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MOHAVE/LA PAZ COUNTIES
LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN
JANUARY 1, 2025 – DECEMBER 31, 2028





P.O. Box 7000
Kingman, AZ 86401

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LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN (Two Year Modification)
JANUARY 1, 2025 – DECEMBER 31, 2028

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LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN MODIFICATION
JANUARY 1, 2025 – DECEMBER 31, 2028

INTRODUCTION AND OVERVIEW

On behalf of the Mohave/La Paz Counties Local Workforce Development Area (LWDA), the Mohave/La Paz Workforce Development Board (WDB) has developed the Four-Year Local Plan, spanning January 1, 2025 through December 31, 2028, 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 American in securing high-quality jobs and careers and help employers hire and retain skilled workers.

The WDB recognizes that the Local Plan addresses the needs of and must speak to a wide audience, including business owners and managers, job seekers, workers, local elected officials, representatives of public agencies, workforce system partners, organized labor, education, and economic development, among others. Therefore, care has been taken to provide information in a clear and simple manner, avoiding hyperbole, jargon and unexplained acronyms, where possible.

The following information is presented to provide context for review and implementation of Mohave/La Paz Counties LWDA Local Plan.

1. Mohave/La Paz Counties Local Workforce Development Area

Under the requirements of federal WIOA legislation, Governors designate LWDAs, which may be single or multiples units of local government, such as cities or counties. Together, Mohave and La Paz counties have received this designation. The area comprising the Mohave/La Paz LDWA is unique in Arizona and in the nation. The two-county region covers slightly less than 18,000 square miles, which represents nearly fifteen percent (15%) of Arizona's land mass. This vast area, situated in the far west and northwest portion of the state, has the distinction of being one of a very few LWDAs that border three neighboring states: California, Nevada, and Utah. Within Arizona, the area is directly adjacent to four other LWDAs: Coconino, Maricopa, Yavapai, and Yuma. The population of the two counties is estimated to be nearly 240,000, with approximately 16,500 residents in La Paz County and just over 220,000

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in Mohave County. The vast majority of residents are concentrated within four population centers: the cities of Bullhead City, Kingman, and Lake Havasu City in Mohave County and the towns of Parker and Quartzsite in La Paz County. These factors result in the delivery of workforce development services in the region being both challenging and rife with opportunity. Effective coordination and logistics are critical with an array of organizations across many jurisdictions. Both WDB members and leadership from Mohave County's Community Service Department remain aware that the expansiveness of the region, a dispersed population, its many rural communities, and several shared borders are key considerations when developing and executing plans to support business and develop the workforce.

2. Mohave/La Paz Workforce Development Board

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 the WIOA "core partner" programs, which are authorized under WIOA, as follows: "formula" programs serving adults, dislocated workers, and youth (WIOA Title I); the Adult Education and Family Literacy Act program (amended under WIOA Title II), the Wagner-Peyser Act program (amended under WIOA Title III), and programs authorized under the Rehabilitation Act (amended under WIOA Title IV). WDBs may also include members from other organizations reflecting local workforce priorities. The majority of members must represent business, as must the local board's Chairperson. The Mohave/La Paz WDB consists of 25 members representing private businesses and public entities from both counties and all required WBD membership categories.

As described below, the WDB has played a central, active role in the development of this Local Plan. Additional information on the Mohave/La Paz WDB is provided in Section 1.a of this plan.

3. 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. The local plan is intended to set forth the strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;
- Apply job-driven strategies through a "one-stop" service delivery system, through which many program and services are available; and
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in and alignment of employment, training, and education programs.

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WIOA and its implementing regulations clearly describe that the development and submission of the Local Plan to the Governor is the responsibility of the local WDB, working in partnership with the local area's chief local elected officials. In Arizona, Local Plans are submitted to the Workforce Arizona Council, whose members are appointed by and advise the Governor on matters concerning workforce development and the effective utilization of federal WIOA funds.

The Mohave/La Paz WDB has worked to ensure that the current version of Local Plan meets the full intent of WIOA, direction provided by the Arizona Department of Economic Security, and the needs of local constituents, including businesses, workers. and residents.

4. Development of the January 1, 2025 – December 31, 2028 Local Plan

WDB members and leadership of the Mohave/La Paz Counties workforce development system skillfully directed the development of the Local Plan utilizing various strategies and sources of information. These include, but are not limited to, the following:

- Local planning guidance from the Arizona Department of Economic Security (DES).
- Industry and labor market information (LMI), which is accessible through various publicly available sources, including Arizona's Office of Economic Opportunity (OEO).
- Procurement of experienced external planning support.
- Review of various state and local policies, along with federal guidance.
- Review of various workforce development "best practices" from myriad sources.
- Sector-focused strategies identified by the WDB in an August 2023 planning session.
- Goals and priorities established by the Mohave/La Paz WDB during an April 2024 strategic planning discussion.
- An April 2024 convening of leaders from economic development and businesses in Mohave and La Paz Counties, including representatives from companies in key industries that are highlighted in the plan.
- An April 2024 convening of workforce system stakeholders, including organizations administering the core partner programs, to discuss strategies to achieve stronger and more effective coordination of services within the local area.
- A June 2024 online community and stakeholder forum with participants representing a wide range of interests, populations, communities, and industries.
- June 2025 Local Plan Modification goals & strategies identified by the Mohave/La Paz WDB during a strategic board retreat.
- July 2025 Local Mohave/La Paz Workforce Board aligns new sector strategies for sectors in local plan two-year modification.

5. Overarching State WIOA Plan Goals

Arizona's 2024-2027 Unified State Plan (hereafter, "State Plan") provides a framework for the content, priorities, and goals expressed with the Mohave/La Paz Counties WIOA Local Plan. The State Plan asserts:

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When more businesses are able to grow, they make Arizona more competitive and attractive to workers. When more Arizonans are able to afford school supplies, medications, and childcare, as well as given the opportunity for training needed for a good-paying job, they become part of a healthier and more dependable workforce.

In connection with this vision, 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

These goals, along with a series of associated state and local strategies to achieve them, are discussed throughout various sections of the Mohave/Paz Counties WIOA Local Plan.

6. Local Workforce System Priorities

As part of its process to develop this Local Plan, the WDB engaged in an intensive discussion on its priorities for the local workforce development system. To frame the conversation, discussion leaders posed questions to WDB members that touch on the four overarching State Plan goals. Priorities identified by the WDB include those summarized below.

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.

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- 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, especially those within priority populations 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.

These priorities are further discussed within the body of this Local Plan.

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MOHAVE/LA PAZ COUNTIES LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPORTUNITY ACT
EXECUTIVE SUMMARY LOCAL PLAN MODIFICATIONS JANUARY 1, 2025 – DECEMBER 31, 2028

The Mohave-La Paz Local Workforce Development Area (LWDA) has prepared this Local Plan Two-Year Modification to ensure the Workforce Innovation and Opportunity Act (WIOA) Local Plan reflects current labor market conditions, regional workforce priorities, and required planning updates while maintaining its overall vision, goals, and strategic direction.

Updated Regional Data
The Local Plan has been updated with the most current labor market and demographic information available, including revised unemployment indicators, educational attainment rates, and other regional workforce data. Although relatively minor compared to previous reporting periods, these updates ensure the Local Plan accurately reflects current economic and workforce conditions across Mohave and La Paz Counties.

Refinement of Target Industry Sectors
The Local Workforce Development Area continues to utilize a sector-based strategy to align workforce investments with industries that drive the regional economy. Target industry sectors have been refined to reflect changing labor market conditions and emerging opportunities.

Natural Resources and Mining has been added as a priority sector based on projected industry growth and increasing regional workforce demand. Information Technology has been removed as a stand-alone target sector; however, technology occupations, digital skills, and Artificial Intelligence (AI) remain essential workforce competencies and are integrated across priority sectors. Leisure and Hospitality has also been removed as a targeted sector to better align workforce investments with current regional economic priorities.

Sector strategies will continue to focus on Transportation and Logistics, Manufacturing, Construction, Healthcare and Social Assistance, and Natural Resources and Mining, with technology, digital literacy, and emerging AI competencies integrated throughout the workforce development approach.

Increased Emphasis on High-Impact Training
The modification strengthens the Local Plan's commitment to high-impact training within target industry sectors. Workforce investments will prioritize training that leads to industry-recognized credentials, supports career pathway development, addresses regional employer needs, and prepares individuals for occupations offering long-term employment opportunities.

Advanced Manufacturing Training Center
Since adoption of the original Local Plan, the Advanced Manufacturing Training Center has transitioned from planning to full operation as an established workforce resource serving Mohave and La Paz Counties. The Center provides advanced manufacturing training, customized workforce development services, and community training opportunities, expanding access to industry-driven training and strengthening the region's capacity to respond to employer and job seeker needs.

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Performance Accountability and Supporting Updates
The Local Plan Modification incorporates updated Local Performance Levels for Program Years 2026–2027, the current Occupations in Demand (OID) List, and revised supporting documents and required resource links to maintain consistency with current state guidance and workforce information.

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LOCAL WORKFORCE DEVELOPMENT AREA
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LOCAL PLAN MODIFICATION
JANUARY 1, 2025 – DECEMBER 31, 2028

SECTION 1: INFRASTRUCTURE

Funds from the federal WIOA program, along with resources from various allied programs, support the local workforce development system in 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. For services to be delivered effectively to businesses and job seekers, who are WIOA's key customers, an infrastructure must be in place to administer funding, maintain operations, deliver services, and provide oversight. While WIOA provides parameters under which such an infrastructure should be developed, the Workforce Arizona Council and the State DES provide significant flexibility with respect to the precise structure implemented by local areas. The information that follows indicates key individuals and organizations performing critical functions and describes ways in which the infrastructure of the WIOA program supports coordination among workforce system agencies and programs throughout the Mohave and La Paz counties.

a. Local ARIZONA@WORK System

Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 679.560(b)(1)(i)):

The infrastructure supporting the workforce development system led by the Mohave/La Paz Counties LWDA includes the following features and elements.

i. Name of the county(ies), city, and/or tribes included in the LWDA.

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.

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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.

ii. Name of the entity(ies) designated as the Chief Elected Official(s) (e.g., the name of the County, the Tribe, or other entity carrying out the functions of the CEO)

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.

iii. The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:

1. Local fiscal agent (See 20 CFR 679.420 for functions).

Per the intergovernmental agreement between the two counties, the Mohave County Board of Supervisors serves as the grant recipient for all local WIOA funds. To assist in the administration of grant funds, the Mohave County Board of Supervisors has designated the Mohave County Finance Department as the fiscal agent.

2. LWDB Director and other LWDB staff (20 CFR 679.400 for roles*);*

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:

WDB Executive Director

Michael Smith, Director
Mohave County Community Services

Workforce Development Manager

Sara Ungaro
Mohave County Community Services

3. Provider(s) selected by the LWDB for the following programs/functions:

WIOA generally requires local WDBs to select independent service providers through an open, competitive process. However, it is permissible, particularly where few experienced providers are present, for the WDB or its administrative entity to be a direct provider of services. The Mohave/La Paz WDB utilizes a variety of strategies to select providers.

a. 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

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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.

Refer to section 3.g, *Adult and Dislocated Worker Employment and Training Activities*, for detailed information on the delivery of Adult Program services.

b. 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.

Refer to section 3.g, "Adult and Dislocated Worker Employment and Training Activities," for detailed information on the delivery of Dislocated Worker Program services.

c. Youth Program (List the entities that provide design framework services and each of the fourteen elements.)

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.

Refer to section 3.j, *Youth Workforce Investment Activities*, for detailed information on the delivery of services in connection with the fourteen WIOA Youth elements.

d. 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.

On August 6, 2024, the WDB approved the selection of Eckerd Youth Alternatives as the One-Stop Operator contractor for the period of October 1st, 2024, through September 30th 2025.

4. Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1))

As stated above, the Mohave County Department of Procurement supports Mohave County Community Services in procurement of contractors. The Mohave County Board of Supervisors is designated to sign contracts and agreements pertaining to WIOA.

5. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) - (3) and 20 CFR 683.410(a)):

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

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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.

The following information outlines State and local roles and responsibilities for monitoring in the following areas:

a. Fiscal Monitoring

The State-appointed auditing agency conducts an annual review of Mohave/La Paz LWDA's fiscal operations. Mohave County Community Serves representatives regularly perform internal monitoring of all charges/expenses to ensure all costs are allowable and comply with programmatic guidelines and federal regulations. Internal monitoring also includes a 10% randomly selected sample of all fiscal transactions. In a given year, WIOA may also be selected for review under the County's single audit, which is conducted by a qualified, independent third-party firm. All monitoring and audit outcomes are presented to the WDB with recommendations to address any findings or areas needing corrective action.

b. Monitoring of Equal Opportunity Requirements

Equal opportunity (EO) monitoring includes a review of compliance to ensure that a local area's programs, services, and employment are provided in a manner that ensures equal opportunity and nondiscrimination to all applicants, participants, and employees, including individuals with disabilities or who are limited in English proficiency. EO monitoring also ensures compliance with the State's Nondiscrimination Plan, which is required by Section 188 of WIOA.

The Mohave-La Paz LWDA is monitored annually by the State-appointed auditing agency's WIOA EO officer. Each Mohave/La Paz ARIZONA@WORK site is reviewed and thorough monitoring is conducted to ensure equal opportunity rights are adhered to. The state EO Officer also reviews, at random, fifteen files from each site, or five per program. A face-to-face or virtual participant survey and staff survey are also conducted during the annual monitoring review. Internal programmatic monitoring by Mohave County Community Services representatives includes a review of participant files for EO compliance. Monitoring results are presented to the WDB, which may set forth corrective action if compliance issues are identified.

c. Programmatic Monitoring (Title I-B, including eligible training providers)

Programmatic monitoring focuses on the delivery of services to customers under the WIOA Title I-B Adult, Dislocated Worker and Youth programs. Compliance areas that are reviewed, include, but are not limited to, participant eligibility, priority of service requirements for veterans and other WIOA priority groups, content of participants' individuals employment plans, co-enrollment in other programs, types of service provided, training received by participants, and participant outcomes, including employment attained, credentials earned, and skills gained.

The State-appointed auditing agency conducts an onsite desk audit of 15% of all

current program year active and follow-up files. Mohave County Community Services' internal annual monitoring concentrates on 10% of active program year files. This review is conducted by the department's Workforce Manager, Review Auditor, and various program supervisors. Results are presented to the WDB, noting findings and observations, along with any recommended corrective actions.

6. Overall Operations (administration, fiscal operations, board membership)

Operations of local WIOA programs are supported by effective administration, sound fiscal operations, and strong oversight by a WDB comprised of qualified and committed individuals who represent the interests of business, workers, and the community.

Administration of the WIOA Program

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.

WIOA Fiscal Operations

Mohave County Community Services manages fiscal operations for the LWDA's WIOA programs, ensuring that key functions are conducted in compliance with federal, state, and county requirements, including: overall fiscal controls; contract management; budgeting and budget control; maintenance of a chart of accounts; billing; reconciliation; close-out; and ensuring that all expenses are allowable, reasonable, necessary, and properly allocated.

Structure and Membership of the Mohave/La Paz WDB

The Mohave/La Paz WBD is comprised of 25 members, 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. Business members comprise 52% of the Mohave/La Paz WDB.

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. While WIOA requires that no less than 20% of WDB members be from this category, 32% of Mohave/La Paz WDB members are individuals representing the workforce.

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.

Membership of the board includes:

Business Members		
Member Name	***Organizational Affiliation***	***Professional Title***
Zafer Genco, Chair	La Paz Regional Hospital	CEO
Adam Rodriguez	DOT Foods	General Manager
Chonna Marshall	United Country CB Real Estate Services	Owner/Broker
Davy Spurlock	Ant Farm Construction, Inc.	Owner
Steve Queen	Allied Forces	Branch Manager
John Bennett	Big Industrial LLC	Senior Project Manager
Matt Hall	STAR Nursery	Vice President Aggregate & Logistics
Chandra Johnson	Kingman Regional Medical Center	Director of Workforce Development
Lisa Brownfield	The GEO Group, Inc.	Education Manager
Michael Kelly	Environmental Waste Solutions	President/CEO
Jerry Hardy	Mohave Electric Co-Op	Operations Manager
Nancy Campbell	Pioneer Earth Movers & Campbell ReadiMix	Project Manager
Michael Quinn	Service General	Owner
Thomas Taylor	Taylor & Clark Logistics	Owner
Members Representing the Workforce		
Member Name	***Organizational Affiliation***	***Professional Title***
Jerry Hardy	Mohave Electric Co-Op	Operations Manager
Amy West	WAVE/CTED	Superintendent
Davy Spurlock	Ant Farm Construction Inc.	Owner
Steve Queen	Allied Forces	Branch Manager
Jean Bishop	Fraternal Order of Police Mohave Lodge #16	Member
Brandi Rowe	WIOA Title IV Vocational Rehabilitation	Rehabilitation Program Supervisor
Vicki De Los Reyes	TANF, Equus, Inc.	Program Manager
Other Members		
Member Name	***Organizational Affiliation***	***Professional Title***
Bennett Bratley	Planning and Economic Development	Director

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Lonnie Lewis	La Paz County Education Service Agency	Superintendent
John Diemer	Title III DES/DERS	Regional Manager
Mitzy Esgro	Mohave College	Adult Education Director
Tami Ursenbach	Mohave County Economic Tourism	Director

Note that some individuals qualify as members in more than one category and, therefore, appear twice on the preceding lists.

The full Board and standing committees meet quarterly. Standing committees of the WDB include:

Executive Committee: The role of the Executive Committee is to review and approve the agenda for the Workforce Development Board Meetings. The committee may also approve required time-sensitive documents in cases where a quorum of the full board is not reached.

Performance Review Committee: The purpose of this committee is to set annual program enrollment and expenditure goals, establish business services goals, and review progress on a monthly basis. The committee also monitors progress toward monthly goals set in the One Stop Operator's contract.

Youth Program Standing Committee: The committee devotes its attention to the delivery of services to youth and young adults. It also guides and supports the Youth Program to support approaches that best serve youth in Mohave and La Paz counties. The committee examines opportunities for special projects and partners.

7. The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other 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.

The Mohave/La Paz WDB has active, strong, and effective partnerships with public and private agencies that administer the WIOA partner programs, with many of these relationships having lasted for decades. In addition to the many day-to-day interactions that LWDA representatives have with the one-stop partner agencies, the participation of the partners in the planning process that led to the development of the current Local Plan is a testament to their commitment to Mohave and La Paz counties' local workforce development delivery system.

The local one-stop partners associated with WIOA-required partner programs include the following:

WIOA-Required Partner Program	Local One-Stop Partner
U.S. Department of Labor Programs	
WIOA Title I - Adult Program	Mohave County Community Services

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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
U.S. Department of Education Programs	
WIOA Title II - Adult Education and Family Literacy Act (AEFLA) Program	Mohave College and Arizona Western College
Carl D. Perkins Vocational and Applied Technology Education Act	Mohave College
WIOA Title IV - Rehabilitation Act Programs	Arizona Department of Economic Security: Rehabilitation Services Administration (RSA)
U.S. Department of Housing and Urban Development (HUD) Program	
HUD Employment and Training program	Mohave County Housing Authority
U.S. Department of Health and Human Services Programs	
Community Service Block Grant Employment and Training Programs	Western Arizona Council of Governments
Temporary Assistance to Needy Families (TANF) Program	Equus Workforce Solutions

In addition to administrators and operators of partner programs mandated by WIOA, many local organizations participate in and are aligned with the local workforce department system. These stakeholders include, but are not limited to, Mohave County Probation Department (Juvenile and Adult), Mohave Mental Health, Southwest Behavioral Health, Mohave County Drug Court Commission, Arizona Western College (AWC), Western Arizona Vocational Education/Cooperative Educational District (WAVE/CTED), Western Arizona Council of Governments

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(WACOG), Arizona Youth Partnership (AZYP), US Department of Veterans Affairs, Jerry Ambrose Veterans Council, Veterans Resource Center, Veterans Thrift Store, Veterans Treatment Court, NAU Senior Corps, The Arc, St. Vincent de Paul, Salvation Army, Cornerstone Mission, Kingman Aid to Abused People (KAAP), Kingman Harm Reduction Program, Catholic Charities, Goodwill, First Things First, Milemarkers, and United Way.

b. Regional Planning Efforts

The Governor has designated regions based on the LWDA designation. Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDAs (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540)

Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.

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.

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MOHAVE/LA PAZ COUNTIES
LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN (Two Year Modification)
JANUARY 1, 2025 – DECEMBER 31, 2028

SECTION 2: STRATEGIC PLANNING ELEMENTS

A clear understanding of the local economy in Mohave and La Paz counties is essential to the development and implementation of workforce development strategies that meet the needs of industry and the workforce. The Mohave/La Paz WDB is committed to supporting the workforce goals and strategies of the Arizona State Plan.

PART 2-A: ECONOMIC, WORKFORCE, AND WORKFORCE DEVELOPMENT ACTIVTIES ANALYSIS

The following information summarizes the LWDA's target industries, in-demand jobs, workforce characteristics, and workforce system capacity.

a. Economic Analysis

Economic Analysis (20 CFR 679.560(a)(1)): Include a regional analysis of the following:

The information that follows provides an overview of predominant industries, demand occupations, and sectors of the economy that have been prioritized by the Mohave/La Paz Workforce Development Board with respect to programs, services, training, and special initiatives under the local ARIZONA@WORK system.

i. Economic conditions, including existing and emerging in-demand industry sectors and occupations.

The economic conditions of the Mohave/La Paz County LWDA are expressed throughout section 2-A of this plan through summaries of key sectors and industry employment, information on the workforce, and data on employment and unemployment.

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WDB Target Sectors

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

- Construction
- Healthcare & Social Assistance
- Natural Resources & Mining
- 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 five 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 five industries is not intended to exclude others. If 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. As part of strategic priorities identified in connection with the development of this plan, the WDB has committed to:

Regularly survey the economic and workforce landscape of Mohave and La Paz counties to assess where promising sectors may be emerging within the region.

The WDB has recently formed workgroups around several of its priority sectors. These workgroups will be responsible for developing and overseeing strategies to address the workforce needs of targeted industries and for determining where additional research should be pursued on other industries.

1. **In-Demand Industries and Occupations** *(details and explanation should be submitted in body of section two, with a full list provided in Appendix V. Please use the layout provided.)*

The following table from the Arizona Office of Economic Opportunity (OEO) summarizes private sector employment among leading industries in Mohave and La Paz counties over a five-year period.

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Mohave and La Paz Private Sector Industry Employment, 2016-2022

Mohave and La Paz Industry Employment, 2019-2024

Industry	Average Employment (2019)	Average Employment (2024)	Numeric Growth (2019-2024)	Annualized Percent Change (2019-2024)
Information	560	883	323	9.5%
Construction	3,344	4,495	1,151	6.1%
Financial Activities	1,749	2,095	346	3.7%
Natural Resources and Mining	924	1,061	137	2.8%
Trade, Transportation, and Utilities	13,857	15,900	2,042	2.8%
Professional and Business Services	3,761	4,270	509	2.6%
Leisure and Hospitality	7,459	7,896	437	1.1%
Education and Health Services	12,512	13,217	705	1.1%
Other Services	1,591	1,658	66	0.8%
Government	4,707	4,747	41	0.2%
Manufacturing	3,342	3,211	-131	-0.8%

Source: Quarterly Census of Employment and Wages
Arizona Office of Economic Opportunity

- Total employment in Mohave and La Paz increased by 3,838 jobs from 2019-2024 (1.3 percent annually).
- Ten of the industry sectors in Mohave and La Paz recorded employment growth over this period.

Of the ten private-sector industries in Mohave and La Paz, Trade, Transportation, and Utilities accounted for the largest share of employment in 2024 (26.0 percent of all employment).

The five target sectors selected by the Mohave/La Paz WDB can be understood through the following definitions from the U.S. Bureau of Labor Statistics' "Industries at a Glance" Tool.

Construction

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites.
Production responsibilities for establishments in this sector are usually specified in contracts with the owners of construction projects (prime contracts) or

contracts with other construction establishments (subcontracts).

Healthcare

The Healthcare and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum, starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

Natural Resources & Mining

The Natural Resources & Mining sector comprises establishments primarily engaged in the exploration, extraction, development, and processing of naturally occurring resources, including minerals, aggregates, and other geological materials. This sector also includes activities related to mining support services, quarrying, and the sustainable management of natural resources. Operations may involve surface or underground extraction, site preparation, environmental compliance, reclamation, and material processing. Establishments within this sector typically operate at fixed mine or extraction sites while supporting regional infrastructure, manufacturing, energy production, and construction supply chains. As a significant contributor to the economies of Mohave and La Paz Counties, the Natural Resources & Mining sector provides high-wage employment opportunities and continues to experience demand for skilled workers in production, equipment operation, maintenance, engineering, environmental management, and technical occupations.

Manufacturing

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

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Transportation and Logistics

The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

2. **Existing and emerging industries and occupations can be determined in a variety of ways (e.g., projections, employment share, etc.). (***For user convenience, the OEO Labor Market Information (LMI) Team has provided custom analysis for each local workforce area. For more information, please see Appendix V.)*

Data from OEO in the following table and accompanying description provide industry employment projections through 2026.

Mohave and La Paz Counties Workforce Area
Projected Industry Employment, 2025-2026

Mohave and La Paz Counties Workforce Area Projected Industry Employment, 2024-2026

Industry	Employment (2024)	Projected Employment (2026)	Projected Numeric Change (2024-2026)	Annualized Percent Change (2024-2026)
Education and Health Services	13,673	14,149	476	1.7%
Information	919	947	28	1.5%
Manufacturing	3,202	3,254	52	0.8%
Other Services	2,169	2,200	31	0.7%
Trade, Transportation, and Utilities	16,340	16,529	189	0.6%
Leisure and Hospitality	9,725	9,814	89	0.5%
Construction	4,553	4,591	38	0.4%
Professional and Business Services	4,788	4,815	27	0.3%
Government	5,581	5,576	-5	0.0%
Financial Activities	2,289	2,255	-34	-0.7%
Natural Resources and Mining	2,317	2,256	-61	-1.3%

Source: Arizona Office of Economic Opportunity
Note: Employment forecast estimates employment changes from the 2nd Quarter of 2024 through the 2nd Quarter of 2026

Job skills are constantly evolving with the emergence of new technologies, the introduction of AI, and changing consumer habits. Job seekers can better prepare themselves by gaining skills within industries projected to have large employment needs.

- In Mohave and La Paz Counties, Education and Health Services is projected to record the fastest growth rate, increasing by 1.7 percent annually through 2026.
- Trade, Transportation, and Utilities are projected to remain the industry that employs the most people within Mohave and La Paz Counties in 2026.

LWDA representatives identify in-demand occupations from labor market analysis published by OEO. Awareness of where the greatest demand lies supports the development of curriculum and career pathways, scheduling training, and provision of information to job seekers as they conduct career exploration and research. Among the top in-demand occupations for the WDB's target sectors are the following:

Construction: Carpenter, Construction Laborer, Electrician, Plumber, and Welder.

Healthcare: Registered Nurse, Licensed Vocational Nurse, Nursing Assistant, Medical Assistant, and Dental Assistant.

Natural Resource & Mining: Machine Operator, Engineer, Heavy Equipment Operator, Excavating & Loading Machine Operator, First Line Supervisors.,

Manufacturing: Laborer and Freight, Stock, and Material Mover, and Mobile Heavy Equipment Mechanic.

Transportation and Logistics: Heavy and Tractor Trailer Truck Driver, Mobile Heavy Equipment Mechanic, and Automotive Services Technician and Mechanic.

A more comprehensive list of in-demand occupations is provided within Attachment 2 to this plan, *In-Demand Industries and Occupations*.

ii. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. *There are a variety of methods to determine employment needs - e.g., employer surveys, up to date Labor Market Information (LMI), etc. - Publicly available LMI is provided by the Office of Economic Opportunity, Maricopa Association of Governments, and US Bureau of Labor Statistics.*

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

Development of Job Descriptions and Job Announcements: Members of the ARIZONA@WORK Business Services team can support businesses seeking workers by assisting them with the development of job descriptions covering positions for which they are hiring. In the current competitive market for talent, messaging to potential employees about jobs and work environments is a critical task. Companies, particularly small businesses without internal human resources support, utilize these job descriptions to craft announcements for their job vacancies, and, as a result, often achieve better results in recruiting new workers. Businesses

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also utilize the job descriptions as tools for developing training plans and to guide employee evaluations.

Recruitment and Screening of New Employees: Support for employee recruitment is one of the services that businesses most value from the local workforce development system, as this service not only saves companies time and money but produces a larger and better pool of candidates. WIOA Title I-B and partner staff serve a pool of workers that can be oriented to specific job opportunities and screened for suitability and interest before they are referred to employers for interviews. The Mohave/La Paz LWDA's Job Centers frequently host recruitment events for businesses needing to hire multiple employees, adding further value to this service.

Training for New Employees: In their recruitment of new employees, businesses are fundamentally interested in candidates who possess the skills required for available jobs, with past work experience and/or educational attainment demonstrating those competencies. However, in a labor market where demand for workers often outstrips supply, businesses are frequently willing to hire individuals who have recently completed a training program but have limited or no related work experience, or to provide on-the-job training. ARIZONA@WORK staff offers companies several options for training new workers, along with financial support to offset training costs. In addition, employers are encouraged to utilize Arizona's High Impact Training (HIT) designation as a resource for identifying training programs that align with industry workforce needs, prepare participants for high-demand occupations, and lead to industry-recognized credentials. Refer to Section 3.b.v.1 of this plan for additional information on Training Services.

Training for Existing Employees: Business adopting new technology, developing new product lines, or facing new forms of competition may find themselves in positions where their workforce requires training in new skills. In some cases, without these skills, workers may be at risk of layoff and the companies may face the possibility of closure. LWDA staff can support such businesses by assisting with the design and development of a customized incumbent worker training program, through which an organization is identified to provide upskill training to employees, generally, on site at the company's facilities. Refer to section 3.b.v.1 of this plan for additional information on *Incumbent Worker Training*.

Referrals for Non-Workforce Services: In connection with needs assessments conducted by the Business Services Team, company owners and managers will frequently inquire about non-workforce services, such as financing support or permitting. Team members assist these individuals by making referrals to local permit departments, the Small Business Development Center at Mohave College, offices of the federal Small Business Administration, and other potential providers.

As indicated under item i.2, above, businesses need individuals with specific skills for jobs at all levels. Demand occupations for each of the WDB's six target sectors are summarized in Attachment 2 to this plan, *In-Demand Industries and Occupations*.

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iii. **LWDBs may utilize an existing analysis previously commissioned by the LWDB as long as it is within a year of final submission.** *LWDBs are encouraged to use the economic conditions reports provided by the OEO and additional data tools available at* https://oeo.az.gov/labor-market/workforce-analysis

Data for this plan was principally derived from the Arizona Office of Economic Opportunity's Economic Conditions Report for Mohave and La Paz Counties, which was published in January 2024. The report's data was ideally suited for the purpose, as it was created and organized to assist Arizona's local workforce development areas in completing their 2025-2028 Local Workforce Development Plans. The report summarizes key demographics, labor market, and workforce trends occurring within the state and local economy.

Members of the Mohave/La Paz WDB, along with LWDA administrators, managers, and staff and system partners, are indebted to OEO for its fine work on economic and labor market data analysis.

b. Workforce Analysis

Workforce Analysis (20 CFR 679.560(a)(2)-(3)): Include a current analysis of the following.

The following workforce analysis utilizes at its base, OEO data on regional population, educational attainment, and unemployment/employment statistics.

i. **The knowledge and skills needed to meet the employment needs of the businesses in the region, including employment needs in in-demand industry sectors and occupations.**

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

Work Readiness Skills: These include habits and behaviors essential to success in a work environment, such as regular attendance, punctuality, appropriate attire, good interpersonal skills, teamwork, accepting instructions, critical thinking, decision-making, and completing tasks effectively.

Basic Education Skills: These skills are tied to language and mathematics and, generally, include the ability to read, write, and speak English at a high school equivalent level, along with computation skills at the same level.

Customer Services Skills: These include empathy, communication, active listening, patience, adaptability, and resourcefulness, among other customer-centered practices.

Digital Literacy Skills: Now essential to nearly every workplace are skills related to the use of computers and related digital technology. Digital literacy in employment

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is the ability to access, manage, understand, integrate, communicate, evaluate, and create information safely and appropriately through digital technologies.

Job Retention Skills: As businesses continue to adjust to shifts in post-pandemic expectations of workers, many are requesting that the workforce development system invest time in teaching job retention skills, which may include topics such as understanding the value of longevity on a job, managing diversity in the workplace, ethics, and conflict resolution. Businesses are also seeking technical assistance from system representatives on strategies to support their retention of employees.

Job-Specific Skills: Job-specific skills, also known as a "skill set," are the abilities that enable workers to excel in a particular job. They can include knowledge, training, or proficiencies that help with specific tasks or specializations. While some skills are generally learned through education or training programs, others can be acquired through on-the-job experience.

This input corresponds to the experiences and knowledge of LWDA and core partner management and staff. Over the course of this plan, the WDB and partners will continue to examine opportunities to improve the availability, content, and quality of training in each of the foregoing skill areas and will begin to catalog the specific job skills requirements for the top twenty in-demand occupations in the five sectors.

ii. Regional workforce needs, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

Following is data from the 2025-2028 OEO's Economic Conditions Report on educational achievements of residents from Mohave and La Paz counties and on unemployment in the region.

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, 89.4 percent of individuals have a high school diploma (or equivalent) or higher and 33.3 percent of individuals have a bachelor's degree or higher; in the United States, 88.6 percent of individuals have a high school diploma (or equivalent) or higher and 35.7 percent of individuals have a bachelor's degree or higher.

Data in the table below indicates that Mohave and La Paz counties fare better than the state as a whole when it comes to individuals having earned a high school diploma and have some college, but no degree. Many customers served by the local

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workforce system fall into these categories.

Highest Education Achieved, 2024, Population Over 25 Years of Age

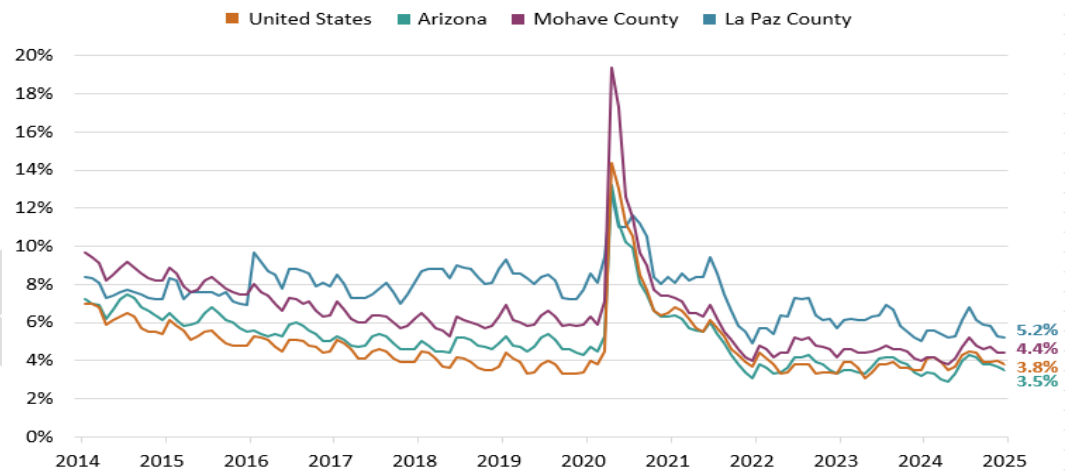
Education Level	Mohave County	La Paz County	Arizona	United States
Less than High School	3.6%	5.1%	4.5%	4.7%
High School Graduate Or Equivalency	34.1%	36.9%	23.5%	26.0%
Some College, no degree	28.9%	24.1%	23.3%	19.1%
Associate's Degree	9.8%	10.6%	9.3%	8.8%
Bachelor's Degree	9.5%	9.9%	20.3%	21.6%
Graduate or Professional Degree	5.8%	3.6%	13.0%	14.1%

Source: U.S. Census Bureau, American Community Survey, 2024 5-Year Estimates, Table S1501
Arizona Office of Economic Opportunity

Unemployment

The following OEO-developed tables and analysis view unemployment in the region from various perspectives.

Unemployment Rate Comparisons, Jan 2014-Dec 2024, Not-Seasonally Adjusted



Mohave County Employment

- Mohave County's labor force level increased from an annual average of 86,494 people in 2023 to an annual average of 87,749 people in 2024 (1.5 percent).
- Prior to the pandemic (2017-2019), Mohave County had an average labor force level of 80,346 and an average unemployment level of 4,781 people.
- Throughout 2024, the average unemployment rate in Mohave County was 4.4 percent, lower than the average unemployment rate of 4.5 percent in 2023.

La Paz County Employment

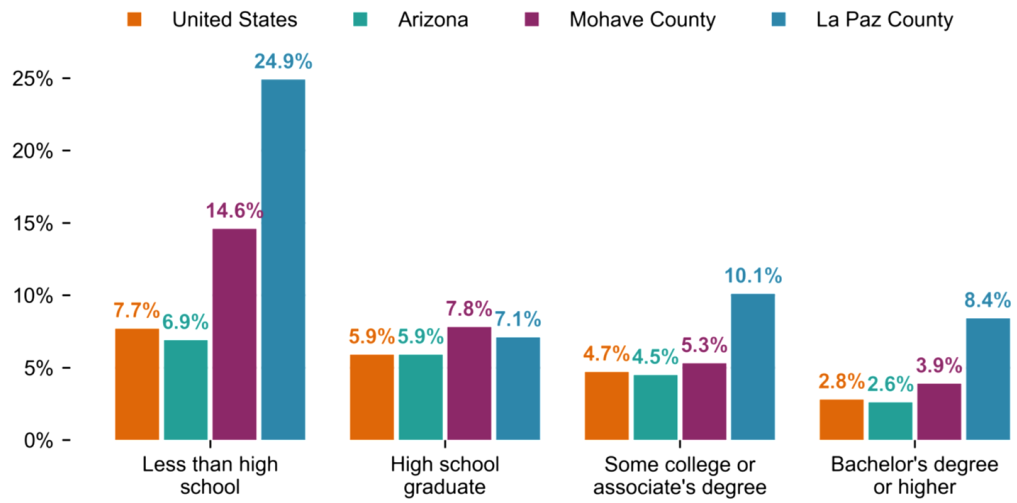
- La Paz County's labor force level increased from an annual average of

5,914 people in 2023 to an annual average of 5,960 people in 2024 (0.8 percent).

- Prior to the pandemic (2017-2019), La Paz County had an average labor force level of 8,470 and an average unemployment level of 463.0 people.

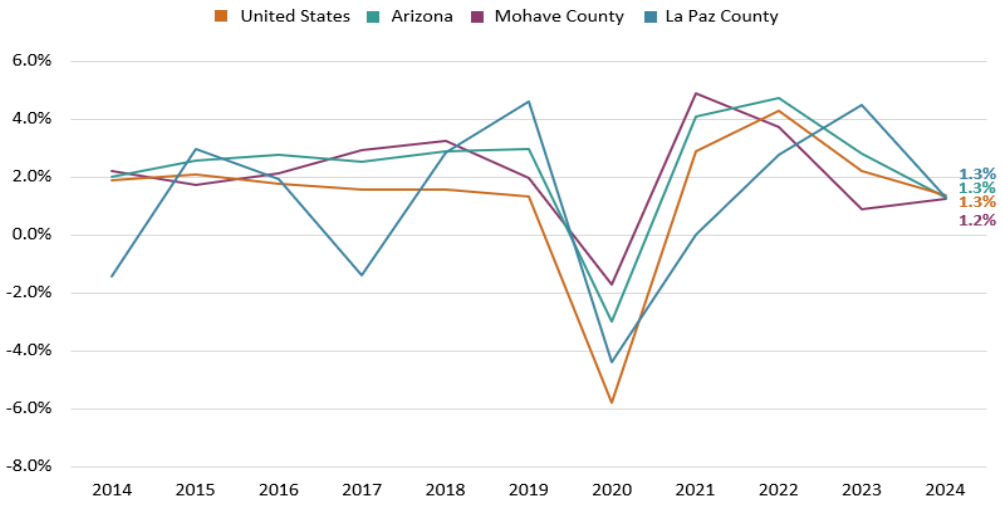
Throughout 2024, the average unemployment rate in La Paz County was 5.7 percent, lower than the average unemployment rate of 6.0 percent in 2023.

Unemployment Rate by Educational Attainment, 2024, Ages 25-64



Historically, higher educational attainment levels have been associated with lower levels of unemployment. Understanding the relationship between unemployment and education can help determine which education levels are most in need of targeted workforce efforts. Except for individuals with a high school diploma (or equivalent), unemployment rates were lower in Arizona than in the United States across all educational levels.

Average Nonfarm Employment Year-Over-Year Percentage Change 2014-2024, Not-Seasonally Adjusted



Mohave County Employment

- In general, Mohave County's annualized job growth has trended below the state's growth rate. Mohave County's annual average total nonfarm employment increased by 10,600 jobs from 2014 to 2024, an annualized percent change of 2.1 percent over this period. Over this same period, Arizona average total nonfarm employment increased by 2.3 percent annually.

La Paz County Employment

- In general, La Paz County's annualized job growth has trended below the state's growth rate. La Paz County's annual average total nonfarm employment increased by 800 jobs from 2014 to 2024, an annualized percent change of 1.5 percent over this period. Over this same period, Arizona average total nonfarm employment increased by 2.3 percent annually.

c. Workforce Development, Education, and Training Activities

Workforce Development, Education, and Training Activities (20 CFR 679.560(a)(4)): Include a current analysis of the following.

The following information serves as a summary of workforce services and training available in the Mohave/La Paz LWDA and highlights strengths and areas where improvements can be made.

i. Workforce development activities, including education and training activities in the region.

As discussed, 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

All of the career services envisioned by WIOA are locally available, including both basic career services and more intensive individualized career services. Such services are accessible at ARIZONA@WORK Job Center locations in Kingman, Bullhead City, and Lake Havasu City in Mohave County. While La Paz County does not have a dedicated Job Center, residents can access workforce services in Parker through the local community college campus and the local Veterans Resource Center. Career services are principally provided by WIOA Title I-B staff but are also available through the Wager-Peyser program and, for individuals with disabilities, through the Title IV Rehabilitation Act program. The availability of career services may occasionally be enhanced through additional grants under which these services are required or allowable.

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Labor Market Exchange Services

DES, through the administration and operation of the WIOA Title III Wagner-Peyser program, is responsible for providing labor exchange services to all job seekers and for helping businesses to meet their hiring needs by referring qualified workers.

Adult Education and Literacy Programs

Adult education is primarily available through the community colleges and includes Adult Basic Education, English-as-Second Language, and High School Diploma/GED Preparation courses. These programs are funded in part through the WIOA Title II Adult Education and Family Literacy Act (AEFLA) program. Literacy, GED preparation assistance, and other adult education courses are available at other locations throughout the region, including at the ARIZONA@WORK Job Centers.

Educational Institutions and Skills Programs

Mohave College and Arizona Western College are major providers of vocational skills training offered within a classroom and/or lab setting. Some private training institutions also have programs available, which are accessible to residents of Mohave and La Paz counties. There are dozens of approved courses on the Eligible Training Provider List that are offered throughout the two-county areas.

Work-Based Training

The WIOA Title I-B programs and those of other ARIZONA@WORK system partners offer work-based training models such a work experience, on-the-job training, customized training, and apprenticeship. Incumbent worker training programs for currently employed individuals is also generally provided in work settings. Work-based learning programs are an especially important strategy in large areas with dispersed populations, as they can be offered at any business location where work takes place.

Support Services

A wide array of services are available to address participants' needs and barriers to employment. While support services available across the core programs vary, among these programs and those of local stakeholders, free or low cost services of nearly every type are available.

Specialized Programs for Youth

Given its fourteen elements, the WIOA Title I-B program offers a diverse menu of services to in-school and out-of-school participants. The work experience component is particularly useful in attracting youth to the program, as it provides the opportunity to earn wages. Local schools offer some employment and job training programs for students. These complement the services available through WIOA.

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Services for Businesses

Services for companies that need workforce assistance are provided by the full range of local ARIZONA@WORK system partners. These services range from recruitment assistance to training for new and incumbent workers and rapid response and layoff aversion for companies facing actual or potential worker dislocation.

Coordination of Programs Serving all Customers

The local WDB plays a central role in coordinating the services of core, mandated, and optional partners. This is achieved through the roles outlined in a memorandum of understanding among the partners and through frequent communication, including regularly scheduled meetings.

ii Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce.

The local system is currently well prepared to address workforce needs of key customers in the region: job seekers/workers and businesses. However, room for improvement clearly exists. The information below highlights both existing strengths and areas for improvement

Overall, system strengths include active and engaged WDB members, effective program management and coordination of system partners, and a strong system presence by postsecondary education, which is essential to the availability of relevant training. Areas of improvement include the need for more structured mechanisms to capture business and industry input, specific strategies for each target sector, and more widespread use of apprenticeships and other work-based learning models.

1. Individuals with barriers to employment.

In terms of meeting the needs of individuals with barriers to employment, the LWDA's strengths include system partnerships with agencies and programs that have expertise in serving priority populations, such as individuals with disabilities, veterans, English language learners, and older workers.

Areas for Improvement include the need to better align and leverage available resources and funding streams to fully meet the needs of customers with multiple and complex barriers. This includes expanding access to supportive services, improving coordination across partner programs, and ensuring more consistent delivery of comprehensive, individualized support.

Additional Areas for Improvement include enhancing staff capacity through targeted training in key areas such as trauma-informed service delivery, cultural competency, disability awareness and accessibility, integrated service delivery and co-enrollment strategies, and effective case management techniques. Strengthening staff knowledge and skills in these areas will support more consistent, equitable, and effective service delivery for individuals facing diverse barriers to employment.

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2. The employment needs of businesses.

To address the employment needs of business, many strengths exist including the fact that services are customizable to the needs of specific businesses, and virtually all partners have staff and resources to assist businesses with their hiring and training needs. Areas of improvement include the need for stronger linkage to economic development in order for workforce system services to become more widely recognized as part of the region's business attraction strategy. In addition, better messaging to businesses is needed to communicate the value and benefits of work-based learning.

d. Vision to Support Growth and Economic Self-Sufficiency

Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(a)(5)): Describe the LWDB's strategic vision to support regional economic growth and economic self- sufficiency, to include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.

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.

Values: Customer relationships, trust, commitment to excellence, and collaboration.

The WDB's overarching goals, around which it has established strategic priorities for the four-year period covered by the Local Plan, are the four State Plan goals:

- Promote a Customer-Driven Workforce System Approach
- Foster Business Engagement
- Invest in Opportunity and Growth
- Prepare Arizona's Youth for Workforce Success

The Mohave/La Paz WDB's support for and alignment with these goals is detailed in Section 2-B of this plan, under item b, *Statewide Strategy Support*.

In consideration of the Local WDB's mission, vision, and values; the State Plan goals endorsed by the LWDB; and the WDB's strategic priorities, key objectives for the economy, self-sufficiency, workforce preparation, and ARIZONA@WORK system performance, include:

A Vibrant Economy: The local ARIZONA@WORK system will have sufficient resources to design, development, and implement programs and services that fully meet the talent needs of business. Existing businesses will be able to thrive and to expand, and new businesses will choose to locate in Mohave and La Paz counties based, in part, on an ample supply of talent most needed by businesses in key sectors of the economy.

Economic Self-Sufficiency for Families: Heads of households will have the skills that enable them to command jobs paying family-supporting wages. Their families will have regular access to safe and secure housing, personal transportation, food, healthcare, and other essentials that ensure stability, thereby enabling families to thrive. Opportunities in the local economy will create paths to a middle class lifestyle for workers in careers across a range of prominent industries.

A Skilled Workforce: Local residents will have access to high quality training that enables them to earn certifications attesting to their skills in fields that are in high demand. Training will be accessible, low or no cost, and reflect skills that businesses have endorsed as reflecting what is needed in the marketplace, Opportunities will exist within the region for workers to pursue skills upgrades through accessible, affordable programs.

Enduring Return on Investments***:*** The resources of the local ARIZONA@WORK system are administered and utilized with care and precision and are deployed to programs and services that are capable of producing a skilled, motivated, and job ready workforce. System customers completing the goals outlined in their individual employment plans will secure full-time, well-paid employment, and workers will retain this employment until such time as they qualify, by virtue of skills, experience, and track record, for career and wage advancement opportunities.

e. Workforce Development Capacity

Workforce Development Capacity (20 CFR 679.560(a)(6)): Taking account the analyses in Sections A – D above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. Core partners include Titles I-IV, and required One-Stop Partners can be found in Appendix IV.

The vision, priorities, and key objectives for the workforce development system in Mohave and La Paz counties set a high bar for achievement. Intentional, planned action will be needed to implement and sustain the high quality and high-performance system envisioned by the local workforce development board. At a minimum, this plan will be characterized by the following strategies.

Embrace True Collaboration: The workforce system partners must move beyond simple cooperation and coordination to active collaboration, through which all agree to work willingly together to achieve a common set of goals and outcomes. Such collaboration will require negotiation, compromise, and identification of roles and responsibilities for achievement of specific outcomes that strengthen the content and

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quality of local career development and training services, and produce better, long-lasting results for system customers.

Cast a Wide Net to Access Resources: The core program partners, other required system partners, and local workforce system stakeholders must work together to ensure that the region has adequate resources to pursue initiatives that will enable desired services and outcomes for job seekers, workers, and businesses. The WDB and its partners will need to collaborate on plans to identify financial resources from federal, state, and local government agencies, as well as from foundations and corporate giving programs that will support the costs required to take action on strategic priorities and key objectives. The partners must develop capacity to act quickly on available funding opportunities that are aligned to the local area's goals.

Build on Success: The Mohave/La Paz WDB and the system partners have experienced successes in building a structured, capable, and resilient workforce system. This achievement provides a foundation on which to build even greater success. Goals for business engagement and responsiveness, stronger career and training services, expanded resources, and improved outcomes should leverage approaches and strategies that have led to existing achievements.

Plan for the Road Ahead: With a vision for a strong, resilient economy, the workforce system partners need to address current challenges and opportunities while working together and with experts to forecast regional economic issues over the next five to ten years. Such forecasting will enable the WDB and system partners to plan for future opportunities, which will be essential to maintaining a strong economy and a skilled, self-sufficient workforce.

Welcome Change: Change is constant and is one of life's few certainties. By anticipating and even welcoming the likelihood of frequent and, ofttimes, substantial change, the workforce system partners can develop plans that are flexible enough to manage economic and labor market shifts and deal with contingencies.

PART 2-B: 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.

a. Statewide Strategy Assurances

Statewide Strategy Assurances: The LWDB will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the LWDB and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

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

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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.

b. Statewide Strategy Support

Statewide Strategy Support: Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506.(b)(1)(ii)), local community partners, economic development entities, etc.

The strategic priorities expressed in Mohave/La Paz WDB's 2025-28 Local Plan frame the actions through which the local board will support the goals and strategies outlined in the State Plan. The following descriptions highlight the State Plan's goals, State strategies to achieve these goals, the LWDB's strategic priorities, and how the local area's focus and actions will support achievement of State Plan objectives.

Goal 1: Promote a Customer-Driven Workforce System Approach

State Strategies to Achieve Goal 1

1.1: Enhance accessible work-based learning opportunities to equip participants with the skills and knowledge necessary for in-demand industries and occupations.
1.2: Develop and implement digital literacy education and training programs that provide individuals, including priority populations, with the necessary digital skills for the workforce.
1.3: Refine the customer experience across ARIZONA@WORK system partners to ensure streamlined access to high impact training, education, employment opportunities and supportive services that help to reduce barriers.
1.4: Strengthen coordination and outreach across the ARIZONA@WORK system to increase public awareness and access to services.

Mohave/La Paz WDB Strategic Priorities

- Build upon successes, such as the implementation of the Atlas workforce information management system, to increase alignment of system partner services 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.

Connecting Local Priorities to State Goals and Strategies

The Mohave/La Paz WDB's priorities envision specific areas of focus to promote a more customer-driven workforce system. The State Plan target of increasing work-

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based learning opportunities will be addressed through local strategies to regularly assess economic conditions and opportunities. As these assessments suggest a fit for apprenticeships, customized training, OJT, or other work-based models, plans will be developed for promotion and implementation. State coordination strategies for system alignment coincide with the local focus on stronger coordination of system partner services, including opportunities for better messaging to increase public awareness about the ARIZONA@WORK system. A local commitment to pursue data-informed continuous improvement aligns strategically with State objectives for an improved customer experience.

Collaboration on these priorities will include all system partners. The Arizona Apprenticeship Office will continue to play a central role in supporting the local area's work in marketing the apprenticeship model to businesses and in assisting companies in building out apprenticeships. The Title II AEFLA program, programs funded by the Carl Perkins Career and Technical Education Act, and all other programs that provide training will ensure that the workforce system is capable of delivering programs to build the skilled workforce needed by business.

Goal 2: Foster Business Engagement Strategies

State Strategies to Achieve Goal 2

2.1: Build partnerships across businesses, education and training providers to Develop career pathways and create work-based training opportunities to develop requisite workforce skills.
2.2: Promote a business-services model that links business growth with, and advocates for, quality jobs that support workers' economic stability and mobility.
2.3: Strengthen workforce system teams by investing in tools and skill building that improves talent sourcing and matching for businesses.
2.4: Convene the business community to explore and realize the employment opportunities for individuals with barriers to employment by highlighting the workforce systems supportive services for prioritized populations.

Mohave/La Paz WDB Strategic Priorities

- 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, Workforce Pell-supported training opportunities, and other "earn and learn" strategies.

Connecting Local Priorities to State Goals and Strategies

Local priorities coincide with the State Plan goal for stronger business engagement by recognizing the need to create more and better "listening posts" for businesses to

communicate their current workforce needs and those that they project over the next several years. Linking businesses services to economic opportunities and economic development initiatives is a shared goal between the State and Local Plans and is likely to be at the core of a comprehensive, statewide approach to creating a more business-responsive system of workforce development services. The Mohave/La Paz WDB's commitment to the use of work-based learning models will require that messaging to business about its potential role as trainer to be expertly crafted. Such messaging could be implemented throughout Arizona's workforce system to increase work-based training in every local area.

Those supporting the local board in these endeavors will again include the full range of core and WIOA-mandated partners. In addition, local economic development agencies, business intermediaries, and business-serving organizations (e.g., Small Business Development Center) will be engaged to support the development of more meaningful connections between the workforce development and economic development systems.

Goal 3: Invest in Opportunity and Growth Strategies

State Strategies to Achieve Goal 3

3.1: Strengthen strategic partnerships across key state level agencies, workforce system partner programs, and community-based organizations to expand coordination across programs to accelerate quality employment for priority populations.
3.2: Braid federal, state, local, and private funding streams to maximize the impact of WIOA funds to meet the unique needs of local areas, job seekers, and employers.
3.3: Facilitate data sharing, reporting, and performance analysis across WIOA partners to improve workforce system performance and outcomes.
3.4: Implement a state-wide technical assistance model to deliver training and facilitate best practice sharing as aligned to the training needs of workforce system staff.

Mohave/La Paz WDB Strategic Priorities

- 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.
- Piloting innovative strategies to increase workforce participation rates among residents and to support emerging talent needs of industry.

Connecting Local Priorities to State Goals and Strategies

Both the State Plan and the Mohave/La Paz Counties LWDA Local Plan see many opportunities for growth and improvement of approaches across the ARIZONA@WORK system. Partnerships are the glue that holds together a complex array of organizations and programs, and the LWDB's priorities firmly supports the state's goals for building a bigger tent of partners and strengthening their effectiveness and impact. With limited resources, the State Plan recognizes that funding needs to be strategically leveraged across programs to benefit customers and produce better

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outcomes. The LWDB wholeheartedly supports this goal and plans to bring the system partners together to examine ways in which funding can be used more effectively and more funding can be brought in from sources at all levels of government, as well as from business and philanthropy. The local priority targeting an increase in workforce participation rates is in sync with the state focus on increasing performance and outcomes.

The full range of local workforce system partners and system stakeholders will participate in addressing the foregoing approaches. DES leadership will be a critical partner in strengthening linkages with state agencies and programs.

Goal 4: Prepare Arizona's Youth for Workforce Success

State Strategies to Achieve Goal 4

4.1: Create a robust system, including partnerships with Career and Technical Education Districts and pre-apprenticeship models, for career exploration intended to build upon professional skills, workplace foundational academic skills, and career interests.
4.2: Identify both in-school and out-of-school youth and develop opportunities to attract them to the workforce system through training programs in high growth industries.
4.3: Develop work-based learning opportunities for youth through partnerships with employers.
4.4: Strengthen outreach to youth, their families, and school staff to provide information about the ARIZONA@WORK system, including supportive services and opportunities for meaningful employment and career pathways.

Mohave/La Paz WDB Strategic Priorities

- 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.

Connecting Local Priorities to State Goals and Strategies

A focus on the workforce preparation of youth and young adults, including both in-school and out-of-school youth, is a priority shared between the State Plan and the LWDB's four-year Local Plan. Both plans identify the need to attract more youth to the local workforce system, with strategic priorities of the LWDB targeting youth during their formative years in primary school. Local actions to improve the quality of work readiness training in Mohave and La Paz counties will function as a component of local support to develop better and more meaningful career services. An initiative for increased response through virtual reality training modules, pairing tangible learning with basic soft skill education, will be utilized to facilitate the work readiness materials. This will be conducted on school sites and at ARIZONA@WORK Job Centers and can be assigned to students to work on from home. Furthermore, the LWDA will implement strategies to more actively engage parents and whole families in workforce planning

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for local Youth Program participants.

Partners working together on these plans will include all local stakeholders, with the public education system, which often has the greatest access to youth and families, being a critical contributor.

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LOCAL WORKFORCE DEVELOPMENT AREA

WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN (Two Year Modification)

JANUARY 1, 2025 – DECEMBER 31, 2028

SECTION 3: ARIZONA@WORK SYSTEM COORDINATION

The core strength of the Mohave/La Paz Counties LWDA's workforce system is the coordination among many organizations that together offer an extensive menu of services to develop the workforce and enable businesses to succeed locally and to compete within a global marketplace.

a. Coordination of the Local Workforce Development Board with the WIOA Core Programs

Describe how the LWDB will work with the entities carrying out the core programs (Titles I - IV), (20 CFR 679.560(b)(2)) for the following.

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. Detailed information on the coordination of the WIOA core partners programs is covered in Section 3 of this plan under items s, *Coordination with Title II Adult Education and Family Literacy Act Services*, item t, *Coordination with Title III Wagner-Peyser Services*, and item u, *Coordination with Title IV Rehabilitation Act Services*.

i. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

Cooperation, coordination, and collaboration among the WIOA core partners expand access to training and services for individuals that qualify for one or more of the core programs. All of the core partners evaluate applicants' needs for services, and, with the identification of such needs, they look first to their own program and next to the other core partner programs for services suitable to customers' goals and service needs. However, expanding access for participants often involves the core partners reaching out to the extensive network of training providers, social assistance

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organizations, public agencies, and other groups to identify organizations capable of addressing specialized customer needs. A new initiative adopted by the LWDA is a Community Partners Referral System. The system enables a seamless connection between core partners and community partners for expansive access to address participants' needs leading to successful outcomes. This network includes organizations listed in the concluding text of Section I, item, a.3.7, *ARIZONA@WORK Partner Programs*.

As this plan is implemented, expanding access to services will also include an assessment and pursuit of specialized funding in connection with the following Mohave/La Paz WDB strategic priority:

Identify opportunities for increased leveraging of funding among workforce partners and joint applications for discretionary grants.

ii. Facilitate the development of career pathways.

While WIOA defines a career pathway as a combination of education, training, and other services that meets the needs of a state or regional economy and prepares an individual for secondary or postsecondary education, core partner discussions on career pathways take a broader view of this topic. First, the partners recognize that certain linked training and work modalities, such as registered apprenticeships, are really freestanding career pathway models, as they inherently include all elements of career preparation on a defined path. Next, consideration of developing or expanding career pathways is nearly always accompanied by evaluation of the careers on which the system is focusing and how business demand, technology, and the economy are affecting the requirements for these occupations.

The core partners engage one another on two levels concerning the development of career pathways. One is at the local board level, where members of the Mohave/La Paz WDB consider information or input from business and industry leaders, public labor market analysis, economic development agencies, education, and others regarding unmet needs for training for specific occupations or, more broadly, for expanding industries. The second level at which discussion of career pathway development takes place is among managers and staff of organizations that administer the core partner programs. Core program managers meet monthly, and twice annually these meetings also include staff. Considering information on demand for workers, availability of programs providing training for business-identified skills, and gaps in training availability, core partner groups at either level may recommend exploration of new training development. Programs in healthcare, Construction and manufacturing have been developed. In every case where need is identified, one or more core partner program representatives engage with training providers, such as Mohave College, or with DES representatives specializing in the development of registered apprenticeships.

iii. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners.

The local partners understand that WIOA reporting on the number of participants who are enrolled in more than one core program is required. The partners, therefore, make a concerted effort to identify opportunities for participants to be co-enrolled in two more

programs that address their service needs. The partners work to ensure that participants do not receive duplicative services from the programs in which they are enrolled. The Community Partner Referral system ensures partners coordinate effortlessly as soon as a participant's need is requested or identified. Case managers representing the programs serving the participant regularly communicate to ensure all needs are being addressed and that the individual is progressing through services as outlined in an individual employment plan.

iv. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Through partner meetings at both the WDB and the management/staff levels, assessment of industry needs is a standing topic for discussion. As described under item B.v.3 of this section, the WDB's overarching sector strategy has been to identify gaps in the availability of skills training and to connect industry to education to identify opportunities to develop courses, programs, and career pathways.

b. Local Strategies and Services

Describe the LWDB's strategies and services and how they will be used within the LWDA and region (20 CFR 679.560(b)(3) for the following.

The Mohave/La Paz Counties LWDA employs a wide range of strategies to deliver services to business and industry, including support for the recruitment of candidates for job vacancies and training for new and current workers. These approaches are described below.

i. Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs.

Local business services staff promote the availability of services (described in item ii, which follows) 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 (described under item B.v.3 of this section) also connect the business services team to employers.

Staff works to identify companies which they will directly contact. 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 are caused 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.

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ii. Support a local ARIZONA@WORK system that meets the needs of businesses in the LWDA.

The Mohave-La Paz Local Workforce Development Area (LWDA) Business Services Team is responsible for the design and delivery of a comprehensive menu of services that addresses the current and emerging workforce needs of local businesses. The team is comprised of the Title I-B Program Manager, the Title III Program Supervisor, the Disabled Veterans' Outreach Program (DVOP) specialist, the Title I-B Business Services Coordinator, and supporting staff from the core partner programs and the Apprenticeship Office. The team meets bi-weekly to coordinate business engagement strategies, share labor market information, identify employer needs, and develop collaborative solutions that support workforce and economic development throughout the region.

Working collaboratively, the Business Services Team ensures that a comprehensive array of services is available to businesses of all sizes and across the region's diverse industries. These services include posting open positions on the statewide job board and at local ARIZONA@WORK Job Centers; candidate recruitment, pre-screening, and referral; job fairs and employer-specific hiring events offered in-person or virtually; local, statewide, and national recruitment assistance; labor market information and wage analysis; promotion of the Arizona Career Readiness Credential; social media job announcements; layoff aversion and rapid response services; work experience opportunities; on-the-job training; customized training; internships; registered apprenticeship development and expansion; Workforce Pell-supported training opportunities; incumbent worker training to address skill upgrades; and individualized business services designed to meet the unique workforce needs of employers throughout Mohave and La Paz Counties.

iii. Better coordinate workforce development programs and economic development.

The coordination of workforce development and economic development activities is described in Section 3, item d, *Coordination with Economic Development*.

iv. Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs.

Coordination with the Unemployment Insurance (UI) program is part of the overall strategy of the local ARIZONA@WORK system partners to promote each other's program and services. Many individuals who qualify for UI benefits are unfamiliar with the application process. However, the moment that they begin a search online, they encounter the DES site, which, while explaining every facet of the UI program, immediately introduces the availability of employment services. This information highlights the services provided by local ARIZONA@WORK Job Centers, which is one way in which UI-eligible individuals learn about and enroll in WIOA Title I and partner programs. Many individuals who learn about UI through the state website choose to call or visit a Mohave/La Paz LWDA center to connect in person with workforce professionals who help them to better understand their UI benefits, the application process, and the myriad options available to them through the local workforce system. Local system partners, from schools to government agencies,

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report that they receive inquiries from residents throughout the community about UI and they refer these individuals to the closest ARIZONA@WORK center. The UI programs has long been and remains one of the principal feeder mechanisms for the WIOA Dislocated Worker program and services.

v. Implement the following initiatives to support the strategies described above (if a LWDB does not currently provide one of the items below, please provide an explanation as to why it is not provided):

1. Incumbent worker training programs

Incumbent Worker Training (IWT) is designed to meet the special needs of an employer (including a group of employers) to retain a skilled workforce, or to avert the need to lay off employees by helping workers gain skills needed to retain employment. WIOA allows and the Mohave/La Paz WDB has authorized the use up to 20 percent of Title IB Adult and Dislocated Worker program funds allocated to the LWDA to pay for the federal share of the cost of providing a training program for incumbent workers, which must be at least 50% of the allowable costs. Policy and detailed procedures have been developed concerning the use and oversight of IWT to provide clarity for all parties, including businesses, trainers, and staff.

Locally, IWT has been utilized on several occasions to respond to the skills development needs of current workers that is being driven by the implementation of new technologies and increased competition in the marketplace. In some scenarios, upskilling an incumbent worker has created a vacancy in a less skilled position that the worker previously occupied. Such occurrences create unique opportunities to back-fill the vacant positions with a new worker referred by a local ARIZONA@WORK Job Center.

2. Customized training programs

Customized training is a powerful tool to assist businesses in developing the skills of workers. It's designed to meet the specific requirements of an employer (including a group of employers) and is conducted with a commitment by a business to employ an individual upon successful completion of the training. Customized training is typically utilized when training is needed for more than one new worker and is often used for small groups of trainees. As such, it can be a particularly effective resource for new or expanding businesses or for layoff aversion.

Currently, the LWDA does not regularly use customized training for business-specific projects, as local employers, many of which are smaller, prefer on-the-job training as the work-based learning structure for developing a worker's skills. However, a policy and corresponding procedures are in place, and staff are fully prepared to utilize customized training to meet the needs of one or more businesses. As the WDB continues to refine its strategies to collaborate with economic development on business attraction, the availability of customized training will be one component of a messaging profile that highlights the region's ability to identify, train, and source talent for business.

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3. Industry and sector strategies

For the industries identified as priorities by the Mohave/La Paz Workforce Development Board (WDB), the overarching sector strategy continues to focus on identifying workforce skill gaps, strengthening connections between industry and education, and developing training programs and career pathways that respond to regional employer needs. As the Local Workforce Development Area implements this four-year Local Plan and advances the State goal of fostering business engagement, the WDB will continue to develop targeted strategies that support each priority sector while incorporating emerging workforce needs, including digital skills, automation, and Artificial Intelligence (AI) competencies that are increasingly impacting the workplace.

A clear example of these efforts is the ongoing collaboration between the Mohave/La Paz Counties LWDA and Mohave College's Advanced Manufacturing Training Center (AMTC), which serves as a regional resource for industry-driven training, advanced manufacturing education, and workforce development opportunities. The AMTC reflects the region's commitment to preparing businesses and workers for evolving industry demands through innovative training solutions and strong education-industry partnerships.

The AMTC opened in August 2025. With this new facility comes both opportunity and the need to strengthen the partnership with the WDB and the local ARIZONA@WORK system. Advanced manufacturing training is a primary focus of the facility. Through the combination of both credit and noncredit programs that it offers, the AMTC will meet the training needs of the community in a wide range of industries including, but not limited to, robotics and automation, computer-aided design, welding and fabrication, heating and air conditioning, and automotive/aircraft painting. The facility has been designed to meet training needs at all levels. Training in basic industrial maintenance of mechanical, electrical, and fluid systems will be available.

The AMTC will be a lifelong learning location where trainees will learn, where the unskilled will become skilled, where the skilled will be upskilled, and where the upskilled will become professionals and industry leaders. This facility will be able to accommodate both technical skills training and workforce development services that will benefit students and employers.

The Mohave/La Paz WDB is considering the establishment of ARIZONA@WORK satellite office at the Advanced Manufacturing Training Center. Benefits that this sector strategy could provide include:

- Many local companies are located in the Industrial Park, where the AMTC facility is being constructed.
- With anticipated customer traffic at the AMTC, the presence of ARIZONA@WORK representatives would increase the number of clients benefitting from WIOA funding.
- The LWDA and Mohave College could jointly sponsor information and hiring events at the AMTC.

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- ARIZONA@WORK staff would develop a thorough understanding of AMTC training.
- The WDB, Mohave College, and Mohave County Economic Development could better coordinate business development initiatives.
- Workforce development services and manufacturing training would be available in one location.
- Proximity to businesses would enable ARIZONA@WORK and Mohave College to collaborate with companies on development of high-quality apprenticeships and pre-apprenticeship models.

4. Utilization of effective business intermediaries

While LDWA staff has developed relationships with an extensive network of businesses, intermediary organizations also play a vital role in connecting the local ARIZONA@WORK system partners to employers seeking talent. These include, but are not limited to:

- Chambers of commerce, which are located in each major population center in the region.
- The Small Business Development Center at Mohave College.
- Economic development agencies that are based in the two counties and larger cities in the region.
- Industry groups and associations, such as the Northern Arizona Construction Association and the Kingman and Mohave Manufacturing Association.

As indicated in Section 2 of this plan, *Strategic Planning Elements*, the Mohave/La Paz WDB has established workgroups around target industries within the two-county region. As the workgroups delve more deeply into development of sector strategies, it is likely that relationships with additional intermediaries will be formed.

5. On-the-job training programs

After training programs conducted by approved providers in a classroom setting (such as courses offered at the community college), on-the-job training is the most commonly used training modality to support participants' acquisition of job-related skills. The OJT program is work-based and is a "hire first, train later program." Businesses hire trainees into positions as regular employees and provide training in accordance with a training plan contained within an OJT agreement between the LWDA and the employers. Given an employer's expenses associated with the provision of training (e.g., time providing instruction, lost productivity due a hiring an individual who needs training) a portion of the trainee's wages are reimbursed to the employer.

WIOA defines OJT as training by an employer that is provided to a paid participant while engaged in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the job.
- Is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant for the

extraordinary cost of providing the training and additional supervision related to the training.

- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account: 1) the content of the training; 2) prior work experience of the trainee; 3) and the service strategy of the participant.

Success is measured by the participant's mastery of the skills outlined in the OJT training plan. To ensure the best possible outcomes for both the WIOA participant and the employer, LWDA staff takes great care in crafting training plans that are tied to specific skills and have clearly defined benchmarks for skill acquisition.

6. Registered apprenticeships

The U.S. Department of Labor has published guidance advising workforce system administrators across the country that registered apprenticeship is an important workforce development strategy for WIOA customers, including both job seekers and employers. The guidance encourages local boards and their network of partners to utilize registered apprenticeships to expand their business base and offer job seekers greater employment prospects, while offering employers a strategic approach to talent development.

Like many LWDAs in Arizona and throughout the country, the local area's foray into the realm of apprenticeships is recent. However, in the last year, with support from the Arizona Apprenticeship Office, LWDA representatives have been involved in working with businesses on the development of apprenticeships, including one for Heating, Ventilation, and Air Conditioning Technicians, Plumbing, Electrical, and Construction.

Mohave/La Paz Counties LWDA management and staff will continue to coordinate and seek guidance from the Arizona Apprenticeship Office on promoting apprenticeships to local business owners/managers and industry leadership, supporting businesses in their development of registered apprenticeships, and models from throughout Arizona that may hold promise for replication in the local region.

7. Work experience programs

WIOA work experience (WEX) programs are primarily participant-focused activities, but there are also discernable benefits for the businesses and organizations that host WEX participants. WEX is for individuals who have never worked, have very limited occupational exposure, or have been out of the labor force for an extended period of time. For these reasons, WEX is most frequently used for youth and young adults who have little to no past experience in a workplace.

WEX may be implemented in work settings in the private for-profit sector, in non-profit organizations, or in public sector agencies. WEX may be paid or unpaid, but paid work experience is the more commonly used format in the local area. Many businesses, organizations, and public agencies first become familiar with the WIOA program and the local ARIZONA@WORK system through their association with the WEX program.

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8. Other business services and strategies designed to meet the needs of regional employers

All of the preceding services involve the referral of job candidates to local businesses. The work of connecting job seekers to employers is a central function of the local workforce system. Referrals may be made in connection with work-based training, after participants have completed training and secured an industry-recognized credential, following participation in career services, or directly to businesses when the job seeker meets the qualifications for a position. In all cases, the Mohave/La Paz LWDA, along with system partners, seek to make matches that address the needs and goals of businesses and workers.

c. Eligible Training Provider (ETP) Approval Process

Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process is, as required pursuant to 20 CFR 680.430(c); explain Local ETP program requirements or performance standards; and describe LWDBs outreach to employers and training providers to identify and develop training program related to in-demand occupations in the LWDA. If currently in a policy please include a copy of the policy, or a link to the policy in the local 4-year plan (20 CFR 680.430(c)).

The Mohave/La Paz Counties LWDA, in partnership with DES, maintains an Eligible Training Provider List (ETPL) policy to use in identifying qualified training providers and programs for Arizona's statewide ETPL, as mandated by WIOA. The ETPL includes training providers eligible to receive WIOA Title IB funds to train WIOA youth, adult and dislocated worker participants. It describes training program costs, credential information, and performance information. Arizona's ETPL is available on the Arizona Job Connection (AJC) website, the state's comprehensive workforce case management and reporting system.

WIOA emphasizes informed customer choice, job-driven training, provider performance and continuous improvement. The ETPL is comprised of eligible training providers and training programs that are approved by LWDAs and the State to provide training services to eligible WIOA participants. To be approved for the ETPL, training programs must meet state and local requirements. Programs must result in a federally or locally recognized credential and be related to in-demand industry sectors and occupations in Arizona. The State makes the ETPL available throughout the one-stop system. Contracted Youth Program training providers, OJT, and customized training programs are not subject to the policy and, therefore, are not listed on the ETPL.

The Mohave-La Paz Local Workforce Development Board (LWDB) supports the expansion and promotion of High Impact Training (HIT) programs to help individuals make informed decisions about training investments that lead to quality employment outcomes. High Impact Training programs are identified through an evaluation of Eligible Training Provider List (ETPL) programs using performance measures that include cost effectiveness, course completion rates, and post-training wage outcomes. These indicators help identify programs that provide the greatest return on investment for participants while meeting the workforce needs of regional employers.

To increase transparency and support informed customer choice, the LWDB promotes

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the use of the Office of Economic Opportunity (OEO) High Impact Training Dashboard, which provides accessible information on program performance and the criteria used to designate a program as High Impact Training. Workforce staff incorporate these resources into career planning and training discussions, helping participants compare available training options, understand expected employment and wage outcomes, and select programs that align with their career goals and local labor market demand. Through continued outreach and education, the LWDB will expand awareness and utilization of High Impact Training opportunities to improve participant success and strengthen the regional workforce.

Role of the WDB and LWDA in the Eligible Training Provider Approval Process

As indicated, the LWDA shares responsibility with DES to ensure that a process meeting all WIOA requirements is in place to approve eligible training providers and programs. The WDB reviews and approves recommended providers and programs. Among the local area's responsibilities in this process are:

- Distributing and appropriately using the ETPL through the local one-stop system.
- Assisting in determining the initial eligibility of a training provider.
- Coordinating with DES to ensure that approved programs are placed on the statewide ETPL in a timely manner.
- Monitoring training providers for compliance and performance.
- Reviewing training programs for initial eligibility.
- Collecting performance, cost, and other relevant information on training provider programs.
- Executing DES procedures to determine continued eligibility of training programs.
- Evaluating training providers' performance data during continued eligibility review to verify that programs meet minimum performance standards.
- Consulting with the State ETPL Coordinator in cases where termination of an eligible provider is considered.
- Ensuring removal of training programs that do not meet ETPL requirements and performance or are out of compliance with WIOA.
- Notifying training providers and the State ETPL Coordinator of local level program denial.
- Giving providers an opportunity to appeal a denial or termination of eligibility, including a hearing at the local level, a timely decision, and a right to appeal to DES.

Local Eligible Training Provider Requirements

The Mohave/La Paz Counties LWDA Eligible Training Provider List policy provides an extensive list of training provider qualifications. Key elements include: types of training providers that may qualify for eligibility; business requirements; licensing; training provider registration process; application process; required program documentation; required provider documentation; requirements for initial eligibility; requirements for continued eligibility of training providers; requirements for continued eligibility of training programs; modification of approved programs; and training provider assurances.

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Outreach to Identify and Develop Training Programs

The Mohave/La Paz LWDA conducts outreach to recruit training providers with programs that are in demand in the LWDA, are aligned with the Local Plan and selected sector strategies, and will support performance goals for the LWDA. Such efforts include messaging to and meeting with institutions and businesses throughout the two-county area and in adjacent jurisdictions to identify existing programs that are available and to determine where skills needs of business and industry require the development of new training. LDWA representatives work with institutions such a Mohave College to examine opportunities to develop new curricula and programs.

Working with DES, LWDA leadership and the WDB also seek to ensure there are a sufficient number and types of training services, including providers with expertise in assisting individuals with disabilities and assisting participants in need of adult education and literacy activities are serving the local area.

As its content is lengthy, a copy of the local ETPL policy is included (via hyperlink) as Attachment 4 to the Local Plan.

d. Coordination with Economic Development

Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services (20 CFR 679.560(b)(4)).

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. As stated in the *Introduction and Overview* section of this plan, one of the WDB's priorities to support the State Plan is:

Working in partnership with local economic development agencies, identify opportunities to utilize the workforce development system as a business attraction tool.

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 vehicle to attract, retain, and grow businesses in Mohave and La Paz Counties is of paramount importance.

Collaboration with Local Economic Development and Business Assistance Agencies

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 development 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
- 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.

Support for Entrepreneurship and Small Business

In 2023, the Arizona Small Business Association commissioned a report that illustrated how important small companies and sole-proprietor businesses are to Arizona. It highlighted that, of the 1.38 million businesses in Arizona, 592,485 are small companies and approximately 486,000 of these small companies represented self-employed operators.

Within the local workforce area, Mohave College's Small Business Development Center (SBDC) serves as a valuable resource for entrepreneurs seeking assistance with their business needs, from start-up to expansion or relocation to Mohave County. The SBDC offers training programs, access to resources, and one-on-one counseling services, and has offices in Bullhead City, Kingman, and Lake Havasu City. Staff work with small businesses and entrepreneurs to enhance their business strengths, identify challenges, develop solutions on matters such as start-up assistance, business planning, marketing and market research, business management, and access to capital. Mohave/La Paz Counties LWDA supports small businesses, including those being served by the SBDC, by providing support in recruitment, hiring, and training of employees. For job seekers interested in pursuing entrepreneurial goals, ARIZONA@WORK Job Center staff connect them to broad range of resources, including those of the college's SBDC.

e. ARIZONA@WORK Job Centers' Hours of Operation

Describe how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need, as is described in 20 CFR 678.800.

The local ARIZONA@WORK Job Centers operate Monday through Friday, 8:00 a.m. to 5:00 p.m. Centers are closed on all major State and federal holidays. However, LWDA representatives work outside these traditional business hours, as the need arises, particularly in connection with events involving key customers. These generally

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include community activities, at which job seekers may be recruited, and business-focused activities, such as chamber of commerce events and job fairs.

Every two years, as part of the process of developing its four-year local plan or the biennial modification to the plan, the WDB reviews hours of operations of the ARIZONA@WORK Centers. Concurrent with the process of developing the current plan, the need for hours beyond those indicated above has not been identified.

Refer to Section 4, *ARIZONA@WORK Job Center Delivery*, Item a for a list of Mohave/La Paz Counties LWDA centers.

f. WIOA Partner Memorandum of Understanding

Provide copies (electronic version including links) of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f)) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Section 4.d of this plan, *Partner Contributions to the One-Stop System*, provides details on the memorandum of understanding (MOU) that 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.

A copy of the MOU/IFA is included (via hyperlink) as Attachment 3 to the Local Plan.

g. Adult and Dislocated Worker Employment and Training Activities

A description and assessment of the type and availability of adult and dislocated worker employment and training activities carried out in the LWDA (20 CFR 679.560(b)(6)).

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.

A key feature of basic career services is the ability of job seekers to participate in self-service activities at the Job Center. Each Mohave/La Paz LWDA ARIZONA@WORK center boasts a "resource room," with several computer workstations, printed materials, and workforce system staff who help self-service customers navigate resources. Customers have access to the internet, phones, fax machines, and copiers. Posted notices inform them about job fairs, company-specific recruitment activities, and workforce system exclusive "hot jobs." Customers access the Arizona Job Connection website and web-based job sites. They conduct self-directed career research, accessing links to labor market and skills training information. Customers research the skills and educational requirements of various jobs and careers via Career One-Stop, O*NET Online, and My Skills-My Future sites. Information on one-stop partner programs and services is available both online and in print formats. Basic career services include the following:

- Outreach, intake, and orientation to information and other services available through the entire workforce delivery system.
- Determination of whether the individual can receive assistance from the Adult, Dislocated Worker, or Youth programs.
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps) and supportive service needs.
- Labor exchange services through DES.
- Appropriate recruitment and other business services on behalf of employers including information and referrals to specialized business services other than those traditionally offered through the entire workforce delivery system.
- Provision of referrals to and coordination of activities with other programs and services including programs and services within local one-stop network.
- Provision of workforce and labor market employment statistics information.
- Provision of information on eligible training providers, performance information and program cost.
- Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services.

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- Assistance in establishing eligibility for programs of financial aid assistance for training and or education programs not provided under WIOA.
- Provision of information regarding filing claims under UI programs, including meaningful assistance to individuals seeking to file a claim.

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. These more intensive, staff-supported services include the following:

- Comprehensive and specialized assessments of skill levels and service needs, which may include diagnostic testing and use of other assessment tools, and in-depth interviews and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan (IEP), to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve employment goals.
- Group and/or individual counseling.
- Career planning.
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal care skills, and professional conduct.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- Adult education and literacy activities.

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. Training services are discussed in greater detail through this plan, including in Section 3, item K, *Provision of Training Services*.

h. Dislocated Worker Definition

Provide the LWDB’s definition for the following terms for the WIOA Title I-B Dislocated Worker Program definition of Dislocated Worker in WIOA 3(15):

Within Section 3 of WIOA, definitions are provided for key terms dealing with participant eligibility, service delivery, program performance, and myriad other features of WIOA programs. For individuals applying for services under WIOA’s Dislocated Worker Program, several of the eligibility criteria are either ambiguous or

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require explanation so they are widely and commonly understood by applicants, staff, and partners.

Following are definitions for three elements of Dislocated Worker Program eligibility that are utilized by the Mohave/La Paz Counties LWDA.

i. General Announcement:

One element of worker displacement with the program's eligibility criteria is:
"for purposes of eligibility to receive services other than training services described in section 134(c)(3), career services described in section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility or military installation will close."

A general announcement may include, but is not limited to, a WARN notice, a non-WARN announcement, a newspaper article, or a documented interview with an authorized representative of the company.

ii. Unlikely to return to previous occupation or industry; and

Another element of program eligibility deals with an individual who is "unlikely to return to his or her previous industry or occupation." This can be determined through any of the following definitions.

Oversupply of Skills, as confirmed by labor market information. State or local supply of persons with the specific skills of the applicant exceeds current demand for those skills in the labor market.

UI Profiling Score: A "probability of exhaustion" score of 80% or higher, meaning that the skills are no longer widely needed by businesses.

Separation from Service: Documentation (such as a DD-214) verifying separation or imminent separation from the Armed Forces.

Skills Obsolescence: Based on assessment of customer's current skills, it is determined that the applicant can no longer meet the minimum requirements of jobs available in their occupation (e.g., clerical worker without software skills now required in the workplace).

Local Layoff Impact: A local plant or business closing or layoff has had a significant negative impact on the availability of jobs in the applicant's primary occupation and accustomed wage/hour/skill level

No Job Offers Received: The applicant has been available and looking for work for a minimum of 6 weeks and has not received a job offer. Efforts are documented.

Physical Limitations or Disabilities: Newly acquired physical limitations or injuries that limit the individual's ability to perform the job from which they were dislocated.

Other Factors: Other circumstances can be recorded in the customer's case record, which may be considered as meeting this criterion.

iii. Unemployed as a result of general economic conditions in the LWDA, or as result of a natural disaster.

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Individuals qualifying under this criterion, include:

An individual who was self-employed (including employment as a farmer, a rancher, or a fisherman), but is unemployed as a result of general economic conditions in the community in which the individual resides or when a natural disaster is declared by the federal government or the Governor of Arizona.

The Mohave/La Paz Counties LWDA defines individuals "unemployed as a result of general economic conditions in the LWDA" as:

- An individual who has become unemployed during a period in which there is a marked increase in the unemployment rate over the prior quarter or the region has sustained unemployment or poverty rates that are above state or national averages.

The LWDB defines "unemployed as result of a natural disaster" as:

- An individual who has become unemployed following a natural disaster that occurred in the LWDA, including a wildfire or a public health or safety emergency that has led to business closures.

i. Coordination with State-wide Rapid Response Activities

A description of how the LWDB will coordinate workforce investment activities carried out in the LWDA with state-wide rapid response activities, including layoff aversion activities carried out by DES (20 CFR 679.560(b)(7)).

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.

Purpose of and Responsibility for Rapid Response Services

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 DES, 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.

Coordination with State-Managed Rapid Response Activities and Local Practices

Mohave/La Paz Counties LWDA's local policy for the delivery of rapid response services is to provide assistance to employers, employees, and local communities

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affected by mass layoffs (10% or more of affected workers) and businesses closures due to economic downturn, foreign competition, or other factors. Procedures that are implemented in support of the local policy include:

The affected company is contacted by the local Rapid Response Coordinator within no more than 48 hours of receipt of notification of the substantial layoff or closure.

- A time and location to meet with employer has been established to discuss the benefits of services and a Rapid Response Information Form will be completed.
- The local Rapid Response Coordinator notifies the Arizona State Coordinator of pending activities and transmits the completed Rapid Response Information Form.
- All activities are documented in writing via the Rapid Response Form, by email, and, as applicable, the state system of record.
- The Arizona State Coordinator is informed of activities in a monthly report.
- The Rapid Response Team conducts one or more orientations for affected workers.
- An assessment is conducted covering the employer's layoff plans and scheduled layoff dates.
- A needs survey is completed by affected workers, and plans are developed for re-employment of affected workers.
- Local Rapid Response Team presents ARIZONA@WORK services information, including Unemployment Insurance benefits, customized workshops, testing, and training.

Preemptive and Reactive Services in Response to Events of Worker Dislocation

State and local teams work together to determine the appropriate entity to lead rapid response services for dislocation events, based on the circumstances of the layoff and the capacity of the LWDB to meet the need. Such activities include, but are not limited to:

- Connecting employers and workers with short-term, customized, incumbent worker training, apprenticeships, or other training, before or after layoff, to ensure appropriate skills for new employment.
- Facilitation of incumbent worker training for eligible workers based on state or local policy.
- Identification of heavily concentrated industries and sectors, and related training needs.
- Proactive measures, such as business visitation or layoff forecasting programs, to identify indicators of potential economic transition and training needs in growing industry sectors or expanding businesses.
- Talent transfer events or reemployment boot camps that will connect employers in growing industries or sectors with available talent.
- Effective partnerships with a wide range of organizations, to support allowable strategies and activities.
- Collection of data and intelligence related to economic transition trends within industries, communities, or at specific employers, and planning strategies for intervention.

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- Development of an early warning network and system using data and intelligence gathered.

As all dislocation events are unique, other services allowable under WIOA and partner programs may be provided to assist workers and companies.

j. Youth Workforce Investment Activities

A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:

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.

i. Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560(b)(8)).

As a broad spectrum of disabilities exist (e.g., physical, mental, cognitive, and sensory), workforce development strategies for youth with disabilities must be customized to meet the needs of the individual participant. As with adult job seekers, youth find the Mohave/La Paz Counties LWDA's ARIZONA@WORK Job Centers to be welcoming and accessible environments, at which they encounter resources and staff that will support their skills training and work/career goals. A variety of assistive technology tools are available to enable research at an accessible workstation. Youth can also request special accommodations to support the participation in services (refer to Section 4, item c, *Physical and Programmatic Accessibility for Individuals with Disabilities,* for details). During a process of individualized service planning, staff will assess the participant's unique needs and circumstances and review many options for approaching skills training and/or job search. If the individual will be participating in activities in various settings (e.g., a classroom, a worksite, the Job Center) assigned staff will ensure that necessary accommodations and support are provided at each venue. Staff is experienced at communicating with worksite supervisors, school representatives, and employers about both the accommodation needed by some individuals with disabilities and about their unique talents and strengths. One strategy for youth with developmental or intellectual disabilities that has proven effective throughout the workforce system is the use of competitive integrated employment (CIE). Under this work modality, participants are placed in employment settings where they do the same work as their non-disabled counterparts, earning the same pay. Such opportunities demonstrate to the young worker, the employer, and co-workers that youth with autism and other cognitive or intellectual disabilities can be valuable members of the workforce.

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ii. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).

WIOA outlines a vision for supporting youth and young adults through an integrated service delivery system. This vision includes high quality services for in-school and out-of-school youth. The following fourteen elements comprise the key components of youth program service delivery in the Mohave/La Paz LWDA.

1. Tutoring, Study Skills Training, Instruction, and Dropout Prevention

Services include GED classes to support youth earning a high school equivalency. This is achieved using GED.com, along with additional study guides and materials that may be needed by some learners. Youth may be co-enrolled in the WIOA Title II Adult Education and Family Literacy Act program for additional services and support. Coordination and/or co-enrollment with local community colleges in both Mohave and La Paz counties occurs for College Credit Pathway Alternative options. This enables students to achieve a high school equivalency diploma while also securing college credits.

2. Alternative Secondary School Services or Dropout Recovery Services

Work Readiness classes for both in-school and out-of-school youth. Staff works with high school counselors to customize services to meet individual client needs, or, as appropriate, transition the participant to alternative school and learning opportunities in partnership with Title II providers for English language acquisition. Staff coordinates services with community and virtual resources to support youth in achieving high school equivalency.

3. Paid and Unpaid Work Experience

Work readiness classes are provided for both in-school and out-of-school youth. Content addresses work and home balance to ensure successful completion of school and acquisition of essential life and workplace skills. Staff coordinates with high school counselors, parents/guardians, and youth support providers, including but not limited to, probation officers or behavioral health counselors to ensure that services correspond to client-specific needs.

4. Occupational Skills Training

Staff guide participants through research and selection of the best training options for them. Youth undergo a career-related assessment. Youth may participate in college-based or other classroom training or work-based learning models, such as apprenticeships or on-the-job training.

5. Education Offered Concurrently with Workforce Preparation for a Specific Occupation

Some youth will participate in specialized activities related to job skills training as part of their Work Readiness curriculum, which is generally geared toward instruction on soft skills. There are also virtual reality training opportunities to enhance learning in the areas of safety, professionalism, and other work-related skills prior to completing such tasks in a work setting. These are conducted simultaneously alongside

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secondary school services for dropout recovery.

6. Leadership Development Opportunities

Through assigned duties within a work experience or internship activity, youth are placed in leadership roles, with duties and tasks assigned to provided continual development of leadership and problem-solving skills throughout the work-based learning experience and/or community service projects.

7. Supportive Services

Supportive services are provided to WIOA Title I-B Youth program participants on an as-needed basis to support their participation in services, training and work to reduce barriers to employment and progression to self-sufficiency.

8. Adult Mentoring

The LWDA has arranged with Arizona Youth Partners and Mohave County ARC to lead adult mentoring for WIOA Youth. These services are supported by local youth programs in Mohave County in partnership with the LWDA.

9. Follow-up Services

Follow-up services are provided to all youth receiving Title I-B services who exited the program with or without a positive outcome. Such outcomes include employment, post- secondary education, or skills upgrading.

10. Comprehensive Guidance and Counseling

The Mohave/La Paz Counties LWDA collaborates with Juvenile Probation, treatment court teams, behavioral health agencies, and other local organizations to provide wrap-around services, including specialized guidance and counseling to youth, which may be extended to others in the family.

11. Financial Literacy Education

Budgeting tied to the services a youth participant receives is completed at initial enrollment, as employment opportunities progress, and throughout internship activities. These services help youth to understand fiscal needs, limitations, and planning required to achieve self-sufficiency. Courses are offered in partnership with the Western Area Council of Governments and the Family Self-Sufficiency Program.

12. Entrepreneurial Skills Training

Through a partnership with the local Small Business Development Center, youth have the opportunity to conduct business planning, complete mock loan applications, and simulate other processes that are essential to starting and maintaining a small business.

13. Services That Provide Labor Market Information

This element is supported through job search, job referral, work readiness workshops, and labor market information from the JobsEQ database.

14. Post-Secondary Preparation and Transition Activities

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Participants have the opportunity to meet with college recruiters to discuss educational opportunities within one or more fields of interest. LWDA staff provides additional counseling and information to support a transition to postsecondary education for youth pursuing this path.

k. Provision of Training Services

A description of how training services will be provided:

Individual Training Accounts (ITAs) are the principal mechanism utilized by customers under WIOA to access approved training programs that are placed on an Eligible Training Provider List. The LDWA requires that ITAs be linked to occupations that are in demand and in targeted sectors identified in the Mohave/La Paz WDB Local Plan. Participant case records must document the workplace demand for the skills in which the WIOA participant will be trained.

i. If using Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.

The Mohave/La Paz LWDA has established a policy governing the use of ITAs. Key features of this policy include:

- Individual need for ITA supported training must be determined, documented and paid at a rate not to exceed specified programmatic limitations unless pre-approved by the LWDA's Workforce Program Manager.
- WIOA requires the coordination of training costs with funds available under other federal programs, such as Pell Grants.
- ITAs can only be issued to participants who are participating in programs leading to an industry-recognized certification or a recognized postsecondary credential.
- At least once within every 30 days, an ARIZONA@WORK Career Coach and the participant will communicate regarding the participant's progress in training. For individuals in short training, contact may occur more frequently.
- The maximum amount of an ITA should not exceed $6,000 for OSY, ISY (under a current U.S. DOL waiver), Adults and Dislocated Workers. Approvals over policy limits must be issued by the Program Manager.
- The maximum time to fulfill the ITA is four years.

ii. Include whether contracts for training services will be used and the process for their use. *Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 (Section 8) applies and the process for their use is described in the Local Plan. If the LWDB determines that there are an insufficient number of Eligible Training Providers in the LWDA to accomplish the*

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purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320).

The LWDA does not utilize contracts for training services.

iii. Describe how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided. (20 CFR 679.560(b)(18)).

Most participants are aware of the availability of skills training before they even make first contact with Mohave/La Paz Counties LWDAs ARIZONA@WORK Job Centers. Promotional messaging and materials (brochures, flyers, print media, and web-based information) highlight the opportunity to acquire skills through the centers' programs. At the centers, this information is reinforced through posted material, technology resources, orientation sessions, and one-on-one interactions with center staff. Candidates and enrolled individuals engage in both group and individual career information, exploration, and planning activities, including both formal and informal assessments of skills and interests. Based on personal preferences and priorities, customers are able to express requests for job search and placement support, as a stand-alone service, or for training as a skill-building precursor to job search. Participants are informed about the full range of training programs and modalities (e.g., classroom training, work-based training programs) that are available and are able to evaluate their interest and suitability for such programs alongside labor market data, which further informs choice. Participants expressing interest in specific training programs conduct research and commonly meet with training providers before a decision to enroll is finalized.

I.	Coordination of Title I Activities with Transportation and Other Supportive Services

A description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the LWDA and region (20 CFR 679.560(b)(10)). List types of supportive services that will be provided using WIOA Title I-B funds in the LWDA, per LWDB policy, including if needs-related payments will be provided to participants of WIOA Title I-B training 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,

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Dislocated Worker, and Youth Programs when 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.

Requirements for Supportive Services

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.

Mohave/La Paz Counties LWDA maintains a detailed policy and accompanying procedures on the use of supportive services for WIOA Title I-B participants. Core requirements include:

- Distribution of supportive services funded by WIOA must be based on need.
- Content and extent of services must be necessary and reasonable.
- Payments for services are made directly to vendors.
- Specific documentation of payments must be collected and reported.

Supportive Services Categories

Supportive services can, generally, be provided in the following areas: vehicles expenses to support travel to services, training and work; other transportation services such a public transportation, taxi services, and fuel; work-related expenses, such as clothing; employment related expenses, including licenses; training-related expenses, such as technology devices; tools; housing, temporary lodging, and emergency lodging; moving expenses; telephone and internet; medical costs; childcare; and food. As indicated below, limits have been established for all categories.

Levels, Limits, and Prohibitions

Throughout the Supportive Services Policy there are references to limits. These may be based on the activities in which an individual is participating or on the types of service being provided. For example, individuals enrolled in training can receive up to a total of $5,000 in support services. Total transportation support cannot exceed $500 as a single category of service. The policy also specifies certain expenditures that are unallowable, such a payment for services received before enrollment; payments of late fees, fines, or penalties; or debts that have been turned over to a collection agency.

Review and Approval of Participant Supportive Services

LWDA policy outlines a process for review and approval of requests for supportive services that includes the following:

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- A bill or invoice must be in the name of the participant, spouse or equivalent, parent or guardian (for a youth participant), or a person who contributes significantly to the participant's WIOA goals.
- WIOA Program staff submits a signed WIOA Support Service Application, WIOA Payment Authorization, and required backup documentation (e.g., three quotes, rental agreement) to the appropriate supervisor(s) for review, approval, and program budget coding.
- Once approved, staff inputs the support service into the Arizona Job Connection system, updates the case record, places a copy of the approved application in the participant's file, and submits the finance packet to an Account Specialist for processing.

m. Determination of Computation and English Communication Skills

A description of how the LWDB determines if a youth or adult "is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society" as included in the definition of "basic skills deficient" in WIOA 3(5).

Mohave/La Paz LWDA utilizes the definition of "basic skills deficient" outlined in Training and Employment Guidance Letter (TEGL) 17-05, which deals with the U.S. DOL Employment and Training Administration's Common Measures Policy. Within the TEGL, "basic skills deficient" is described as:

The individual computes or solves problems, reads, writes, or speaks English at or below the eighth grade level or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society.

Given this definition, it is the LWDA's objective to identify for each participant the grade-level corresponding to their computation and communication skills. All participants enrolled into WIOA Title I-B individualized career or training services take the Test of Adult Basic Education (TABE). TABE is a recognized and respected assessment tool used by workforce development, skills training, and education programs across the nation. TABE examines:

Literacy: TABE measures three key types of literacy: foundational skills, literary texts, and informational texts

Reading: Content reflects life- and work-related situations and highlights overlapping objectives, from word-meaning skills to critical-thinking skills.

Language: The goal of adult language instruction is to build communication skills necessary for functioning effectively on the job and in daily life.

Mathematics: Content reflects math application, particularly routine tasks such as estimating quantities and making computations involving time, distance, weight, and more.

A participant is considered "basic skills deficient" or "unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job,

in an individual's family, or in society" if they score below grade equivalent 8.0 on the TABE or below their current grade-level in school.

n. Priority of Service for Low-Income Individuals, Recipients of Public Assistance, and Individuals Who Are Basic Skills Deficient

Describe how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient (20 CFR 680.600).

Mohave/La Paz Counties LWDA's procedures and processes to ensure service priority in WIOA Title I-B programs for low-income individuals, recipients of public assistance, and individuals who are basic skills deficient is discussed in Section 4, Item e, "Priority of Service."

o. Veterans Priority of Service

A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services (20 CFR 680.650).

The Mohave/La Paz Counties LWDA ensures WIOA Title I-B program priority of service for veterans and eligible spouses. At the ARIZONA@WORK Centers, both verbal and automated greeting and intake processes immediately inquire about individuals' history of service in the U.S. Armed Forces or whether they are a spouse of a person with such history of service.

Definitions

Under the LWDA's "priority of service for veterans" policy, "covered person" includes a veteran or eligible spouse. Key definitions include the following:

- Veteran means a person who served in active military, naval, or air service, and who was discharged or released under conditions other than dishonorable.
- Active service includes full-time duty in the National Guard or a Reserve component. Active service does not include full-time duty for training programs.
- Eligible spouse is a spouse of any of the following individuals:
  - ✓ Any veteran who died while on active duty or has a service-connected disability.
  - ✓ Any member of the armed forces serving on active duty who, at the time of application for priority of service, is listed in one or more of the following categories and has been listed for 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 or power
  - ✓ Any veteran who has a total (100%) disability resulting from service-connected disability, as determined by the Department of Veteran Affairs.
  - ✓ Any veteran who died and had a total disability (100% service connected), as determined by the Department of Veteran Affairs.

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- Non-covered means any individual who meets neither the definition of a veteran nor an eligible spouse.

A qualified veteran or eligible spouse receives priority over a non-veteran or non-eligible spouse for any basic career, individualized career, or training services. Priority of service for veterans includes:

- The covered person receives access to the service or resource before the non-covered person; and
- 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

Implementation

As described above, status inquiry is made so that covered persons are identified at the point of entry to allow then to take full advantage of priority of service, and they are made aware of their entitlement to priority of service; the full array of employment, training, and placement services available; and applicable eligibility requirements for the WIOA Title I-B programs.

The implementation of priority of service for veterans does not change the intended function of the LWDA's WIOA Title IB Programs, or the Programs' services. Covered persons must first meet all of the eligibility requirements and program requirements for participation in a specific program in order to receive priority of service.

p.	**Definition of "Underemployed"**

Provide the LWDB's definition of "underemployed." The definition of "underemployed" may be used to determine whether employed adults and dislocated workers are in need of individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs:

i. **Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEGL 19-16, section 11); and**
ii. **When the LWDB decides to use the self-sufficiency income for the LWDA in the local plan to define "underemployed," the LWDB must ensure that the self-sufficiency income level has been reviewed and is set at the appropriate level.**

Persons are considered underemployed if they are employed either full- or part-time, with a current annualized wage not exceeding 80% of their wages at the point of dislocation from the most recent employment, or if the person's earned wages are at or below the self-sufficiency threshold as identified in most current Lower Living Standard Income Level (LLSIL) tables published by Arizona DES.

LLSIL and poverty guidelines are used to establish low-income status for WIOA Title I-B Programs. The Mohave/La Paz Counties LWDA uses 70% LLSIL (Metro/non-Metro) to determine eligibility for disadvantaged youth and priority of service for unemployed adults with significant barriers to employment. The Mohave/La Paz WDB ensures the self-sufficiency level is reflective of the current labor markets for Mohave

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and La Paz counties by establishing 200% LLSIL for priority of service for employed adults and, for certain services, self-sufficiency for dislocated workers. Less than 200% on the LLSIL is considered "underemployed." The self-sufficiency level is subject to annual review by the local WDB and by DES to ensure that it is set at the appropriate level.

q. "Additional Assistance" Definition and Eligibility Documentation

Provide the LWDB's definition and eligibility documentation for "requires additional assistance to enter or complete an education program, or to secure and hold employment" for:

Mohave/La Paz Counties LWDA defines a "youth who requires additional assistance" as an individual who needs additional assistance to complete an educational program, or to secure and hold employment. No more than five percent of all in-school youth enrolled in the program each year are eligible based only on the "requires additional assistance" criterion.

All in-school and out-of-school youth enrolled in WIOA must be low income unless included in the 5% low-income exception.

i. Out-of-school youth (20 CFR 681.300); and

In addition to meeting the low-income eligibility criteria, an out-of-school youth who needs additional assistance may be eligible for WIOA Title I-B Youth Services, if one of the following is met and documented:

Criterion/Category	***Policy Provision***	***Required Documentation***
Poor Work History/Underemployed	Has poor, limited or no work history and/or sporadic employment and is no longer employed; or is seeking employment for the last 2 months, but remains unemployed or underemployed.	▪ Work History Form ▪ Case Notes
Has Incarcerated Parent(s)	One or both parents is incarcerated.	▪ Legal Document ▪ Self-Attestation ▪ Case Notes
Occupational Skills/Further Education Deficiency	Lack of educational, occupational and/or technical training that reduces opportunities for gainful employment and causes poverty; poor access to quality education and job	▪ Work History Form ▪ Self-Attestation ▪ Case Note

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	opportunities.	

Counseling Services	Is receiving or has received additional services through a licensed Counseling/ Rehabilitation Agency.	▪ Referral/Letter from Agency

ii. In-school youth (20 CFR 681.310).

In addition to meeting the low-income eligibility criteria, an in-school youth who needs additional assistance may be eligible for Title I-B WIOA Youth Services if one of the following criteria is met and documented

Criterion/Category	***Policy Provision***	***Required Documentation***
Poor School Attendance	Has displayed chronic poor attendance within the last school quarter and/or has an attendance rate of less than 85%.	▪ School Record
Alternative Schooling	Is currently attending an alternative school/education program that leads to a high school diploma or high school equivalency.	▪ School Record
At Risk of Drop Out	Is currently at risk of dropping out of school, as determined by referral from a school staff person, probation officer, or other responsible person with proper documentation and/or possesses unsatisfactory grades, GPA, and/or amount of credits.	▪ School Record
School Disciplinary Action	Has received or is on continuous disciplinary actions and/or is under a type of academic probation.	▪ School Record
Counseling Services	Is receiving or has received additional services through a licensed Counseling/	▪ Referral/Letter from Agency

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	Rehabilitation Agency.	

r. Competitive Procurement Process to Award Sub Grants and Contracts

A description of the competitive procurement process to be used to award the sub grants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).

The Mohave/La Paz LWDA maintains a policy that governs WIOA procurement and the roles and responsibilities of the Local WDB in procurement of the one-stop operator and any other program specific procurement. The policy includes the following key provisions.

- Mohave County is the grantee and fiscal agent for the WIOA funds for the Mohave/La Paz LWDA and Mohave County Procurement Department handles all competitive procurement.
- The LWDA will follow Mohave County's Procurement Code, which complies with state and federal law.
- When the LWDA has a procurement that involves additional requirements, as in the case of one-stop operator (OSO) procurement or procurement of WIOA career services and other services for the Adult, Dislocated Worker or Youth programs, the LWDA Director informs the Mohave County Procurement Officer of these federal or state requirements, such as the TEGL15-16 and State Policies.
- The Director is responsible for communicating with the Procurement Officer to ensure procurement documents meet additional requirements, as described above.
- In the case of OSO procurement or competitive procurement of WIOA career or other services for the Adult, Dislocated Worker or Youth programs, the Mohave/La Paz WDB will review and approve the procurement documents and will establish a review committee consisting of volunteer members of the WDB to work with the Director and the Procurement Officer.
- The WDB will also make a recommendation to the Mohave County Board of Supervisors based upon the review committee's determination.

Accompanying the policy, is a set of procedures describing selection processes for the following WIOA Title I-B functions: one-stop operator, Adult and Dislocated Worker Program career services provider, and Youth Program service provider. The procedures also describe requirements for subrecipients and contractors with respect to their procurement obligations and participation in LWDA monitoring.

As indicated in Section 1.a.3.a-d of this Plan, *Providers Selected by the LWDB*, Mohave/La Paz Counties LWDA has exercised the provisions of WIOA that enable a local area or local WDB to serve as the WIOA Title I-B Adult Program and/or Dislocated Workers Program career services provider when the chief elected official and the Governor have reached agreement to this effect. Similarly, the LWDA has exercised the option under WIOA to serve as the Title I-B Youth Program service provider.

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s.	Coordination with Title II Adult Education and Family Literacy Act Services

A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)):

The purpose of Adult Education in Arizona under WIOA is to enable local adult education providers, as core partners of Arizona's workforce system, to develop, implement and improve adult education and literacy services throughout the state to further the vision and goals as outlined in the Arizona Unified Workforce Development Plan and WIOA, in order to:

- Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency.
- Assist adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children, and lead to sustainable improvements in the economic opportunities for their family.
- Assist adults in attaining a secondary school diploma or its recognized equivalent and in the transition to postsecondary education and training, through career pathways.
- Assist immigrants and other individuals who are English language learners in improving their reading, writing, speaking, and comprehension skills in English and their mathematics skills. The Program also seeks to help these individuals in acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

Adult education providers funded under Section 222(a)(1) are contracted to establish and operate programs that provide the following services and activities to eligible individuals:

- Adult Basic Education (ABE): Literacy instruction is aligned to Arizona Adult Education Content Standards. Workforce Preparation activities are provided concurrently with ABE instruction.
- Adult Secondary Education (ASE): Literacy instruction aligned to Arizona Adult Education Content Standards. ASE activities are also designed to lead to the attainment of a secondary diploma (or its equivalent) and transition to post-secondary education, training or employment. Workforce Preparation activities are provided concurrently with ASE instruction.
- English Language Instruction: Literacy instruction is aligned to Arizona Adult Education Content Standards to help eligible learners achieve proficiency in reading, writing, speaking, and comprehension of the English

language. Instruction should also lead to attainment of a secondary diploma (or its equivalent), transition to postsecondary/training, or employment

- Integrated English Literacy and Civics Education (IELCE): Education services provided to English language learners to achieve competence in the English language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens. Services must include: 1) instruction in literacy and English language acquisition: and 2) instruction on the rights and responsibilities of citizenship and civic participation. Services may include workforce preparation and workforce training.
- Workforce Preparation: Instruction provided concurrently with ABE, ASE, or IELCE activities that is designed to help eligible individuals acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self–management skills. Workforce preparation activities are designed to increase employability skills and the development of competencies in using resources and information, working with others, and understanding systems to successfully transition to and complete postsecondary education, training and employment.
- Integrated Education and Training (IET): A service approach to providing adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement. Required IET components are: 1) adult education and literacy, 2) workforce preparation activities, and 3) workforce training.

i. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.

There are two WIOA Title II adult education grantees within the LWDA.

- Mohave Colleges with campuses/locations in Kingman, Bullhead City, and Lake Havasu City.
- Arizona Western College. While the college is headquartered in Yuma, its Parker Learning Center is located in La Paz County.

ii. Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232. (20 CFR 679.560(b)(12).

While LWDA and representatives from the two colleges communicate and coordinate around many workforce issues and training programs, adult education is a key area for collaboration. Title I and Title II program staff regularly cross-refer clients, as individuals needing adult education often also need career services and access to vocational skills training. The colleges and the Mohave/La Paz Counties ARIZONA@WORK Job Centers operate in the same communities and actively market one another's services in these locations. As a result, co-enrollment of individuals in the two programs is increasingly more common. Individuals completing Title II training are better prepared to participate in and finish a job skills program and have greater

success competing for and retaining employment. In support of WIOA guidelines, the Mohave/La Paz WDB provided feedback on the Title II applications received by the State from education providers in the LWDA.

t. Coordination with Title III Wagner-Peyser Services

A description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system.

Title III - Wagner-Peyser programs include services such as job search assistance, help getting a job referral, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of three modes including self- service, facilitated self-help services and staff assisted service delivery approaches.

Services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements and skills, assisting employers with special recruitment needs, arranging job fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs. Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers.

The Wagner-Peyser Act of 1933, amended as WIOA Title III, establishes a nationwide system of public employment offices, known as the Employment Service. The Employment Service is a required partner under the ARIZONA@WORK network, providing labor exchange services to all job seekers and helping businesses to meet their hiring needs by referring qualified workers. The Employment Service under WIOA builds upon the previous workforce reforms, requires colocation of the Employment Service offices in WIOA's one-stop career centers, and aligns performance accountability indicators with other federal workforce programs, including the Title I-B Adult, Dislocated Worker, and Youth programs.

Services

Under Wagner-Peyser Employment Services, funds are used for career services, including labor exchange activities and the provision of labor market information. Training is not an allowable activity. Services available include assessments of career interests, career guidance when appropriate, job search workshops, and referral of individuals to jobs or training, as appropriate. Services offered to employers in addition to referral of job seekers to job openings, include matching job requirements with

applicants' experience, skills and other attributes; helping with special recruitment needs; assisting employers with hard-to-fill job orders; assisting with job restructuring; and helping employers assist laid-off workers. Under WIOA, the program has increased its reemployment services to Unemployment Insurance claimants. Under Wagner-Peyser Act Section 7(b), 10 percent of the total sums allotted to each state workforce agency, including Arizona's DES, are reserved for use by the Governor to provide performance incentives, services for individuals with special needs, and for the extra costs of exemplary models for enhancing state workforce staff with professional development and career advancement opportunities. The amended Wagner-Peyser Act under WIOA has enhanced collaboration among employment and training programs by mandating co-location of Employment Services within one-stop (ARIZONA@WORK) centers. WIOA aligns Wagner-Peyser service delivery, planning, and performance data within the one-stop delivery system.

Local Collaboration

While Mohave/Laz Paz Counties LWDA managers and staff enjoy a positive working relationship with the full range of workforce system partners, collaboration with representatives of the Title III Wagner-Peyser program is the most common. DES staff representing this program are co-located within the ARIZONA@WORK Job Centers. Customers utilizing resource center services will often encounter a Wagner-Peyser representative as their first point of contact. In their "gatekeeper" role within the resource area, staff ensure that enrollment in Wagner-Peyser-funded services is customers' first activity. Services most commonly provided are job search, resume building, and referrals to available jobs. For customers with little work history, few marketable skills, and identified barriers to employment, referrals are made to the Title I program, which has a larger "tool kit" to address customers' job-related obstacles. Very early in their interactions with customers, Wagner-Peyser staff often identify a need for basic skills or job-specific skills training.

Given the central role these individuals play as navigators, they frequently make referrals of customers to suitable programs and services throughout the community. Wagner-Peyser staff perform essential Employment Services functions and refer many individuals to jobs that they have been matched to based on existing skills and experience. Because DES operates Employment Services for veterans, its staff frequently identified customers in this category and ensure that they are identified as qualifying for "priority of services" under WIOA. To promote on-going and efficient coordination between Title III services and WIOA Title I-B programs and services, Wagner-Peyser staff record customers activities within the ATLAS universal system (refer to Section 5, item a of this plan for more details), which enables tracking of progress in all activities.

WIOA Title I and Title III staff often collaborate in organizing or participating in events to promote ARIZONA@WORK services to businesses and to the community. Such gatherings include job fairs, community resource fairs, and local celebrations.

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u. Coordination with Title IV Rehabilitation Act Services

A description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services.

The Rehabilitation Act of 1973 authorizes the federal government to make grants to state agencies for vocational rehabilitation services. Title IV of WIOA reauthorized this funding for state grants. Eligibility is limited to individuals who have a physical or mental impairment that results in substantial employment barriers and who require workforce services to "prepare for, secure, retain, advance in, or regain employment that is consistent with the applicant's strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice."

Services

Participants receive individualized employment plans, and a variety of services can be provided on an individual or cohort basis. Services can include assessment of needs; career coaching and career choice assistance; job search, placement, and retention; interpreter services; education and training services, including tuition, books, and supplies; and occupational license fees, tools, and equipment. WIOA included three new purposes for Title IV: emphasizing competitive integrated employment, increasing employer involvement, and supporting individuals with disabilities as they transition from secondary to postsecondary education.

Local Collaboration

Staff from the DES Rehabilitation Services Administration are co-located (either full- or part-time) at all four of Mohave/La Paz Counties LWDA job centers. While the focus of services under Title IV is exclusively on individuals with disabilities, coordination between the WIOA Title I and Title IV programs is critical to meeting the needs of this priority population. Collaboration within the centers includes the joint promotion of programs and services to customers. When WIOA Title I staff members identify a customer with a disability, they frequently refer the customer to a Vocational Rehabilitation representative. While assessment of a customer's needs and circumstances is conducted by both programs, Rehabilitation staff will often be able to pinpoint precise services and supports, including accommodations, that would be most suitable for individuals with disabilities, leading to their enrollment in Title IV activities. Depending on the full range of services needed by such individuals, they may be co-enrolled in WIOA Title I to access career services or training, including work experience.

As with the other core partner programs, Title I and Title IV representatives work together to provide information and services at local events targeting business customers, job seekers, or both, and often, staff make joint presentations to groups.

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MOHAVE/LA PAZ COUNTIES
LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN (Two Year Modification)
JANUARY 1, 2025 – DECEMBER 31, 2028

SECTION 4: ARIZONA@WORK JOB CENTER DELIVERY

This section must include a description of the ARIZONA@WORK one-stop delivery system in the LWDA, including the following (20 CFR 679.560(b)(5)):

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. ARIZONA@WORK Centers are designed to help businesses find qualified workers and help job seekers obtain employment and training services to launch or enhance their careers. Services include assessments of skills, abilities, aptitudes and needs; assistance with Unemployment Insurance; access to employment services such as job listings and labor market information; career counseling; job search and job placement assistance; and information on training, education and related supportive services that enhance participants ability to succeed in training, job search, and employment.

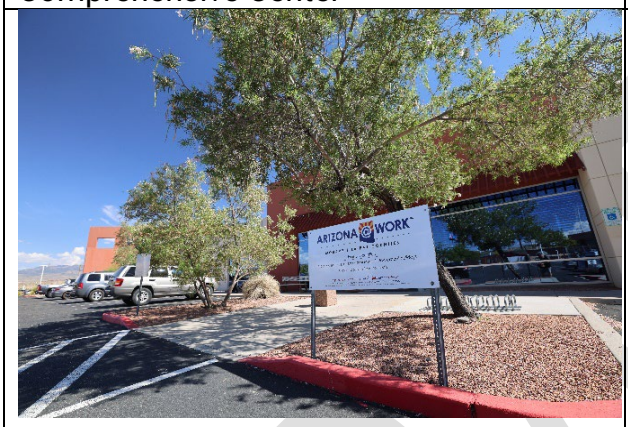
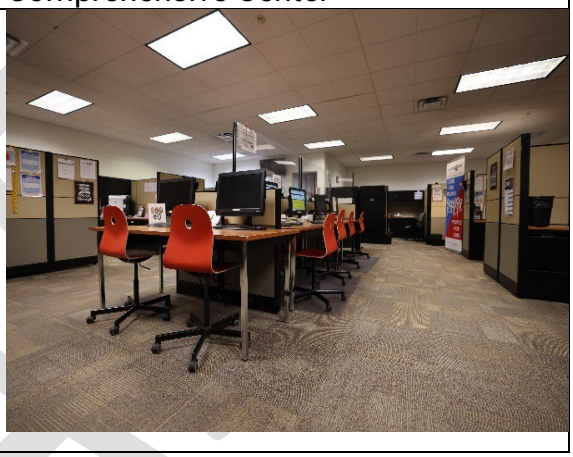
The ARIZONA@WORK Centers are the service delivery and career services information hub for the local workforce development system. While partner programs, such as Wagner-Peyser offer services at the centers on a full-time basis, some system partners are present on a part-time schedule, while others are connected electronically to the sites. Centers customers can access systemwide services through the centers either in-person or by accessing information and services through the web. Referrals are made and are tracked through Mohave/La Paz Counties LWDA's ATLAS tracking system, which enables tracking and follow-up on such referrals.

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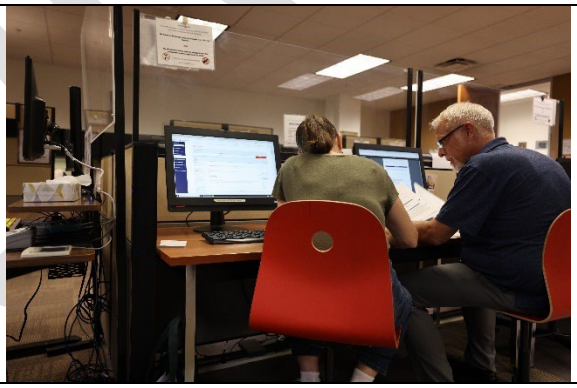
a. ARIZONA@WORK Job Centers

List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes;

The Mohave/Paz LWDA operates three 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
	

Lake Havasu City Job Center
2031 Spawr Circle
Lake Havasu City, AZ 86404
Affiliate Center



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b. Continuous Improvement of Service Providers

How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.

By definition, continuous improvement is the ongoing process of analyzing performance, identifying opportunities, and making incremental changes to processes, products, and personnel. From a practical perspective, the local workforce system benefits from continuous improvement processes to ensure that programs and services continue to meet the needs of its customers: jobs seekers (including employed individuals looking for career advancement opportunities) and businesses. Efforts to improve processes may also address the changes sought by system partners, local stakeholders, and funders, such as DES and the U.S. Department of Labor (DOL).

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 concreted efforts of the Mohave/La Paz WDB to establish and address strategic priorities that support State Plan goals.

Internal and External Organizational Training

Investment in staff training is a fundamental strategy for promoting improvement in workforce services operations. As the service provider for WIOA services throughout the LWDA, Mohave County Community Services ensures that training is provided to staff across a wide spectrum of topics from equal opportunity to customer service. Training is offered by both staff within the organization and by outside individuals and organizations with specialized expertise that is of value to the delivery of effective services to workforce system customers. One method through which management and staff secure training on important and emerging issues in workforce development is through attendance at major events, such as conferences hosted by the National Association of Workforce Development Professionals. These convenings provide the opportunity to hear from leaders in the field and to learn of proven practices as well as cutting-edge approaches to system management and service delivery.

Training from Local Workforce System Partners

As described throughout this plan, the local workforce development system is comprised of many federal, State, and local partners. Each partner agency has unique expertise in workforce and economic development, business services, education, and human services. Given their knowledge across many areas of specialization, partners offer training on an array of subjects ranging from services to distinct target groups to high performance service models.

Through the LWDA's relationship with DES, LWDA staff is able to access training through the Arizona Department of Administration's statewide Learning Management System, TraCorp.

ARIZONA@WORK Systemwide Training and Information Sharing

DES hosts training on a broad spectrum of subjects pertaining to the administration and operation of WIOA-funded workforce programs and the public workforce development system. Gatherings of Arizona leaders in workforce development, whether virtual or in-person, provide a unique opportunity to share information, including best practices.

Input from Key Customer Groups

As stated in the *Introduction and Overview* section of this plan, one of the WDB's priorities to support the State Plan is to:

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.

In keeping with this objective, the Mohave/La Paz LWDA gathers information from both job seeker and business customers at various junctures in the process of providing services. This information is used to record and assess customers' satisfaction with the services that they have received and their recommendations for system improvement. Consumer data is shared with management, staff, and the WDB, who utilize this information to formulate improvements to the workforce development system's service strategies.

WDB Strategic Planning

Annually, at minimum, the WDB engages in strategic planning discussions. These sessions are used to zero-in on the local board's priorities, including sector strategies, services for priority populations, performance goals, and concepts for testing new and innovative approaches to meeting the workforce needs of Mohave and La Paz counties.

c. Physical and Programmatic Accessibility for Individuals with Disabilities

How the ARIZONA@WORK partners in the LWDA, including the one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA Sec. 188 (as appropriate) and the Americans Disabilities Act of 1990

WIOA Section 188, which prohibits discrimination on the basis of disability under section 504 of the Rehabilitation Act of 1973, 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.

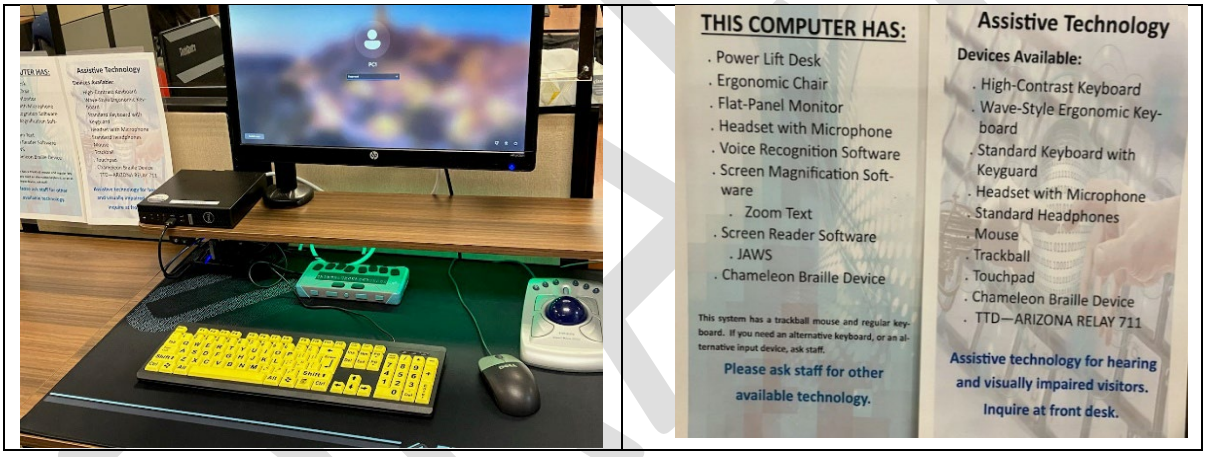
i. Include how the need for specific assistive technology equipment will be determined as well as how partners/one-stop operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.

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Mohave/La Paz Counties LWDA's ARIZONA@WORK centers have workstations with assistive technology devices that support the service needs of individuals with various disabilities. Accessible workstations make available the following tools and resources:

- Power Lift Desk
- Ergonomic Chair
- Flat-Panel Monitor
- Headset with Microphone
- Voice Recognition Software
- Screen Magnification Software
- Zoom Text
- Screen Reader Software
- JAWS
- Chameleon Braille Device

Signage describing the availability of assistive technology support is posted in center lobbies and at accessible workstations in each ARIZONA@WORK Center.



ii. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.

Applicants are informed at their first arrival in the centers of available assistive technology (described above) and of other accommodations that can be provided to meet individual needs. Among these services are: American Sign Language Interpretation, written communications, and lip reading. Information can be provided in various alternative formats, including large print documents, electronic disk, audio, and braille. Media is available via closed or open captioning or video described formats.

An accommodation request card is available to customers and, as needed, center staff will provide assistance in preparing such requests.

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iii. Describe how partners/one-stop operator will ensure individuals with disabilities can participate in workshops and services offered through the center.

The LWDA's ARIZONA@WORK Centers are the hubs of service delivery for the local workforce development system. Center management and staff, along with the one-stop operator, ensure that all services meet the highest standards of accessibility. As indicated, information on accommodations is posted in various places, Braille signage is in place, and staff with specialized skills and experience, such those working in Vocational Rehabilitation, are available to assist customers with disabilities. To ensure that facilities fully comply with national standards, staff use the "ADA Checklist for Existing Facilities," an extensive guide which is produced by the Institute for Human Centered Design, to review facilities.

d. Partner Contributions to the One-Stop System

The roles and resource contributions of the one-stop partners as detailed in the MOU/IFA and One-Stop Operating budget. Include other leveraged funds such as donations and in-kind contributions.

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 (refer to Section I, item 7 *ARIZONA@WORK partner programs*), 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 will 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).

Memoranda of Understanding

Within the current MOU (July 1, 2026 – June 30, 2029) developed among the Mohave/La Paz WDB, the Mohave County Board of Supervisors, and agencies administering the WIOA-mandated partner programs, roles are described by way of the following responsibilities, which apply to all partners.

- Partners will provide access to career services available under the partner's programs.
- As applicable, partners will contribute to infrastructure cost-sharing activities as defined in this MOU and use a percentage of funds made available to each partner's program and activities to create and maintain the workforce system and provide career services.
- Each partner will remain party to the MOU throughout the identified period of the agreement.
- Partners will participate in the operation of the area one-stop delivery system, as permissible under the authorizing laws through which they are funded.
- Partners will provide priority services to veterans and covered spouses.

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- Partners will comply with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to their respective roles and consistent with the rules that govern each partner's respective program.
- Each partner must ensure compliance by its staff members who work in the ARIZONA@WORK Mohave/La Paz one-stop delivery system with the area's policies and procedures.
- As permissible by their programs, partners will use common practices and procedures; forms and documents; software systems or applications; and other forms of media that support the local workforce system.
- Partners will use agreed upon referral methods among system partners.
- Partners will utilize approaches to support services for individuals with barriers to employment.
- Partners commit to train their counterparts on eligibility requirements and performance outcomes to ensure appropriate referrals.

Infrastructure Funding Agreement

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 to calculate a percentage of designated office/cubicle square footage. Common area costs are similarly prorated.

The IFA also contains a "Consolidated System Budget for the Delivery of Applicable Career Services" representing the total actual or reasonably estimated amount of funds budgeted by the required partners for the delivery of the career services (that are applicable to their programs) and made available through the ARIZONA@WORK one-stop delivery system. This budget includes all costs, including personnel, related to the administration and delivery of these services.

The Mohave/La Paz Counties LWDB continues to explore and evaluate cost allocation methodologies to ensure infrastructure costs are allocated in a manner that meets the requirements of the IFA but does not stifle innovation and flexibility from an operational standpoint.

A copy of the MOU/IFA is included (via hyperlink) as Attachment 3 to the Local Plan.

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e. Priority of Service

Describe how the LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Sec.134(c)(3)(E) and 20 CFR 680.600.

WIOA states that priority for individualized career services and training services funded must be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. As described in Local Plan Section 3, item O, WIOA also provides priority of service for veterans.

The Mohave/La Paz Counties LWDA ensures that federal and State priorities for the delivery 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

The LWDA has established a policy and procedure for identification of individuals who require priority of services. These include all of the federal and state priorities listed above, along with additional criteria, such as being unemployed or underemployed, an older worker, an individual with a disability, a school dropout, a justice-involved or formerly-incarcerated individual, a youth who aged out of the foster care system, and individuals from other groups with barriers to employment.

Determination of Status During Application and Eligibility Determination

During the WIOA application process, all of the federal, State, and local priority status areas are queried, including veteran status, receipt of public assistance, income, and basic skills levels, as are characteristics/experiences, such being an individual with a disability, an ex-offender, an English language learner, or homeless.

Documentation of Status within a Priority Category

Status of individuals from priority of service categories are documented with collateral support in accordance guidance on acceptable documentation specified in the WIOA Title I-B Eligibility Checklist published by DES. Staff ensure every attempt is made to secure documentation prior to relying on “self-attestation” for status categories where it is acceptable.

Recording Priority Criteria

In addition to collecting or, as appropriate, viewing documentation, Mohave/La Paz Counties LWDA staff use a series of checklists (Adult Services, Dislocated Worker Services, and In-School and Out-of-School Youth Services) to record priority of service status for applicants across all federal and State categories and for additional categories which are locally prioritized. The checklist become part of the participant’s case record.

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Tracking of Service to Priority Individuals

Utilizing the ATLAS system (refer to Local Plan Section 5.a for a description), staff can quickly identify all individuals from each priority of service category, along with the percentage of total individual served in a given program year from all categories and each specific category.

Ongoing Assessment of the Availability of Funds

WIOA makes clear that priority established for veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient does not mean that individualized career and training services can only be provided to individuals from these categories. Therefore, LWDA management and the WDB regularly assess the availability of funds to determine if exclusive priority for these groups were to become necessary.

f. In-School Youth Individual Training Account Waivers

If applicable, describe how the LWDB is implementing the waiver granted by the U.S. Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

The Mohave/La Paz Counties LWDA takes advantage of the waiver that DES has secured from the U.S. DOL 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. The availability of the waiver offers numerous benefits to local WIOA In-School Youth Program participants, including:

- ITAs are an effective tool to support youth in their transition to postsecondary education.
- ITAs enable in-school youth to earn industry-recognized credentials, which significantly enhance their value to local businesses seeking talent.
- Youth completing ITA-supported training have a higher likelihood of becoming employed in jobs with a defined career path.
- Access to ITAs increase customer choice for In-School Youth Program participants.

The WDB's most recently approved ITA policy, along with the LWDA's current administrative procedure on ITAs, outlines circumstances and parameters under which ITA "vouchers" can be used to support training for WIOA-enrolled individuals. With regard to the waiver, the policy instructs staff on the following:

The In-School Youth (ISY) Waiver allowance is only acceptable for Youth ages 16-21. It is granted on a yearly basis at this time. Review with Program Supervisors prior to initiating this Waiver.
Local procedures highlight that the use of ITAs for WIOA Youth Program participants, whether out-of-school or in-school, must be based on a determination of the specific need for skills to enter a career or industry.

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SECTION 5: PERFORMANCE AND CONTINUOUS IMPROVEMENT

Systems and processes that drive efficiency, effectiveness, and performance are essential to the successful operation of programs such as WIOA that are part of public workforce development system. Arizona DES provides a framework for this success, and the Mohave/La Paz LWDA has built upon this framework by identifying and implementing strategies and tools that enable high performing programs and services that are customer-centered and address that needs of a broad cross-section of individuals and businesses within the LWDA.

a. Integrated, Technology-enabled Intake and Case Management Information System

A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners (20 CFR 679.560(b)(20)).

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. Previously, LWDA staff experienced difficulty in providing direct referrals and tracking client progress within the workforce development system. Coordination with core partners and community organizations, especially for individuals facing high barriers, was difficult and time consuming, as staff relied on tools such as Excel spreadsheets and multiple systems to track services and outcomes. In search of a solution, Mohave/La Paz LWDA management encountered the ALTAS system, which addresses the critical technology needs of WIOA programs.

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.

The ATLAS portfolio of services contains over 16 unique portals of integrated, yet modular tools. Among the key features of the ATLAS system are:

- Storage (Archiving storage/e-file) – Document storage and management system
- Staff-Scan – Staff scanning system
- Self-Scan - Customer scanning system
- Electronic Signatures
- Programs Forms Builder

Key needs that were identified for a technology-driven system were deployment of a paperless WIOA intake and application process, an electronic filing system, customized branding, referral portability for system partners, a business services portal, and text messaging capabilities. With ATLAS, all of these were achieved in less than 6 months of implementation. ATLAS addressed major challenges by offering seamless service coordination, customizable reporting, and real-time information access, enhancing the Mohave/La Paz Counties workforce system's ability to effectively serve individuals with diverse needs.

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 & MMS feature.
- Overall reduced operational costs by digitizing forms, implementing electronic document storage system, and automating WIOA post-exit follow-up requirements.

b. Negotiated Levels of Performance

Provide the local levels of performance negotiated consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area (20 CFR 679.560(b)(16)).

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 participants in negotiations with the State on the levels of performance for each measure. The WIOA indicators of performance are:

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Employment Rate - 2nd Quarter After Exit

The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program. For Title I-B Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit. See below.

Title I Youth Education and Employment Rate - 2nd Quarter After Exit

The percentage of Title I-B Youth program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program.

Employment Rate - 4th Quarter After Exit

The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program. For Title I-B Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter. See below.

Title I Youth Education and Employment Rate - 4th Quarter After Exit

The percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program.

Median Earnings - 2nd Quarter After Exit

The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program

Credential Attainment

The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

Measurable Skill Gains

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:

- Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level;

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- Documented attainment of a secondary school diploma or its recognized equivalent;
- Secondary or post-secondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit's academic standards;
- Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training; or
- Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

Refer to Attachment 1 to this Local Plan, Performance Measures, for Program Years 2024 and 2025 final negotiated performance targets.

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SECTION 6: PUBLIC COMMENT

Local WDBs must 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 variety of methods, the Mohave/La Paz WDB provides ample opportunity for members of the public to access, review, and comment on the Local Plan.

a. Public Comment Period

Describe the process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560(19)).

The Mohave/La Paz Counties LWDA PY2024-28 WIOA Local Plan was available for public review and comment from August 3rd 2026 through August 28th 2026.

Availability of Local Plan

The Local Plan may be reviewed in-person or via the web at the following locations/sites:

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In-Person:

ARIZONA@WORK Mohave/La Paz Counties
Mohave County Community Services Department
700 W. Beale Street,
Kingman, Arizona 86409
Hours: Monday - Friday, 8:00 a.m. - 5:00 p.m.

Online:

arizonaatwork.com
https://arizonaatwork.com/locations/mohave-and-la-paz-counties

Mohave/La Paz Workforce Development Board Web Page
https://www.mohave.gov/departments/community-services/mohavela-paz-workforce-development-board/

Submission of Comments on the Local Plan

Written comments on the Local Plan will be accepted via email from August 3, 2026 until 5:00 p.m. on August 22, 2026 at which time the public comment period will conclude.

Comments are to be submitted to:

Michael Smith, Director
Mohave County Community Services Department
SmitMi@mohave.gov

Requests for Information on the Local Plan

For further information on the Local Plan, interested parties may email requests to:

Michael Smith, Director
Mohave County Community Services Department
SmitMi@mohave.gov

Publication of Public Notices on Local Plan Public Comment Period

In Mohave County, public notices were published in the following newspapers/print media:

- Kingman Daily Miner (City of Kingman)
- Mohave Valley News (Bullhead City area)
- Today's News Herald (City of Lake Havasu)

In La Paz County, public notices were published in the following newspaper/print media:

- Parker Pioneer Newspaper

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Other Methods of Notifying the Public about the Local Plan Comment Period

In addition to the public notices listed above, the Mohave/La Paz WDB utilized the following media, resources, and networks to publicize the availability of the Local Plan for review and comment.

- Mohave County website
- ARIZONA@WORK Mohave/La Paz website
- Postings by the Mohave County and La Paz County Clerks of the Boards
- Email distribution lists for Mohave/La Paz WDB Agenda, which includes State, federal, and local agencies, along with an array of interested parties
- Postings at Mohave County ARIZONA@WORK Job Centers
- Postings at La Paz County ARIZONA@WORK Job Center
- Distribution by Mohave/La Paz WDB Members
- Posting and distribution by Chambers of Commerce, Trade Associations and Adult Education Providers

b.	**Comments**

Include any comments received that expressed disagreement with the local plan. (20 CFR 670.560(21)(e)

With the Local Plan, WDBs must submit to the State any comments that express disagreement with the plan.

At the end of the comment review period, the following verbal or written comments were received from the public and can be reviewed in attachments (5).

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ATTACHMENTS

Following are the required attachments to the four-year Local Plan.

Attachment 1	Performance Measures
Attachment 2	In-Demand Industries and Occupations
Attachment 3:	One-Stop System Memorandum of Understanding with the Mohave/La Paz Workforce Development Board. Mohave La Paz MOU-IFA
Attachment 4:	Mohave/La Paz LWDA Eligible Training Provider List Policy ETPL Policy & Procedures
Attachment 5:	Public Comment

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Attachment 1

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PERFORMANCE MEASURES

Following are the WIOA Title i-B negotiated levels of performance for program years 2024 and 2025, which address these performance indicators:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Include the final negotiated targets during the initial plan submission as formatted in the tables below.

	Title I-B: Adult Program	
	Program Year: 2026 Final Negotiated Targets	**Program Year: 2027 Final Negotiated Targets**
Employment (Second Quarter after Exit)	72.0%	73.0%
Employment (Fourth Quarter after Exit)	63.0%	63.0%
Median Earnings (Second Quarter after Exit)	$9,700	$9,700
Credential Attainment Rate	79.0%	79.0%
Measurable Skill Gains	66.0%	66.0%

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	Title I-B: Dislocated Worker Program	
	Program Year: 2026 Final Negotiated Targets	**Program Year: 2027 Final Negotiated Targets**
Employment (Second Quarter after Exit)	76.0%	76.0%
Employment (Fourth Quarter after Exit)	70.0%	70.0%
Median Earnings (Second Quarter after Exit)	$9,700	$9,700
Credential Attainment Rate	79.0%%	79.0%
Measurable Skill Gains	76.0%	76.0%

	Title I-B: Youth Program	
	Program Year: 2026 Final Negotiated Targets	**Program Year: 2027 Final Negotiated Targets**
Employment (Second Quarter after Exit)	75.0%	75.0%
Employment (Fourth Quarter after Exit)	70.0%	70.0%
Median Earnings (Second Quarter after Exit)	$5,900	$5,900
Credential Attainment Rate	45.0%	45.0%
Measurable Skill Gains	60.0%	60.0%

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Attachment 2

MOHAVE/LA PAZ COUNTIES
LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPPORTUNITY ACT
LOCAL PLAN
JANUARY 1, 2025 – DECEMBER 31, 2028

IN-DEMAND INDUSTRIES AND OCCUPATIONS

Following are top in-demand industries in for the Mohave/La Paz WDB's six priority sector:

Provide the industries and occupations identified as 'In-Demand' in tables formatted as shown below. The tables can be as long or short as necessary, but the requested information must be provided for each industry and occupation.

NAICS Code(s)	Industry Title
23	Construction
8099	Healthcare
21	Natural Resources & Mining
31-33	Manufacturing
48-49	Transportation and Logistics

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Attachment 5

MOHAVE/LA PAZ COUNTIES
LOCAL WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPPORTUNITY ACT
LOCAL PLAN
JANUARY 1, 2025 – DECEMBER 31, 2028

PUBLIC COMMENT

The Plan Review Comment period was scheduled from August 3th through August 22nd.

At the end of the comment review period, the following verbal or written comments were received from the public:

No Public Comments were received during the Public Comment Period for the Local Plan Modification.

This feedback was accepted and corrected within the local plan to note Quartzite and Parker as major population centers in La Paz County.

No further comments were received from the general public.

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