



MOHAVE | LA PAZ COUNTIES

Innovative Workforce Solutions

MOHAVE/LA PAZ COUNTIES LOCAL WORKFORCE DEVELOPMENT AREA

WORKFORCE INNOVATION AND OPPORTUNITY ACT

PROGRAM YEAR 2024-28 LOCAL PLAN

JANUARY 1, 2025 – DECEMBER 31, 2028

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Overview

The Plan Overview addresses the following topics:

1. Mohave/La Paz Counties Local Workforce Development Area
2. Mohave/La Paz Workforce Development Board
3. WIOA Requirements for a Four-Year Local Plan
4. Development of the January 1, 2025 – December 31, 2028 Local Plan
5. Overarching State WIOA Plan Goals
6. Local Workforce System Priorities

Key content includes:

On behalf of the Mohave/La Paz Counties Local Workforce Development Area (LWDA), the Mojave/La Paz Workforce Development Board (WDB) has developed the Four-Year Local Plan, spanning January 1, 2025 through December 31, 2025, to describe its goals, strategies, and approaches to integrated service delivery, as required by the federal Workforce Innovation and Opportunity Act (WIOA) of 2014. As the nation's principal workforce development program, WIOA aims to assist Americans in securing high-quality jobs and careers and help employers hire and retain skilled workers.

Mohave/La Paz Counties Local Workforce Development Area

Under the requirements of federal WIOA legislation, Governors designate LWDAs, which may be single or multiple units of local government, such as cities or counties. Together, Mohave and La Paz counties have received this designation.

Mohave/La Paz Workforce Development Board

The Mohave/La Paz WDB consists of 25 members representing private businesses and public entities from both counties and all required WDB membership categories. WIOA mandates that a workforce development board, comprised of local leaders representing various interests, be established to oversee and guide workforce development activities within designated local areas. WDBs include representation by individuals from the business community, economic development, education, organized labor, and organizations representing designated WIOA partners.

WIOA Requirements for a Four-Year Local Plan

WIOA requires that a four-year Local Plan be developed for each LWDA, with a modification or update to the plan required at the two-year mark. WIOA specifies that the Local Plan serves to develop, align, and integrate service delivery strategies and to support the State's vision, along with its strategic and operational goals.

Overarching State WIOA Plan Goals

Arizona's 2024-2027 Unified State Plan provides a framework for the content, priorities, and goals expressed with the Mohave/La Paz Counties WIOA Local Plan. The State Plan outlines four overarching goals for Arizona's workforce development system. These are:

- Goal 1: Promote a Customer-Driven Workforce System Approach
- Goal 2: Foster Business Engagement
- Goal 3: Invest in Opportunity and Growth
- Goal 4: Prepare Arizona's Youth for Workforce Success

Local Workforce System Priorities

Priorities identified by the WDB include the following, which support the four overarching State Plan goals.

Enabling a Customer-Driven System

- Build upon successes, such as the implementation of the ATLAS workforce information management system, to increase alignment of system partner services and provision of services to participants.
- Regularly survey the economic and workforce landscape of Mohave and La Paz counties to assess where promising sectors may be emerging within the region.
- Expand on existing processes to ensure that customer feedback, program performance, and other data are utilized to continuously improve the content and quality of service delivery.

Fostering Business Engagement

- Develop a more business-responsive system by improving strategies to "listen to and hear" the needs of local businesses and to provide services that directly correspond to these needs.
- Working in partnership with local economic development agencies, identify opportunities to utilize the workforce development system as a business attraction tool.
- Promote the participation of businesses as trainers in connection with system-supported work-based learning models, including registered apprenticeships, on-the-job training, and other "earn and learn" strategies.

Investing in "Opportunity and Growth"

- Increase the effectiveness and performance of mandated and local partnerships.
- Identify opportunities for increased leveraging of funding among workforce partners and joint applications for discretionary grants.
- Pilot innovative strategies to increase workforce participation rates among residents and to support emerging talent needs of industry.

Prepare Youth for Success in the Workforce

- Develop strategic partnerships with K-12 education to provide workforce information to youth, beginning when they are ten years of age and younger.
- Jointly engage youth and parents in discussions about career planning and workforce preparation.
- Increase the provision and improve the quality of content of workforce readiness training for youth and young adults.

Section 1 – Infrastructure

Section 1 of the Plan, **Infrastructure**, addresses the following topics:

1. Local ARIZONA@WORK System
2. Regional Planning Efforts

Key content includes:

Local ARIZONA@WORK System

Funds from the federal WIOA program, along with resources from various allied programs, support the local workforce development system in the Mohave/La Paz Counties LWDA. Given its mandate for collaboration with other federally-funded programs, as well as with state-supported and local services, WIOA provides a foundation for collaboration and alignment among required partners and local stakeholders.

The Local Workforce Development Area

The LWDA is comprised of Mohave County and La Paz County, which together form the Mohave/La Paz Workforce Development Area Consortium. On March 3, 2016, the Governor approved LWDA designation for the consortium.

An intergovernmental agreement sets forth administrative roles and a fiscal relationship between the counties pursuant to the requirements of WIOA. The consortium was originally established in 1999 in accordance with the requirements of the Workforce Investment Act (WIA), the federal workforce legislation that was superseded and replaced by WIOA.

Chief Elected Officials

Under the intergovernmental agreement between Mohave and La Paz counties, the Chief Local Elected Officials (CLEOs) are the County Board of Supervisors of the two counties, and the CLEO functions of WIOA are performed by the Chairpersons of the two Boards of Supervisors.

Agency Leadership

WIOA prescribes various responsibilities and functions for the local WDB. To ensure that the WDB has the capacity to fulfill these requirements, WIOA authorizes a director and other critical positions to administer the program. Key positions for the Mohave/La Paz Counties LWDA are: Michael Smith, Director, Mohave County Community Services; and Sara Ungaro, Workforce Development Manager.

Programs and Providers

Adult Program: WIOA allows a local WDB to serve as the WIOA Title I-B Adult Program career services provider when the chief elected official and the Governor have reached agreement to this effect. Such is the case for the Mohave/La Paz LWDA. Mohave County Community Services has been selected by the WDB to function in this capacity. An agreement between the Board of Supervisors and the WDB outlines the details pertaining to the selection and to parameters established to safeguard against potential conflicts of interest.

Dislocated Worker Program: Based on the same factors described for the Adult Program, Mohave County Community Services also serves as the career services provider for the WIOA Title I-B Dislocated Worker Program.

Youth Program: WIOA permits the organization serving as the administrator of the local WIOA Title I-B Youth Program to serve as the service provider. On this basis, Mohave County Community Services has been selected as the provider. The agency provides both the design framework and services for all fourteen WIOA Youth elements under the in-school and out-of-school Youth Programs.

Selection of the One-Stop Operator

To select a One-Stop Operator, Mohave/La Paz WDB uses an open, competitive procurement process through the publication of a Request for Proposals (RFP), which is administered by the Mohave County Department of Procurement on behalf of Mohave County Community Services and the WDB. The WDB approved the selection of Eckerd Youth Alternatives as the One-Stop Operator contractor for the period of October 1, 2024, through September 30 2025.

Monitoring and Oversight

WIOA specifies that the State must annually monitor local WDBs for compliance with applicable laws and regulations in accordance with the State's monitoring system. Monitoring must include an annual review of each local area's compliance with 2 CFR part 200, the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. The purpose of monitoring is to reduce the possibility

of audit exceptions, sanctions, or unallowable costs. Monitoring serves early warning system regarding potential problems. Through the use of the established monitoring procedures, the State and local workforce areas minimize risk or other issues by early detection and correction. Monitoring activities and focus include:

- Fiscal Monitoring
- Monitoring of Equal Opportunity Requirements
- Programmatic Monitoring

Administration

The Workforce Division of Mohave County Community Services administers the WIOA program on behalf of the LWDA and the WBD. With WIOA funding awarded annually from the State, Mohave County Community Services leadership and staff support the WDB's efforts in developing local plans, crafting and adopting policy, providing oversight of operations and service delivery, and ensuring compliance with WIOA regulations and guidance. Community Services representatives also work closely with the WDB to identify local workforce needs and to design programs that address these needs.

Structure and Membership of the Workforce Development Board

The Mohave/La Paz WBD is comprised of members from various categories, with a Chairperson and Vice Chair elected from the membership. In accordance with WIOA requirements, membership of the board falls with the following three categories

Business Members: These members must make up the majority of the board. Individuals in this category represent key industries within the Mohave/La Paz LWDA and have policy making or hiring authority within the companies they represent. The WDB Chairperson must be a member who represents business.

Members Representing the Workforce: This category includes individuals representing organized labor, union affiliated or other registered apprenticeship programs, community-based organizations with experience addressing the employment needs of individuals with barriers, and organizations with expertise in youth employment and education. WIOA requires that no less than 20% of WDB members be from this category.

Other Members: The balance of WDB members include individuals that represent adult education and literacy activities under WIOA Title II, an institution of higher education providing workforce investment activities, economic and community development, the Wagner-Peyser program, and programs carried out under title I of the Rehabilitation Act of 1973.

Workforce System Partners

WIOA requires local WDB's to establish partnerships and enter into a memorandum of understanding (MOU) with the nineteen (19) federal one-stop partner programs, when those programs exist within or serve individuals from the LWDA. Locally, these include:

WIOA-Required Partner Program	Local One-Stop Partner
<i>U.S. Department of Labor Programs</i>	
WIOA Title I - Adult Program	Mohave County Community Services
WIOA Title I - Dislocated Program	Mohave County Community Services
WIOA Title I - Youth Program	Mohave County Community Services
YouthBuild	Not present in Mohave/La Paz Counties LWDA
Jobs Corps	Phoenix Job Corps Center
WIOA Section 166 Native American Program	Hualapai Tribe, Mojave Valley Indian Tribe, and Colorado River Indian Tribe
WIOA Section 167 Migrant and Seasonal Farmworker Program	PPEP, Inc. Arizona Department of Economic Security
WIOA Title III - Wagner-Peyser Act Programs	Arizona Department of Economic Security
Title V of the Older Americans Act - Senior Community Service Employment Program	AARP Foundation
Trade Adjustment Assistance Program	Arizona Department of Economic Security
Unemployment Compensation Program	Arizona Department of Economic Security
Jobs for Veterans State Grants	Arizona Department of Economic Security
Reentry Employment Opportunities (REO) programs – Second Chance Act	Arizona Department of Corrections Reentry Initiative
<i>U.S. Department of Education Programs</i>	
WIOA Title II - Adult Education and Family Literacy Act (AEFLA) Program	Mohave Community College and Arizona Western College
Carl D. Perkins Vocational and Applied Technology Education Act	Mohave Community College
WIOA Title IV - Rehabilitation Act Programs	Arizona Department of Economic Security: Rehabilitation Services Administration (RSA)
<i>U.S. Department of Housing and Urban Development (HUD) Program</i>	
HUD Employment and Training program	Mohave County Housing Authority
<i>U.S. Department of Health and Human Services Programs</i>	
Community Service Block Grant Employment and Training Programs	Western Arizona Council of Governments
Temporary Assistance to Needy Families (TANF) Program	Equus Workforce Solutions

Regional Planning Efforts

To reflect unique economic conditions, WIOA provides Governors the opportunity to establish regions made up of two or more LWDAs. Arizona opted to designate each of its 12 LWDAs as workforce regions. While leadership, staff, and partners from the Mohave/La Paz Counties LWDA communicate regularly with their counterparts in both adjacent and distant local workforce areas on a wide range of matters, no formal regional service strategies are currently in place. This is largely due to the geographic location of population centers in Mohave and La Paz counties, which are not in close proximity of population centers of adjacent LWDAs.

Section 2 – Strategic Planning Elements

Section 2 of the Plan, **Strategic Planning Elements**, addresses the following topics in two parts:

PART 2-A: Economic, Workforce, and Workforce Development Activities Analysis

1. Economic Analysis
2. Workforce Analysis
3. Workforce Development, Education, and Training Activities
4. Vision to Support Growth and Economic Self-Sufficiency
5. Workforce Development Capacity

PART 2-B: Strategic Vision, Goals and Strategies

1. Statewide Strategy Assurances
2. Statewide Strategy Support

Key content includes:

Economic, Workforce, and Workforce Development Activities Analysis

This section summarizes the LWDA's target industries, in-demand jobs, workforce characteristics, and workforce system capacity.

Economic Analysis

The economic conditions of the Mohave/La Paz County LWDA are expressed throughout this section of the plan through summaries of key sectors and industry employment, information on the workforce, and data on employment and unemployment

Target Sectors

Based on a combination of published labor market information analysis and insights from business and business intermediaries in Mohave and La Paz counties, the WDB has determined that it will prioritize the following in-demand industries (listed alphabetically):

- Construction
- Healthcare
- Information Technology
- Leisure and Hospitality
- Manufacturing
- Transportation and Logistics

The “target sectors” are those on which the local board will focus attention with regard to ongoing analysis on demand, business attraction (in coordination with economic development initiatives), business engagement, and development of career pathways, including registered apprenticeships. These industries were selected based on a variety

of factors including size (in terms of individuals employed), growth rate, location quotient, and demand for new and replacement workers. However, another significant factor in selection of the six targeted sectors was intelligence from industry leaders, economic development professionals, industry intermediaries, business services staff, and WDB members. These considerations came together to inform the WDB's decision.

With the selection of the foregoing sectors as principal targets, the workforce development board acknowledges that there are other prevalent industries, some with notable growth rates, in the local area. Prioritization of the six industries is not intended to exclude others. In fact, the WDB has pledged to regularly review labor market information and convene business leaders to determine where support is needed for existing sectors and those that may be emerging in connection with business expansion into the region.

Workforce Development Services Needed by Businesses

Based on input received from business during the development of the plan, the principal workforce needs of local business include the following:

- Development of Job Descriptions and Job Announcements
- Recruitment and Screening of New Employees
- Training for New Employees
- Training for Existing Employees
- Referrals for Non-Workforce Services

Workforce Analysis

The plan's workforce analysis utilizes data provided by the State on regional population, educational attainment, and unemployment/employment statistics.

Knowledge and Skills Needed to Meet the Employment Needs of Businesses

For the region's six targeted sectors, job-specific skills needed will clearly vary among jobs and industries. During WDB, business, system stakeholder, and community engagement sessions conducted during the development of the plan, the following knowledge and skill needs of business were expressed:

- Work Readiness Skills
- Basic Education Skills
- Customer Services Skills
- Digital Literacy Skills
- Job Retention Skills
- Job-Specific Skills

Regional Workforce Needs – Education Levels

Understanding the current educational attainment of the local area's available workforce is a crucial step in identifying needs of job seekers and businesses. Education is an important element in determining job success, and, often, can lead directly to higher-paying jobs and lower rates of unemployment. Of note are the following comparisons:

- When compared with the United States, Arizona has a higher rate of individuals with less than a high school diploma; with some college, no degree; and with an associate's degree.
- In Arizona, 88.3 percent of individuals have a high school diploma (or equivalent) or higher and 31.2 percent of individuals have a bachelor's degree or higher; in the United States, 88.9 percent of individuals have a high school diploma (or equivalent) or higher and 33.7 percent of individuals have a bachelor's degree or higher.

Workforce Development, Education, and Training Activities

The region covered by the Mohave/La Paz Counties LWDA is expansive, with a handful of population centers dispersed over a wide geographic area. As such, there are fewer resources and fewer service locations than in urban or metropolitan areas. Still, workforce services are available at various locations throughout the region and through virtual means. Local workforce development activities, including, education and training programs, include the following:

- Career Services
- Labor Exchange Services
- Educational Institutions and Skills Programs
- Work-Based Training
- Support Services
- Specialized Programs for Youth
- Specialized Services for Businesses
- Coordination of Programs Serving All Customers

Vision to Support Growth and Economic Self-Sufficiency

The Mohave/La Paz Workforce Development Board has adopted the following mission, vision, and values for the local workforce development system:

Mission: The system provides strategic and resourceful employment and training solutions to job seekers, workers, and employers to foster individual self-sufficiency and regional economic growth.

Vision: System partners will cultivate a skilled workforce that is able to compete in the 21st century's economy by targeting businesses and job seekers as primary customers, promoting training opportunities, developing strategies for targeted industry sectors, and

delivering seamless integration of the ARIZONA@WORK services, linking job seekers and employers.

Key objectives for the economy, self-sufficiency, workforce preparation, and ARIZONA@WORK system performance, include:

- A Vibrant Economy
- Economic Self-Sufficiency for Families
- A Skilled Workforce
- Enduring Return on Investments

Workforce Development Capacity

The plan is characterized by the following strategies reflecting its capacity:

- Embrace True Collaboration
- Cast a Wide Net to Access Resources
- Build on Success
- Plan for the Road Ahead
- Welcome Change

Strategic Vision, Goals and Strategies

The Mohave/La Paz WDB has established a set of strategic priorities for the local workforce development system that clearly supports the State Workforce Plan. The execution of objectives and strategies expressed throughout this Local Plan will contribute the Arizona's development of a skilled, competitive workforce.

Statewide Strategy Assurances

The Mohave/La Paz WDB fully endorses the goals and workforce strategies outlined in Arizona's 2024-2027 Unified State Plan. The WDB is not only committed to supporting the State Plan, but is better prepared than even before to do so given dynamic leadership now is place at the workforce development board and area administrator level. Representatives of the Mohave/La Paz WDB, along with LWDA administrators and staff, look forward to actively participating in developing workforce development strategies alongside our statewide partners.

Statewide Strategy Support

The strategic priorities expressed in Mohave/La Paz WDB's 2025-28 Local Plan frame the actions through which the local board support the goals and strategies outlined in the State Plan.

Section 3 – ARIZONA@WORK System Coordination

Section 3 of the Plan, **ARIZONA@WORK System Coordination**, addresses the following array of topics:

1. Coordination of the Local Workforce Development Board with the WIOA Core Programs
2. Local Strategies and Services
3. Eligible Training Provider (ETP) Approval Process
4. Coordination with Economic Development
5. ARIZONA@WORK Job Centers' Hours of Operation
6. WIOA Partner Memorandum of Understanding
7. Adult and Dislocated Worker Employment and Training Activities
8. Dislocated Worker Definition
9. Coordination with Statewide Rapid Response Activities
10. Youth Workforce Investment Activities
11. Provision of Training Services
12. Coordination of Title I Activities with Transportation and Other Supportive Services
13. Determination of Computation and English Communication Skills
14. Priority of Service for Low-Income Individuals, Recipients of Public Assistance, and Individuals Who Are Basic Skills Deficient
15. Veterans Priority of Service
16. Definition of “Underemployed”
17. “Additional Assistance” Definition and Eligibility Documentation
18. Competitive Procurement Process to Award Sub Grants and Contracts
19. Coordination with Title II Adult Education and Family Literacy Act Services
20. Coordination with Title III Wagner-Peyser Services
21. Coordination with Title IV Rehabilitation Act Services

Key content includes:

Given the extensive number of topics in this section, System Coordination is best summarized as follows:

Coordination with the WIOA Core Partner Programs

There is on-going, regular, and effective collaboration among the core program partners in the local workforce area. Among the factors contributing to the quality of the collaboration is the fact that local managers for all of these programs participate as active members of the Mohave/La Paz WDB. The WIOA core partners are Title II, Adult Education and Family Literacy Act Services; Title III, Wagner-Peyser Services; and Title IV, Rehabilitation Act Services. Coordination focuses on:

- Expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment

- Facilitating the development of career pathways
- Facilitating the coordination of co-enrollment with ARIZONA@WORK partners
- Improving access to activities leading to a recognized postsecondary credential

Engagement with Businesses

Local business services staff promote the availability of services to local business through various resources and activities. These include print materials, such as flyers, brochures, and pamphlets; print media such as local newspapers and service directories; and online resources, including e-magazines and periodicals, along with many social media sites. Business-focused chamber of commerce events, such as meetings, mixers, and “lunch and learn” training sessions, provide excellent opportunities to engage with business leaders. The local Small Business Development Center, as well as other business intermediaries, also connect the business services team to employers.

Staff works to identify companies which they will contact directly. Resources to identify businesses includes directories and rosters, such as those produced by local chambers of commerce, along with information available through local government agencies that oversee licensing and permitting. Though warm hand offs by business partners or by cold calling, staff makes initial contact with business representatives. A needs assessment is conducted to identify a company’s workforce needs, paving the way for the delivery of Title I-B and partner business services.

Coordination with Economic Development

In contrast with prior workforce development legislation, WIOA provides unique opportunities and encouragement for states workforce agencies and local workforce development areas to collaborate with their colleagues in economic development. Part of WIOA’s purpose is to “support the alignment of workforce investment, education, and economic development systems” and “improve the quality and labor market relevance of workforce investment, education, and economic development efforts.” Within this context, the Mohave/La Paz WDB has recently taken a fresh look at possibilities for such collaboration.

The local WDB recognizes that an important component of effective economic development is ensuring a skilled workforce can support business and economic growth. Local board members agree with the State Plan’s emphasis on business engagement and believe that transforming the workforce system into a vehicle to attract, retain, and grow businesses in Mohave and La Paz Counties is of paramount importance.

The Mohave/La Paz WDB and the region’s four Job Centers have a long history of working in collaboration with economic development agencies and projects. This experience has often been reactive, taking place in response to a particular event or initiative. The WDB intends to leverage its position in the arena of workforce development to strategically support economic development and expansion activities by working closely with organizations, such as the following, to develop joint economic and

workforce strategies: Mohave County Economic Development and Tourism; La Paz County Economic Development Corporation; City of Kingman Economic Development; Bullhead City Economic Development; and Partnership for Economic Development Lake Havasu City.

There are also several local and regional chambers of commerce across the LWDA's two county area. These organizations provide significant potential for partnerships with small businesses and companies of all sizes and types.

WIOA Partner Memorandum of Understanding

A memorandum of understanding (MOU) has been developed between the WDB and the one-stop partners, as prescribed by WIOA. The MOU specifies the roles and responsibilities of the partners and that each has agreed to participate in the operation of the local one-stop system, providing system customers with access to an array of career services.

Adult and Dislocated Worker Employment and Training Activities

The WIOA Title I-B Adult and Dislocated Worker Programs are the foundational programs of the one-stop system. The Adult Program provides adults, age 18 and older, a variety of workforce activities designed to increase employment, retention, earnings, and attainment of recognized postsecondary credentials. The Dislocated Worker Program provides services to those who have been terminated, laid off, or have received notice of termination or layoff from employment, generally due to company closures or downsizing. Self-employed individuals and individuals who meet the WIOA definition of a displaced homemaker may also be eligible for services. While WIOA creates two distinct fund streams for the programs, basic career services, individualized career services, and training services available to participants are the same.

Basic Career Services: Title I-B Adult and Dislocated Worker program basic career services are general services assisting jobseekers in finding gainful employment and orienting them to WIOA and ARIZONA@WORK partner services and procedures. Customers experiencing services at this "universal access" level receive labor market information and guidance on applying for unemployment insurance. These services may be provided by WIOA Title I-B staff or those of local workforce system partners.

Individualized Career Services: WIOA Title I-B Adult and Dislocated Worker participants who are not able to obtain employment via self-directed or basic career services, or who have barriers to employment that are not easily addressed in other ways, may into elect to participate and enroll in individualized career services.

Training Services for Adults and Dislocated Workers: For many Mohave/La Paz Counties LWDA ARIZONA@WORK job seeker customers, "off-the-shelf," approved courses/programs are the most responsive and preferred method of training. For others,

work-based learning models, such as on-the-job training, provide an effective approach to development of skills needed by businesses.

Youth Workforce Investment Activities

The WIOA Youth Program provides a comprehensive array of high-quality services, including career exploration and guidance, on-going support of educational attainment, and training for employment within in-demand industries and occupations to in-school youth and out-of-school youth. The program's goal is for the youth to obtain employment along a career pathway, enrollment in postsecondary education, or entrance in a Registered Apprenticeship program prior to the end of participation. The WIOA Title I-B Youth Program provides services to youth with barriers to employment, with a special focus on supporting the educational and career success of disconnected youth and young adults. Fourteen required elements of the program include: Tutoring, Study Skills Training, Instruction, and Dropout Prevention; Alternative Secondary School Services or Dropout Recovery Services; Paid and Unpaid Work Experience; Occupational Skills Training; Education Offered Concurrently with Workforce Preparation for a Specific Occupation; Leadership Development Opportunities; Supportive Services; Adult Mentoring; Follow-up Services; Comprehensive Guidance and Counseling; Financial Literacy Education; Entrepreneurial Skills Training; Services That Provide Labor Market Information; and Post-Secondary Preparation and Transition Activities.

Rapid Response Services to Assist Laid-Off Workers

WIOA's rapid response services support economic recovery and promote economic vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs and employment dislocations, and by preventing or minimizing the impacts of such occurrences on workers, businesses, and communities.

Rapid response services offer assistance and services to workers affected by layoffs, business closures, or job loss, due to natural or other disasters, resulting in mass job dislocations, as well as proactively mitigating potential layoffs or closings with layoff aversion strategies. Rapid response strategies provide crucial services to workers and businesses in transition.

WIOA identifies rapid response as a state-level responsibility. In Arizona, rapid response activities are cooperatively delivered by the State, the 12 LWDAs, and other ARIZONA@WORK system partner programs. The Mohave/La Paz Counties LWDA has dedicated staff responsible for supporting local and regional rapid response and layoff aversion activities.

Services to Support Job Seekers' Participation in Services

Supportive services, such as transportation, child care, dependent care, housing, and needs-related payments are necessary to enable an individual to participate in activities authorized under WIOA. The statute requires LWDBs and service providers to provide

customers with comprehensive and accurate information about the availability of supportive services in the LWDA, as well as to provide referrals to such services as a career service under the WIOA Title I-B Adult and Dislocated Worker Programs. The WIOA Title I-B Youth Program also includes supportive services as one of its 14 program elements.

LWDBs may fund supportive services for participants of the WIOA Title I-B Adult, Dislocated Worker, and Youth Programs where services are necessary to enable an individual, who cannot afford to pay for such services, to participate in WIOA Title I-B career or training services, when the supportive service is not available from other sources.

Supportive services are made available for participants who need assistance to enable their participation in career and job readiness services, training, and work. The need is determined through budgeting review during initial assessment and a needs and barriers assessment. The assessments, and all supportive services provided, are documented in a participant's service plan. Supportive services are only funded by WIOA Title I-B programs when a participant is unable to pay for them or to obtain them through other programs that provide such services. Documentation of attempts for secure assistance elsewhere is necessary to show the participant has exhausted other resources.

Section 4 - ARIZONA@WORK Job Center Delivery

Section 4 of the Plan, **ARIZONA@WORK Job Center Delivery**, addresses the following topics:

1. ARIZONA@WORK Job Centers
2. Continuous Improvement of Service Providers
3. Physical and Programmatic Accessibility for Individuals with Disabilities
4. Partner Contributions to the One-Stop System
5. Priority of Service
6. In-School Youth Individual Training Account Waivers

Key content includes:

ARIZONA@WORK Job Centers

Mohave/La Paz Counties LWDA's ARIZONA@WORK Centers offer a variety of career information services, employment assistance, and access to skills training. The centers serve a range of specialized clients including, but not limited to veterans, youth, laid-off workers, and unemployed adults. The centers provide an array of high-quality services so that individuals looking for jobs and businesses can conveniently find the help they need in one easily accessible location.

The Mohave/Paz LWDA operates four Arizona@Work Centers.

ARIZONA@WORK Kingman 700 West Beale Street Kingman, AZ 86401 Comprehensive Center	DES Job Center – Bullhead City 2601 Arizona 95 Bullhead City, AZ 86442 Comprehensive Center
DES Job Center - Parker 1032 S Hopi Ave Parker, AZ 85344 Comprehensive Center	Lake Havasu City Job Center 2031 Spawr Circle Lake Havasu City, AZ 86404 Affiliate Center

Continuous Improvement of Service Providers

The Mohave/La Paz LWDA employs a range of strategies to promote continuous improvement. These include a variety of training types and networking, utilizing customer input and feedback, and concentrated efforts of the Mohave/La Paz WDB to establish and address strategic priorities that support State Plan goals. These include:

- Internal and External Organizational Training
- Training from Local Workforce System Partners
- ARIZONA@WORK Systemwide Training and Information Sharing
- Input from Key Customer Groups
- WDB Strategic Planning

Physical and Programmatic Accessibility for Individuals with Disabilities

WIOA prohibits discrimination on the basis of disability and the Americans with Disabilities Act (ADA) set standards for the public workforce development system, WIOA administrators, and system partners for creating accessible and welcoming environments for job seekers and others with disabilities.

Partner Contributions to the One-Stop System

As a product of local discussion and negotiation, WIOA requires that a memorandum of understanding (MOU) be developed and executed between the local WDB and the one-stop partners, with the agreement of the chief elected official, relating to the operation of the one-stop delivery system. Furthermore, WIOA prescribes that each required partner work collaboratively to provide a high level of service quality through the delivery of education and workforce services in a “shared services model.” The cost of the system is outlined within an Infrastructure Funding Agreement (IFA).

Within the current MOU (July 1, 2023 – June 30, 2025) developed among the Mohave/La Paz WDB, the Mohave County Board of Supervisors, and agencies administering the WIOA-mandated partner programs, the roles of the partners are described. The IFA comprises the portion of the MOU that describes the sharing of ARIZONA@WORK center costs among the partners. These include costs applicable to center operations, such as rent, utilities and maintenance, equipment, technology, general operating supplies, and common identifiers (e.g., signage). Costs for center operations are allocated on a square

footage basis. For rent charges, including utilities, each co-located partner is assigned dedicated office/cubicle space. The facility's total square footage is used to calculate a percentage of designated office/cubicle square footage. Common area costs are similarly prorated.

Priority of Service

WIOA states that priority for individualized career services and training services must be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. WIOA also provides priority of service for veterans. The Mohave/La Paz Counties LWDA ensures that federal and State priorities for the delivery of WIOA individualized career and training services are adhered to. The following processes are utilized to identify, document, and record services for individuals prioritized by WIOA.

- Establishment of Priority Groups
- Determination of Status During Application and Eligibility Determination
- Documentation of Status within a Priority Category
- Recording Priority Criteria
- Tracking of Service to Priority Individuals
- Ongoing Assessment of the Availability of Funds

Waivers to Enable In-School Youth to Access Individual Training Accounts

The Mohave/La Paz Counties LWDA takes advantage of the waiver that the State has secured from the U.S. Department of Labor that enables in-school youth to access training through the use of individual training accounts (ITAs) with institutions and providers offering approved programs on Arizona's Eligible Training Provider List.

Section 5 – Performance/Continuous Improvement

Section 5 of the Plan, **Performance and Continuous Improvement**, addresses the following topics:

1. Integrated, Technology-enabled Intake and Case Management Information System
2. Negotiated Levels of Performance

Key content includes:

Integrated, Technology-enabled Intake and Case Management Information System

The Mohave/La Paz WDB has been a leader in the State with regard to addressing the need for a technology-enabled case management information that addresses the service delivery and case management needs of WIOA, and has implemented the ATLAS system.

ATLAS functions as an automated tracking, linking, and archiving solution for workforce development programs. ATLAS is a highly customizable web-based platform designed from the ground up to streamline workflow and service delivery methods for workforce development agencies. In addition, ATLAS incorporates technology that empowers local WDBs to efficiently track customers, archive activity and documents, and inclusively link all information utilizing a robust and centralized application.

With the implementation of ATLAS, LWDA leadership, staff, and partners have identified a range of benefits including:

- Reduced time spent on paperwork and administrative tasks, enabling faster service provision and yielding increased applicant to enrollment conversion rates.
- Improved efficiency and increased productivity, when conducting internal and external (third party and state) audits.
- Enhanced customer engagement, increased performance, and streamlined processes by using the text messaging SMS and MMS features.
- Overall reduced operational costs by digitizing forms, implementing an electronic document storage system, and automating WIOA post-exit follow-up requirements.

Negotiated Levels of Performance

WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served by the workforce development system. No less than annually, WIOA requires that local WDBs participate in negotiations with the State on the levels of performance for each measure. The WIOA indicators of performance are:

- Employment Rate - 2nd Quarter After Exit
- Title I Youth Education and Employment Rate - 2nd Quarter After Exit
- Employment Rate - 4th Quarter After Exit
- Title I Youth Education and Employment Rate - 4th Quarter After Exit
- Median Earnings - 2nd Quarter After Exit
- Credential Attainment
- Measurable Skill Gains

See the Attachments section, where the hyperlink for Attachment 1 provides a summary of negotiated performance targets for Program Years 2024 and 2025.

Section 6 – Public Comment

Section 6 of the Plan, **Public Comment**, addresses the following topics:

1. Public Comment Requirements/Period
2. Comments

Key content includes:

Public Comment Requirements

The Mohave/La Paz WDB is required to provide an opportunity for public comment on the Local Plan before it is submitted for State review. WIOA specifies that, to provide adequate opportunity for public comment, the Local WDBs must:

- Make copies of plan available to the public through electronic and other means, such as open meetings and local news media;
- Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education; and
- Provide no more than a 30-day period for comment on the plan before its submission to the State, beginning on the date on which the proposed plan is made available.

Through a wide range of web-based and print media, the Mohave/La Paz WDB made the public aware of the public comment period and provided ample opportunity for members of the public to access, review, and comment on the Local Plan.

Public Comments on the Local Plan

The Plan Review Comment period was scheduled from August 7th through August 22nd. At the end of the comment review period, one comment was received asking to identify Quartzsite as a major population center in La Paz County. This feedback was accepted and included within the Local Plan.

Plan Attachments

Attachments to the Local Plan include the following, which are all accessible via hyperlink, below:

1. Performance Measures
2. In-Demand Industries and Occupations
3. One-Stop System Memorandum of Understanding with the Mohave/La Paz Workforce Development Board.
4. Mohave/La Paz LWDA Eligible Training Provider List Policy