REPAC CONSORTIUM

Most in Need Policy (Not an Entitlement Program)

Dislocated Worker Services

Funds may be expended on participants *who meet the definition of a Dislocated Worker* in the following priority:

1. Plant closure
2. Mass lay-off, 10% or more of work force
3. Lay-off of less than 10% of work force
4. Dislocated Worker (including out of state participants)
5. Veterans
6. Displaced Homemaker
7. Self-employed
8. Fired for cause or quit are eligible for Core Services only

Veterans must meet the existing program guidelines to receive priority. To insure non-duplication of services, G.I. benefits for training shall be utilized prior to committing Title I training funds.

Training Services

Occupational and OJT training funds may be expended on participants in the following priority:

1. High school dropout
2. High school graduate and above, excluding college graduate
3. College graduate

All training must be pre-approved by REPAC Consortium Program Manager or Deputy Program Manager prior to committing funds. We feel that individuals with a college education have more transferable skills; therefore, we may not provide training services to them.

TRAINING SERVICES

9. Describe the LWIB's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.
(IX.C.3.a.(§112(b)(17)(1)(i))

Mohave/ La Paz Local Workforce Investment Area will work to quickly and effectively provide training and services for workers in need. Innovative and invigorated approaches will be taken to meet the demands of today's economy and result in an improved workforce system for tomorrow's global economy. Elements of the vision include:

- Target workers impacted by today's economy, recipients of public assistance and other low-income individuals.
- Prioritize training, education and re-employment services.
- Encourage supportive services and needs-related payments to enable participants to pay living expenses while receiving training.
- Contract for services with institutions of higher education and other eligible training providers to facilitate training of multiple workers for high demand occupations in addition to training services provided through Individual Training Accounts (ITAs) under WIA.
- Align with state and regional economic recovery plans to ensure that training and employment services support anticipated industry growth.
- Coordinate and align with Wagner-Peyser, Unemployment Insurance, and One-Stop Career Center Partner Programs;
- Leverage and support registered apprenticeship programs.
- Develop comprehensive regional partnerships and sector strategies across political jurisdictions that are aligned with economic development, education, business and labor organizations, and other partners for high growth industries such as health care, green jobs and advanced manufacturing.

10. Describe how the LWIB has evaluated the potential need to increase current ITA caps/levels. If an increase is required, what is the new ITA cap/level?

WIA Adult Prior ARRA ITA Level	\$ 6,000.
WIA Adult Post ARRA ITA Level	\$15,000.
WIA Dislocated Worker Prior ARRA ITA Level	\$ 4,300.
WIA Dislocated Worker Post ITA Level	\$10,000.

11. Describe the LWIBs vision for increasing the use of customized training, on-the-job training, apprenticeship, etc. in order to provide the necessary services to increased numbers of adults and dislocated workers to support their entry or reentry into the job market.

The Mohave/ La Paz workforce investment system will not only increase services and training for workers facing unprecedented challenges but will retool, reinvigorate and create a more innovative public workforce system capable of spurring economic growth.” (Excerpt from the Vision Statement – General Plan).

A major training strategy is to increase use of on-the-job (OJT) and customized training to advance workers into high demand jobs. Toward that, the Mohave/ La Paz LWIB recently approved a new On the Job Training (OJT) policy for use by both the WIA Adult and Dislocated Worker program. (Previously, OJT was limited to Dislocated Workers program). The objective is expansion of apprenticeship and customized training for both programs.

The Mohave/ La Paz Business Services representatives will identify opportunities for OJT, WEX, and/or customized training as they interview and engage employers in targeted industries. To expand outreach efforts, REPAC and Mohave County One-Stop partnered to hire a new Business Services rep who will explore work experience possibilities with healthcare and green industries.

Partnerships with Mohave Community College and Arizona Western College will be sought to contract for Pre-Apprenticeship and Construction Trades training, especially aligned with jobs in targeted industries.

Employer partnerships will be sought to promote expansion of apprenticeships and OJT. One possibility is to form employer coalitions dedicated to working together to train workers with skill sets that they mutually need (i.e. machinist, electrician, millwright, etc.) This coalition, working with workforce and education, could expand established apprenticeships or create new ones, leveraging resources with workforce and education to cultivate a strong cadre of skilled workers.

12. If the waiver for use of up to 100% of Rapid Response funding for incumbent worker/customized training is approved, what strategies would the LWIB put in place to coordinate with employers to utilize this funding?

The primary strategy for the use of Rapid Response funds, if approved for incumbent worker/customized training, will be lay-off aversion. Beyond this, funds will be used to upgrade the skill sets of incumbent workers to enhance worker competitiveness, thus strengthening our regional economy.

CONTRACTING WITH HIGHER EDUCATION SERVICES

13. Provide the strategies the LWIB has in place to directly contract with community colleges and other eligible training providers to respond to the need for increased training as emphasized in the Act. Also include the types of curriculum to be developed for emerging sectors, capacity of the institution and timeframes for newly developed training.

Mohave and La Paz Counties will contract directly with community colleges and other eligible training providers to provide training to cohorts of adult and dislocated worker participants. The training will be linked to career pathway skill set development for targeted industries and jobs. [Targeted industries will include healthcare, renewable energy and manufacturing.](#)

The skill sets of the curriculum will be reviewed by the industry employers to ensure they agree with the outcomes of the training. The training will be linked to industry benchmarks and certifications.

Assessment strategies will be developed to ensure that occupational and basic skill development is measurable. Instruments may include TABE, WorkKeys and occupational pre and post tests.

List any contracts entered into as a result of ARRA:

ADULT and DW: Mohave Community College (MCC) and Mohave County One-Stop Career Centers are partnering to provide condensed training schedules for the following programs:

- Medical Billing and Coding Certificate
- Medical Assisting Certificate
- Electrician Certificate
- HVAC Certificate
- Certified Nursing Assistant

WIA Adult and Dislocated Worker staff are working with MCC to fast-track the recruitment, assessment and enrollment of eligible individuals for program participation.

YOUTH PROGRAM: Contracts with 80 employers for delivery of youth summer program work experience assignments of which approximately half were for ARRA funded youth.

14. Explain how the LWIB will assess existing Eligible Training Provider courses within the local area for content to determine if they meet current employer and worker needs, and if an update is needed with current workforce information to prevent duplication of existing courses and curriculum.

The LWIB will coordinate with the business community in order to assist with planning and development of training needs specific to the Mohave/ La Paz LWIA. To determine if existing ETP courses and programs meet current employer and worker need, a team of workforce representatives, employers and educators will conduct a skills assessment.

Educators will be asked to provide competency outlines for each course/program being considered for WIA/ARRA funding and to define the instruments used to assess the achievement of the competencies.

The skills assessment team will schedule employer focus groups and/or meet with individual employers to review the competencies and ensure that industry needs are met. Workforce will ensure that participants selected for any course/program are provided necessary work readiness and basic skills in addition to the occupational skill sets.

OUTREACH

15. What goals has the LWIB developed that reflects the increase of the number of individuals trained and served as a result of ARRA funding?

The numbers below are based on contracted numbers with the Department of Economic Security (DES) – WIA Division for PY 2008.

For WIA adult worker participants, the projected goals reflect a doubling of the number of people served and trained. Half will be covered by WIA formula funds; half by ARRA.

For Youth, the projected goals reflect a tripling of the pre-ARRA participation rates. The division between older and younger youth is one third older youth/ two-thirds younger youth.

Program	Projected Individuals Served	Projected Individuals Trained
Adults	60WIA/ 60 ARRA	120
Dislocated Workers	40 WIA/ 40 ARRA	80
Older Youths	15 WIA/30 ARRA	45
Younger Youths	30 WIA /60 ARRA*	90

16. Describe how the LWIB will increase outreach efforts to low-income and public assistance individuals per the requirements of the ARRA. If the LWIA is a multi-county local area, describe how this will be accomplished in each county.

Mohave County: Access Points are being developed in partnership with the Public Library and with local faith and community based organizations to connect with a broader constituency. In addition, direct advertising will be used to recruit targeted populations through newspaper and radio. For youth, a Recruitment Fair was introduced for the first time for the 2009 summer program. The Recruitment Fair was advertised through press releases and newspaper advertising and targeted low-income populations. It proved effective in increasing the number of income-eligible applicants.

La Paz County: La Paz entered into a partnership with the local Public Library to provide materials and information regarding One-Stop services (Access Point). They intend to provide increased outreach to community and faith based organizations to connect with their constituents. In addition, direct advertising will be used to recruit targeted populations.

Both counties will partner with DES Employment Services to serve persons identified as part of the AIRSNet profiling system.

Both counties serve ARBOR Jobs clients that are being referred for services including One-Stop core services as well as co-enrollment and provision of WIA intensive and training services.

17. How will the local workforce system prepare to serve dual customers; meeting both the needs of the employer and job seekers?

The Mohave/ La Paz LWIB is committed to providing the best possible service to business and job-seeker customers alike with access to quality local level services. Both target groups (job seeker and employer) have access to the Virtual One-Stop (VOS) system, an internet based system that functions as Arizona's Workforce Development and Labor Exchange.

The One-Stop Delivery system has designated staff to serve both target groups (job seeker and employer) with many of the staff cross-trained to serve the needs of both. The LWIB has approved an increase in staff to address the expanded mandates under ARRA.

Many of the new One-Stop staff are program representatives who will offer direct client services. Additionally, a new Business Services position has been established as a partnership of the WIA Adult and Dislocated Worker (REPAC) programs. This position will serve both targeted groups by expanding job seeker training opportunities with targeted employers including healthcare and renewable energy.

18. How is economic and job information made widely available to job seekers seeking employment and training services?

The on-line services of the Virtual One-Stop is available electronically throughout the region. Websites for O*Net Online, CareerVoyages, AZ Workforce Informer and other resources for job-seekers is marketed in the One-Stop Resource Rooms.

Access Points are being developed in community and faith based organizations to expand visibility and referral system for the One-Stop Centers.

Program representatives participate in Job and Career Fairs throughout the year.

Representatives present information at community events. In La Paz County, program representatives attend monthly CORE (Community Outreach Resource Exchange) meetings to work directly with job seekers.

Orientations to Employment and Training programs are held in Mohave County One-Stop Centers and DES offices several times during the month. These Orientations are scheduled and the calendars distributed electronically through the region.

YOUTH SERVICES

19. Describe LWIB strategies for providing comprehensive, integrated services to eligible youth, including those most in need. What changes will be made to identify youth barriers or most in need? (IX.E.1. (§122(b)(18))

The Mohave/La Paz Local Workforce Investment Board and Youth Council will continue to develop a demand-driven youth program model with business and industry working collaboratively with the workforce investment system and education partners to design and implement strategies that bring youth successfully into the workforce pipeline with the right skills. The goal of the W.I.A. program is to provide youth with the opportunities to acquire marketable skills in order to attain self-sufficiency.

Coordination between the providers for a continuum of services to encompass post-secondary training opportunities after the successful completion of diploma/GED requirements will continue. The Individual Service Strategy will document the appropriate mix of services as developed by the participant and case manager.

The Mohave/La Paz Counties' COalition YOUTH TEam (COYOTE) Program has been profiled as an exemplary youth program highlighting the participation, coordination and collaboration of all the public and private sectors in the community to deliver youth services, especially work readiness and occupational skills training as part of the summer youth employment program.

The Mohave/La Paz Local Workforce Investment Board established a Local Youth Council to establish policy direction for a comprehensive and integrated youth program and to ensure fulfillment of service to youth most in need through implementation of the ten (10) program elements. The Youth Council ensures youth program compliance with Title 1B youth program requirements.

The Mohave/La Paz Local Workforce Investment Area provides a comprehensive youth services with the following program design:

a) An objective assessment of academic levels, skill levels and service needs of each participant, including;

- A review of basic skills;
- Occupational skills;
- Prior work experience;
- Employability;
- Interests;
- Aptitudes;
- Supportive service needs; and,
- Developmental needs.

Current assessments include TABE, O*NET, SAGE, WOWI, AZCIS, and BESI.

b) Development of Individual Service Strategies (ISS), considering the above assessment results, that identifies:

- An employment goal;
- Appropriate achievement objectives;
- Developmental needs;
- Service providers that complement and the work of the workforce professionals; and,
- Partner programs that can co-enroll and co-case manage participant.

c) Provisions for:

- Preparation for secondary and post-secondary educational opportunities;
- Strong linkages between academic and occupational learning;
- Preparation for unsubsidized employment opportunities; and,
- Effective connections to intermediaries with strong links to the job market and local and regional employers.

Youth most in need have primary barriers and issues that present challenges for the workforce system:

- Engagement of out-of-school youth for program participation;
- Retention of at risk/ hard-to-serve participants for the time necessary to fulfill Individual Service Strategies; and,
- Unstable life situations of the transient at-risk and out-of-school population.

To address these barriers and issues, stronger partnerships and processes will continuously be updated and upgraded.

Intergovernmental Agency Agreements (IGAs, Memorandums of Understanding and partnerships between the One-Stop partners and agencies representing at-risk populations (Probation Dept, Job Corps) have been and will continue being developed. The agreements stipulate the roles of the various partners, the financial contributions of each entity, and the outcomes being sought.

Stronger linkages with educational agencies will be cultivated. The LWIB requires coordination between providers for a continuum of services to encompass post-secondary training opportunities. It is proposed that formal Memorandums of Understanding (MOUs) be established between the LWIB and educational agencies in each community. MOUs shall include a process whereby agencies can:

- Coordinate the early identification of eligible and at-risk youth;
- Share information on youth performance data and services;
- Collaborate on provided services; and
- Document and share the impact of provided services.

The Youth Council will review drafted MOUs and coordinating efforts. Findings and recommendations will be submitted to the LWIB.

Peer learning will be enhanced and expanded throughout the youth program. Those who have benefited from the W.I.A services can serve as mentors or tutors to those coming behind them. Youth peer-to-peer learning has been proven an effective model. The LWIB will encourage individuals previously served to volunteer and/or serve as mentors, tutors, work experience supervisors and as facilitators to assist with getting youth input and participation in addressing local service needs. Youth representatives will serve as Youth Council members.

Promote Job Corps as a training provider for at-risk youth. A Phoenix Job Corps representative serves on the Mohave/La Paz Local Workforce Investment Board and a representative serves in the Youth Council to ensure integration of Job Corps activities within the One-Stop Centers. Job Corps staff representatives provide itinerant services at One-Stop offices for intake, eligibility, referral, and placement services to facilitate the co-enrollment of individuals between WIA and Job Corps. Job Corps brochures and contact information for enrollment into Job Corps training opportunities are displayed in the One-Stop Centers. W.I.A. Program Representatives work closely with Job Corp representatives to facilitate entry into the training programs.

Strengthen coalitions. The Mohave/La Paz One-Stop Career Centers will continue to coordinate with other youth oriented coalitions and programs administered by government agencies (including Juvenile Justice, Probation Departments, Child Protective Services, etc.) school districts, non-profit organizations, service organizations, and the private sectors to evolve and implement a year round youth program providing academic and occupational skills training opportunities, leadership development, mentoring and other support services.

20. Explain the strategy the LWIB has in place in order to meet the required expenditure rate of 30% for out-of-school youth served with ARRA funds.

The primary strategy to ensure that the required expenditure rate of 30% for out-of-school youth is met is to establish a goal of enrollment of a minimum of 30% out-of-school youth.

Mohave County Community Services Department maintains financial records regarding all WIA participants. Records differentiate expenditures for in-school and out-of-school youth. The percentages spent on either category can be determined and tracked to ensure that the 30% out-of-school youth minimum expenditure is maintained. Enrollment records are maintained and tracked using the Virtual One-Stop (VOS) participant tracking and case management system and local records.

21. Provide in detail, the plan developed by the LWIB for providing work experiences for summer employment. Include in the grid provided below information on possible providers, projects, and the number of individual worksites for summer work experience that the local area has identified.

Below are the actual COYOTE (COalition YOUTH TEam) summer employment program

Providers	Projects	# Of worksites for summer work experience	# of youth
Bullhead City – 20 employers	Green Project with AZ Game and Fish	24 worksites	40
Kingman 28 employers	Entrepreneurship – Performing Arts Green Team with MCC and other partners Media Team Hualapai Mountain with Mo Co Parks	48 worksites	114
Lake Havasu City – 11 employers	Green Team with BLM Fish Habitat Project Media Team	26 worksites	40

Parker – 21 employers	La Pa County Beautification Project	31 worksites	56
Total = 80 employers	Total = 8 projects	Total = 129 worksites	Total= 250 youth

The Mohave/ La Paz Local Workforce Investment Area began ramping up as soon as ARRA was announced in order to fulfill the mandates for a very large summer program. Based on budget projections, the decision was made to triple the enrollment in the 2009 program in both Mohave and La Paz counties.

Major efforts began immediately to secure full and part time staff sufficient to serve the expanded numbers. In addition, COYOTE (COalition YOUTH TEam) Steering Committees in each community began working with staff to identify new types of summer work opportunities that were ARRA responsive (such as Entrepreneurship/Performing Arts and Green Teams).

Media campaigns were initiated to recruit COYOTE applicants. Radio and newspaper advertising as well as a Recruitment Fair resulted in unprecedented numbers of applications. Eligibility processing was intensive with staff working days, nights and weekends to make sure that we met the ARRA goals.

The resulting summer program enrollment goal was met with 247 youth participating in COYOTE 2009 throughout Mohave and La Paz Counties.

22. What local guidance is in place to ensure youth will be assigned to age appropriate work experience assignments?

The State of Arizona Child Labor Laws are strictly upheld when assigning youth to work experience sites. All workforce staff and participating businesses have copies of the law and refer to it prior to making assignments if there is any question regarding suitability.

In addition, employers are asked whether they have a minimum age requirement for the work experience (WEX) sites positions. This age requirement is posted on all COYOTE (COalition YOUTH TEam) Job Opportunity listings for the summer program and is available to staff and the youth..

Each youth participant is assessed as part of the application process. They take the TABE (Test of Adult Basic Education) to measure academic skill attainment; vocational interests and values are identified through O*Net assessments.

For each Job Opportunity, a benchmark level is established for TABE levels preferred. In addition, the job is matched with O*Net Code descriptors for relevant interests and values.

A job matching database has been developed to screen the candidates to create a short list of which applicants may be best suited for each job placement. Program representatives use this information and more to make final decisions about placements.

23. What percentage of youth ARRA funding does the LWIB plan to expend for the summer of 2009 and how many youth are anticipated to be to be served? Will ARRA youth funds be used for regular WIA youth activities other than summer employment?

Percentage of youth funds	60% - 65%
Number of youth to be served	134

ARRA funds will be used to provide training stipends and support services for 134 youths during the COYOTE 2009 summer program. In addition, ARRA funds will cover costs associated with additional staff for the expanded program, marketing and recruitment costs and ARRA summer project expenses.

ARRA funds are anticipated to be used for WIA youth activities outside of summer employment including supportive services.

24. How does the LWIB plan to train staff in time for implementation of expanded summer employment activities?

Many of the staff involved in recruitment and program ramp-up were established WIA program managers and representatives. New staff that came on board to implement the summer employment activities were given “crash courses” based on need to know basis. All new staff were participants in summer program Orientations, county New Employee Orientations and, when relevant, Work Readiness instructions.

25. Provide information on LWIA or sub-contractor staff who have been assigned to oversee ARRA youth activities and summer employment.

LWIA overseeing ARRA youth activities and summer employment:

Mohave/La Paz Workforce Investment Area

Director: Susie Parel-Duranceau

Mohave County Workforce Development Manager: Jennee Miles

La Paz Career Center Director: Lillian Miller

Mohave County – BHC Program Supervisor: Jackie Gates

Mohave County - LHC Program Supervisor: Terry Baughn

Mohave County Youth Program Coordinator: Hannah Sagisi

In Mohave and La Paz counties, youth activities are overseen by One-Stop Career Center Program Managers who are very experienced in operating the summer youth program, COYOTE (COalition YOUTH TEam). Each county has a cadre of Program Representatives, support staff and summer instructors and project leaders who work to implement the programs in their respective areas. The workforce area’s administrative and fiscal accountability is housed in Mohave County Community Services Department. All summer staff, including One-Stop staff, COYOTE crew and supervisors have received training for the 2009 summer program as follows:

Training Provided	# of staff trained	Date
--------------------------	---------------------------	-------------

Summer staff orientation – BHC/LHC	37	6/9/09
Summer staff orientation KGM	40	6/10/09
Summer staff orientation BHC	5	6/11/09
Summer staff orientation KGM	6	6/25/09
NEO Orientation BHC/LHC	2	5/26/09
NEO Orientation KGM	7	6/08/09
NEO Orientation KGM	2	6/25/09
Summer staff orientation Parker	21	5/27/09

26. Provide the training the above staff (identified in #27) has had in implementing the various aspects of summer employment, including appropriate wage and hour provisions, child labor laws, and work site supervision and safety.

Summer staff, including every worksite supervisor, attends an Orientation to the summer program. During the Orientation, each staff receives important written and verbal instructions about the construct of the youth program – and their role(s) in implementing it. Training documents include:

- AZ State Child Labor Laws (Article 18, Section 2)
- General Information about Work Experience (WEX) including wage and hour provisions and insurance coverage
- WEX Agreement (Sample) including training outline
- Staff Directory
- Media Release
- Calendar of Events
- Timesheets/Evaluation Forms
- Youth and Supervisory Surveys
- Incident Reports

Every summer, staff who do not have current fingerprint cards, are fingerprinted.

Each staff person working as a youth program instructor or project leader attends a two day New Employee Orientation (NEO) at which county trainers provide instruction on workplace issues such as Sexual Harrassment, Driver and Van training, and numerous other Human Resources issues.

Staff that are going to be work readiness (WR) instructors are given Instructor Manuals that include all training module for the WR curriculum. Each module includes a syllabus, pre and post tests and all supporting documents for recommended activities and related websites.

RE-EMPLOYMENT SERVICES

27. Explain the LWIBs plan to collaborate with all One-Stop partners to develop a comprehensive service delivery model that will ensure that UI claimants receive an enhanced level of service.

The Mohave/ La Paz LWIB intends that the workforce system is supported by fully integrated One-Stop Career Centers, focused on maximizing access to programs for individuals and businesses. This system is built on shared resources, allowing the local workforce system to effectively and efficiently deliver a talent development system which will contribute to the competitiveness of the region.

The LWIB intends a seamless transition between Reemployment Services delivered at DES Employment Services and One-Stop core, intensive and training services. Employment services staff will be co-located within One-Stop Career Centers when possible, in order to be readily available to the greatest number of participants possible.

Employment Services program, as provided through the One-Stop system, offers comprehensive and collaborative service to employers and job seekers. Services include pre-employment workshops, job search

All claimants who report for Employment Services will receive core services:

- Assessment of skills, interests, abilities and supportive service needs;
- Registration in the Virtual One-Stop (VOS) system;
- Labor market information
- Job search and placement assistance; and
- Assistance in development of an employability plan.

In addition to core services, additional support offered by partnered programs may include:

- Career counseling
- Job Vacancy listings;
- Information on necessary job skills;
- Information and referral to support systems;
- Job Seeker Workshops;
- Job fairs;
- Job development;
- Resume preparation;
- Assessments;
- Case Management; and
- Training

Workforce Investment Act (WIA) services will focus on providing case management, career plan development, training and follow-up services for job seekers who present with more significant barriers to employment and have a greater possibility of exhausting UI benefits. WIA case management will focus on providing meaningful opportunities and quality case management to individuals most affected by the economic downturn. Services will be client centered and tailored to the individual.

The LWIB will be seeking to increase the number of claimants in training by leveraging community resources as well as developing new partnerships for training opportunities. Mohave/ La Paz will be looking for ways to integrate less skilled workers into training to support newly emerging high

growth industries. Some of these industries include healthcare, sustainable energy, advanced manufacturing and apprenticeship.

28. Describe the LWIBs plan for increasing access to Re-employment Services for remote Unemployment Insurance (UI) filers by connecting them to the workforce system.

Registration with Employment Services is required – this registration is completely automated and has been incorporated into the UI Benefits online initial claim application. In addition to the Employment Services registration, VOS offers a full range of features and services to assist claimant’s employment needs, researching the job market, analyzing career interests, etc. The VOS system also maintains claimant’s job-seeking information, such as career searches and occupations, in an easy to use file folder structure. This eliminates the need to conduct repeated searches for the same information, saving claimants time and effort.

Upon receipt of UI benefits, claimants are automatically subject to review by the AIRSNet Profiling Program. AIRSNet utilizes a statistical model and selection process to identify individuals with a greater probability to exhaust UI benefits prior to returning to the workforce.

Participants who do not readily re-enter employment through the services provided by DES Employment Services will be identified through the use of the AIRSNet Profiling Program and referred to WIA Adult and Dislocated Programs for intensive and training services.

SECTION IV: PLANNING

STAFFING

1. Describe the LWIBs plans to build up in-house staffing needs to meet the capacity needed to provide increased services in the LWIA, as encouraged under the ARRA.

Mohave County has expanded staff for Adult and Youth programs to provide increased services in the Local Workforce Investment Area (LWIA) per the chart below.

The Mohave County Workforce Development Division (WDD) was restructured to create Coordinator positions for the Youth Program and One-Stop Services (adult and business services). Two additional program representatives were hired to increase case management capacity. A Business Services position was hired to enhance outreach to targeted industries (healthcare and “green”). Program support positions were added to assist with the influx of applications and paperwork associated with the expanded programs.

2. Enter the total number of WIA employees currently working in the local area and show the increase of staff due to ARRA funding. Count each employee only once. If only a portion of an employee’s time is charged to the program, count that person as one.

The staffing below indicates positions for WIA Adult, Dislocated Worker and Youth programs in Mohave and La Paz Counties.

Position	Current Staffing Prior to ARRA	Additional Staffing Due to ARRA
Admin/Fiscal	7	0
Program Management	3	1
Program Support	1	3
Intake/Case Mgt.	9	2
Outreach	2	1
Other	0	0

SUB-CONTRACTORS

3. Enter the name(s) of sub-contracted providers currently providing WIA activities and show the increase in funding as a direct result of the ARRA. If contracts will be increased by more than \$100,000, please contact the WIA Fiscal Section for technical assistance before proceeding with the amendments.

Sub-Contractors Adult (A); Youth (Y); Dislocated Worker (DW)	Sub-Contracted Amounts Prior to ARRA	Sub-Contracted Amount Increased Due to ARRA
N/A	N/A	N/A

BARRIERS				
4. Identify any barriers/concerns that the local area faces in meeting the requirements of ARRA (sub-contracting, workforce development, outreach & marketing, quality assurance and oversight, compliance with DOL requirements, fiscal requirements, reporting and performance, etc.).				
<p>The Mohave/ La Paz LWIB has noted a number of barriers to achieving ARRA goals.</p> <ol style="list-style-type: none"> 1. To our knowledge, DOL has not reduced the performance measures associated with adults and dislocated workers. This results in enrollment of at least twice as many adult and dislocated worker participants – with WIA service requirements that extend beyond the ARRA funding years. This could set up a situation in which participants are given “false promises” regarding longer term training. 2. The time required (one year) to change the WIA Adult and DW policies and to set up training contracts with educational entities is so short for such a major shift that goals could be thwarted. 3. Everything that is set in place with respect to industry partnerships and training depends on the re-emergence of job opportunities in the area. At this point, unemployment continues to rise – and projected industries in renewable energy are still in the planning stages. This could significantly impact partnership development and job creation. 				
5. What technical assistance is needed from the Arizona Department of Economic Security to address the barriers/concerns identified?				
If DES – WIA could negotiate with DOL to reduce performance requirements for ARRA Adult and DW as they did for WIA ARRA Youth, that could significantly enhance the outcomes.				

SECTION V: PERFORMANCE

PERFORMANCE MANAGEMENT

1. What steps has the LWIB taken to determine how the work readiness indicator for summer employment will be measured? What tool(s) will be utilized?
For the Work Readiness indicator, the LWIB continues to follow the Arizona Skills Attainment System provided in June 2004. All youth are given the required pre-assessments for skills 1-6 level one. Based on the results of these pre-assessments it is determined if the youth would need

to continue at level one or then take the pre-assessment for level two. At this point, all of our youth are at level one. For skills 7-12, youth are asked to complete the Work Readiness Review Form for level one. Again based on their score, they are determined in need of level one or not. If not, then they are given the Review form for level two. At this time, all of our youth are at level one.

Youth are then required to attend a two week work readiness workshop that includes lessons on skills 1-12, guest speakers, employer panels, etc. For skills 1, 2, and 6, youth are given a written post test covering each of those lessons. For skills 3 & 4, youth are required to submit an acceptable application and resume. For skill 5, youth are interviewed by potential employers, who complete the rating sheet.

For skills 7-12, youth are monitored in the workshop and then for at least another 10 days on their Work Experience. At the conclusion of at least 20 years, the youth's training stipend evaluation sheets are checked and percentages are calculated for each of the skills 7-12.

For any youth that does not complete the post assessment, they are given extra assistance and then re-assessed. It is our goal for each youth to complete all 12 skills of work readiness with 100% completeness. Each youth also completes an Individual Service Strategy (ISS) with a WIA Youth Program coordinator. At the conclusion of the summer youth activities, all youth who have successfully completed all 12 skills areas of Work Readiness are issued a certificate of completion. Copies of all pre-assessments, post assessments, ISS, and certificates are kept in each youth's file. VOS is updated and matches the file.

Our internal quality assurance staff reviews all files for accuracy and completeness. WIA protocols and case file management policy in place.

2. What are the LWIBs plans to ensure that all programs funded under regular WIA formula funds and ARRA funds are meeting performance measures, as required under the Act?

All potential applicants are required to complete an application for program consideration. Applicants are required to submit the required WIA associated documentation for each area of verification per WIA Eligibility checklist. Each applicant's file is reviewed for correct documentation. Data is entered into VOS to correspond with the paper file. Each applicant is required to attend an orientation process which includes assessment in academics, occupational skill inventory, barriers, etc. Applicants are asked to complete our internal paperwork which includes but is not limited civil rights, complaint procedure, support service information, priority of service policy, etc.

Once the applicant is determined eligible for WIA/ARRA services, they are enrolled. Completion of ISS or IEP is also done to show the plan, steps, barriers, etc. Based on WIA standards each participant is then enrolled in the appropriate activities for them. Youth are enrolled as a minimum of objective assessment, ISS, and one other activity based on their needs (with appropriate skill attainment if 18 or under). Under WIA if the youth is basic skills deficient, they are enrolled into a basic education activity to help them achieve their goal of raising grades, TABE scores, passing GED or HS diploma. There is also a skill attainment related to their goal that is created.

ARRA youth are enrolled in Work Readiness activity and related skill attainment goal for the requirement of each youth 18 and under to have at least one skill attainment per year. At the conclusion of their summer work readiness and work experience the activity and skill attainment will be updated. Youth that are also actively in a work experience will also be enrolled into that activity with a corresponding skill attainment. The proper use of ARRA as a partner program is being used to ensure that the appropriate youth are being captured under ARRA.

Those WIA youth that are out of school and also need numeracy or literacy record also have this aspect completed. ARRA youth are not required to have num/lit addressed. For those that will continue after the summer months and then are co-enrolled into 'normal' WIA will then have num/lit and basic education addressed.

Continually reviewing files, VOS, and reports ensures that the data is accurate for performance. JT-036-1's are also completed based on WIA regulations.

WIA and ARRA adult participants are asked to complete the orientation progress which includes academic assessment, career exploration, barriers, etc. After completion of this orientation, adults will meet with a WIA Program Rep to discuss further areas of interest in job search/development, education or training, and barrier assistance. Adults are put through the three tiers of CORE services first, then Intensive services, and finally Training services depending on their individual needs. CORE services include different assessments, work readiness workshop, and job search assistance. During the intensive phase an Individual Employment Plan is developed to assist the participant in obtaining their goal(s). At this phase, additional support services may be provided, basic education skill upgrades could be addressed, or possible work experiences developed (just to name a few). We strongly encourage those adults needing a GED or basic skills upgrading to obtain such skills/credentials before pursuing higher education.

For those adults that need additional education/training, options such as Individual Training Accounts (ITA), customized training, or on-the-job training (OJT) may be provided (again just to name a few options). All available WIA activities are options for each participant at any phase depending on individual needs. All WIA policies regarding ITAs and OJTs are followed for WIA and ARRA participants.

Individual Training Account programs must be submitted to AZHEAT and approved by the local LWIB for acceptance before any WIA or ARRA Adult participant can receive funding to pursue the program. Participants interested in obtaining training/schooling using an ITA must complete a Training Outline. Participants work with community college or other eligible training provide and their WIA Program Rep to develop a plan for completing the approved ITA AZHEAT program. Regular contact is maintained with participants to ensure that their IEP is current and accurate. Once the participant obtains their credentials, a copy is obtained for the files.

The LWIB recently adopted a policy for OJTs to assist participants in learning skills. OJT and customized training based on employer needs will be utilized to meet ARRA goals..

VOS is continuously modified and updated to match all paper work in the hard copy file. Case notes for all WIA and ARRA participants are kept in VOS and in the hard copy files. For

ARRA Adults, the appropriate partner codes will be used to ensure proper tracking is maintained. Internal data quality assurance is also maintained on all WIA and ARRA files.

3. Provide the LWIBs plan to closely monitor summer youth employment activities, as well as other ARRA youth activities.

Youth were assessed academically and vocationally and matched with an employer for an employment opportunity. Youth selected potential employers they would like to work with based on their skills, knowledge, and the employer's job description. Youth then were interviewed by employers. Based on employer and youth input, as well as all assessment and case management information, matches were made. Work experience agreements with a minimum of 6 employment (work related) skills were listed.

Each day, employers monitor the progress of each youth as part of a pay for performance construct. Under this construct, the timecards list five competencies that are assessed daily – punctuality, interpersonal relationships, task completion, appropriate dress and

Bi-weekly evaluation sheets are submitted to our office, youth and employers are encouraged to contact our office if there are any issues between evaluations. Staff visit each employer a minimum of two times during the six weeks to check on the progress of youth, their job duties, issues, etc. Sometimes, spot checks are made to employers and youth to make sure that all is going well.

JT-036-3's (skill attainment records) are completed at the beginning of the program and at the conclusion of the program. Youth that successfully complete the work experience portion of the program are issued a certificate of completion as well as certificates for skill attainment and work readiness.

VOS is updated as the youth complete each portion of the program this includes activities and skill attainment goals. ISS's are also updated.

Mohave County's WIA Program Coordinator is responsible for internal monitoring and quality assurance of electronic and hard copy files in both Mohave and La Paz Counties. The Coordinator checks all files prior to enrollment and, in the case of the ARRA youth, enters the skill attainment codes to ensure accuracy. Prior to issuance of any certificates regarding work readiness or skill attainment, the Coordinator reviewed evaluations and pre and post tests to ensure competency attainment.

4. Describe the changes that will be made in the local area monitoring process to monitor WIA Formula and ARRA funding to ensure fiscal and programmatic compliance.

For programmatic compliance, the Mohave County Community Services Department (fiscal agent for LWIB) has modified the internal program/fiscal tracking database to accept ARRA funding in addition to WIA funding. This database is continuously being monitored to ensure that each youth is being tracked for either WIA or ARRA. To ensure that VOS captures ARRA funded individuals, one staff has been assigned to enter all ARRA funded youth; therefore, this ensures that all files are entered the same and accuracy is followed. All ARRA youth are being enrolled using the "ARRA" partner program code. ARRA funded youth were assessment with

application, paperwork, documentation, etc the same as WIA program youth.

Additionally, ARRA and WIA funds are being tracked separately, and the finance department checks each transaction to ensure that the appropriate funding stream is being applied for each client. All finance personnel have read the appropriate TEGs referring to ARRA funding to ensure that we maintain fiscal compliance.

SIGNATURE PAGE

PROGRAM YEAR 2009

We, the undersigned, do hereby approve and submit this Local Plan modification for the Workforce Investment Act (WIA) Title I-B Adult, Youth, and Dislocated Worker and Wagner-Peyser Programs for the:

Local Workforce Investment Area (LWIA)

Submitted on behalf of the Local Workforce Investment Board (LWIB) and Local Elected Officials for this Local Workforce Investment Area.

Signature – Local Elected Official

Date

Name and Title

Signature – LWIB Chair

Name and Title

Approved on behalf of the State of Arizona:

**Signature – Chairman
Governor’s Council of Workforce Policy**

Date